

RECRUITMENT METHODS OF PARTNER-COMPANIES

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ABSTRACT

This study explored the different recruitment methods mostly utilized by employers. Finding out what method is effective and efficient can save time and resources. The different recruitment methods evaluated were based on the Value-Added Theory of Neil J. Smelser, (2012) and Edwin B. Flippo (2015) and the importance of recruitment is on the Institutional Theory of Glover, (2013). Twenty (20) companies of the twenty-four partner-companies or eighty-three (83%) percent through their Human Resource Managers, Supervisors and Officers participated in the study. A peer-reviewed questionnaire was utilized in determining the recruitment method. Secondary data were used to determine methods that hired the number employees per category of company. Data collected were later subjected to further analysis for a significant relationship between the category of the company and the selected recruitment methods. The common notion that joining job fairs is an effective and efficient way of landing a job is a misconception. Partner-companies are dynamic and diverse in utilizing methods of hiring employees.

KEYWORDS: *Recruitment Methods, Company Categories, Job Fairs, Partner-Companies, Walk-in Applicants*

INTRODUCTION

Human Resource Management is a survival function of organizations. It improves outcome and affects the organizational performance. Recruitment highlights human capital as a valued asset of any organization (Jovanovich, 2014). It is the first step, wherein appropriate candidates are chosen for a particular job (Rao, 2010). This provides deeper understanding and realization that recruiting is critical to organizational performance amidst stiff competition for high-quality talents. Poor recruiting decisions produce high training and development costs, incidence of poor performance, high turnover and the organization may lose its competitive share of the market. It highlights the process although may differ from one organization to another, of having the right person, in the right place, at the right time crucial to organizational performance. Determining recruitment method that would attract qualified candidates for the job saves time and money (Edwin B. Flippo, 2012). This study finds out the top five commonly used recruitment methods that acquired a number of hired employees: walk-ins, print advertisements, recruitment agencies, job fairs, and job portal or e-recruitment among automotive, business outsourcing, finance, manufacturing and service industries. This further seeks how job fair wherein job seekers and organizations meet at a single place as espoused by the Local Government Units in the Philippines ranked compared to other methods.

Conceptual Framework

Different Recruitment Methods were based on Edwin B. Flippo (2015), who considers it as a process of searching candidates for stimulating jobs in the organization. It links the employers to the most capable job seekers for the job. The recruitment needs are of three types: Planned needs arise from the changes in the organization and retirement policies; anticipated needs are movements in personnel and can be predicted by studying trends in external and internal environments; and unexpected needs arise due to various reasons like deaths, resignations, accidents, illness, relocation, among others. This study is focused on external human resource recruitment methods: Walk-ins, Job Portals, Job Fairs, Advertisements, E-Recruitment. The value of recruitment processes is explained in the Value-Added Theory of Neil J. Smelser, (2012) where it stressed the importance of strategic manpower planning of training and development program, performance appraisal, reward system and industrial relations. The distinct and common features of institutions in hiring personnel to suit their mission, vision and written policies is based on the Institutional Theory of Glover, (2013). Recruiting new employees to ensure continuity have certain features in common such as institutional objectives, employees' tasks and people in the structure and changing environment to achieve objectives. The independent- dependent variables framework was used. Recruitment methods as independent variables: walk in, job portals, advertisements, employee referrals and e-recruitment; the frequently used methods that yielded a number of employees are the resultant-dependent variables.

METHODOLOGY

The study employed quantitative research design using descriptive-evaluative method. Peer-reviewed questionnaires with selective interviews on the recruitment processes were used in gathering data from partner-companies who participated in the annual job fair organized by the university. Descriptive and inferential statistics were used in the analysis and interpretation of datagathered through the Human Resource Managers, Officers and Recruitment Personnel of Industry Partners (IP) of the university regarding the recruitment methods they employed for the last three years. Secondary data on the number of hired employees per recruitment method were obtained from the office of the Human Resource Departments. The respondent-companies were taken from the official list of the Industry Linkages Office of the University for at last Three (3) Years evidenced by the Memorandum of Agreement (MOA). Twenty (20) of the twenty four (24) partner-companies, or eighty-three (83%) percent actually participated in the study. These are clustered into five (5) categories: Manufacturing, Business Process Outsourcing (BPO), Automotive, Financial Services (Private Banks) and Services (Restaurants, Hotels, Training Center and Resorts)

RESULTS AND DISCUSSIONS

Companies affiliated with University are mostly located in the highly developed National Capital Region (NCR) and in the developing yet densely populated and industrialized areas in the Province of Laguna, south of the island of Luzon.

Partner-companies of the university or sixty (60%) percent have existed at least one third of their corporate life. Many of which had been in the operation for at least fifteen years. They survived the most critical corporate life of ten years and belong to the top six (6%) success rate as Bill Carmody has stressed in 2015. Approximately eighty (80%) percent could be presumed to be in smooth operation while the remaining twenty (20%) percent of them however are still within the critically-survival corporate life. A combined thirty (35%) percent are into electronics manufacturing and service industries like hotels and resorts. The remaining sixty-five (65%) belonged to other industries operating within the

CALABARZON (provinces of Cavite, Laguna, Batangas, Rizal and Quezon) Region.

Manufacturing companies, mostly used E-Recruitment methods which comprises one-third (33.09%) of their current workforce. Walk-in method registered also to be widely used. Manufacturing industries shunned away from utilizing employment agencies for supply of employees, because of state regulations. Manufacturing workforce is dominated by skilled and middle management workers as Parry and Tyson (2008) have explored hence, online recruitment methods are more suitable but are less appropriate for the high-level management. The study of Subhash C. Kundu et al. (2012) in India, further averred that the e-recruitment method is heavily used in many organizations like manufacturing companies. Automotive Companies highly utilized (31.13%) e-recruitment in their manning and staffing. They also joined Job fairs to recruit employees. However, they gave better hiring opportunities for walk-in applicants to join the workforce of their company.

A large number of employees or forty-nine point fifty-eight percent(49.58%) in business process outsourcing (BPO) companies are acquired utilizing e-recruitment method. These companies also give priority on walk-in applicants as it reflects the achievement of the company to produce internally an acceptable level of physical contact in their initial process of recruitment according to Van Mieghem (1999). Outsourcing organizations often used a blend of more than two of these types of recruitment approaches according to Sinha and Thaly (2013) like campus recruitment, job sites or portals, recruitment agencies and advertisements as a part of the recruitment process for delivering their overall recruitment strategy.

Financial services companies appeared to use a blend of more than two types of recruitment approaches in consonance to the findings of Sinha and Thaly (2013). They least used manning agencies as a source of their workforce. Insurance companies in particular have to use multi-approach in recruitment, because candidates do not consider it as an attractive career choice (Tudor, 2015). Human Resource Managers (Chaurasia, 2015) of these companies would like to devote more time working to write appealing advertisements, provide feedback from assessment of resumes and interviews with applicants and plan workforce management.

The E-recruitment and through Job Portals methods are highly utilized by services companies like hotel and resorts. They rely heavily on only two methods and rarely used other available methods of recruiting qualified employees as part of their workforce. This recruitment approach, according to Sinha and Thaly (2013) is often in coordination with campus recruitment, job sites and portals because this type of industry requires very young work force. It is interesting to note that job portal companies are in close coordination and highly utilized employment agencies in the recruitment of their people. Other methods were only used sporadically and heavily dependent on the current demands.

The manpower agency companies utilized practically very limited recruitment methods with emphasis on accommodating walk-in applicants and in job fairs. Each agency has a particular approach to recruitment. One company utilized internal recruitment that is, promoting and getting applicants from people who are familiar with the operation of the company while the others rely on advertisement. R.L. Compton *et al.* (2009) rationalized this type of approach that in locating the right applicant, it has to be equipped with exact descriptions as stated in job specifications which could be done only by direct contact with the applicants so that they provide companies with a remarkable list of candidates who meet the criteria for the job.

Walk-in and internal recruitment methods are given the same emphasis in a maritime training school. Lower level positions in training schools are directly recruited. Middle level positions are either directly recruited or through an abundant system of promotions, and top level positions should go by well-made system of promotion. (Saini and Singh, 2008) In some ways, however they also need to outsource their workforce from manning agencies and job portals.

Medical services companies highly utilized walk-in method and concurrently advertise job vacancies practically relegating other recruitment methods to the sidelines. Direct recruitment such as walk-in and advertisement provides equal opportunities to all applicants. It ensures continuous supply of fresh employees with ability and competence for middle level positions. Direct recruitment joined by well-made system of promotion completes a sound strategic recruitment approach among these types of partner-companies.

The different partner-companies made use of the six methods of recruitment herein suggested, only two or twenty-five (25%) percent apparently veered away and used other methods inherent to the nature of the company. Recruitment method that acquired the most percentage of employees by the partner-companies of the university appeared to be mixed in their approaches. There exists no dominancy in any of the approaches. Although partner-companies generally preferred walk-in applicants to be members of the workforce, other methods are not far behind. It can be noted that partner-companies like Job Portals have very high utilization of Employment Agencies where prospective employees are trained for competitive skill (Bowling N.A., (2007) prior to their deployment to employers and for companies that may avail of their expertise. Companies however, that offer different kinds of Services and Business Process Outsourcing rely heavily on E-recruitment method.

Partner-companies, regardless of categories are by no means related to a specific utilization of recruitment method. Companies be that manufacturing, outsourcing, service among others do not have predominantly specific approach as to the recruitment of their prospective employees.

CONCLUSIONS

- The recruitment method widely used among partner-companies is walk-in. This traditional method gives due consideration for applicants who exerted effort and appeared personally to decision-makers.
- Partner-companies utilized diverse methods in the recruitment of their prospective employees.
- The notion of job fair as effective way of getting a job is a misconception among applicants as it is the least utilized method among the partner-companies.

RECOMMENDATIONS

- Partner-companies should devise means of speeding up processes for walk-in applicants and e-recruitment methods to save time and resources.
- Job seekers should exert more effort in applying for a job through walk-in method for greater chance of being hired.
- Updating the list of the Industry Linkage partners of the University of Perpetual Help System-DALTA according to company category.

- Further study may be undertaken to the extent of the recruitment methods of other partner-companies such as the academia and health service categories.

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