



**Faculty of Cognitive Sciences and Human Development**

**To Explore the Challenges faced during Recruitment and Selection  
in Malaysia.**

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**Bachelor of Sciences with Honours  
(Human Resource Development)**

**2020**

Grade:     A    

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Final Year Project Report

Masters

PhD

√

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**TO EXPLORE THE CHALLENGES FACED DURING RECRUITMENT AND  
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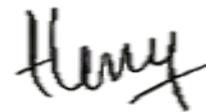
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## **A BSTRACT**

This study was conducted to explore the challenges faced during the recruitment and selection in Malaysia. A case study approach was adopted for this study with six research questions fixated at recruitment and selection process. Data was obtained through semi-structured interviews. Three informants were identified and purposive sampling technique was used for this qualitative study. The data obtained from the interview were analysed. The findings showed that recruiters faced challenges in both the recruitment and selection process. In terms of recruitment, less talent pool, high salary demand and irrelevant applicants from jobseeker are the common challenges faced in recruitment. Besides that, the findings also revealed that jobseekers' personality, not showing up for the scheduled interview as well them being too choosy for a job are perceived as the challenges faced in the selection process for the recruiters. On the other hand, the recruiters had average understanding to the term written or structured recruitment and selection policy while a strong understanding towards the recruitment and selection procedure in the organization. Thus, the result of this implicates the spectrum of the recruitment and selection process, utilizing technology to the utmost, finding different approaches towards effective recruitment and selection as well as to be efficient and help the interest of the organization overall. Not only that, the result also provided few recommendations to the HR practitioners and the organization towards the recruitment and selection process for the near future.

**Keywords:** Recruitment, Selection, Policy, Procedure, Jobseekers, Malaysia

## Chapter 1

### Introduction

#### **1.0 Introduction**

The purpose of this research is to study the challenges that is faced by the organization during the recruitment and selection in the workforce. This chapter contains several parts namely the background of study, problem statement, research objectives as well as research question. Apart from that, it also includes the definition of important terms, significance of study and limitation of study. This chapter ends with a short summary.

#### **1.1 Background of Study**

Recruitment and Selection is one of the most important aspect in an organization. In this day and era, recruitment and selection are more challenging as it is continuously changing and evolving due to the advancement of technology as well as scientific research. Finding job has been competitively challenging and even employers are finding it hard to recruit and hire the best fit for the organization. It is the two pivotal functions in the human resource department in an organization (Mayhew, n.d). Effective recruitment and selection practices leads to better organizational results (Kumar and Malhotra, 2013). Spencer (2004) mentioned that effective recruitment and selection are strategically important to any firm. Not only that, as we embark to a more digitalized era, recruiters ought to be able to gauge this in order to attract the right candidate in the tight and ever-changing market (Libu, 2019).

The workforce nowadays consists of many different generations working together such as traditionalist, baby boomers, Generation X, Generation Y and even Generation Z. Having these different generation working together brings about different working styles and expectations from the organization. Therefore, organizations are faced with challenges in this aspect. Not only that, hiring employees that are fresh, young and still new to the workforce are challenging to some established practices of management and in order to change today's corporate culture. With this new transition taking place in the workforce, organization are changing their policies, discovering and exploring new approaches, methods and work habits of their employees.

Delery and Shaw (2001) indicated that effective recruitment and selection may contribute to the improvement of the employees' motivation and their abilities in the organization. Moreover, incompetent recruitment and selection could cost an employer 30 percent of the first-year earnings of the employee (Hacker,1997). This was also further supported by Stevenson (2020) who mentioned that the U.S Department of Labor shared the same findings, where bad recruiting costs can hit up to 30 percent of first-year earnings for the employee. Thus, it is crucial for Human Resource recruiters and managers to be able to tap on this issue and challenges in order to retain them longer in the workforce.

Glueck (1978) describes recruitment as a set of activities for an organization to attract and seek candidates who has the capabilities and attitudes that is needed to assist the organization to complete its goal. Each employee's contributions play a pivotal role in supporting and growing a business. Therefore, it is highly crucial that an organization hires the right person for that the said job opening. If a wrong person is hired for the job, it will lead to a decline in the growth and the development of that organization. According to Khan (2008), recruitment means informing the market that new people are going to be appointed, which can be done through publicity and advertisement.

On the other hand, selection is the process by which companies decide who will or will not be allowed into organizations (Noe et al., 2006). It is also the last step in the recruitment and selection process in the organization. Selection is the process of tryingto determine which individuals will best match the job openings, taking into account individual differences such as potentials an applicant could bring on board (Swanepoel, Erasmus, Van Wyl and Schenk, 2003). In addition, Yaro (2014) define selection as the process of choosing from the pool of applicants, those to be hired by the organization based on the specified organizational requirements. It is only effective and financially defensible if a sufficient quantity of applicants applies to the organization.

Therefore, recruitment and selection are not an easy process in the working world. It plays a significant role in the organization. Recruitment and selection process are both considered essential for the effective operation of the companies and are conducted at the same time. As Zhao (2006) states, one of the most important elements towards the success of an organization is recruiting and retaining the best employees. They are important for the organization's growth and development.

It is a process that entails various activities in it (Mankikar,2014). Recruitment and selection are one the most important functions of human resource management (Absar, 2012).

According to Dr.Subhasree Kar, who is an associate Professor at Sambhram Academy of Management Studies, managers need to prepare and empower workers to harness their talents in a unique way so that they can bring a lot of value to the company. The traditional management style may no longer be effective and efficient for both the recruiters and the employees in the organization. Quinn (2018) shared that traditional hiring method does not rely on technology and that this is not sufficient in order to hire top talent in the digitalized era. O'Connell (2019) shared that nowadays artificial intelligence (AI) are being used to screen resume in the modern age of technology.

In this research, the challenges faced by the recruiters and managers are studied in-depth. The focal of this research is to explore the challenges as well as to identify the most effective tools, policies and procedures used in the recruitment and selection process respectively.

## 1.2 Problem Statement

### 1.2.1 Practical Gap

In today's workforce, recruitment and selection is becoming more and more challenging with the exponential growth of the new and upcoming young employees into the workforce. It is the season where most baby boomers are reaching their retirement phase and the young talents are emerging and taking over the workforce. Modern HR recruiters faces a considerably number of challenges in recruiting and selecting workforce. Looking at the current situation, it is known that the recruitment and selection process has transformed effectively with the advancement of technology throughout the years (Levine, 2020).

Zojceska (2019) conducted a research on the challenges HR professional will have to tackle in the year of 2020 and identified few of the challenges. One of it were employer branding. According to her research, before applying for a job, 75% of job seekers will first look into the employer's brand. If it is not up to their expectation, they would not even consider applying. This was further supported by Blain (2020) who mentioned that companies in Hong Kong are gradually becoming conscious and aware of the value of employer's branding to attract, retain and engage workers (Zojceska, 2020).

Not only that, the internet has really changed the recruitment and selection process. One major tool that has been commonly used by most organization in the digitalized era is through e-recruiting. There are so many platforms an employer could use to fill open position. According to Rudman (2010), electronic recruitment is the selection of prospective candidates applying for a job via the Internet, which is also known as online recruitment. Singh (2020) shared that sourcing for candidates are more effective and helps to reduce the recruitment cost.

Organization are also constantly looking for candidates with strong soft skills. Companies are facing shortage of skills, which is projected to rise to 29 million by 2030. Across all industries and sector, demand for social and emotional skills will rise to 26% in the US and 22% in the Europe (Recruitment Blog ,2020). In addition, Angela Liu who is a senior manager at CompuGain explained at Quora that shortage of skilled labour is most likely going to continue and manifest itself even more painfully in the years to come (Petroni, 2020).

### **1.2.3 Empirical Gap**

On the other hand, this study could also contribute to the employers, employees and even the organization. Employers may be able to oversee the challenges faced during the recruitment and selection process and ways to overcome the problem. They may change their approach from reactive to being more proactive and consolidate to recruitment technology. Not only that employees' themselves will be able to equip themselves with the skills and knowledge employers are seeking for. This may lead to lower rate of employment among both employers and employees and find ways to overcome the challenges.

The policies and procedures of the organization will help to shape employees' attitudes and behaviour in the organization (Ekwoba, Ikeije & Ufoma, 2015). As said by Denisa (2017), it is crucial that the policies an organization promotes in respect to the working environment, pay and career opportunities are in line to its objectives. This is to ensure that it is at least at the level needed by the organization and aided by the results of the economic. A good recruiting allows the company to recruit people with skills that are similar or even more than what they are looking for. The policies and procedures that was used for the previous generation such as Generation X and baby boomers might not be that effective and efficient for the young and the upcoming generation.

On that note, it was said that its best that HR recruiters and hiring managers knows the expectations and goals of the new generation in the workforce. This will definitely leads to the question if the policies and procedures that are incorporated in the organization is up to date with the latest generation. Policies and procedures should be defined and adhered to for the recruiting and selection process. Hiring managers and supervisors should be educated as to the requirements of the procedure once it has been clearly established and identified (Mankikar, 2014).

Therefore, this research may lead to the readers and community in Malaysia to gain more valuable perspective and understanding to the challenges faced during the recruitment and selection process in Malaysia. The result obtained will allow employer to improve in this aspect and the employee themselves will be able to gain an insight.

### 1.2.3 Theoretical Gap

There are studies in Malaysia on different aspect of recruitment and selection as well as its challenges. Previous studies conducted in Malaysia have different study emphasis. For example, Yusof et al. (2019) studied the issues and challenges of recruitment and selection among academicians in Malaysia Higher Education Institutions. It focuses on four primary factors to be consider which can affect the recruitment and selection process among Malaysian academicians in HEIs. They were technology and skill, financial and economy, political and administrative and fourthly social and work culture.

Apart from that, Tong (2009) focused their study more candidates' perceptions and behaviours to e-recruitment technology adoption in Malaysia. On the other hand, Yaacob and Then (2012) studied recruitment and selection practices of SMEs Travel Agencies in Penang, researching about the practices, important functions as well as employees' characteristics whereas Hau and Yue (2016) examined the impact of recruitment and selection as well as compensation performance of the employees in Malaysia. Meanwhile, Hoi (2013) conducted his research study focusing the effectiveness of recruitment and selection on the service sector. It focuses on the effective practices used by the organization and propose suggestions for better recruitment practices in service organizations.

There were also studied conducted on other industry such as the construction industry. In the study examined by Manap, Noh and Syahrom (2017), they studied the criteria from employer perspective in recruiting the local trained skill labour to work in the construction industry and how the best strategies deem effective to be implement in order to increase their participation rate.

Additionally, there were also studies focusing on the recruitment and selection in other countries apart from Malaysia. Study on the challenges faced during recruitment and selection in South Africa were conducted by Zinyemba (2014) where she focused the challenges of recruitment and selection faced by the employers in Zimbabwe and ways to manage the challenges based on 10 different companies in Zimbabwe. Meanwhile, Buhasio (2012) focused his study Non-Governmental Organizations (NGO) in Kakamega Central District which is also located at Africa.

Not only that, Nirala and Chaudhary (2014) focused their studies on the challenges faced during recruitment and selection in India. Their research fixated around the methods and policies used in the organization. There is also a study in Australia on the existing recruitment and selection process adopted by tertiary and dual education sectors in both urban and regional areas within Australia. In addition, this study was done based on different perspectives of the participants such as, hiring members, successful applicants as well as unsuccessful applicants (Rozario, Venkatraman & Abbas, 2019). Furthermore, study by the Employers' Diversity Network of the Public Appointments Service focused their research report on the issues and challenges of the immigrant workers in Ireland. Almost most of the studies were conducted quantitatively in relation to recruitment and selection.

Besides, they were number of studies conducted based on the effectiveness of recruitment and selection by Anand et al. (2018) in India and Otoo, Assuming and Agyei (2018) in South Africa while Gopalia (2012) studied based on the effectiveness of online recruitment at Tesco. Kumari and Malhotra (2013) and Kumar and Guptra (2014) in India studied on the process of recruitment and selection in the respective organization. In addition, few studies were found based on the recruitment and selection of Generation Y by Emma-Denisa (2017) and Huybers (2011) on their characteristics and methods in the process while Verhoeven, Mashood and Chansarkar (2009) based on using technology in recruitment and selection.

In conclusion, a study on the challenges faced during recruitment and selection were examined and studied based on the gap mentioned above with justifications provided and have been established.

## **1.3 Research Objectives**

### **1.3.1 General Objectives**

To explore the challenges faced during recruitment and selection in a company in Malaysia.

### **1.3.2 Specific Objectives**

1. To understand the recruitment policy and procedure in the industry.
2. To understand the selection policy and procedure in the industry.
3. To identify the most effective methods used in the recruitment process.
4. To identify the most effective methods used in the selection process.
5. To identify the challenges faced during the recruitment process.
6. To identify the challenges faces during the selection process.

## **1.4 Research Questions**

In order to understand and identify the challenges faced during the recruitment and selection in the industry, few research questions can be questioned in the researcher's mind:

RQ1: What are the policies and procedures that is used in the recruitment process?

RQ2: What are the policies and procedures that is used in the selection process?

RQ3: What are the most effective methods used in the recruitment process?

RQ4: What are the most effective methods used in the selection process?

RQ5: What are the challenges faced during the recruitment process?

RQ6: What are the challenges faced during the selection process?

## **1.5 Definition of terms**

In this research, both conceptual and operational definition are used to allow readers to establish a better understanding of the intended connotations.

### **1.5.1. Recruitment**

**Conceptual definition** - Recruitment is defined as a process or art of finding the most suitable candidate for a new or vacant position in any organization (Nirala & Chaudhary, 2014).

**Operational definition** - It is process where Human Resource recruiters attract a pool of potential candidates in order to fill up the job vacancies.

### **1.5.2 Selection**

**Conceptual definition** - Ivanceivh (2010) defines selection as a process by which an organization chooses from a list of applicants that best meet the selection criteria for the position available, considering the current environmental conditions.

**Operational definition** - In selection, Human Resource recruiters pick or choose the best candidate that meets the requirement of the job openings.

## **1.6 Significance of the Study**

### **1.6.1 Body Knowledge**

This study is conducted to explore the challenges faced during the recruitment and selection process. It provides readers strong and in-depth knowledge about the study. The outcome from the problem statement, literature review, methodology and etcetera should assist and help them. The data collected and found in this analysis will be able to support future research and studies on related topic. It will be able to shed some light on the challenges, methods and the policy and procedure that was never highlighted before and to create awareness among employers based on the context of Malaysia.

### **1.6.2 Organization/ Human Resource Department**

Findings from this study is intended to help the organization to further understand the challenges faced during the recruitment and selection process and how it will and can impact the organization. This allows the organization and Human Resource Practitioner to have further knowledge regards to the study and how they can prepare and plan effective changes to their recruitment and selection process with the current world. Not only that, Human Resource Practitioner will be able to understand this concept and make changes to their methods, policies and strategies used by the Human Resource Department. Through this, organization and Human Resource Practitioner will be able to identify and attract the key people for the betterment of their recruitment and selection process.

### **1.6.3 Future Researchers**

It helps to give guidance and overview to the future researcher to do more research and find new information. Not only that, it may also assist future researcher to conduct their study and develop findings in the challenges faced during recruitment and selection. This research may help them in their literature review, problem statement, limitation of research, research methods and etcetera. The information in this study intends to help the future researcher to conduct their research.

## **1.7 Limitation of the Study**

There are few limitations while conducting this research. One of the limitations is that the sample of this research is limited to the Human Resource department only. In this research, it mainly focuses on the recruitment agency and the researcher faces some difficulty in collecting the information due to time constraint. Apart from that, the organization is based at Penang while the researcher is located at Kuching, Sarawak. Therefore, the researcher faced certain financial constraint in terms of travelling. This research also took place during the pandemic therefore the researcher was unable to conduct a face to face interview with the informants.

## **1.8 Summary**

In conclusion, this chapter consist of background of study, problem statement, research objectives, research questions, definition of terms, significance of study, limitation of study as well as conclusion. In the next chapter, related literature is reviewed.

## Chapter 2

### Literature Review

#### **2.0 Introduction**

Literature Review is an important aspect in this research. This is because this chapter focus deeper into journals and articles which have been written by other authors on the challenges faced during recruitment and selection that can be used to support this research. Past similar findings from previous articles and journals that is related to this study are discussed in this chapter.

#### **2.1 Underlying theory and model related to this study**

##### **2.1.1 Human Resource Based View Theory**

Barney (1991) implies that a sustainable competitive advantage can be achieved if companies have a pool of human resources that cannot be imitated or replaced by competitors. According to this author, the human resource based view defines that the organization should continuously analyse their employees to ensure that they have qualified employees in the right positions and generate values that can't be replicated by other organizations and not common. This is to ensure a sustainable competitive advantage towards it. If it is the other way, companies therefore have to make-up for a better and suitable recruitment and selection process (Ekwoaba, Ikejie & Ufoma, 2015). McMahan, Virick, & Wright (1999) shared that the resource based view theory are commonly used in most HRM researches.

Apart from that, Xiao (2018) states that companies will gain competitive advantages with the new generation as they have new resources instil in them. They mentioned that for this theory, only when the resources are valued, scarce, tough to imitative and challenging to change, that they will be able to gain a long-lasting competitive advantage for the firm. Therefore, its pivotal for organization to be able to tap and cultivate on this. Companies that are able to recruit and retain exceptional workers will be able to bring about human capital advantages to the organization (Boxall, 1998).