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Delay in Recruitment: Evidence from a Developing Country

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Abstract: This research aims to understand the reasons behind delays in recruitment and how to mitigate them for the efficient running of an organisation. The source of data collected for this study has been unavoidably united for those sources that are directly useful for studying this nature. The survey (online, phone, and paper) research method is the type of research adopted by this study. This study made a carefully developed survey to show the method used to collect the data used in work. Information used was collected from The staff of Company ABC. The company is a marketing communication solution provider. A qualitative research methodology was adopted in this study. The method used in collecting the information was through Structured and unstructured questionnaires. The population staffs in company ABC is 22 in number. The judgmental sampling technique was adopted in order to have a true representative of the population. 5 staff of company ABC was chosen. For the purpose of this study, the researcher has decided to make use of a table for the data analysis. The occupational attainment of the respondents and their degree of awareness towards delay in recruitment were also highlighted. In relation to lecturers and the students, they will adopt this research to teach and learn. In the point of HR managers, results can be used to supervise the subordinates. Organization and the HRM Staff will utilize it to train their HRM staff. The HR department will use the findings to organize and conduct the recruitment process without delays.

Keywords: Internal hiring of employees, Standardized delays in recruitment letter template, Human Resource Management (HRM), Developing economy, Judgmental sampling technique, Qualitative research

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INTRODUCTION

HRM is very much important in an organization; as they ensure that the recruitment process is well organized and utilized in order to select the rightly qualified candidates to occupy vacant positions. It serves as a counseling and welfare unit in the organization.

This department is responsible for finding, screening, recruiting and training job applicants, as well as administering employee-benefit programs (Investopedia, 2015).

Human resources managers organize people, report relationships among employees and the relations between the organization and their clients, as well as work in a way that best supports the actualization of the organizations goals (Heathfield, 2019; Wartika, Surendro, Satramihardja, & Supriana, 2015). Recruitment is very essential in an organization, because it is the process of selecting the best qualified candidates that deserve the job positions and ensuring there is no void or loophole (Thompson, 2009).

Research issue

Related issues in recruitment are the same in different organization, whereas the recruitment processes are different among organizations. Here are some points argued on about delay in recruitment process. Some of these points are narrowly defined needs, larger candidate pools, inefficient interviewing, improper position breakdown by HR, and lack of decision-making (www.simplicant.com). Another author further highlighted other recruiting challenges such as the challenge of attracting the right candidates, engaging qualified candidates, hiring fast, using data-driven recruitment, building a strong employer

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brand, ensuring a good candidate experience, recruiting fairly, and creating an efficient recruiting process (Nikoletta, 2020; Yilmaz, 2017). However, when business success depends on building teams of skilled and highly talented professionals, companies need to act fast to secure their preferred candidates or they risk losing them to the competition. Slow hiring practices can bring a series of negative consequences for companies (David, 2020). It has been noticed that there are delays in recruitment and delays in issuing recruitment letter, which could hamper the smooth running of an organisation and even blunt their competitive edge in the market. Therefore, the main thrust of this work is to identify the causes of such delays and to suggest possible ways to plug such organizational leakages. It should be noted that some of these authors wrote from the perspective of developed country, whereas this research is centered on developing country.

Objectives of the study

The research objective for this work is to understand the reasons behind delays in recruitment, and how to mitigate them for efficient running of an organization.

Definition of terms

This comprises of conceptual terms which will be used in this study. The definitions to be provided in this regard may or may not be the literal or the technical meaning of the terms, but they are appropriate in the study. Some of the conceptual terms to be defined, among others are:

Recruitment

Recruitment is described as "the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests" (Schuler, 1987).

HRM

HRM may simply be defined as the process of properly maximizing the useful and capable human resources to actualize the organizational set goals (Opatha, 2009).

HR manager

HR manager is simply defined as the individual within an organization that is responsible for the hiring of new employees, supervising and evaluating employees performances. He also acts as a middle man between employees and their bosses when the need arises. He is the general overseer of the personnel department (Business Dictionary, 2015). The HR manager is the person that is in-charge of the HR department. He also oversees the activities going on in the department.

Delay

Delay simply means to postpone or to defer or to put off to a later time (William, n.d.).

Significance of the study

The study intends to contribute to the existing body of knowledge in HRM in several ways. In relation to lecturers and the students, this research work will be adopted by them to teach and learn. In the point of HR managers, results can be used to supervise the subordinates. Organization and the HRM Staff will utilize it to train their HRM staff. HR department will use the findings to organize and conduct recruitment process without delays.

LITERATURE REVIEW

Companies set up human resources departments and hire recruiters because recruitment and retention of new employees are not easy tasks. During the recruiting processes, the HR department is faced with the problem of recruiting the best candidate that meets all the necessary criteria for the job position. For this problem to be overcome, the recruiters must be committed and competent enough

in handling it wisely. On the other hand, the company must be attractive enough and economically stable in order to retain its new employees (Thompson, 2009). Recruiting and retaining the best talented employee is the major concern of any organization that wants to succeed (Richards, 2012). Recruitment is a continuous process because of staff departure, changes in business recruitment; changes in business location and promotion. Phone interviews reduce delay in recruitment and also save time for applicants and employers (Mayhew, 2009). The overall purpose of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the HR needs of the company (Armstrong, 2010).

Delays in recruitment letter

It is time consuming and frustrating for preparing different letters for different job positions. In order to overcome this challenge, standardized delays in recruitment letter template should be used, as it saves time that will be used to perform other activities. By applying standardized procedures you impress your applicants; thereby you are having chances of absorbing the best candidates without being delayed. The demand for qualified and experienced candidates is high nowadays, as well as increasing salaries of white collar jobs, hence leading to delay in recruitment (EQ Consultants, n.d.).

The impact of recruitment in an organization

The main impact of recruitment in an organization is the screening of hundreds or thousands of candidates by the recruiters in order to select the best candidate who is qualified and suitable for the job (Thompson, 2009), which will further increase the performance level of the company (Nwokwu, Dharmadasa, & Rathnasingha, 2018).

Causes of delays in recruitment

The followings are some of the causes of delay in recruitment: recruitment timing, poor interview, references, culture, invalid standards, prejudices, premature decision, skills and abilities are not directly observed, unfamiliarity with job, selection cost, personal biases, lack of skills needed, flexibility in recruiting process, sources and methods of recruitment and environmental influence like; economic demand, technology, political and social aspects. Every employer should target retaining high-performing employees and not just merely retaining employees for the sake of keeping them (Mayhew, 2009). This will go a long way to boost the performance level of the firm (Nwokwu, Atapattu, & Azeez, 2019; Nwokwu, 2018).

Challenges in recruitment

Some organizations are delayed in recruitment as they consider what it will cost them to undertake the recruitment, induction, and training process for the new employees. On the other hand, some organizations prefer to hire contract labour or independent contractors in order for them to avoid the responsibilities of payroll taxes, employees benefits and full-time staff. And all these eventually lead to delay in recruitment (Mayhew, 2009).

Some of the challenges that delays recruitment are: brain drain and lack of qualified people in the local pool, nepotism and favoritism, political interference, change in business model of the organization, unavailability of human resources planning, costs associated with recruitment, use of information technology in advertising, high labour turnover, unemployment, geographical locations of jobs and the geographical locations of the candidates applying for the jobs, and lack of skills and expertise in the labour market: for example; when a company discovers the fact or when the incumbent fails to perform, the company is then forced to re advertise the job and this is costly both in terms of time and money. It is advisable for organizations to engage the services of recruitment agencies that are able to handle recruitment issues, i.e., qualifications and misrepresentation.

Due to these challenges that have led to delays in recruitment; employees no longer trust themselves, favoritism is now the order of the day in internal promotions and external recruitment though driven by ideals sometimes lacks transparency in the recruitment process (Zinyemba, 2014).

The 21st century challenges in recruitment

The major challenges faced by the HR in recruitment are:

Lead time analysis

The period of time it will take an organization to complete the recruitment process is one major issue that delays recruitment in an organization.

Innovation

Introduction of new systems in an organization is a challenge to HR professionals, hence leading to delay in recruitment.

RESEARCH METHODOLOGY

The main objective is to show the method used in collection of data and the source of the data. The source of data collected for this study has been unavoidably united for those sources which are directly useful for the study in this nature. Research means to study a subject in detail so that you can discover new facts about it.

Research method

Research method means a way of studying a subject in detail so that you can discover new facts about it. Survey (online, phone and paper) research method is the type of research adopted in the paper. Researcher made a survey that was carefully developed to show the method used in the collection of data. Information was gathered from the staff of Company ABC. The company is a marketing communication solution provider. Qualitative research methodology was adopted in this study. Questionnaire method had been used for the data collection.

Population size

The research population is the total number of staff. Accordingly, the population of the study is 22 staffs members in the company ABC.

Sample size

This was a small population. The sample size was selected judgmentally in order to avoid selection bias. A judgmental sampling technique was adopted in order to have a true representative of the population. Five (5) staff of company ABC was chosen.

Method of data collection

This was the avenue through which data was collected. Data may be defined as information or facts. There are two (2) major types of data. They are:

- Primary data
- Secondary data

For the purpose of this study, primary data was used.

Techniques of data analysis and justification of method used

For the purpose of this study, researcher decided to make use of tables for responses. The occupational attainment of the respondents and their degree of awareness towards delay in recruitment were also highlighted.

DATA PRESENTATION AND ANALYSIS

Premise

In this section researcher made effort to analyze and interpret the data collected through the method mentioned in the study. The analysis is made based on the answers to the questionnaires collected.

Analysis of responses from questionnaires

Five (5) questionnaire forms containing fifteen (15) questions each were administered to two (2) different departments or units, namely:

- Account Management Department
- Creative Department

The staff members in the above departments fall within managerial positions and non-managerial positions. The staffs are both males and females of which some are married and some are singles. This indicates that the researcher made attempt to balance all the categories. There was no under-aged among them as the spam of age is from 21 years and above. Further, researcher selected the permanent staffs.

Out of five (5) copies of questionnaire forms distributed, all were answered and returned. This shows a positive response to the questionnaire and samples of five (5) responses are representative enough in qualitative manner. For the purpose of research to be effective enough, one has to be in confidence that the respondents were actively involved in answering the questionnaires. This is to ensure that the respondents adequately represent the rest of the employees in the organization. To find this out, questions were asked from the respondents in three (3) stages. They are:

i. The first stage is to know the HR planning.
ii. The second stage is to know the process of recruitment.
iii. The third stage is to know if there are delays in recruitment.

RESEARCH ANALYSIS AND FINDINGS

Table 1: Q. What does recruitment mean in your organization?

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E
This respondent defines recruitment in his organization as Hiring the best available talent to increase/enhance our capabilities, as well as to plug talent gaps.	This respondent defines recruitment in his organization as An investment in talent and resources which will help the sustainable growth of the company.	This respondent defines recruitment in his organization as Finding the best possible talent to fill a need/gap in the organization.	This respondent defines recruitment in her organization as Strategic selection and investment in the best possible talent and potential that would ideally benefit an organization in ensuring that work processes are efficient, effective and profitable.	This respondent defines recruitment in her organization as Investment for (future) growth (based on overall business plan).

The respondents description of what recruitment stands for to this selected organization emphasizes the onerous search for two groups of personnel; those with potentials and talents as it border organizational visions and goals. As stated by respondent D, recruitment must align with the work process in terms of efficiency and profitability in short, medium and long term modes. It is the attempt to fulfill this recruitment mandate that leave some employment positions vacant, i.e. cause delay in recruitments and at other times organizations keep re-advertising or resort to employee poaching. Employee poaching takes place when a company hires an employee from a competing company.

Table 2: Q. Does your organization have proper HR planning facilities?

Respondent B	Respondent D
This respondent pointed out that Recruitment in his organization is based on business requirement.	This respondent said that Her organization does not have a dedicated HR department. That all recruitment is managed and carried out by the senior management (C.E.O., directors and department head).

The five (5) respondents said that their organization does not have proper HR planning facilities. Q3: Do you have any formal policy for the recruitment and selection of employees? The five (5) respondents agreed that their organization does not have any formal policy for the recruitment and selection of employees.

Table 3: Q. Can recruitment be conducted in an organization without the participation of HR Department?

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E
This respondent agreed that recruitment can be conducted in an organization without the participation of HR department. The reason he stated is that We dont have an inhouse HR department but recruitment occurs. He went further to say that HR function is handled by management or support from central HR support staff.	This respondent does not agree that recruitment can be conducted in an organization without the participation of HR department. The reason he gave is that sourcing for candidates takes place through group companies, recruitment agents and personal contacts. He went ahead to say that the HR department (centralized for the group) takes care of all administration elements of the process.	This respondent agreed that recruitment can be conducted in an organization without the participation of HR department. The reason he pointed out is that With their company being an advertising agency, as well as a small company (in terms of employees), the heads of the relevant departments would know best what the gap in the team is and the type of person they would need to bridge it.	This respondent agreed that recruitment can be conducted in an organization without the participation of HR department. The reason she mentioned is that This is possible as the decision makers in the organization understand the recruitment and nature of the gap, especially in the case of a creative/marcom agency. She explained further that the management is also aware of required legalities and seek legal consultation if required.	This respondent does not agree that recruitment can be conducted in an organization without the participation of HR department. The reason she gave is that process itself is time consuming and needs to be effectively carried out to ensure it contributes efficiently for the overall plans. Sourcing and selection of the right fit is therefore a critical element.

Respondents A, C, and D agreed that recruitment can be conducted in their organization without the participation of HR department. While on the other hand, respondents B and E do not agree that recruitment can be conducted without the participation of HR department. The researcher is of the opinion that HR department should participate in handling recruitment processes and it should be autonomous in nature (if possible) in order to avoid bias decision in the recruitment process.

Table 4: Q. How does your organization finalize their recruitment?

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E
This respondent said that Recruitment is finalized when the approved signature is signed on the offer letter and given to the selected candidate.	This respondent said that Recruitment is finalized when the candidate is informed on the final outcome. He explained further that it depends on the level within which the candidate was considered. He also said we may even have a discussion as to why a candidate was not selected.	This respondent said that Recruitment is finalized after the applicant is interviewed and assessed for the necessary requirement skills for the job. The team evaluates the results of the assessment (A presentation to understand skills, research capabilities, etc.). The job is finally offered through a formal letter.	This respondent explained that Recruitment is finalized during the final interview at which the interviewee does a presentation to the management. The interviewer scores the individual under various criteria. The scores contribute to the decision.	This respondent pointed out that Recruitment is finalized when candidate is informed of selection and briefed of way forward.

From the above table, the respondents mentioned that recruitment is finalized when the candidate is informed the final outcome and briefed of the way forward and then signed and approved offer letter is sent to the person.

Table 5: Q. What do you understand by delay in recruitment in your organization?

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E
This respondent defines Delay in recruitment as time taken to finalize financial terms and other benefits.	This respondent defines Delay in recruitment as delay in sourcing the right candidate. He explained further that most candidates are qualified, but they dont have the right attitude.	This respondent says that Delay in recruitment can happen for some reasons. That at his organization it mainly occurs due to the need to fill another position that might be equally or more important and being extremely difficult to find the right candidate.	This respondent defines Delay in recruitment as filling a position in the organization, this may occur due to budgetary constraints, conflicts-of-interest amongst the senior management, inability to find the capable talent required.	This respondent defines Delay in recruitment as sourcing the right fit-fit in terms of capabilities for requirement and fit in terms of current agency culture.

In the Table 6, the respondents stated that delay in recruitment occurs as a result of sourcing for the right candidate who is fit in terms of the job and the current agency culture. Respondent A added that delay in recruitment is the time taken to finalize financial terms and other benefits.

Table 6: Q. Are there delays in recruitment in your organization?

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E
This respondent is of the opinion that there are no delays in recruitment in his organization.	This respondent is of the opinion that there are delays in recruitment in his organization.	This respondent is also of the opinion that there are delays in recruitment in his organization.	This respondent also agreed that there are delays in recruitment in her organization.	This respondent is of the opinion that there are delays in recruitment in her organization.

Respondents B, C, D, and E agreed that there are delays in recruitment in their organization. Only respondent A said that there are no delays in recruitment in his organization.

Table 7: Q. If Yes from the above, what are the causes of delays in recruitment in your organization?

Respondent B	Respondent C	Respondent D	Respondent E
This respondent mentioned the causes of such delays in recruitment in his organization, which is if at all, not having the correct fit in terms of attitude/qualifications.	This respondent stated the causes of such delays in recruitment in his organization as: • Immediate need to fill other positions that are left vacant in the organization. • Being extremely picky (excessively discriminatory) in terms of finding the right candidate.	This respondent mentioned the causes of such delays in recruitment in her organization as: • Location shift of the office. • Resignation of staff members. • Budgetary constraints. • Inability to find good/high standard talent.	This respondent pointed out the causes of such delays in recruitment in her organization as sourcing the right fit-fit in terms of capability for requirement and fit in terms of current agency culture.

Respondents B, C, D, and E listed the following as the causes of delays in recruitment in their organization. The causes are: getting the right candidate who is fit for the job , fit for the current agency culture, location shift of the office, resignation of staff members, budget constraints, and being excessive discriminatory in finding the right candidate.

Table 8: Q. If No from above, what are the strategies that your organization is using to minimize or eradicate delays in recruitment?

Respondent A	Respondent B
This respondent outlined the following strategies adopted by his organization. These strategies are: • Streamlined decision-making process. • High degree of autonomy granted to decision-makers.	This respondent outlined the strategies used in his organization to minimize delays in recruitment. such strategies are: • Identification of requirements ahead of time. • Having a database of resources readily available for recruitment. • Cross utilization of staff to cover any immediate requirements.

The following are the strategies that respondents A and B are using to minimize or eradicate delays in recruitment: streamlined decision making process, high degree of autonomy should be granted to decision-makers, having a database of resources readily available for recruitment, identification of

requirements ahead of time, and cross utilization of staff to cover any immediate requirements.

A combination of strategy and character is a key to a successful business.

Table 9: Q. What are the main steps of recruitment in your organization and which of the steps cause delay in recruitment?

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E
This respondent outlined the main steps of recruitment in his organization as: Step 1 - Tap industry networks/personal contacts after defining relevant job roles. Step 2 - Identify/shortlist candidates. Step 3 - Interview and Assessment. Step 4 - If suitable negotiate employment terms. Step 5 - Finalize recruitment. From the above steps mentioned, he said that step 1 and step 4 are the steps that cause delay in recruitment.	This respondent outlined the main steps of recruitment in his organization as: Step 1 - Finalize business plan. Step 2 - Identify resource requirements. Step 3 - Sourcing and evaluation. Step 4 - Selection for probation. Step 5 - Finalize recruitment. From the above steps listed, he said that step 3 (Sourcing and evaluation) is the step that causes delay in recruitment.	This respondent outlined the main steps of recruitment in his organization as: Step 1 - An individual is first called in for a chat initially where the job role and expectancy is explained. Step 2 - After which they are called in for a presentation (After a client is selected fir them). This is to understand their presentation skills, level of research they conduct, etc. Step 3 - And they are evaluated by a panel based on the results. Step 4 - The selected candidate is picked. From the above steps stated, he said that step 2 (Presentation stage) is the stage that causes delay in recruitment. The reason he gave is due to the number of applicants and time allocated to conduct research, as well as to prepare for the presentation.	This respondent outlined the main steps of recruitment in her organization as: Step 1 - CV review and short-listing. Step 2 - First interview. Step 3 - Short-listing. Step 4 - Second interview for shortlisted candidates. Step 5 - Presentation stage. Step 6 - Review score sheet of presentation. Step 7 - Confirming selected candidate. From the above steps listed, she said that step 1(CV review) is the step that causes delay in recruitment. The reason she gave is that the organization is very particular about the quality of talent recruited.	This respondent outlined the main steps of recruitment in her organization as: Step 1 - Based on overall business plan and capacity. Step 2 - For agency to be able to handle (or not). Step 3 - Identifying requirements based on same sourcing for candidates. Step 4 - Evaluation process with management and CEO. Step 5 - Selection. Step 6 - Final brief on recruitment. From the above steps, she said step 3 (Sourcing for the right fit) is the step that causes delay in recruitment.

The five respondents pointed out the steps of recruitment in their organization in the above table. They pointed out the following steps as causes for delay in recruitment: sourcing for the right candidate, reviewing of CVs, presentation, negotiation of employment terms and taping of industry networks/personal contacts after defining relevant job roles.

Table 10: Q. Which of the following selection procedures or stages and methods cause delay in recruitment in your organization? You may select more than one.

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E
This respondent listed personal interview and practical test as the selection procedures or stages and methods that cause delay in recruitment in his organization. Reason is because practical test usually involve at least a weeks worth of work/ presentation.	This respondent also mentioned personal interview and practical test as the selection procedures or stages and methods that cause delay in recruitment in his organization, but without any reason.	This respondent selected only practical test as the selection procedures or stages and methods that cause delay in recruitment in his organization. The reason he gave is that practical test involves presentation, and that takes time due to the number of applicants and time allocated to conduct research, as well as to prepare for the presentation.	This respondent selected aptitude test, personal interview, written test, and practical test as the selection procedures or stages and methods that cause delay in recruitment in her organization. The reason she gave is that all the above stages/methods are relevant and vary as per the position being recruited for. E.g., Account management undergoes the stages of practical test and personal interest. An aptitude test is generally applicable for recruiting finance personnel/writers; etc. Practical tests are relevant for recruiting creative to understand skill, Account managers to understand presentation skills and attitude, etc.	This respondent selected only personal interview as the selection procedures or stages and methods that cause delay in recruitment in her organization, but without any reason.

The five respondents say that selected personal interview, practical test, aptitude test and written test as the selection procedures or stages and methods are causing delay in recruitment in their organization.

Table 11: Q. Which of these factor(s) are mostly considered for recruitment and selection of employees? You may select more than one.

Respondent A	Respondent B	Respondent C	Respondent D	Respondent E
This respondent pointed out that work experience, interview and test are the factors mostly considered for recruitment and selection of employees.	This respondent says that work experience, test, attitude towards work, interests outside of work and inquisitiveness are considered as the most suitable factors for recruitment and selection of employees.	This respondent selected academic qualifications, work experience, interview and test as the most considered factors for recruitment and selection of employees.	This respondent selected work experience, interview, test, extra-curricular and portfolios (creative work) as the most considered factors for recruitment and selection of employees.	This respondent selected work experience, interview, test, ensuring the right fit for agency culture and right attitude towards work.

The five (5) respondents indicated that work experience, interview, test, right attitude towards work, interests outside of work, inquisitiveness, academic qualifications, extra-curricular, portfolios (creative work), and ensuring the right fit for agency culture are the factors mostly considered for recruitment and selection of employees.

In response to Q 10 i.e., Does your organization have standardized delays in recruitment letter template? all the respondents agreed that their organization does not have standardized delays in recruitment letter template.

Table 12: Q. Are there delays in issuing recruitment letters in your organization?

Respondent A
This respondent only gave his reason why there are no delays in issuing recruitment letter in his organization. The reason is that recruitment terms (salary, etc.) are discussed and finalized during interview stage.

All of them agreed that there are no delays in issuing recruitment letters in their organization.

Table 13: Q. How does getting the right person for the job engender delays in recruitment and what mechanism is in your organizational policy to address this?

Respondent D
This respondent commented that in order to understand if a candidate is the right person or not, multiple stages for interviews and shortlisting are required. Delays may occur if the applicants fail to meet the requirements. Recruiting for higher position may also involve the chairman as it may result in disagreements/debate, etc.

Table 14: Q. How does getting the right person for the job engender delays in recruitment and what mechanism is in your organizational policy to address this?

Respondent A	Respondent C	Respondent D
This respondent stated that his organization usually established vacancy through word-of-mouth and industry contacts. Agreeing that it causes delay in recruitment.	This respondent explained that usually when there is a vacancy and we are not hiring internally, we put a fill-out into the industry and through networking we hire someone suitable.	This respondent pointed out that the word of mouth and referrals are two (2) primary modes of sourcing resumes. This causes delays sometimes if relevant talent is not accessible.

Respondent A, C, and D said that vacancy is established in their organization through word of mouth, referrals, through networking and industry contacts. Respondents A and D agreed that these causes delay in recruitment.

Table 15: Q. Does your organization conducting interview and assessment for recruitment cause unnecessary delays?

Respondent A	Respondent C	Respondent D
This respondent gave his reason that interviews and assessments are necessary.	This respondent gave his own reason as in this industry the delays become a necessity in order to find the right possible candidate.	This respondent also gave her own reason as the existing stages of recruitment are necessary in order to ensure the best talent/expertise/personality is recruited. She explained further that you need about 2 3 stages to understand if a person is suitable/capable.

Respondents say that conducting interview and assessment for recruitment does not cause unnecessary delays in the organization.

Table 16: Q. Does your organization conducting interview and assessment for recruitment cause unnecessary delays?

Respondent A	Respondent B	Respondent C	Respondent D
This respondent agrees that internal hiring of employees reduces delay in recruitment in his organization because there will be no need for the organization to advertise and tap industry networks.	This respondent says there is no mechanism for internal hires in his organization.	This respondent does not agree that internal hiring of employees reduces delay in recruitment in their organization. His reason is because there is a great understanding of skills and capabilities of the individual. Therefore it is known as to whether he/she can fill that job role or not.	This respondent agrees that internal hiring of employees reduces delay in recruitment I their organization. The reason she gave is that as it is a small organization the team strengths and weaknesses are understood. Therefore it can be done easily.

Respondents A and D agreed that internal hiring reduces delay in recruitment in their organization. Respondent C does not agree that internal hiring reduces delay in recruitment. In the meanwhile respondent B says that there is no mechanism for internal hires in his organization.

Table 17: Q. Do you have any suggestion for recruitment procedure?

Respondent B	Respondent E
Respondent B gave the following recruitment procedures. They are as follows: i) Look beyond paper qualifications ii) Consider aspirations of candidates iii) Hire for attitude and train for skill	Respondent E stated that the recruitment procedure is that more emphasis should be based on the right attitude and willingness to learn than depending only on paper qualification.

Only respondents B and E suggested their recruitment procedures in the Table 17.

CONCLUSION AND RECOMMENDATIONS

Conclusion

With the analysis of data, it can be concluded that any organization that needs to recruit employees should bear in mind its budget, abilities, skills and knowledge that the organization expects. In addition,

having database for applicants together with prudent and careful planning, recruitment process can be fully achieved with less expense.

Further, the research findings emphasized that, the thoroughness in getting the best talent that fits the job in terms of attitudes, qualifications and the current agency culture is what causes delay in recruitment. The researcher hereby, concludes that organization should start with internal recruitment before going out for recruiting external candidates who fit the job and current agency culture.

Limitations

The courses which have limited this study may be able to have made the work half-baked. They are the lack of adequate information and unavailability of other vital resources which would have spiced up the study. Irrespective of the above limitations, the researcher was able to achieve success in the work.

RECOMMENDATINS

Given below are the researchers recommendations which will guide and provide the directions to other researchers for future research: a) Organizations, firms and companies should have HR planning facilities before starting recruitment. b) Selecting the best candidates that rightly fit for the job vacancy is a difficult task. It is highly recommended that any organization that needs to start recruitment must have sufficient applications from a pool of applicants. c) In this work, it was discovered that formal policy for the recruitment and selection of employees are not available in the organization. Therefore it is recommended that organizations should have formal policy for the recruitment and selection of employees. d) Results revealed that the organization does not have standardized delays in recruitment letter template and existing template can be used in next recruitments as well. e) Finally, as the findings showed that some candidates have paper qualifications with bad attitudes, it is highly recommended that organizations should pay attention for attitudes and training programs to develop soft skills.

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