

## BEST RECRUITMENT AND SELECTION PRACTICES BASED ON HRM LITERATURE REVIEW

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### Abstract

This research explores recruitment and selection best practices based on a literature review in the field of Human Resource Management (HRM). The main objective of this research is to identify effective approaches in securing the right talent and improving the efficiency of the recruitment process. The method used involved analysing various literatures. The results of the study show that the development of clear and detailed job descriptions is a crucial first step in attracting candidates that match the needs of the organisation. Furthermore, the use of technology such as application tracking systems (ATS) and social media is proven to increase the reach and efficiency of the recruitment process. Assessments through competency-based interview methods, psychometric tests, and practical skills assessments provide comprehensive information on candidates' abilities and cultural fit. Multi-stakeholder participation in the evaluation process helps ensure objectivity and fairness in selection. Implementation of these practices can reduce turnover costs, improve recruitment quality, and support long-term growth through competent and motivated human resources.

**Keywords:** Recruitment Practices, Selection, HRM Literature.

### Introduction

The development of the globalisation era and increasingly fierce competition, organisations are required to have human resources (HR) that are competent, competitive, and able to adapt to rapid changes. The recruitment and selection process is one of the crucial aspects in human resource management, to ensure that the organisation is able to obtain employees who match the needs and strategic goals (Hristova, 2022).

Recruitment is the process of seeking, finding, and attracting qualified candidates to be employed in the organisation. Meanwhile, selection is the process of choosing the most suitable individuals from the existing pool of candidates to be employed in available positions. These two processes are very important because they are the first steps in ensuring a match between the needs of the organisation and the skills, experience, and abilities of prospective employees (Rawat et al., 2021).

The recruitment and selection process is a vital component in an organisation as it serves to ensure the quality and suitability of the talent hired to the specific needs of the organisation. Through effective recruitment, organisations can attract prospective employees who have competencies and values that are aligned with the company's vision and mission. On the other hand, a thorough selection process helps in assessing candidates in depth, ensuring that they have the necessary skills, potential, and character to contribute positively and support the organisation's overall goals (Rabinowitz & Reichel, 2023). Thus, success in recruitment and selection not only determines team productivity, but also affects work culture and the organisation's ability to adapt and thrive amidst increasingly competitive business dynamics.

To improve the effectiveness of the recruitment and selection process, organisations can implement several best practices. Firstly, creating a clear and detailed job description is essential so that potential applicants understand the expectations and responsibilities of the position being offered. A good description includes the required qualifications, skills and experience, thus screening out unsuitable candidates from the start. In addition, utilising various recruitment channels such as career websites, social media and professional networks can help reach potential employees with diverse backgrounds and skills, expanding the options in securing top talent (Nikula & West, 2023).

Second, using competency-based assessments in the selection process. This method ensures that prospective employees not only meet the technical requirements, but also fit into the organisation's culture and values. These assessments may include behavioural interviews, skills tests, and psychometric assessments. In addition, involving multiple stakeholders in the interview process can provide a more comprehensive perspective of the candidate. Lastly, communicating transparently and providing feedback to candidates throughout the process not only enhances the candidate experience but also builds a positive reputation for the organisation as a professional and caring workplace (Ashwill, 2023).

However, the implementation of these best practices faces various challenges such as limited resources, unexpected changes in the business environment, and differences in existing work cultures. Therefore, each organisation needs to contextualise these factors in developing an effective recruitment and selection strategy.

Based on this background, this study aims to identify best recruitment and selection practices based on a review of HRM literature and develop implementable recommendations for organisations to improve the effectiveness of their recruitment and selection processes.

## **Research Methods**

The study in this research uses the literature method. The literature research method is a critical approach used to collect, assess, and synthesise information that has been available from various academic sources related to certain research topics. This research includes searching scientific works, such as journals, books, dissertations, and research reports, which are relevant to the question or hypothesis being studied (Firman, 2018); (Suyitno, 2021). The aim is to identify trends, gaps, and alignment of knowledge in the field and to build a solid theoretical framework for the research being conducted. Literature research also helps researchers understand the broader context and developmental history of the topic, provides a solid empirical basis to guide subsequent research methodologies and supports critical analysis and synthesis of findings (Jelahut, 2022).

## **Results and Discussion**

### **Best Recruitment and Selection Practices According to HRM Literature**

Best practices in recruitment and selection based on Human Resource Management (HRM) literature include several key strategies that have been proven to help organisations source the right candidates and improve workforce effectiveness. Firstly, the development of a clear and comprehensive job description. A good job description not only lists the duties and responsibilities of the position, but also the qualifications, skills and experience required. By listing this information in detail, organisations can reduce the number of unqualified applications and attract more candidates that match the needs of the position (Trivedi & Srivastava, 2023).

Second, the use of information technology in the recruitment process. Online recruitment platforms, Applicant Tracking Systems (ATS), and social media allow organisations to reach a wider and more diverse pool of potential employees. These technologies also help in screening and managing applicant data more efficiently, making the recruitment process faster and more accurate. The use of technology also enables personalisation in communication with applicants, which can improve their experience and satisfaction with the recruitment process (Adamovic, 2020).

Third, the importance of competency-based assessment in the selection process. By using methods such as behavioural interviews, psychometric tests and practical skills assessments, organisations can more accurately evaluate the abilities and suitability of potential employees to the job role and company culture. This approach helps to ensure that the selected candidate not only meets the technical qualifications, but also has soft skills that support their work in the specific work environment (Hawkins, 2024).

Fourth, multi-stakeholder participation in the selection process. Involving various stakeholders such as line managers, co-workers who will interact directly with candidates, and even diverse team members can provide different and comprehensive perspectives on potential employees. This process not only improves the accuracy of

the selection, but also allows for better integration of the selected candidate into the team and the organisation as a whole (Rahn, 2020).

Finally, openness and transparency in communication during the recruitment and selection process. Providing honest and constructive feedback to all candidates, both successful and unsuccessful, demonstrates the organisation's professionalism and care for human resources. In addition, maintaining transparency regarding the timelines and steps of the selection process helps manage applicants' expectations and reduce the uncertainty they experience. This practice helps build a positive reputation for the organisation as a workplace that values potential employees and is committed to fair and ethical recruitment practices (Veldhoven & Vanthienen, 2023).

Thus, best practices in recruitment and selection according to Human Resource Management (HRM) literature emphasise the importance of several key strategies to improve recruitment effectiveness and efficiency. Firstly, the development of clear job descriptions is crucial to attracting the right candidates. Second, the utilisation of information technology expands the reach of potential candidates and improves the speed and accuracy of the process. Third, competency-based assessments ensure candidates have the required technical and soft skills. Fourth, multi-stakeholder participation in selection provides a more comprehensive perspective and supports better integration. Finally, openness and transparency in communication builds the organisation's positive reputation and ensures a fair and ethical recruitment process. Combining these strategies helps organisations acquire and retain top talent, which in turn, drives long-term success.

### **Recruitment and selection practices to improve organisational effectiveness**

The first step in improving recruitment effectiveness is to develop a clear and comprehensive job description. A good job description outlines the main duties and responsibilities, the qualifications required, as well as the specific abilities expected from prospective candidates. By providing an accurate description, the company can attract candidates who are suitable for the position. This helps to reduce the time and cost that may be wasted on recruiting unsuitable candidates (Lakhan, 2024).

Technology plays an important role in simplifying and accelerating the recruitment process. Applicant Tracking Systems (ATS), for example, can be used to collect and screen applications efficiently. In addition, online recruitment platforms and social media such as LinkedIn allow companies to reach a wider range of potential candidates, opening up greater opportunities to find candidates that match the organisation's needs. Technology also facilitates communication between recruiters and candidates, speeding up the interview and selection process (Rimban, 2024).

Competency-based assessment is one of the best practices in the selection stage. This technique focuses on technical and behavioural abilities that are relevant to the job being offered. This method includes skills tests, behavioural interviews, and

assessment centres. In this way, companies can ensure that the selected candidate not only fulfils the basic requirements, but also has the skills and character that match the company's culture and values. This helps reduce turnover and increase productivity (Saini & Tarkar, 2024).

Involving various stakeholders in the selection process provides a more diverse and in-depth perspective on candidates. Teams consisting of recruiters, department managers, and even team members who will work with the candidate provide a more holistic assessment. This approach also supports smoother integration as the selected candidate has been considered from multiple viewpoints and has the buy-in of the wider team members (Thangaraja, 2023).

Clear and transparent communication with candidates during the recruitment process is important to build the organisation's good reputation and ensure a fair process. Candidates should be fully informed about the stages of the recruitment process, assessment criteria, and company expectations. This openness not only improves the candidate experience, but also enhances the company's image as a fair and transparent workplace. This practice is critical to attracting top talent who value an ethical work environment (Rabinowitz & Reichel, 2023).

By implementing these practices, organisations can improve recruitment and selection effectiveness, reduce unnecessary costs, and ensure the long-term stability and growth of the company through qualified talent.

Thus, to improve organisational effectiveness, the implementation of appropriate recruitment and selection practices is crucial. Starting the process with clear job descriptions helps companies attract suitable candidates from the start. The utilisation of technology such as ATS systems, online recruitment platforms, and social media, broadens the scope of the search and speeds up communication. Competency-based assessments ensure candidates not only fulfil the requirements, but also fit into the company culture. Multi-stakeholder participation in the selection process provides a more in-depth and holistic evaluation. Finally, openness and transparency in communication builds a reputation for fairness and enhances the candidate experience. By implementing these practices, organisations can reduce unnecessary costs, improve the quality of hiring, and ensure the long-term growth of the company through the right talent. Good implementation of each practice will result in a team that is more productive, integrated, and able to support the organisation's strategic goals.

## **Conclusion**

Based on a review of Human Resource Management (HRM) literature, best recruitment and selection practices start with the development of detailed and accurate job descriptions. This process helps to clearly identify the skills and qualifications required so that organisations can attract the right candidates. In addition, the application of technology such as application tracking systems (ATS) and social media

platforms can improve the efficiency and reach of the recruitment process. A combination of selection methods such as competency-based interviews, psychometric tests and practical skills assessments provide a comprehensive view of a candidate's capabilities and fit with the organisation's culture.

These practices not only aim to find the most qualified candidates, but also contribute to the company's reputation as a transparent and fair place for applicants. The participation of multiple parties, including line managers and HR teams, in the selection process ensures that the evaluation is objective and thorough. By implementing this holistic approach, organisations can reduce turnover costs, increase productivity, and ultimately achieve long-term growth through strategic and effective recruitment.

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