

An Analysis of Hr Practices of Recruitment and Selection in Higher Education with Special Reference to Hyderabad India

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ABSTRACT

The focus of this study was mainly to analyze the effectiveness of the fair recruitment and selection procedures in the universities at Hyderabad. The careful attention was given in data collection and was collected through personally administered questionnaire from heads of the teaching department who are actually operating academic departments and are a vital part of recruitment and selection. Data was analyzed through SPSS by applying regression analysis and some needed descriptive statistics. The study found that organizational politics and line management have the greater influence on the effectiveness of fair recruitment and selection procedures. Secondly, fairness of recruitment and selection procedures proved interconnected and interrelated.

INTRODUCTION

Recruitment and selection are two important functions of human resource management. Technically speaking the function of recruitment precedes the selection function. It includes finding, developing prospective employees and attracting them to apply for jobs in an organization. Selection is the process of finding out the most suitable candidate to the job. Recruitment is the first stage in the process which continues with selection and ends with the placement of candidate. Recruitment facilitates in acquiring the number and the types of people necessary to ensure continued operations of the organizations. Recruitment is finding the potential applicants for actual or anticipated org vacancies thus, it acts as link in bringing together the people with jobs and those seating jobs. The purpose of recruitment is to identify suitable man power to meet the job requirements and job specifications it is the most important function of personnel administration on the other hand selection is concerned with securing right information about the applicant. The object of selection process is to determine whether the prospective candidate possesses the qualification for the specific job it is a long process. Starts from the interview and ends with the contract of employment.

II.OBJECTIVES

The main objective of the present research is to study, know and analyze human resource management policies, practices and procedures in the public sector universities of Hyderabad on the basis of the respondents' perceptions, opinions and experiences. This main objective can be delineated into the following sub-objectives.

To analyze common steps that organizations use to recruit and select employees.

To determine how the recruitment and selection practices can be made better in public sector universities of Hyderabad

To determine the combined effect of resourcing practices, reward management, training and development on performance of public universities in Hyderabad

III.SIGNIFICANCE OF THE STUDY

The study will provide insight to organizations on the effect the various HRM practices have on employee performance, hence enabling them to take the necessary action in order to improve overall organizational performance. The management of higher institutions of learning in Hyderabad would find this study informative and useful to them in their daily operations. This study would equip the presidents of these higher institutions of learning and other policy makers with the knowledge of effects of human resources management practices and its applicability in managing activities. The study will enable the government more specifically, the Ministry of Education, to develop and implement human resources management policies that are tailor-made to enhance performance. This study paves the way for other researchers in this field towards identifying areas for further research. The study will also add to the increasing body of theoretical knowledge in the human resource management field, in particular, it will enrich human resource practices in relation to firm performance among others.

IV.SCOPE OF THE STUDY

The study would conduct in 5 public sector universities and their constituents. Respondents comprised senior human resource management officers or administrators. Strategic human resource management practices considered included: Resourcing practices, reward management and training and development. Performance of public universities would measure in terms of research output, number of students enrolled, number of graduates, web ranking and completion rate.

V.STUDY LIMITATIONS

The researcher faced the following challenges: Primary data collection was the main source of obtaining the relevant information. However, not all respondents were comfortable with providing information as they were unsure on the use of the information that they provided. However, the researcher assured the respondents that the information sought would be used for academic purposes and that utmost confidentiality would be assured to them. Other respondents found it difficult to take time off their busy work schedules as they viewed the

researcher taking up too much of their valuable time. The researcher addressed this challenge by taking minimum time administering questionnaires.

VI. RESEARCH METHODOLOGY

The basic aim of this study was to investigate the effectiveness of the recruitment and selection procedures in the public sector University of Hyderabad. Because the objective of this study is to focus recruitment and selection simultaneously in this research, therefore to collect the relevant and valuable data, we choose the head of the departments of the public sector universities, who were also the direct line managers to control the departmental and faculty members activities on daily basis and these were directly or indirectly part of recruitment and selection process of the faculty members in their department or section. The data was collected personally through a well-designed questionnaire based on five point liker scale ranging from “Strongly agree” to “Strongly disagree”. Analyses were made through the latest version of SPSS a well-known software for the statistically data analysis, so that effective conclusion can be drawn. MS Excel latest version 2007 has also been used in summarizing various items under a single variable to be used in SPSS for further detailed analysis.

Convenience sampling technique were used to collect data from the sample and in total 80 head of the departments showed willingness to fill the questionnaire and most of them were senior level officers. The researchers personally administered this questionnaire and remained present during the completion of the questionnaire to clarify any confusion to them as they were highly busy in their administrative and academic work. Any head of the department in teaching section whether he or she has this portfolio currently or had been in his career were requested to fill the questionnaire because in public sector universities the tenure for head of department is three years selected by rotation on the basis of seniority decided by the vice chancellor (CEO) of the university.

VII. DATA ANALYSIS AND EMPIRICAL RESULTS

In order to analyze the various relationships and influence of independent variables on recruitment and selection fair procedures, we applied regression and correlation test which are shown in the following given tables. Table No. 1 shows the results regarding various independent variables with fair recruitment procedures that are highlighted in the first column that are followed by their Mean, Standard Deviations and correlation values. While as the Table 2 mentions about the details about constants followed by coefficients, t values and their significances.

In table 2, the coefficient of the regressors, organization politics, selection procedures and line management involvement are $B = 0.220, 0.569, -0.258$ respectively that shows significant effect on our response variable fair recruitment procedures with significant t values above 2. Other regressors, State Politics, Transparency and HR capacity have $0.509, -0.165, 0.235$ respectively which shows insignificant effect on our response variable fair recruitment procedures at ($\alpha = 0.05$). Moreover in table no. 2 the correlation values and their significance support these results as well.

VIII.DISCUSSION AND CONCLUSION

Carless, (2007) has argued that if the recruitment process is not effective to bring enough pool or applications, then it is very difficult for the organization to make effective selection for a specific job. The first aspect of this study was this to focus on effectiveness of recruitment procedures through fair recruitment selection procedures, influence of State politics, organization politics, fair selection procedures, transparency of selection procedures, influence of line manager and HR capacity. The first finding of this study we have noted is that organizational politics has significant influence on the recruitment procedures which means that this has influenced the fairness of recruitment procedures. Another key finding of this study is that selection procedures have influence over the fairness of recruitment procedures which means that there is not a clear recruitment strategy, and it depends on the nature of the selection procedures because in some cases the universities adopt short listing mechanism on the basis of details given in application form, while as in some occasions they also adopt written test to make short listing as well.

IX.CONCLUSION

The most significant conclusion of this study is the organizational politics influence over the effectiveness of fair recruitment and selection in the public sector universities of Hyderabad, which according to the previous research findings have mentioned in this study are not good for the organizational productivity, as such influences affect the influence the overall performance of the organizations. This specially influences the fairness of the recruitment procedures that causes a sever questions over the effectiveness of the recruitment and meeting its objectives.

Line management involvement in the recruitment and selection procedures depicts that they have more control over recruitment and selection procedures but actually it is also significant to see the aspect existence of human resource department section which we noted that universities are not focusing to establish this pivotal department for the larger interest of the universities, instead they just rely on the old pattern of human resource which is merely dealt by a small section having no relevant people to deal with the different human resource management function specially recruitment and selection. Effectiveness of the recruitment and selection fairness has been noted interrelated and interconnected which means that both have influence on each other. However the influence of organizational politics raises its severity to the extent of achieving the desired effectiveness of recruitment and selection, i.e., fetching large pool of applications and getting the right person on right job.

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Table 1: Descriptive Statistics

Variables	M	SD	1	2	3	4	5	6	7
1. Fair Rec Proc	2.5000	.86501	-						
2. State Politics	3.0500	.80975	-.003	-					
3. Org Politics	3.3063	1.07766	.470**	.207	-				
4. Fair Sel Proc	3.0625	.76347	.505**	-.048	.458**	-			
5. Transparency	2.7975	.54702	.083	.152	.283**	.255**	-		
6. Line Role	3.3313	1.07310	.247	.090	.494**	.679**	.377**	-	
7. HR and Line	3.2656	.86043	.390**	.017	.624**	.685**	.444**	.895**	-
8. HR Capacity	3.2000	.89945	.452**	-.075	.604**	.501**	.401**	.518**	.846**

Note: N = 80, “**” indicates significant result at (α = 0.05)

Table 2: Regression Statistics

Independent Variables	Unstandardized Coefficients			
	B	Std. Error	T	Sig.
(Constant)	.509	.545	.934	.354
State Politics	.029	.105	.277	.782
Org Politics	.220	.100	2.205	.031
Fair Sel Proc	.569	.146	3.901	.000
Transparency	-.165	.162	-1.014	.314
Line Mgt Capacity	-.258	.108	-2.388	.020
HR Capacity	.235	.125	1.879	.064

Dependent Variable: Fair Rec Proc., R Square=.405, F Value=8.290

Table 3: Descriptive Statistics table

Variables	M	SD	1	2	3	4	5	6	7
1. Fair Sel Proc	3.0625	.76347	-						
2. State Politics	3.0500	.80975	-.048	-					
3. Org Politics	3.3063	1.07766	.458**	.207	-				
5. Transparency	2.7975	.54702	.255**	.152	.283**	-			
6. Line Mgt Role	3.3313	1.07310	.679**	.090	.494**	.377**	-		
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