

Recruitment And Selection Process Vis-à- Vis Practices of A State University in Quezon Province: Implications for Effective Hiring Process

Leomar C. Miano

Faculty, College of Business Administration

Southern Luzon State University

Lucban, Quezon

leomar_miano@yahoo.com

Abstract: One of the most rigorous functions of human resource department is the hiring process which involves recruitment and selection. The Human Resource Management Office (HRMO) of a state university in Quezon Province is failing to address the needed demand for manpower. The researcher used exploratory research to determine the recruitment and selection process vis-à-vis the practices and recruitment planning of the state university. The researcher conducted interviews with the HRMO and collated the necessary data for treatment and interpretation of the 133 vacancies posted by HRMO, there were only 170 applicants, 91 for teaching and 79 for non-teaching personnel. 90.11% teaching personnel and 81.02% non-teaching personnel were hired successfully. Findings revealed that there was no proper and adequate Human Resource Planning (HRP) in forecasting manpower. At the end of academic year 2014-2015, there were 42 employees who did not continue their service. Based on the conducted research, it appeared that the HRMO has poor recruitment and selection process which is also one of the reasons why employees leave the organization.

Keywords: Hiring Process, Implications, Recruitment, Selection.

1. INTRODUCTION

In the process of recruitment and selection, the employer puts a substantial premium on the job analysis and job description based on required standards, foremost of which is the employer's recruitment of people as one of the top priorities. It deals with creating a pool of qualified, skilled and talented applicants out of which men for the job can be picked out (Maxiniano, J.M., 2006, Marites, C., 2012, Ferrer, M., Arcega, R., & Pereda, P., 2015). The human resource department in most organizations handles the recruitment function in order to run organization efficiently and effectively as well as recruit and select the qualified ones for employment definitely a top priority. The recruitment and selection is staffing supply chain. Any identified imbalance must be vitally addressed because it is a key element of human resource management vital to the creation of an HR plan to ensure that the organization is sufficiently staffed with knowledgeable people who can ably implement a certain business strategy (Wilton, 2013, p 149).

The vital role of a state university is to provide quality education students. The recruitment and selection process of the teaching and non-teaching personnel is of vital import with respect to the quality of education being provided by the institution. Stotko, Ingram, & O'Ferrell (2007) opined that the best candidates for teaching are often ignored and neglected and sometimes discouraged because urban school district recruitment policies often run counter to research and practical knowledge regarding urban teacher effectiveness. If urban schools are to excel, they should focus and depend on

the quality of teachers to serve the schools and the administrations. The issue of recruitment and selection process in state universities is a big dilemma because it has either positive or negative impact on the student's performance. Studies often reveal that to boost student achievement one of the most important factors is teacher expertise (Darling-Hammond, L., & Ball, D. L., 1998). The deficiencies of recruitment and selection process would predictably result to staffing shortages affecting the outcomes in terms of providing quality education. Serious repercussions in terms of recruitment and selection of those unfit for the job can be avoided if the institution will apply some theories and best practices of recruitment and selection.

The researcher aimed to determine the recruitment and selection process vis-à-vis the practices of a state university in Quezon Province in terms of the following: to identify the recruitment planning of a state university in Quezon Province, to determine the recruitment and selection process vis-à-vis the practices of this particular state university in Quezon Province, and to examine whether its recruitment and selection process is effective or not.

2. REVIEW OF THE LITERATURE

This section contains some literary records and related studies in order to provide the necessary background for this study. The researcher conducted several readings on the internet, unpublished theses, books and journals in order to gather more information.

To help promote retention, an integrative and flawless mode of attracting, making the best match and achieving affective commitment should be the care of recruitment and selection in line with strategic human resource management (Bernotavicz, 2008). Can the attributes of competency framework or person specification be acquired from inside the organization? This may be done through promotion, work reallocation, internal transfer or developing employees or external recruits once an organization has identified and specified a vacancy and constructed a profile of the ideal candidate (Wilton, 2013, pp. 152).

The step following recruitment is initial screening, which is basically a rapid, rough selection process. In the late nineteenth and early twentieth century's, when line supervisors hired factory workers outside the gates of a plant, they simply looked over the candidates and then pointed at the various people (Cascio, 2013). However, today's recruitment and selection process is a tedious work of human resource department. Nowadays, incompetent local civil servants cannot successfully execute fiscal management and reform local government structure. To rectify the situation, organizations employ the recruitment and selection function to act as a vacuum or filter to generate skilled human resources (Rohitarachoon, Piyawadee, Hossain & Farhad, 2012). But as time goes by, the trend of recruitment and selection process changed.

The Internet, commonly used in recruiting is incorporated organizations' official websites, including pages dedicated solely to recruiting. The websites contain information about the organization's policies, employees' testimonials, careers development opportunities and the worksite on environment vacant positions are posted as well as organizational policies, values statements and information benefits (Kroustalis, C.M., 2006).

Purcell et al. (2002) conducted a research in 87 organizations across seven industry sectors to find out how an effective recruitment is done from a wide range of graduate labor potentials by leading organizations. They identified a number of characteristics of such organizations, to wit: (1.) As recruitment is closely related to marketing, organizations need to sell themselves as a strong force for job opportunities to attract the best graduates and benefit those who hire them as well. (2.) They are very particular about skills and competencies, not confusing these with other attributes. Selection procedures are tailored and sources are targeted to recruit qualified candidates. (3.) During skill shortage, they interlink with professional organizations with special fields, regional buddies and higher education institutions to advertise vacancies and opportunities and even at times accept applications from under-represented groups. (4.) They handle candidates' exceptions, external and internal recruits make them understand the nature of the work, the organizations culture and available career development opportunities. (5.) They work with HEIs to provide students with work experience, degree placements, demonstrate their skills and help them make informed career choices after graduation. In some cases, employers may coordinate with academic departments to determine if the course content is the line with industry needs. (6.) Good employers provide their staff development and training opportunities and reviews. If resources allow it, internal labor market opportunities also enable the staff to reach their potential. (7.) Organizations recognize the need for a work-life balance, people-friendly policies and opportunities for work flexibility which puts substantial premium on the diversity and changing needs of their staff as well as their graduate recruits.

According to Noe et al. (2012), the selection process focuses on five levels, to wit: (1) reliability, (2) validity, (3) generalizability, (4) utility, and (5) legality. To meet various generic standards in the process of personnel selection companies decide on who will or will not be allowed into organizations.

Competency-based recruitment and selection

According to Dargai (2010) to predict the potential job performance of applicants, recruitment and selection must be carefully employed. Through this method, organizations can find the best people to achieve their objectives. The difference between conventional and competency-based recruitment and selection is that the latter focuses more on competencies that are formal and quantifiable.

The following demonstrates how competency-based recruitment and selection works (Dubios & Rothwell, 2004) in text of (Dargai, 2010). It is important, nevertheless, to emphasize the first four steps to define the recruitment process and afterwards shows how the selection works. (1.) Identify the needs of job recruitment within the purview of human resource. (2.) Complete the documentation for job and position. (3.) Identify the origin of recruitment (4.) Prepare the materials for recruitment and then proceed with the recruitment process (5.) The criteria for selection must be well-established and put in place (6.) The applicants must undergo screening (7.) Hold interviews with leading candidates with respect to behavioral aspect (8.) Make a competency assessment and prepare a recommendation list to select qualified candidates (9.) The selected candidate's qualifications must be thoroughly verified (10.) A compensation and benefits package must be negotiated with the qualified candidate and upon acceptance, the employment offer must be extended first by the organization and then by the candidate (11.) The selection must be fully validated.

Human Resource Demand Forecasting

The process of estimating future resource requirements of the right quality and number is through forecasting human resource demands. Noe and Hollenbeck (2005) state that the planning process starts with forecasting. On the other hand, the HR manager employs personnel forecasting to ascertain the supply and demand for various types of human resources. It aims to predict areas within the organization where there might be labor shortages or labor surpluses in the future.

3. METHODOLOGY

Research Design

The researcher used exploratory research and quantitative descriptive study. The researcher used frequency distribution and percentage for the interpretation of gathered data. The research design used in this study is exploratory type.

Participants, Sampling and Setting

The Human Resource Management Office (HRMO) of this State University would be the subject of the study. The data of non-teaching and teaching personnel applied and hired in 2014 served as the unit of analysis.

To facilitate the gathering of essential data, the researcher conducted interview from the HRMO and examined and evaluated the paper of applicants applied and hired in 2014.

The study was conducted in one of the state universities in Quezon Province. This university is approximately located 24 kilometers away from Lucena City, the capital of Quezon Province. Also, it is located at the municipality nestling gently at the foot of Mount Banahaw in the province of Quezon, Philippines.

Data Collection

The researcher sent a letter of request to the head of HRMO for approval to conduct the study. The researcher collated data of the applicants in 2014 and the number of those who did not continue their service in 2015 from the HRMO. The researcher himself met and interviewed the person in-charge of the requirements.

Data Analysis

Frequency and percentage distribution were utilized to applicants' percentage for teaching and non-teaching personnel, and to determine those who did not continue their service in 2015. Moreover, the researcher deeply analyzed the process of recruitment and selection by HRMO.

4. RESULTS AND DISCUSSIONS

The human resources of the state university were managed by providing needed teaching and non-teaching man-power, administering compensation and benefits, managing the human resource performance, outputs, incentives and awards; implementing the Faculty and Staff Development Program (FSDP), maintaining the faculty profiles, acquiring human resources and administering compensation and benefits.

To fill the up the manpower needs of the university, job vacancies were advertised in the local television channel, radio stations and university website. The state university also participated in job fairs held in SM Lucena City organized by the Department of Labor and Employment (DOLE) on the 1st of May 2014, and in Maryhill College sponsored by PESO-Lucena last 18th of May 2014 (SLSU Annual Report of 2012 p. 53).

Methods of Recruitment of State University in Quezon Province are the following: Direct Method, (1) campus recruitment (2) internship (3) walk in interview (4) job posting and bidding; and Indirect Method: (1) advertisement (2) unsolicited applicants (3) job fairs (4) TV local channel (5) internet of cyber; Third Party Method: (1) job placement (2) employment agencies.

Though the HRMO was using several recruitment methods to attract a network of applicants from which qualified candidates are chosen for the job. Still, their methods are not effective because out of 133 vacancies then, there were only 170 applicants. According to Cooper, D., Robertson, I. T., & Tinline, G. (2003) if the selection ratio and the gain in utility from any selection process are relatively proportional, it will redound to the benefit of the organization to attract a large pool of qualified and experienced applicants, the HRMO should post their job vacancies on the widely accessible job sites in the Philippines like Jobstreet.com, so that these can be viewed not only in the Philippines but also abroad.

The HRMO has no recruitment planning. Maybe some times classes are already in the middle of the term and yet they are still looking for teaching personnel. There was no forecasting of manpower which must be supposedly done by the head of HRMO in coordination with the deans of different colleges, directors of satellite campuses, and directors of offices. The manpower needs should be identified ahead of time to avoid shortages or surpluses of manpower; however, in the case of the state university in Quezon Province, there have always been shortages of manpower.

Recruitment and Selection Procedure teaching personnel

The procedure of recruitment and selection in this state university in compliance with ISO. The Dean and Director will request for manpower needs form indicating the number of manpower needs, specialization, qualifications, and reason(s) with justification(s). The request will be summarized based on specialization, job advertisement may be in the form of PowerPoint presentation or print layout. As above purchase request. Radio stations/local television channel-payment for advertisement, PESO, DOLE, SLSU MUS and other universities submit letter of request. Applicants shall be required to accomplish application form, submit transcript of record and diploma. Scheduling of teaching demonstration shall be done within two (2) weeks after receipt of the application form. Use teaching demonstration observation form, the Dean will make a recommendation whether the applicant passed the teaching demonstration; only those who passed in the teaching demonstration will be given a WPT and BPI test. The test administration will be done after the teaching demonstration preferably on the same day, use BPI and WPT questionnaire and answer sheet. Come up with the Wonderlic Personnel Test Report, and BPI test report, and personnel test report, applications who passed in the examinations will be scheduled for an interview. Scheduling of interview shall be done within a week after the examination. Use interview assessment form, nature of appointment, applicable compensation and benefits shall be discussed. Use interview tally sheet and evaluation form. Approval of selected applicants shall be done within one week after receipt of the endorsement. Notification is done through phone calls, SMS or e-mails. Medical examination shall be conducted within two weeks upon receipt of notice, using CSC form No. 211 (Medical Certificate for Employment). Use notice of hiring forms. Proceed to designated department/college. And the last is attending orientation. However, some of the processes of recruitment and selection under ISO are not being followed.

Recruitment and Selection Procedure Non-teaching staff

The procedure of recruitment and selection of SLSU for non-teaching personnel in compliance with ISO. New or additional manpower should indicate justification and duties and responsibilities reviewed by HRMO, the request shall be approved by the university President. Job advertisement may be in the form of PowerPoint presentation or print layout. Accomplish purchase request. Radio stations/local television channel – payment for advertisement, PESO, DOLE, SLSU-

MIS, and other universities- submit a letter of request. Applicants shall be required to accomplish application forms. Scheduling of skills/competency examination shall be done within two weeks after receipt of the application form. The Deans/Directors, Heads of Units/HRMO will make a recommendation whether or not the applicant passed skills/competency examination. Test administration will be done on the same day of the skills/competency examination. Use IPT and WPT Questionnaire and Answer Sheet. Come up with Wonderlic Personnel Test report, BPI test report, and personnel test report. Applicants who passed the examination will be scheduled for an interview. Scheduling of interview shall be done within a week after the examination. Use interview assessment form, nature of appointment, applicable compensation and benefits shall be discussed. Use interview tally sheet and evaluation form. Approval of selected applicants shall be done within one week after receipt of the endorsement. Notification could be through phone calls, SMS, and e-mails. Use application status notification forms. Medical examination shall be conducted within 2 weeks upon receipt of notice; uses CSC form No. 211 (Medical Certificate for Employment). Use notice of hiring form. Proceed to designated department/college. Lastly, attend the orientation.

Table 1: Percentage Distribution of Applicant for Teaching Personnel for 82 vacant positions

No. of Applicant for Teaching	F	%
Total number of Disapproved	9	9.89
Total number of Hired	82	90.11
Total Number of Applicants	91	100

Table 1. presents the percentage distribution of applicant for teaching personnel of 2014. The HRMO gathered 91 applicants from the recruitment process, wherein the total number of disapproved applicants has a frequency distribution of 9 or 8.89 percent, and total number of hired applicants has frequency distribution of 82 or 90.11 percent. The total number of hired is greater than the total number of disapproved because there was closer selection ratio, there were only 91 applicants for 82 vacancies. Therefore, the recruitments process of HRMO was not effective in attracting a pool of qualified applicants.

Table 2: Percentage Distribution of Status Hired Teaching Personnel Before A.Y. 2015

Status of Hired Applicant	F	%
Active	62	75.61%
Finished Contract	6	7.32%
Resigned	1	1.22%
Did Not Renew	1	1.22%
Did Not Report to Work	11	13.41%
Reported for Just a Week	1	1.22%
Total	82	100.00%

Table 2. presents the percentage distribution of the status of teaching personnel hired in 2014. It shows that out of 82 hired teaching personnel, majority is still active with a frequency distribution of 62 or 75.61 percent, followed by the hired applicant who did not report with frequency distribution of 11 or 13.41 percent, those who have finished their contract and not subject for re-hire with a frequency distribution of 6 or 7.32%, and there were teaching personnel who resigned, did not renew, and reported for just a week with frequency distribution of 1 or 1.22 percent. Even though the majority of the hired teaching personnel in 2014 are still active, the number of faculty who did not continue their service for the abovementioned reasons in the table is quite alarming. There were 20 faculty members who did not really want to continue their service in the university. It can be inferred from this finding that this number is of great significance with respect to the ineffectiveness of the recruitment and selection process. According to those who did not continue their service, the primary reason of leaving the institution is poor compensation.

Table 3: Percentage Distribution of Applicants for Non-Teaching Personnel for 64 Vacant Positions

Status	F	%
Total number of Disapproved	15	18.98
Total number of Hired	64	81.02
Total Number of Applicants	79	100

Table 3. Presents the percentage distribution of applicants for non-teaching personnel of 2014. HRMO department of SLSU gathered 79 applicants in 2014 from the recruitment and selection process for non-teaching personnel; wherein the total number of disapproved applicants has a frequency distribution of 15 or 18.98 percent, as against the total number of hired applicants with a frequency distribution of 64 or 81.02 percent. The total number of hired is greater than the total number of disapproved because there was a closer selection ratio since there were only 79 applicants out of 64 vacancies. Therefore, the recruitment process of HRMO was not effective in attracting a pool of qualified applicants.

Table 4: Percentage Distribution of Status Hired Non-Teaching Personnel before A.Y. 2015

Status	F	%
Active	42	65.63
End of contract	11	17.19
Resigned	9	14.06
Did Not Renew	1	1.56
No Official Resignation	1	1.56
Total	64	100

Table 4 presents the percentage distribution of status of non-teaching personnel hired in 2014. It shows that out of 64 hired teaching personnel, majority are still active with a frequency distribution of 42 or 65.63 percent, followed by the end of contract with frequency distribution of 11 or 17.19 percent, there were also non-teaching personnel who resigned with a frequency distribution of 9 or 14.06 percent, non-teaching personnel who did not renew and no official resignation has a frequency distribution of 1 or 1.56 percent. The number of those who did not continue in service is 22 which means that after these employees found out that there is no employee-employer relationship and there were no benefits given to them, they opted to look for a greener pastures. The HRMO failed to get the right people for the job. According to Wilton (2013) the recruitment and selection process aims to land the right people into the right jobs to prevent poor performance, frequent turnovers or disciplinary issues.

Table 5: Number of Personnel Requested vs. Number of Applicants in 2014

Requesting Unit	No. of Personnel Requested	No. of Applicant
College of Engineering	16	15
College of Arts and Sciences	20	18
College of Business Administration	5	8
College of Industrial Technology	5	7
College of Agriculture	3	3
Institute of Human Kinetics	4	3
Laboratory School	12	14
Business Affairs Office	3	3
SLSU-Hotel	4	4
Accounting Office	1	1
Budget Office	1	1
Office of Student Affairs	1	1
MIS	2	3

OVP-AFA	1	1
Guidance Office	1	1
Research Office	4	7
VP-PRED	1	1
Library	3	3
SLSU BRC	2	2
HRMO	4	2
ISO	1	1
DENR Clonal	3	7
CSSU	3	4
OIAA	1	1
PPF	1	1
Tiaong Campus	8	9
Polillo Campus	5	10
Infanta Campus	3	3
Tagkawayan Campus	4	10
Lucena Campus	2	3
Alabat Campus	6	10
Catanauan Campus	2	2
Gumaca Campus	1	1
TOTAL	146	170

Table 5. presents the number of requested personnel compared to the number of applicants. The total number of requested personnel is 133 and only 170 applied for the vacant position posted by HRMO. In this aspect, it shows that the recruitment method being used by the HRMO is not effective enough to create a pool of qualified candidates. If too many applicants are applying for a vacancy, the organization has the prerogative or right to choose the most highly qualified applicants (Cooper, D., Robertson, I. T., & Tinline, G, 2003). In the ratio of applicants and job vacancies the HRMO was not able to create a pool of qualified applicants, and because of this, there was no more selection process. Those who applied for the vacancies were automatically hired because the HRMO has no other options but to hire them.

5. CONCLUSIONS AND RECOMMENDATIONS

It can be said that factors affecting recruitment efforts are: the image of the organizations, attractiveness of the job, organizational policy and government influence. Also, employees leave or quit their jobs due to dissatisfaction with the work environ it will gravely affect organizational efficiency in the light of experienced workers leaving the company. Findings revealed that HRMO has recruitment and selection process enrolled in ISO, but sometimes, it is not being followed, that HRMO has poor recruitment process, and that the HRMO is not utilizing all means to attract a pool of qualified applicants. It also revealed that factors affecting applicants include poor compensation benefits among others.

One of the aspects of job order/contract of service is the no employee-employer relationship which precludes the JO and COSI who will not enjoy benefits like 13th month pay, allowances, leaves and others. This has resulted in a high turnover rate of personnel which negatively affected the operation and performance of the colleges, departments, and units. Instances relating to the issue are the following: 20 instructors under the Contract of Service did not continue their service to the university, and during the same period, 22 non-teaching personnel resigned to look for better opportunities and stable jobs.

Though these findings and recommendations are hereby given, kindly exhaust all means to attract qualified candidates, post the job vacancies on the most visited job sites in the Philippines or publish it on the national news paper circulation, and in order for the employees to stay in the university, there should be a permanent item or plantilla to be given to the employees. The HRMO should also coordinate with deans of colleges, directors of satellite campuses, and directors of offices for the forecasting regarding manpower needs to avoid manpower shortages.

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