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Modelling of the Strategic Recruitment Process by Axiomatic Design Principles

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Abstract

In the case of strong competitions, although they have advanced technology, modern plants, and perfect organizational structures, it will be impossible for the businesses if they can't select human resources appropriately and use them effectively. Today, as the importance of the human factor has been realized, businesses have been putting emphasize on some human resources activities such as education, career planning and job placement.

Human resources activities are in the process of development and staff selection and the process of job placement has gained more importance in other businesses as well as industrial businesses with the awareness of human factor. Although the process of recruitment and job placement is carried out differently in different size businesses, it is the same in principle. In this study, conceptual model of the process has been formed by making use of Axiomatic Design principles in order to provide guidance for the businesses to be able to carry out recruitment procedures effectively and the provided model has aimed to contribute the businesses which has newly used the current approaches on human resources to be able to carry out these activities systematically.

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1. Introduction

Human resources concept expresses the human source which is one of the fundamental sources required to be used by organizations for achieving the institutional targets. This concept, in addition to including the most senior manager up to the lowest level employees within the organization, it also includes the potentially utilizable work source that is out of the organization (Kaynak, 1998). Human resources management generally tends to cover the needs of the individuals employed within the organization and basing on the human to make him/her more effective, efficient and beneficial, and on the other hand covers all of the regulations implemented for his/her satisfaction and happiness. In the work environment, all of the processes regarding his/her employment, compliance training, arrangement of wages, legal ties with the organization, his/her efficiency, performance evaluation, meeting his/her individual and social needs, and ultimately until his/her leave from the employment, all such processes are realized within the applications of human resources.

The information age that we are living in contemporarily has increased the impact of the human qualifications on the quality of the products and services; and maximized the quality effect. Therefore, particularly the importance paid

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on the intellectual capital made the human the most important quality factor. In the organizations, along with the importance attached to the human resources, especially the effect of the increasing competition on the labor market made the selection and placement processes take a step forwards. Recruitment process has had one of the most crucial roles among the processes of human resources. This function establishes the base for many significant structures starting from budgets of the employees, up to finding the talents, organizational scheme and organizational culture.

The target of the recruitment process, in conducting the managerial and operational functions, is to maintain the sustainability of the organization by the courtesy of the methods and the applications it appertains, to provide a market share and they are the efforts to have a word to say in competition. Obtaining the resources and implementing the applications, as much as it may in the environmental and sector fields, may emerge in different modes in technological, cultural and social fields. Apparent emergence of the differences causes the organizations to become alike in form and this may express the “genuineness”. For example, if only one or a few of the organizations in the same sector have the total quality approach, such organizations may hold different positions regarding the other organizations (Yeloğlu, 2004).

The decision made with the recruitment function has an effect especially on the person recruited, the job, the group the new staff joined, the product and whole of the organization. This effect especially becomes more apparent if a new staff will be recruited for the administrative level. With the recruitment of the right person, this person’s attitudes and behaviors towards other staff, his job and organization generally become positive. On the other hand, inappropriate recruitment and selection cause to general disharmony, deformity and eventually high rate of staff circulation because of the job releases (Yelboğa, 2008).

1.1. The Recruitment Concepts

For the business, staff selection is the process of selecting the best one or ones among the individuals who meet the necessary requirements for a position or a described job. With the globalization of the world and increase on the competition, selecting the right staff plays an important role on the success of companies or businesses. If the person selected for a vacancy is expected to work for a long time for the business and contribute greatly to the business with his talents and experience, it can be stated that selecting staff is a strategic decision (Bali, 2013). Providing and selecting staff is the most important human resources management activities that affect the performance of organizations directly. The existing of qualified staff is the key of productivity and performance in organizations. In order to perform a job in a desired level, the staff needs to have some properties that are named as the requirements of the job. If the staff do not have these properties, it will be impossible to carry out the job and produce effective and qualified services and products. For this reason, organizations need to search and select sufficient amount and quality of staff (Can et al, 2009).

The research and selection of appropriate employees is a very important human resources activity for the existence and development of organization. However, when this process is examined in general, apart from various inventors and test applications and some special type of interview techniques for the decision process, the lack of supportive models can be highlighted. Because of this, the evaluation of wrong and right decisions in the process of Human Resources is more difficult compared to other procedures. For example, while the benefit of selecting one from two candidates can be measured, the cost of opportunity derived from not selecting the other candidate cannot be evaluated.

Conducting and planning the process of selecting and providing staff in a manner of objective, strategic and a person oriented is very important for both workers and organizations’ expectations and objectives (Gök, 2006). Selecting staff is the function of choosing the best ones for the requirements of the job. The aim of selecting staff is to find out employees who are appropriate for the requirements of the job and has the necessary properties. The harmony between the employee and the job is very important for the employee and organization. For the organization, recruitment is an expensive process, so the time and money spent on unsuccessful employee means that it is a financial loss. For the employee, if he is unsuccessful, he can feel himself dissatisfied because of low performance and he can seek for new job opportunities.

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