

**PERSONAL NETWORK IMPACT ON THE RECRUITMENT AND  
SELECTION PROCESS IN SMALL SIZED ORGANIZATIONS  
OF ANGOLA AND OPERATING OVERSEAS**



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### **Abstract**

The recruitment and selection process is indispensable for any organizations because it is about hire the most appropriated candidates and allow managers to estimate employees' engagement in the organization. On the other hand, personal network are contacts that leads to another contacts such as relatives, friends, etc., contacts are key ingredients for success because are connections which gives information and in the business world information is power.

Nowadays, thousands of organizations frequently depends on personal network in order to build a pool of candidates from sources such as relatives, referral, former schoolmates, internal workers, etc., the study focus on key points that influence on such dependency, from the characteristics of the job required to the source of candidates. According to the nature of the stated key points' organizations tend to violate the recruitment and selection process standards and such violation highly raises the risk of building effective teams.

The reaction of the research sample shows that the main factor to build successful team starts from seniors, executives members and CEOs who are the ones responsible for the team success, and serve as role model for the new workers, however, for specific type of business such as family business the standards violations are frequent but the results are similar. In summary, manager should remind that no personal network should be an issue to violate the recruitment and selection process standards and seniors executive commitment play as a role model in order to build effective teams.

**Keywords:** Personal Network, Team building, Effectively and Role model.

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Firstly, my deepest gratitude to my supervisor Dr. Martin Goerlich for guidance, supporting and advising during the full process, furthermore, to the thesis committee who contributed for the enrichment of the research with constructive comments and criticism.

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of the study

Human Resource is the foundation of any organization. Considering that is concerned about Human beings. Naturally, Humans are the most expensive and complex asset of an organization. Dealing with them may be challenging considering the factor that they feel, think and act according to the situation. Through them, companies develop competitive and unique advantage which competitors rarely may copy because it is a combination between climate, know-how and leadership.

One of the main tasks of Human Resources is the Recruitment and Selection process. The process is all about identify available positions in the company, study the concept within that particular position and according to the study's results, find the most suitable candidate and hire Him or Her.

The process has a great impact within the company success as well as failure, that's the main reason which led organizations to invest in money and intelligence on the process. Furthermore, manager often supervise the ongoing process considering that it is a chain in which one step of the process is connected to the next, therefore, the result obtained in the previous will automatically influence the other steps.

In the majority of countries all over the world, one single word may have big impact over the process, NETWORK. Network or Personal Network in another words, is all concerned to connections, contacts that led to other contacts. According to the culture, type of business and operation strategies, network may be positive or negative but still one of the most powerful tools during the process.

The study is conducted to understand how Personal Network influence the Recruitment and Selection process, reasons behind such choice from recruiters as well as its pros and cons to the organization results.

## 1.2 Statement of the problem

According to the observation, Connections may be crucial for the organization results, it is clear that some companies rely on it and strongly defend the network factor, it is a fact and one of the main advantages of network is that the reference is credibility. Therefore, emerge the commitment to successfully work towards the organization goals.

On the other hand, some companies do not defend the network factor; they are more into the Recruitment and Selection process opened to everyone and manage it according to the normal standards. The main reason which led them to this path is the following:

**Personal Network may completely violate the standards of the Recruitment and Selection process, with such violation, there are few probabilities of hiring the most suitable candidate, therefore, companies are much less to succeed.**

## 1.3 Value of the research

The focus of the present research is on the Impact of Network towards the RS process; therefore, is believed that is a valuable study due to the lack of focus of the researchers. Moreover, the project combines information of such important tool over one of the most important task of HR in which in some culture, managers do not mind as they should.

One of the main focuses on my thesis topic was to figure out how to create outstanding teams in the organization. It is true so far that the RS process is the starting point on creating any kind of team and network is an issue which may be positive or negative. For the negative side, the research was conducted to support the responsible on having a wide vision over the standards of RS process when it comes to network, to remember them that rely 100% on network may bring negative results to the company.

On the other hand, to the ones whom see it has positive, show that can be much better if the RS process is considerate due to future results.

1. To the readers in general, Is believed that the project will emphasize their knowledge on the field and understand how important it is for organizations operation.
2. For libraries, it is a tool which can be used as DATA SOURCE for future researches, and a topic which can be developed or investigated in deep for similar or further purposes.
3. For institutions and interviewed, who the majority is business owners, HR managers or RS responsible, it is a supportive and reminder project of the RS process under the network impact.
4. For the researcher, It is the most important project that was worked on. Firstly, for been part of the MBA program which is a life dream, secondly, for been the field that I am passionate about and finally, enhance the knowledge on the subject which is the area pretended to work on the future and is one of the main spot of any organization.

The project contains valuable information concerned to the topic, however, as is well known, time is changing constantly the business industry and culture foundation is a key role, therefore, within the upcoming years an update over the present project is recommended.

#### **I.4 Research questions and objectives**

After having a brief understanding of the research, the main question follows:

**How high is the risk of the company towards build an effective team, when the Recruitment and Selection process standards are ignored because of personal network factors?**

Along the process, important sub question which play key role will be answered, and those are:

- I. **What are the main factors managers consider on conducting the Recruitment and Selection process based on network?**
- II. **How candidates hired under the network factor are committed to the company goals and objectives?**
- III. **Even recruiting and selecting employees under personal network, why some companies still being successful?**

#### **IV. What are the factors that may influence the society in general when companies conduct the Recruitment and Selection process relying on network?**

##### **Objectives**

Based on the questions above, the main objective of the study will be focused on providing information that answers the interrogations above. Therefore, as it follows:

1. Understand the standard concept of the recruitment and selection process.
2. Identify the main factors which influence managers on conducting the process under personal network.
3. Analyze the reasons behind ineffective team building.
4. Evaluate whether connections may be a factor to consider or disconsider on the recruitment and selection process.
5. Interpret the differences behind success and failure on the companies which prioritize personal network for hiring decision.
- 6.

##### **I.5 Scope of the study**

As stated before, the study is conducted under the Human Resource subject or department in which among the various task of the area, the selected is the Recruitment and Selection process.

Furthermore, considering one of the keys factor with the great impact during the process, the studies focus the network impact. Combining both, we come up with the Network Impact over the Recruitment and Selection Process.

The research was directed for institutions in general, from Health Care business to Transportation, or from Manufacturing to Service industries, it focus all kind of industries considering that all of them rely on Human Resources further, RS process and network play considerate role in all industries. However, it all happens focusing on Angolan companies operating locally and internationally, from Small to Median sized only.

## **I.6 Limitation of the study**

When the topic was chosen, possible limitations were clear in which would cause difficulties during the process but, one of the most points that was considered is that someone must do it. Among all limitations, follow the main with greater impact:

**Sample size:** As stated previously, the target include all kinds of industries therefore, is wide. On conducting a research with such big target, the results may vary according to different factors and the conclusion may not be similar.

**Access:** Considering the sample size is difficult to access the majority therefore, sampling was needed. Even through sampling, still having debilities on direct access through the companies due to internal policies and considering that is accessing internal information.

**Time:** From the beginning the research was exciting; 6 months period is not enough to collect the needed data.

**Lack of available data:** The topic cover two wide fields, RS process and Network. Concerned to RS there is plenty sources available and most of them were helpful during the study period, on the other hand, Network previous sources were more limited therefore, the information gathered is from a limited point of view.

**Lack of previous sources:** Unfortunately, the literature review was limited due to debilities on finding previous sources concerned to the topic.

**Different type of business:** The results may vary according to which kind of business the firm operates in for instance; a company operating under family business may have positive results, opposite as Private Solo Business.

**Distance:** Considering the researcher current location, distance is pointed as a barrier because most of the companies accept interviews FACE-TO-FACE especially when the interviewer is unknown.

Many of those impacts influenced on the importance of the study because is able to show results from different regions, different ways of thinking which contribute on

the findings, however, I believe that with the limitations, the readers are able to understand the context of the research and to those who intend to pursue further research, should consider the points in order to design more effective diagram.

### **1.7 Research structure**

The project contains 5 principal chapters which are:

## **INTRODUCTION**

The first chapter is composed by different subtitle. Its main objective is to illustrate an overview of the project composition.

In this section, readers will be able to understand the background of the field, the problems or in brief, the reasons of WHY the research is been conducted.

Moreover, it creates suspense on the readers mind by containing unanswered questions which will be answered along the project. First section contains subtitles such as:

### **CHAPTER 1 INTRODUCTION**

- 1.1 Background of the Study
- 1.2 Statement of the Problem
- 1.3 Value of the Research
- 1.4 Research Questions and Objectives
- 1.5 Scope of the Study
- 1.8 Definition of Terms
- 1.7 Research Structure
- 1.6 Limitation of the Study

### **CHAPTER 2 LITERATURE REVIEW**

Literature review provides the information about the field which allows us to be updated about its current situation.

- 2.1 Human Resource Overview
- 2.2 Recruitment and Selection Process
- 2.3 Starting the Process
- 2.4 Developing an Action Plan to Match Projected Supply and Labor Demand

2.5 Employee Testing and Selection

2.6 Interview Candidates

2.7 Network

2.8 Network Impact on the Recruitment and Selection Process

### **CHAPTER 3 METHODOLOGY**

Methodology is basically a guideline section in which provides information about HOW the research was conducted.

3.1 Selection of the Exploratory Technique

3.2 Research Method

3.2.1 Reasons for Choosing Qualitative

3.3 Selecting of Sampling

### **CHAPTER 4 FINDINGS AND ANALYSIS**

4.1 Sub Question 1

4.2 Sub Question 2

4.3 Sub Question 3

4.4 Sub Question 4

4.5 Research Question

## **CHAPTER 5 RECOMMENDATIONS AND CONCLUSION**

5.1 Conclusion

5.2 Recommendations

5.3 Implication of the Research

### **1.8 Definition of Terms**

INTERNAL CUSTOMERS: Workers, colleagues, managers, staff

RESEARCHER: The individual responsible for a certain project.

RS: Recruitment and Selection

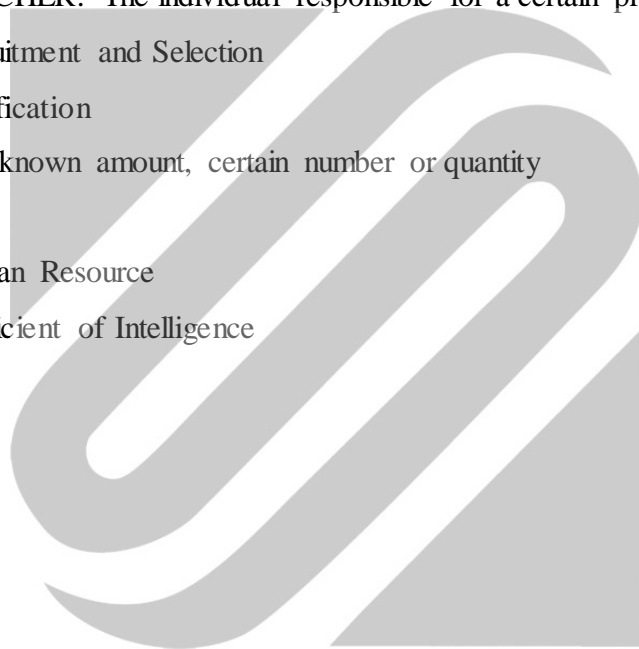
ID: Identification

XXX: Unknown amount, certain number or quantity

GPA:

HR: Human Resource

IQ: Coefficient of Intelligence



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Human Resource overview**

In general point of view in a summarized form, Human Resource is the neuron that drives any kind of organization to a certain direction (Armstrong and Taylor 2014).

However, specialist tend to be more in details therefore, I emphasize Human Resource as the manpower of a company, or the department responsible for allocating the right Human force in the organization starting from the Recruitment Process, Selection, Training, Positioning, Pays and etc.

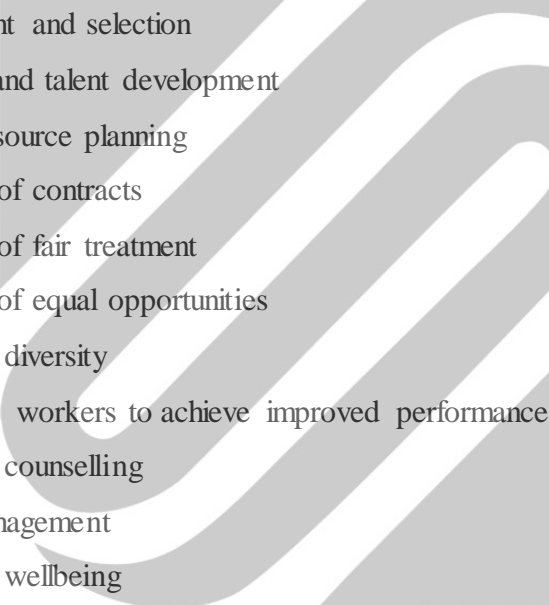
According to Dessler (2000) considering that in the entire planet, independently of the country, culture, political party or religion, Human Power still playing the most important role in every single term without any a doubt. The role of this area is crucial for the success of any organization considering what I have stated previously, it drives a company to a certain direction and that is the bottom line, the more effective is the Human Resource of a company, the more possibilities of succeed it has.

##### **2.1.1 Human Resource role**

We are now in the 21<sup>st</sup> Century, and even with this tremendous evolution which the world is facing, there is none institution which does not rely 100% on the Human capacity, from Multinationals, Corporation, Non-profit organization, Small enterprises, they all rely on Human power (Noe, Hollenbeck, Gerhart, Wright 2004). Japan is one of the most innovative countries in the world and even with Robotic system; there is always Human power behind. Now the question is what for? A brief answer may be, to run that specific institution.

Individuals starting from the security staff, cleaners, receptionists, front and top managers, directors and president are part of Human Resource. Taking into consideration that it is about individuals and individuals are in charge of part of the company departments, therefore, Human Resource is 100% active in the daily routine of any organization (S Ahmad, RG Schroeder, 2002).

According to Noe, Hollenbeck, Gerhart, Wright (2004) and Armstrong, M. and A. Baron (2007), the role of this area makes the difference between a lower, medium and high successful company due to the functions concerned to it such as:



- Recruitment and selection
- Learning and talent development
- Human resource planning
- Provision of contracts
- Provision of fair treatment
- Provision of equal opportunities
- Managing diversity
- Motivating workers to achieve improved performance
- Employee counselling
- Talent management
- Employee wellbeing
- Payment and reward of employees
- Health and safety
- Disciplining individuals
- Dealing with grievances
- Dismissal
- Redundancy
- Negotiation
- Encouraging involvement and engagement
- Adding value
- Ethics and corporate responsibility
- Knowledge management
- Change management

Managing cross-cultural issues or international HRM.

(Functions source: Introducing human resource Management pdf file Pag. 3  
unknown author.)

## **2.2 Recruitment and selection process**

As one of the key point of the research, before we go into Network impact on the process concerned there is a need of understand it step by step, analyze and understand each area involved in the Recruitment and Selection Process, according to **(Raymond A., Noe, John R., Hollenbeck 2003)**

Firstly, Recruitment is the process of understanding the need of hiring a new employee to fill a specific position in the company, as well as evaluate the forms submitted in order to have a clear knowledge of whom to hire.

Secondly, Selection is the process of selecting from candidates the suitable employee or employers to fill the position available.

Finally, both, Recruitment and Selection are directly connected with the aim of making the process done.

The process is one of the most important among the Human Resource roles, and it is so much important due to its importance and contributes towards organizations success (M Foot, C Hook , 2008). According to the level of the position to be filled, it may need the intervention of the top members of the company.

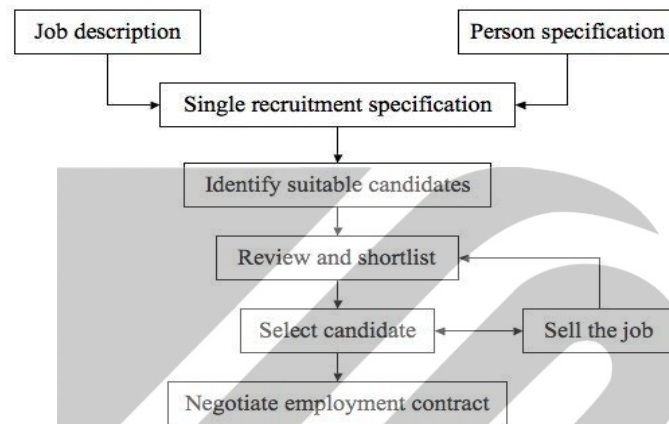
Further, the process is not limited on hiring external candidates, in some particular situations it happens internally, with potential internal workers in which they pass through a similar process.

The process may be wider according to the type of industry, organization and internal needs in which may affect the process and be much more challenging. During the process implementation a plan must be developed in order to make it more efficient as possible, the process is a chain whether each step is directly connected to another and has considered impact on the next step performance and result (H Bruck, 2008).

According to its complexity, the Human Resource department specially the responsible for the Recruitment and Selection process need to understand clearly each step involved in this phase in order to achieve excellence not only on the selection process, but, as well as the input that the hired candidate will bring to the company.

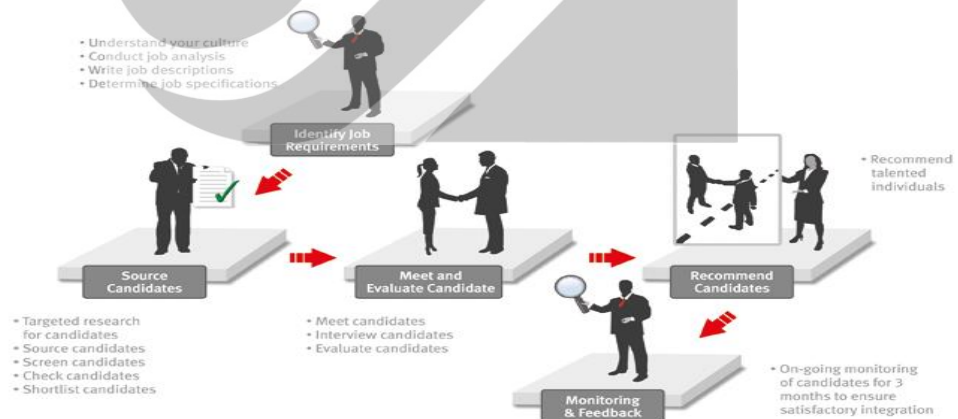
As stated by H Bruck, (2008) and Armstrong (2009) generally, the basic steps of the process are the following according to the source stated previously:

## Recruitment & Selection Process



**Figure 2.1** Recruitment and Selection Process

Source: Google, 2014: Online



**Figure 2.2** Recruitment and Selection Process,

Source: Google, 2014: Online

Discussing about starting inside of the organization, managers must revise and clarify two important points:

First, What are the company goal?

Before planning the Recruitment and Selection process, the previous question must be taken into consideration because, it is according to the answer that the process will be guided to the right approach and minimize the risk of hiring a completely outsider or a candidate that is completely unaware of what the company wants to achieve.

Second, Who are they looking for?

In details, it is all based on whom the firm is looking for by starting evaluating the skills and competencies needed to successfully accomplish the duties of the position concerned, define the character of the person wanted by the company as well as the possible compatibility of every single aspects on describe the employee needed (Anderson, Born, Cunningham, 2002, Ahmad, Schroeder, 2002 and Tracey, (2007)

### **2.2.1 Why, when and how firms hire new employees**

Why and when, are terminologies which most of the times may be connected on the hiring process. The decision to hire a new employee may be stressful considering the reasons connected to this realistic needs, the fact is most of the companies take into consideration the fact that they will need to pay salary to one more employee (Wood, Payne , 1998). Furthermore, it may come from different sources which can be negative or positive.

Why, because such need was realized and when happens on the needed moment for different reasons as:

Company growth

In a certain moment, firms may experience a tremendous expansion in which emerge the need to hire more people in order so equilibrate the current organization dimension for instance, new subsidiaries, branch or new department.

#### **Business opportunity**

The business industry may have significant change within a single day in which new opportunities are available, therefore, managers realize that they need to hire experts in order to operate in that specific field.

## **Retirement**

This is common in all kind of organizations, employees are people and people have the same life cycle in which one day they cannot precede their professional carrier and need to be replaced.

## **Increase production**

Connected to company growth, it happens when the demand is higher than the firm current production therefore; extra employees need to be hired in order to satisfy the demand.

## **Work force**

In this particular case, may be connected to demand, work capacity or quality as well as the inability of allow workers to enjoy vacancies, then follow the need of hiring new Human Power (Gary, 13<sup>th</sup> Edition, Tracey, 2007 and Tulip, 2004).

The reasons above are few examples concerned on Why and When companies hire employees. When it comes into How, is more in terms of practice.

To answer the third question two most used forms of Recruitment and Selection will be emphasized in which, the first is made internally.

The assumption made INTERNALLY CONDUCT refers when the process is made by the firm internal experts in which the process rely to Human Resource (Piotrowski, Armstrong, 2006, Purcell 1998). In this case, it offers advantages as well as advantages in which some examples may be:

### **Advantages:**

Is conducted by internal experts, people that are employed in the company and have a clear vision of the qualifications needed.

Cost saving, considering that is a duty of the responsible to hire an employee therefore, there is no need of paying an external person or agency to carry out this responsibility (Bruck, 2008).

Confidential, some job recruitment are highly restricted or maintained in four walls.

## **Disadvantages**

Lack of expertise, if the responsible are not familiarized with the process.

Inaccurate results or difficulty in getting the right approach (Foot and Hook , 2008).

Above are just few of the advantages and disadvantages of in house recruitment, due to this reasons, some companies tend to seek external support by hiring outsource agencies to carry this duties.

According to Logan (2000), OUTSOURCE AGENCIES are specialist in a specific area, in this case on recruitment process. However, as well as the first process, the second offers advantages and disadvantages as well.

## **Advantages**

Time saving, this specific role is their core business and among the years they establish networks which can make the process much faster.

Experts, is what they do therefore, they have the know-how.

## **Disadvantages**

For a company, by rely on outsource the information must be shared which may influence on company privacy (LK Stroh and Treehuboff, 2003).

## **2.3 Starting the process**

Before managers decide on start the Recruitment and Selection process, a clear plan must be developed. Such plan contains relevant information of what specification the organization is looking for, time line of the full process, when and how each stage of the process will be taken in action.

Is important to have well defined plan in order to achieve effectiveness within the process.

The process of define the goal orientated and integrated to the concerned process is referred as Talent Management. It is needed because it is what will define starting issues for the recruitment process, recognize the area to be filled, possible segment to attract, the Recruitment method used or to be used, analysis process, method of sampling, selection and so on (Cappelli, 2008).

Once talent management is well understood, managers are now able to start up with the recruitment process. As the general diagram of the process state, normally the first step is Job Description but in the reality, previous steps must be taken in charge in order to formulate the right job description and that step is basically the job analysis (Hill, Noe, Hollenbeck, Gerhart and Wright).

### **2.3.1 Job analysis**

Internally made, it is the process of collecting information about the duties to be carry out in a certain position as well as the Human characteristics suitable to that position ([http://humanresources.about.com/od/jobdescriptions/g/job\\_analysis.htm](http://humanresources.about.com/od/jobdescriptions/g/job_analysis.htm) 2014) The stage will produce information for the next step (Job Description).

As described by Harvey , (1991), Job analysis is one of the main pillars of Human Resource because it plays as the basis for most of its activities. It is crucial on estimate value of the position concerned, in order to define the most suitable compensation program for the employee, its provide information to define the performance standard and expected from the person to be hired, identify critical areas in the organization which lack of competencies and needs training (Tulip, 2004).

The process must be conduct carefully and step by step to define the right information before proceed with the next recruitment step, the information gathered during this process may later on have great impact on the organization performance considering that is the basic step, therefore, right information will guide to the right program, right candidates, right selection and desired results, whether the wrong information will provide the opposite result, which is what companies does not want.

Generally, companies gather information by the following steps:

#### **Collection of data**

Zikmund, Babin, Carr, Griffin, (2010) proposed that, the main goal is to define the duties to be carried out and the characteristics of the person to be hired therefore, collection of data is a MUST DO process. Information or data can be collected in different ways in which, I emphasize three more used.

## **Questionnaire**

In the first, the responsible of the job analysis develop a questionnaire in which the targets are the employees. The goal is to understand relevant information needed by asking questions such as, what kind of job is being performed, major duties of a certain position, extra activities that are concerned to the job position, safety conditions, etc (Dr. Apitep, 2014). Questionnaires provide better knowledge about the job routine.

## **Interview**

As we know, interview is more focused in qualitative research. It is flexible considering the fact that the researcher will be straightly part of the process as well as the opportunities of getting precise information about the field concerned (Dr. Apitep, 2014).

Before the researcher take action, he must design the interview process by formulating the right group of employees to be interviewed, how, when and for how long. The questions to be done must be clearly formulated in order to be specific.

Interviews may be conducted face to face, individually, in group, online, etc, but the focus groups are internal customers (Patton, 2005, Berg, Lune, 2004 and Strauss, Corbin, 1990).

## **Observation**

Is based on observe the field in need and gather information according to the situation (Zikmund, Babin, Carr, Griffin, 2010).

Review the firm background

Researchers may want to check the firm background in order to make a consistent job analysis, in these process researchers must look into the company itself, the organization chart in order to understand the operation procedures of the company, when and how tasks are performed. Analyze and understand the organization work flow, as well as the link of each department on how one influence each other and how it is connected to the position to be filled (Patton, 2005).

### **Position analysis**

This process may save time on getting information according to how big the organization is and how many positions need to be studied. Here, researcher will focus on the position and analyze all the duties concerned to that specific position, as well as the personality approach suitable to fill it in terms of knowledge, competency, skills, gender, age, physical condition and so on (Bruck, 2008).

### **Analyze the work process**

This process provides a better understanding of the organization ongoing by focusing on employee's behavior, abilities, mentality so that the right candidate profile can be formulated.

Working conditions are analyzed as well, starting from structure, how the company allocated their mental and physical resources, their equipment which will give a better visibility on the company working structure (Barney and Wright, 1997).

### **Analyze the information with supervisor**

Bruck, (2008) has stated that researcher must consider the managers input. After get all the information, it must be revised with the superior of the position concerned or the department manager in order to discuss deeply about the duties and further information. Supervisors may provide key information that will complete the job analysis.

This process must be carryout in the RS process and once is done, managers are able to define and describe accurately the duties and the suitable candidate to be hired.

### **2.3.2 Job description**

Noe, Hollenbeck, Gerhart, Wright, (1997) raised that Job description always comes after job analysis. It is a written document in which state what should be done

in a certain position, as well as how it should be done and under which conditions. The information on the job description will be further used to write the job specification which list the knowledge, abilities and skills needed to fill that position.

Normally there is none standard format to write the job description (Delery and Doty 1996)but most of the companies, include:

**Job identification:** It is basically the job ID in which include the company name, location, sector, department, job title, position that the candidate will fill.

Job identification provides very clear basic information of the position and status concerned (Brannick, Levine, 2002, Noe, Hollenbeck, Gerhart, Wright, 1997).

**Job summary:** It is a clear resume of the job. It includes the major activities and function the employee should perform.

**Responsibilities and duties:** It is based on what is the employee role and what should be carried out by Him or Her. Clearly set the responsibilities under the employee's position. For instance, marketing goal (Armstrong and Taylor, 2014).

**Authority of incumbent:** It state the level of employees authority, what He or Her can as well as the limitations (Brannick, Levine, 2002)

**Standard performance:** It is challenging to define standard performance because in the reality may be different but the logic is to explain how the employee should perform towards the position duties.

**Working conditions:** It state under which conditions the candidate will perform, from the equipment available to perform, temperature, physical efforts, light, noise and so on (Anderson, Born, Cunningham, 2002, Wood, Payne , 1998)

### **2.3.3 Job specification**

Job specification is normally a separated document in which state the qualifications and personal characteristics of the suitable candidate (**George and Snell 2012**).

Specification for trained and untrained candidates

Companies develop the recruitment process considering different factors, according to it, job specification may be developed for trained employees in which the information will be based more on previous working experience or performance. On the other hand, job specification may be developed for untrained stuff as well in

which, it may be more complex on filling the jobs because in the employees must be trained in order to perform efficiently.

Specification based on judgment

Armstrong (1999) raised that job specification comes from educated guesses. The logic is to find out the candidate level in terms of education, intelligence, training and expertise in that particular area.

Job specification based on statistical analysis

The objective is to determine statistically the right approach on the candidate to fill a certain position by predicting such as human trait, intelligence, physical structure, and some indication of the job performance.

In this process the responsible must analyze and define job performance measurement method, select personal traits which predict successful performance, test candidates to see whether they are suitable to perform that task, measure that performance and execute statistical analysis in which the objective is to figure out the relation between human trait and job performance (Topel and Ward, 1988).

Task statement

The method is becoming much more popular recently in which, shows what exactly the worker do, for what purpose and how He or Her perform the task (Introduction to HRM by Swedish institute for public administration)

#### **2.3.4 Personal planning recruitment**

According to Gary Dessler , Human Resource Management 13<sup>th</sup> Edition, p. 162-190, in the RS process personnel planning is the beginning of the process, in order to have a clear vision of the process; we may map it as follows:

Employment planning and forecasting

Build a pool of candidates

Applicants complete application forms

Use selection tools for sampling

Interview section

Employment planning and forecasting also called succession planning is based on the analysis of available positions to be filled. Those positions maybe are

internally or externally filled according to the company perspectives in terms of growth, strategies as well as the creation of an outstanding team.

In order to forecast personnel needs, managers must take into consideration the company's direction for example, if the firm wants to invest in aggressive sales for a certain period of time, may need extra personnel in order to fill the sales position.

Furthermore, also need to consider extra factor such as:

Projected turnover, basically based on the contract termination or employees resignation.

Quality and skills means consider the employees effectiveness towards working performance as well as the organization changing environment which may need advanced knowledge.

Decision to upgrade, whether in terms of product of service quality or enter in a new target market in order to achieve a certain goal or objective.

Technological changes

Financial resources available in the company may lead to employment planning forecasting.

There are several methods to forecast the need of employment such as:

Trend analysis: As the name state itself, trend, is the internal analysis over the current employees performance over the last years, in order to predict future employment need according to their performance, company growth and external opportunities (Armstrong and Taylor , 2014).

As we know, until a certain period employees must be upgraded according to their level and performance, some of them stop working (retirement), and in particular areas the performance is not satisfactory therefore, there is the need of replacement.

Ratio analysis: The point made by Huselid (1995) claims that is a very simple approach in which is focused on historical ratios that may be between the actual situation and the number of employees needed. For instance, last year the sales department sold XXX units, in order to sell XXX units in the current year, XXX employees will be needed.

The scatter plot: Shows graphically the relation between two sectors, for example, in the current year the company opened XXX subsidiaries, with the market growth, the number of subsidiaries will increase to XXX therefore, XXX employees

will be needed in order to fill the positions concerned (Touchette and MacDonald, 1985).

Markov analysis: Also known as transition analysis, managers rely on the use of this mathematical process in order to forecast availability of internal job employees. It is based on the creation of a matrix which shows the probability that workers from key positions will be upgraded or moved to another position therefore, the need to fill their key position (Heneman and Sandver, 1977).

Manual systems and replacement charts: Is commonly used in the small organizations in which managers use manual to track employees qualifications and performance. Normally it includes information such as qualification, record, performance, skills, interest, will to work and many other factors that may be used as a decision tool on employees promotion (Delery, Doty, 1996, Noe, Hollenbeck, Gerhart, Wright, 1997, Barney, Wright, 1997).

Other charts connected to the one above are, personnel replacement card, mostly used for the firm top positions, it shows the performance and promotion for each potential position.

Another is position replacement card, used in every position in the organization; it's the creation of a card that shows possible changes or replacement according to the main factors.

Computerized skills inventories In some big companies such as Emirates, Chevron, Trump organization and many other big companies, managers cannot track manually the performance of thousands employees therefore, computerized skills inventories play this role, with software designed for this particular purpose (Delery, Doty, 1996).

Forecasting supply of inside candidates: Until a certain point in the business operation, companies will grow, well some of them, and of course they need staffing to fill new positions and work in new project. Considering the risk of hiring an outsider to run the new project, often they look inside of the organization, the current employees which are known or part of the board of director. It is based on forecasting supply of inside candidates in which, information as education, qualification, trust, competency, skills and so on, play the major role on the selection or decision making phase (Cappelli, 2008).

Forecasting supply of outside candidates: On the similar base of needs as the previous method, sometimes our current staff does not possess enough qualification or knowledge to fill the available position, or for any other reason such as new trend or treats managers may decide to focus on outside candidates. The process is complex because it's about completely new employee therefore the focus on the process is relevant. However, supply from outside may come from different sources as will be discussed further (Purcell, 1998).

#### **2.4 Developing an action plan to match ~the projected supply and labor demand**

In order to pursue with the process, an action plan should be projected. This plan will include information such as the positions available, identify the possible number of candidates as well as from internal or external sources, training required, development and all other resources concerned to the process. A budget plan may be developed in order to formulate the approximated amount of money to invest during the process such as promotional, advertising, interview expenses, travel, etc., (Ray French, Sally Rumbles).

#### **Recruiting yield pyramid**



**Figure 2.3:** Yield Pyramid,

**Source:** Creativeeducationbd.Blogspot.Com, 2014: Online

The tool is used to estimate how many candidates the company should consider in order to make a better selection process, in another words, it is about sampling in which managers will conduct the process in order to reach the desired number of candidates and minimize the number step by step according to factors that match with the results expected (Gastwirth and Bhattacharya, 1984).

The RS process may seem easy, but along the process may be much more challenging. An easier recruitment process could be two positions available and two candidates interested, but on the other hand must be asked, is it more effective than having thirty candidates to compete for two available position?

That is the bottom line. Other point to consider is where should we look for candidates? As stated before in brief, it may be internally or from other sources as follow.

#### **2.4.1 Internal sources of candidates**

Purcell (1998) and Cappelli (2008) raised that when we are focusing on internal sources, in simple words means current employees, people whom are working in that particular industry. It has its advantages as well as disadvantages but according to the recruitment factor to consider, may make all difference.

Key advantages may be the fact that the employee is already committed to the organization, knows the goal and the path to follow; the expertise is much higher than a freshman and by promoting the employee, will rise his morale and wish to work towards the company goals (Topel and Ward, 1988).

On the other hand, disadvantages may be that company will continue with same employees and mentality which may mean less innovative, moreover, the fact that some employees were promoted and the others left aside, may create dissatisfaction which may lead the company climate in low status (Purcell, 1998).

#### **Find internal candidates**

Finding internal candidates are much more easier than external sources, those candidates are employees that communicate, cooperate and interact with us on our daily routine therefore, the information is easier to post.

Ways to find may be through emails in which the responsible can create a standard email and send to the possible candidates, job posting or notes posting, bulletin or on the company website (Charan, 2005, Hassink and Russo, 2008).

### **Rehiring**

Happens when managers focus on people who worked for the company before, people who were rejected from previous RS also may fit in this process (Armstrong, 2014).

Of course, that fact that you are hiring someone that you left aside times ago may not be so effective considering that still resentments about this feeling, on the other hand when it is well done the input may be hire because that person is familiar to the company working process.

### **Succession plan**

When it comes into fill key or top positions within an organization such as top level managers, CFO, president, etc., companies often rely on succession plan. Considering that those position makes all difference on the ongoing of the organization, the requirements are mostly concerned to the company basis such as goals, structure, industry, process and son on therefore, mostly must be someone that knows the organization well (Brannick and Levine, 2002).

Many reasons are connected on when rely on succession plan such as retirement, incapability of working or promotion of the employee holding that specific position, in order to follow it three steps must be taken in charge:

Identify key needs: Based on the company goal or strategy, the top management must evaluate the expected performance of the position concerned than match possible high potential inside or outside candidates to fill that position (Herring, 1999, Foot and Hook, 2008).

Develop inside candidates: After identify possible candidates, the responsible develop the individual through training, practical experience in order to define the most suitable model (Bruck, 2008).

Access and choose: After the previous steps, then comes the final in which managers will select the employees to fill the position according to the results on each step of the process.

#### **2.4.2 External source of candidates**

As stated by Tracey Thompson (2007), sometimes may be the company decision to hire someone from outside, just because they want, but in order to come up with these decision single factors may influence such as, need of new expertise, external factors, growth, and so on.

Outside source is about candidates that are not connected with the company at all.

There are advantages such as stated before, new expertise, new mentalities as well as younger employees whom may bring positive input to the company, on the other hand, efforts in the begging is higher such as training, constant supervision until they be able to perform by themselves.

Nowadays, companies rely on modern methods to hire new employees in which the most used for medium to big companies is via internet.

Recruiting via internet

Is of the most used by companies because in achieve a wider range of candidates and is open for everyone. Companies will post on their website or outsourcing companies website who they are looking for, for what purpose, the requirement needed, how to apply and or submit the application as well as the support documents (Piotrowsk and Armstrong, 2006).

Tulip, (2004) stated that one of the main benefits is that will give a wide range of options in terms of qualification, skills, experience, personality and so on in which will help in the sampling or selection stage of the most appropriated profile.

Considering that is a massive distribution, the volume of interested parts is normally higher therefore, the RS process is much challenging considering that responsible needs to evaluate most of the process in order to discard the less appropriate and keep the most suitable for the next stage of the process.

Other online recruiting methods

Nowadays, are many other ways of hiring online, some ways may be by Facebook for example in which company will post its need, by Email which will be more selective or to a certain target of candidates. Many professional social network are available such as linkedIn, well on the last one not all of the member are looking for job but it's a potential source because companies can find potential member that may match with the organization requirements (Grund, 2005).

Some application were developed for this particular process, for example Skill Page in which member post their pages and companies post the potential members that are being looking for.

Social application such as whatsapp are gaining a wide market share and been used for the same purpose, groups of candidates are created and messages concerned to the topic are sent to a pool of candidates.

### **Applicant tracking**

Are software designed to facilitate the RS process, it helps the employers attract candidates for the RS process and also provide other services such as accept online registration, reports and other documents, it may be useful in online recruitment for example, if a company receive five thousand applicants, the system may reduce this number by sampling according to the responsible option by matching the requirements (Bruck, 2008, Anderson, Born and Cunningham, 2002).

### **Advertising**

As referred by Bartram, (2000), web recruitment is one of the most used but still, advertising play considerable role on the process. It is quit more specific in comparison with web-based because it focus on a certain target market according to the advertisement channel (Cappelli 2001).

When develop it, the responsible must consider the ad to post and the advertising channel or media.

The media may be some kind of POLITICAL NEWS PAPER, it is focused because in the case, the readers are people interested or related to political issues, some interference with referral may happen but the majority target will be aimed.

Magazine: Fashion, sports or arts magazine may be used in which according to the companies industry or function available, they may choose the specific magazine area.

Television, radio and so on, are other advertising channels that companies may rely on, and others.

### **College recruiting**

Recently, the use of college recruitment has been growing considerably. In this process, firms send an individual or team representative in order to pursue with the RS process. The objective is to create a pool of candidates from graduate or finalist students among universities or high school according to the firm requirements.

This process has been giving opportunities to the young generation in order to be part of successful organization and grow professionally (Kealy and Rockel, 1987).

College recruitment may be a competitive advantage because the candidates are recently graduated, with few or non-job experience, possessing fresh mentality which can bring benefits to the company. Moreover, organizations relying on college recruitment have the privilege of selecting the best of the best on educational basis such as grades, performance, GPA (Scott 1992).

On the other hand, college recruitment is expensive because a specific campaign must be developed for a particular institution. It is costly according to the university demand, brochures and other information material must be printed to support the campaign, considering that the process will occur during a certain period of time, time will be a matter as well and managing it may be challenging because all the process must be arranged previously such as seminars, application period and interviews (Taylor and Sniezek (1984).

As is well known, recruiting unexperienced candidates is costly therefore, companies must develop post training programs to make sure that the candidates engage successfully in the organization nature. Moreover, it is proven that education grade is not always the main factor that defines the individual success.

College recruitment can be made on three different ways.

On-campus recruiting: Is usually made in the field or university, the main objective is to find potential candidates according to their education status,

communication skills, professionalism and skills. Recruiters have direct contact with possible candidates which may make the process even better.

Some companies tend to build relation with lectures, counselors, advisors or other universities employees in charge of key position in order to collect information and be advised about potential students. It is a smart move for organizations that pretend to focus on potential recent graduated students (Grund 2005).

On-site visit: It is done step by step in which courtesy may play important role. Recruiters normally invite warmly the student to visit the organization, professional lunch, business seminars, in order to interact with the possible candidate and evaluate his intellectualism, emotionalism and personal behavior (Taylor and Sniezek, 1984):

During the process, the responsible gives freedom to the candidate and formulate flexible schedule to avoid interruptions on the student routine.

Results show that the process is effective because possible stars may emerge during the interaction phase.

Internship: It is a win-win situation, institution tend to provide internship for students in order to gain professional experience, skills development, professional real experience and enhance maturity with professional employers (Noe, Hollenbeck, Gerhart and Wright, 1997).

On the other hand, according to the student perspectives, companies may recruit during or after the internship process based on the student capability or possible input which the one can bring to the business.

### **Executive recruiters**

Also known as headhunters are agencies specialized on recruiting top executives.

The organization normally pay service fees to the agency in order to perform the RS required.

Some businesses are mature enough and until a certain point there is the need to hire high level employees, middle managers above. Considering that those candidates are not easy to find they rely on executive recruiters' agencies to perform this duty. Those candidates are potential individuals in which in terms of salaries are

expensive assets and much more challenging and innovative (Noe, Hollenbeck, Gerhart and Wright, 1997).

Considering the niche target, executive recruiters' agencies are few but still their job very effective and needed in the RS process.

Offshoring and outsourcing jobs

It is a completely different alternative of staffing, normally in the RS process the logic is to hire full or part time employees but in this specific case, is based on sending the job outside rather than bringing employees inside (Purcell 1998).

Specialized agencies take care of the process in which all the instructions are given to them therefore, they will allocate the appropriate team to perform the job, those employees are third party (Stroh and Treehuboff, 2003, Logan, 2000).

Companies' offshore specific tasks according to their goal and objective, industry makes the difference as well. Mostly, companies step up with it for temporary projects such as sales, promotions or experiments.

Out of the ones described, HR rely on many other sources to build a pool of candidates such as, employment agencies, alternative staffing, on-demanding recruiting, referrals, military personal, etc.

Some practices are more expensive than others but in the end, all of them are needed. The key point is always the RS purpose, why companies are hiring new employees, what kind of candidates do they expect, what is the company objective, by answering similar questions, recruiters will be able to select the most appropriate source to build a pool of candidates (Advisory, Conciliation and Arbitration Service 2005 The ACAS Model Workplace, ACAS, 4–5, Allen, A. 2010 Generational divide, UK's Best Workplaces: Special Report, May, Great Place to Work Institute UK, 28–29, Arkin, A. 2007 Street smart, People Management, 5 April, Vol. 13, No. 7).

### **2.4.3 Developing and using application forms**

After decide the sources of candidates to be used, the process now proceed with application forms and the candidates selection process start to be taken in consideration.

Application form is a basic document that must be filled by the candidates. It must include details such as personal information, education, academic and

professional achievements, skills, employment history and so on (Piotrowski, and Armstrong, 2006).

For recruiters is normally seen as the cover page which may be crucial for the selection process, judgments are made from this first impression and according to how it is filled, the professionalism and how organized it is, recruiters may set aside few of them. According to the job requirements, recruiters may focus on education, job experience or other aspects to evaluate whether the candidate is able to perform the job, once again, the ones that does not match may be set aside, moreover, by tracking or reading their education stage, employment growth, managers are able to estimate the candidates performance and the engagement to the organization (Bartram 2000).

Managers develop the application form according to the area to be applied, practical and theoretical positions may include different aspects.

#### Guidelines

In developing the application forms, managers must keep in mind standards practices and let it clear in the document. In the professional experience details must be asked such as companies name, employer details, position, year as well as let clears that previous employers may be contacted in order to confirm the validation of the information given by the candidate (Ahmad and Schroeder, 2002).

Considering that most of the candidates tend to exaggerate on the information given such as education, experience and achievements, the recruiters must clarify that false information may lead to candidate dismissed. Another point to consider is that it is a temporary contract.

Employment follow a set of rules and recruiters must make sure that the application format follows it by including all basic information needed. Questions or paragraph to consider are:

Education: Ask information about the schools attended, year, major, and extra details such as location.

Criminal record: It is important, from that the candidate background may be confirmed, if the candidate was arrested one or more must clarify and specify the date and location.

Contact in case of emergency: Is a third contact of friends or relatives in whom the company may contact in extreme cases.

Organization membership: Is concerned to any kind of organization which the candidate makes part, football club, religion, political, association and so on.

Physical handicap: It is important to track the candidate health status, therefore, analyze if the individual is able to perform or fill the organization position.

Marital status and housing: Must be taken in consideration as well because may influence for expatriate or in case of external services.

Other informations may be included as well in order to follow standards legal regulations, further, during the design of the format, recruiters must consider the position available in the organization therefore, formulate specific and effective questions.

## **2.5 Employee testing and selection**

Once the company has a pool of candidates, some applicants may be set aside using the information above step by step. For the ones remaining, managers will check their application forms as well as resume analyzing potential candidates whom can fit in the organization some will be set apart as well.

According to the University of California riverside (<http://hr.ucr.edu>), Chartered Institute of Personnel and Development (2010), Churchard (2010), SELECTION PROCESS is the stage that recruiters will analyze the candidates and select who will make part of the organization. Factors such as education, working experience, skills will define who will be selected. But a very important point to consider, the most educated, experienced and skillful person may not be the always the right candidate , the selection always vary from company to company, position to position and the logic is to select the best or most suitable according to the job specification, that is the bottom line.

The process includes steps as:

Screening applications and resume

Testing and reviewing work sample

Interview candidates

Checking backgrounds

Making selection (Noe, Hollenbeck, Gerhart and Wright, 1997).

In brief, is during the selection process when recruiters makes use of the references posted in the application form or resumes, in which they will contact those institutions in order to verify if the information provided by the candidate is valid or true. According to the results, managers will be able to choose the candidates to make the job offer, some companies may open negotiation with the candidate in terms of working conditions, hours, salaries, but for some companies those issues are fixed therefore, the candidate may accept or reject the offer.

Some companies follow familiars or standardized RS process whether other may align the process according to the situation or use more complex methods. However, the process is created based on the job description in which knowledge, skills, experience and other components of the job description plays the major role.

The selection criteria must follow some legal issues and be measured in order to follow the right process, and it includes:

#### Reliability

It is a kind of measurement which can minimize errors by generating frequent or similar results. This information involves correlation coefficient in which higher results means stronger correlation.

Some test may be made in order to find out the results, for examples, a candidate may assume that possess a certain skills, therefore, may be submitted to tests in which the results will show whether the information is true, the test may be repeated over and over again and the relation between each test result will show the confidence level on the information provided (Nel 2011).

#### Validity

Is used to confront and measure key information related to certain performance. Test also may be applied in order to come up with results (Harvey 1991).

For instance, the candidate may possess outstanding grades diploma but a test can provide different results.

## **Legal standards**

May vary from country to country, is basically the issues that companies must follow on the selection process. Some countries limit the number of employees to be selected according to their nationalities; others may include gender, or other factors which are discriminatory.

## **Resume**

Is a free form of introduction which candidates use to retain employers attention. The document is in fully control of the candidate and relevant information is emphasized on it.

Employers normally use resume as one of the main criteria on deciding which candidate will be investigated further because, firstly shows how the candidate communicate and introduce Him or Herself, secondly, includes relevant information that may be crucial on decision making in terms of skills, accomplishment, experience and so on, finally, provide extra information that is not included in others required documents such as application form (Nel 2011).

Managers base the validity of the resume according to the information included and the references posted in each detail.

## **Background check**

According to the information provided by the candidate, employers often do the background check in order to verify whether the information provided.

Not all of the applicants will be honest and provide 100% accurate or truth information, therefore, is important to revise all this information by contacting the references given (Pucik 1984, Davila 2005, Connerley and Arvey 2001).

Education, work experience, criminal records are some of the key points that must be verified in the RS process.

## **References**

By filling the application form or resume, candidates post references in which may be used for the previous step. Applicants tend to choose carefully the ones who write or provide recommendation letter because they can provide very significant

impact by giving positive information about the candidate to the employer ( Davila 2005).

The information, are some of the main steps involved in the selection process which companies normally takes into consideration (Connerley and Arvey 2001).

However, it is just a small part of the process, some companies are much pickier in the process, and there is a need of executing further process.

### **2.5.1 Employment test and work sample**

After the previous steps, the managers are able to identify the key candidates and others are put aside. The selection process continue with this narrow pool of candidates and normally, the next step is to make some employment tests in order to define the most skillful among them (Delery and Doty 1996).

Aptitude test, serves to assess how well the candidate can learn certain skills and abilities (Lepak and Snell 2002).

Achievement test, measure the candidate knowledge and skills. For most of the positions is needed to make sure the applicant fits or can perform the tasks (Ramsay and Scholarios 2000).

Other test may be applied to gather more consistent information about the candidate such as:

Physical abilities test: Nowadays the use is decreasing in comparison with lately years in which it used to make big difference in the performance, but still managers rely on it to determine the candidate condition, even with the increase of high technology use which makes it easier (SL Rynes, Colbert and Brown 2002).

Cognitive ability test: With the huge innovation the world is facing now, firms do not rely that much on muscle power therefore, they use one of the most powerful tool of Human being, the brain. Cognitive test the ability of the candidate mental level which can be done by mental proves, IQ test and so on (Youndt, Snell and Dean 1996).

It tests the candidate abilities in general as well such as spoken languages, different skills, creativity, etc.

Performance test and work sample: Some companies test how the candidate react or perform towards certain tasks. To have this result, managers may submit

candidates in realistic experiences such as perform specific tasks, use certain programs like excel to evaluate their performance (Delery,and Doty, 1996).

### **Personality**

In order to determine the candidate character, managers may ask for few test which will provide results about the applicant tendency in terms of personality (Schmidt and Hunter, 1998).

The big 5 which provide approximate results about the kind of personality, Leadership style, left and right brain, may provide information that can be supportive in the decision making.

### **Honesty and drug test**

Integrity is an irreplaceable Human characteristic. Out of education, experience, skill, honesty is highly valuable by the managers or any other Human being (Rynes, Colbert and Brown, 2002, Schmidt and Hunter, 1998).

Some key positions require high degree of trust. Managers normally determine this level during the interview, when is made personally, the interaction may provide signs of how trustful is the candidate. Furthermore, the candidates can be submitted into honesty trust for example by paper-and-pencil.

Drug test should be made and nowadays are several institutions such as hospitals, which can provide this kind of service.

The described above, are just few of the steps to be considered during the employee testing and selection. In the real life, extra steps may be put in action according to the organization profile and recruitment objective.

Those steps will support recruiters to gather more detailed information about the applicants, and predict future performance, engagement and input that each candidate will bring to the company therefore, managers will be able to select among them the most indicated to proceed to the next step (Schmidt and Hunter, 1998).

## **2.6 Interview candidates**

Interview, is just one part of the selection process. According to the data gathered from previous research connected with the topic, observation and personal read life experience, I decided to dedicate one chapter exclusively for interview, act which was not made with the order processes (**Wendell L. French**, Keenan 1978).

The reason behind that is for its impact on the selection process. More than 70% of the recruiters take the interview process as the most important in the process and more than 99% employers were hired based on the interview process.

Interview, is the process to interact personally or orally with the candidate, in order to get information about him or herself, so that recruiters can predict the candidate future performance in the firm. Moreover, I consider the experience as irreplaceable in terms gather accurate information, therefore, is a must do process in the RS process (Papadopoulou Ineson and Williams 1996, Noe, Hollenbeck, Gerhart and Wright1997).

Nowadays with the support of technology, interviews may be done in different ways. The one most used is face to face interview according to the degree and impact of the interaction with the candidates, however, in some specific jobs or even universities, interviews may be conducted online such as by Skype, video conference. Telephone is another channel in which interview may take place.

### **Types of interview**

Are different types of interview and managers rely on specifics or in a combination according to the job position or field, the majors are:

Structured and unstructured: in some situations, interviews may be structured and it happens when recruiters arrange everything in advance from questions to the answers expected which may match with the job concerned (Kalarchian, Wilson and Brolin 2000).

On the other hand, unstructured is when recruiters ask questions that comes in mind. It is suitable when there is many positions available and managers want to find out which one the candidate will fit better according to the responses.

According to the purpose of the interview, managers can run the process in different ways in which I emphasize stress and appraisal interviews.

Stress interview: Is a strategy that managers use to analyze the degree of the candidate tolerance towards stress in which, they bomb the applicant with rude questions to make him uncomfortable (Arvey and Campion 1982).

Appraisal interview: Is much more peaceful and calm, managers tend to discuss the employee rating and analyze what should be done to overcome some weak points (Noe, Hollenbeck, Gerhart and Wright1997).

To successfully conduct an interview, different types of questions should be made such as: situational, job related, in which the first focus on the candidate's ability or behavior towards certain situations, and the second focus on the candidates previous job related attitudes (Keenan 1978).

Questions may be open, closed so that both parts may achieve what they want.

To manage the interview, recruiters' base in different ways, some situations managers lead it on one-on-one interview, which are basically the candidate and the interview meet alone for the process.

Other process may be sequential interview in which, interviewee meet several people before the selection, moreover, it also may be administered by unstructured sequential interview in which, each manager looks in the candidate report, make personal analysis and ask questions based on his own findings.

Panel interview, consists on the candidate meet simultaneously by a group of managers to conduct the interview.

The evaluation process often depends on which way the recruiters decided to follow. In some specific case, recruiters can rate the employee according to the answers given, those rates will be compared with the others applicants in order to make a decision (Roberts, Walton, Rothnie, Crossley 2008).

Interview has its advantages as well as disadvantages but still the most effective and powerful tool for the selection process.

Once the results are ready, recruiters are now able to decide who will be hired and finalize the working terms and sign up the contracted, therefore, the candidate is now part of the organization.

## **2.7 Network**

Nowadays, it is said that no company in the world can survive by itself and I strongly believe in this quote therefore, I see network as one of the points for the organization's success in general (Dr. Donn 2014).

### **2.7.1 Introduction to personal network**

As stated by Fulwiler, *The Personal Connection* (Journal), talking about network it is all based on contacts which may bring any kind of benefits to you. Briefly, the three main advantages of connections are:

**Information** It is crucial for the organization's success, information such as new suppliers; new products launch dates, organization recruitment, etc. An organization that lacks information sources has more difficulty to succeed (Kelly, Gibson, Holland, Light 1999).

**Access:** Network provides access to different fields such as, know-how, new process, skills and further contacts.

**Power:** It is clear that information plus access is equal to power.

Network or connections may be divided in two ways, public and private connections in which each may be found a wide range of sources.

In an organization, building strong networks or connections in different sectors may increase the ability to perform, be profitable and establish barriers for new entrants, it may be developed in different sectors of the organization such as supply chain, political parties, stronger businesses, employees and so on (Louch 2000).

Private networks are quite more individual, based on contacts that a person acquires. In summary, network is building relationships that may be beneficial to the business.

In some cultures it is a key point for success for example China, Guanxi relation is much more significant than money or any other benefit you can bring to the local parts, without it, in the beginning of the operations the company may be successful but in a long-term business, I doubt.



formal colleagues or any other source that we know or met occasionally. (By Brian Uzzi, Shannon Dunlap, How To Build Your Network, mothers (Dubini, Aldrich 1981).

Families: Families is all concerned of relatives or parents, which is a wide list that is naturally built, for instance, cousins, uncle, grandfather or mothers (Dubini, Aldrich 1981).

Friends: Are people whom share common interest with us, people whom grew up in the same neighborhood, club mates, activities fellas... Nowadays, one of the biggest source of friendship is social network, facebook, twiter, skype in which must be considered as friends as well.

Formal colleagues: Are people whom attended the primary school, high school or university, different educational programs, military, politics party or any other institution which connect us (Dr. Donn 2013).

Other sources: There is many other channels to be considered on having or building network. One of the most powerful is through the existing connections which are, from friends of friends, friends of families or of formal colleagues. It is a powerful method to expand our network (Bernard, Johnsen, Killworth, McCarty 1990).

## **2.8 Network impact on the recruitment and selection process**

### **OVERVIEW**

- *“I think the key indicator for wealth is not good grades, work ethic, or IQ. I believe it is relationships. Ask yourself two questions: How many people do I know, and how much ransom money could I get for each one?”*

By Jarod Kintz (Quote)

According to the quote above, shows how important is network even over education, behavior and intelligence, sometimes it must be more effective than the qualities above, all of them are important but translating the sentence: How many people do I know, and how much ransom money could I get for each one? What if it was: *How many people do I know and what if I could have one of each inside of the Human Resource department?*

In summary, connection has a great impact on the RS process. According to the culture, working system, political issues and others the degree may vary from country to country but until the conduct of this research, every country in world take the PERSONAL NETWORK FACTOR into consideration on the recruitment process and on the selection stage (Whitaker 2003, Waldinger 1999).

As stated before, referral in other words means connections and still been one of the most used source of candidates all over the companies (Noe, Hollenbeck, Gerhart, Wright 1997).

Some sources of information shows that network has a positive impact to the organization because the foundation is to hire people whom directly or indirectly has some sort of connection linked to our company, therefore, the degree of responsibility, commitment and performance is much higher than candidates without bonds to our company.

On the other hand, managers prefer to build or establish new connections by conducting the RS process with random or unknown candidates in which they believe that is much better to have a completely fresh minded person without bonds to the organization, thus, will provide opportunities to them as well increasing the willing to work towards the organization goal (Marsden and Gorman 2001).

In the end, all the regions consider advantages and disadvantages of connections; however, they still rely on connections to choose who will fill the available positions in the organization.

In conclusion, network has a great impact on the RS process from both, organizations and job applicants, impacts may be positive or negative. From the candidates it depends of how strong is their network and from which channel the connection was built whether from the organization, depends of the kind of business the firm is and how strictly managers are towards the process.

## CHAPTER 3

### RESEARCH METHODOLOGY

This section, describe the systematic theoretical analyses and methods used to conduct the present research. Moreover, the section exist the provide information to the readers about in which way the research were conducted so that them can understand the origin on the data or the context of the project.

#### **3.1 Selection of the exploratory technique**

In order to understand the current situation of the field concerned, a vague exploratory is needed in which in this project is defined as literature review, it is important to any research because it provides the information about the area interested (Patton, 1999).

This particular data may be collected in different ways and in this project, the selected is secondary data.

According to Bogdan, Biklen (1998) secondary data is the collection of information from existent sources.

Is believed that secondary data is the most suitable for the area studied because it provides flexibility in terms of sources of information, furthermore, in comparison with other methods the sources are recently updated and may be reached any time needed, effectively.

The main sources of information or existent data were:

*Books*, from different authors, countries but with two common details, updated and connected by the field of study, it provided accurate information of the RS process and Network.

Others sources are, Journals, pdf files, teching notes, online sources and articles.

All combined, the information gathered is helpful and it gave a clear vision about the field, how the process run from the beginning until the end and what are the factors which may influence in case of drastic changes (RC Bogdan, SK Biklen, MJ Alvarez, AB Vasco, 1994)

## **3.2 Research method**

As is well known, a research can be conducted under two main different methods, Quantitative which relies on the use of numerical symbol and Qualitative which this project is all about (BL Berg, H Lune, 2004).

**Qualitative research** according to Zikmund, Babin, Carr, Griffin (2010), is a research that addresses business objectives through techniques that allow researcher to provide elaborate interpretations of market phenomena without depending on numerical measurements.

It is normally conducted with non-standardized research techniques and in this particular case, survey is the used method:

Survey: Is the main focused research method concerned to this project in which consist of gathering information related to the topic (PL Alreck, RB Settle, 1985), in which the main data gathering tool is Interview.

### **3.2.1 Reasons for choosing qualitative**

Considering that quantitative research is based on numbers and or general response, the researcher believes that qualitative is the best approach to conduct the present study.

Firstly, quantitative involves questionnaire as one of the most efficient data gathering tool, however, questionnaire has standard format therefore, the information or the response will not be accurate in order to cover the area in study.

Secondly, the study cover sections and concerns that need a flexible interaction with the respondents to cover the gaps that questionnaire cannot cover.

Thirdly, the research was developed to be specific instead of broad.

And finally, when it comes to human behavior, qualitative is the best approach for the author point of view for different reasons such as; Humans tend to think, feel and act differently under different circumstances, external environment may be a key factor to consider, socially, economically, the culture by itself may influence therefore different reaction on the sample group.

For the reasons above and many others, the selected research method is qualitative in which the data gathering tool is interview.

### **3.3 Selection of sampling**

Sampling is all about selecting a specific segmentation out of the targeted audience.

As stated before, the project focuses on every single organizations considering that all rely on HR and recruitment and selection process in which, Network is an issue therefore, the sampling is quit challenging.

Considering that is impossible to reach all the targeted audience or identities of study, sampling exist and for this particular project, having in mind that it is qualitative research in which observation plays one of the important role, the segment was selected according to the audience accessibility and quality in terms of information.

#### **3.3.1 Sampling stages**

Stage 1: The sampling of the study is exclusively in Angolan companies operating locally and internationally, country in which the researcher was born and had the opportunity to work, observe and witness the phenomena, therefore.

Stage 2: In the second stage, clarifies the origin of the organization. The research will focus only in small sized organizations.

Stage 3: This stage is all about the number of companies which are fifteen, eleven operation locally and four internationally, however, the study will cover the general commerce industry only.

Stage 4: Having the focus in terms of area, origin and size were selected few companies operating under different cities and ownership to serve as sample group which represent the area of study.

The sampling method or the respondent selected does not cover the all study target, considering that it is not possible reach all industry therefore the stages above were needed in order to focus in specific respondent who were carefully selected based on accessibility of information, according to the impact and sensibility of the topic.

### **3.3.2 Sampling disadvantage**

One of the main disadvantage of the sampling method used is, does not cover all the intended market. Moreover, it provides a wide range in terms of point of view according to the diversity of the business type.

### **3.4 Data gathering tool**

As stated above, the channel of gathering data is interview.

**Interview:** A method of collect information under survey, which is basically a non-standard method with consists of interact with the targeted audience in order to get information of the topic concerned (Bogdan, 1988).

As stated by Warren (2002), interview process must be well planned and managed so that the outcome may be valuable, moreover, in order to conduct an interview a set of rules must be taken into consideration as result, the audience input will be more valuable (CAB Warren, 1988)

In this project, few companies' representatives were selected in order to gather the information needed. This method was selected considering the effectiveness of its use and other reasons such as, the diversity of the selected market, the reality differences according to the culture and so on.

The process was conducted through different channels such as, face-to-face interview formally and informally, telephone, online (via skype), voice applications (by vibe), group interview (through whatsapp application and LinkedIn)

### **3.5 Finding and analysis**

In order to cover the chapter four, were used different methods to analyze the info gathered from the sample group. The research does not focus in a single method but in a combination of methods in order to answer the study sub questions and finally, the main question.

Moreover, there is a combination of tables which illustrate the sample group tendency to the research focus as well as analysis of respondents' statements.

## CHAPTER 4

### FINDINGS AND ANALYSIS

The present chapter discusses and analyzes the findings from the interviews conducted with the Human Resources managers, CEO and seniors' managers of fifteen different companies in which all of them are nationals. However, four of the organizations operate internationally in the same market which is in Guangzhou-China, in the same industry.

In order to illustrate the respondent's reactions to the phenomena, the organizations were coded as A1, A2-A11 for the companies operating locally, as well as I1, I2, I3 and I4 for the four companies operating internationally.

According to the response of the sample group, managers take the Recruitment and Selection as an important process in which require the influence of senior's executive due to its significance.

However, concerned to the research sub questions which served as support to answer the research main question, there is different points of view.

#### **4.1 Sub question 1:**

**What are the main factors managers consider, in order to conduct the Recruitment and Selection process under Personal Network Factor?**

In order to illustrate in the table, follows the items code:

Type of Business: **T.B**, Size of Business: **S.B**, Function: **Fc**, Position: **Po**, Responsibilities: **Re**, Business Stability: **B.S**, Goals: **Go**.

According to the sub question number 1, the respondents has selected randomly the main factors they consider on deciding whether rely the recruitment and selection process under personal network or no, as illustrated on the table, the respondents emphasize each factor (which was marked with figure 1 according to their point of view) followed by the total (the bigger number of choice means the main factor on decision making on the concern in discussion).

**Table 4.1** Represents the respondents answer towards the factors influencing organization on relying on Personal Network.

<b>CODE</b>	<b>T.B</b>	<b>S.B</b>	<b>Fc</b>	<b>Po</b>	<b>Re</b>	<b>B.S</b>	<b>Go</b>
<b>A1</b>	1	1					1
<b>A2</b>	1		1				
<b>A3</b>	1		1				
<b>A4</b>		1	1	1			
<b>A5</b>				1	1	1	
<b>A6</b>	1			1	1		
<b>A7</b>				1		1	1
<b>A8</b>		1	1	1			
<b>A9</b>	1				1		
<b>A10</b>	1			1			
<b>A11</b>	1					1	
<b>I1</b>		1		1			
<b>I2</b>			1				1
<b>I3</b>	1			1			
<b>I4</b>		1	1	1			
<b>TOTAL</b>	<b>8</b>	<b>5</b>	<b>6</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>3</b>

#### 4.1.1 Sub question 1 meaning

According to the table above, Position with score 9, Type of Business score 8, Function 6 and Size of Business 5, are the main factors that managers take into consideration on relying the Recruitment and Selection process under personal network factor.

Such analysis is straightly connected to one of the main research objective which is:

**Understand the main factors that influence managers or organizations on conducting the Recruitment and Selection process under personal network.**

Moreover, during the interview process, follow statements by the respondents in general:

*"I believe job position is the most important factor to be considered whether we should select a candidate from our network or no. It all comes down to the position level for instance, if we are looking for a senior manager such as CFO,*

*definitively I will rely on personal network considering the impact of such position. A., KATCHITAVA, CEO and Chairman of Valladares Holding Corporation, Guangzhou-China”.*

*“It is by far the type of business. We are family business and our main vision is to create an empire in the commerce industry therefore our relatives are our priority, however, we do it externally as well, none family has members with every single skills. O., SEMEDO, President of Republica Negra Label, Luanda-Angola”.*

*“As i always say, if you want things well done than do it by yourself, but in the reality things are not so simple and we cannot be everywhere therefore hire someone you know who is capable of handle your functions. Anonymous, Luanda-Angola”.*

*“We are not that big and get external employees will be costly, therefore, our sources are internal, size really matters. G., Tchanja, Human Resources manager and CEO counselor of Essence De La Mode”.*

Back to the study literature review, can be analyzed that position is one of the main factors that lead organizations to depend of network factor, such comparison can be seeing on one of the main used source of candidates used by the companies internally which is succession planning.

For positions such as senior manager, directors, CEO or any other key position, companies often rely on choosing from existing workers. Such pool of candidates gives the company accuracy on estimating the employee engagement and performance, moreover, candidates from this specific pool are already familiar with the organization by itself in terms of vision, objectives, culture and etc., such familiarity with the organization and knowledge of the concerned position from the candidates, is one of the main reasons for relying on such pool.

Furthermore, as stated by Thompson (2007) other main practice which links connections and the recruitment and selection process is via executive recruiters or headhunters, with more details on the chapter two of this study in resume headhunters are companies specialized on recruiting top executives. Those practices are done by

outside instead on internal and such agencies has a wide range of contacts in which provide them the feasibility of hiring candidates able to perform on key positions.

In resume, position is they factor managers take into consideration whether rely on network in order to build a pool of candidates for the hiring process.

#### 4.2 Sub question 2

##### **How candidates hired under personal network factor are committed to the companies' goals and objectives?**

In order to analyze the question above, follow statements made by the sample group during the interview:

*"Commitment is created. A., KATCHITAVA, CEO and Chairman of Valladares Holding Corporation, Guangzhou-China".*

*"That is the main risk of personal network, is incredible how your own relatives steal funds from your company. The ground is that your connection might be stronger than the amount stole therefore he knows, I will steal and nothing will happen, that is why my relatives are never involved with my finance department. J., LUANGO, CEO Jorfil Lda., Guangzhou-China".*

*"It all depends on which personal network we are talking about, let's say as relatives may be less committed considering the proximity between the parties, working time may not been taken seriously as it should due to the relationship after job. Anonymous, Luanda-Angola".*

*"It is risky of course, but commitment always flow top-down. Most of our senior's workers are our family members and is amazing how we work to achieve our goals. I believe it all comes to the link between the team, working time is always working time and for the good of all of us, we work towards our goals. W., SILVA. Human Resources manager of Hotel Luso, Benguela-Angola".*

*"It depends, if you have an exemplar leader I will say does not matter if is your brother or former classmate, they will be highly committed to the organization objectives. However, I emphasize people who are introduced to us by our connections, those are much more committed, they are employees from a third party and they will do anything to not compromise the middle man. H., DIAS. Marketing manager and shareholder of Akitanda, Luanda-Angola".*

#### 4.2.1 Sub question 2 meaning

According to the interview response on what is related to sub question number 2, the sample group do not follow the same direction on affirming whether personal network may be positive or negative towards employee's commitment. Such diversification may be linked to the type of organization, or size of the business, as we can see the reaction on the family business is different than a sole proprietorship or partnership.

Moreover, it shows that on family business workers employed through personal network may be highly committed to the firm goals and objectives, while on partnership it may be taken not very serious due to the relation between parts after work.

However, all organizations have the same kind of though and I recall Valladares Holding Corporation Mr. A., KATCHITAVA quote: "Commitment is created". On the point all the companies share the same vision and are believed that it all comes from the top flowing to the bottom.

Commitments are created and the response of the candidates is divergent, however, employees' commitment towards the organization goals is important and recruitment and selection process is the starting point to achieve it.

As can be seeing on the theoretical section of the research, chapter two (<http://hr.ucr.edu/recruitment/guidelines/process.html>, Chartered Institute of Personnel and Development 2010, CIPD 2010, Chartered Institute of Personnel and Development 2010, Churchard, C. 2010), on the section 2.5.1 EMPLOYMENT TESTS AND WORK SAMPLE, employee engagement may be estimated on practices of what is called internship. Is the phase in which a limited range of candidates are tested with real life experience within the organization in order to evaluate their performance. By relying or no on personal network, the new employees result towards the phenomena in discuss can be created during a well-conducted recruitment and selection process.

In resume of sub question 2, personal network do not decide the impact towards employees commitment in general, seniors executives does.

### 4.3 Sub question 3

#### **Even recruiting and selecting employees under personal network, why some companies still being successful?**

The third sub question which is open, gives the flexibility of understanding more about the business environment which the sample market, who are the models of the industry things and see themselves and the competition.

According to the data collected, some of the respondents connect the present question with the previous. In general, success may be straightly connected with commitment which is the ground discussed on sub question 2, in order to evaluate what really happen in our respondents reality.

*“As we both know success is crucial, I would start by saying that personal network give us power and information, information is what you need to succeed, due to it we need personal network, and we need connection to do what business does, survive. There is many ways of connections and do not matter how big you are, which industry or your type of business, few of your workers are always hired under the factor concerned, commitment is what will guide you to the right direction. W., ANDRE. General manager of W&Z Lda., Luanda-Angola”.*

*“We do not rely that much on personal network until a determined point our organization do not sees it as a smart move, of course many other companies rely on it and are doing terrific, I believe such success is straightly connect with the nature of the business and the connection concerned. M., EDSON, Vice Director of CASA&VARIUS Lda”.*

*“Personal network may completely change the course or the efficiency of the recruitment process, connections means link, and when you consider it means there is a link between you and the candidate. In my point of view, if you rely of connection you will be successful if you follow consistently the all process, no cheat, no help, but if you take it easy believe, you will fail. L., COIMBRA. Commercial Director at RK Lda, Luanda-Angola”.*

*"Maybe personal network is not the reason for success, but still if we are talking about recruitment and selection than yes. However the key point is not how you are linked with the candidate, it is how you, as the CEO are engaged with success, your lead will do the rest. E., DOS ANJOS. General Manager on ARRIM Lda., Guangzhou-China".*

*"The ground is to use the best contacts you have, take into consideration your goals, objectives and the position available than among your connections chose the most suitable source. That is how you get successful through personal network. Anonymous".*

#### **4.3.1 Sub question 3 meaning**

There is a tendency of differentiation in terms of directions considering the statements above. It is clear that the respondents agree that personal network is important under the recruitment and selection process especially concerned to the organization success.

As stated by D., Trump (2007) and many other speeches of him, the organization leader is a role model, inspiration to all its followers, as more passionate and committed to your organization as more your workers will.

The previous question supported by the literature review, emphasizes on how to create a committed team from the recruitment and selection process and here focus on how companies are successful even though rely on network, for this particular case the bottom line is the top management who can create a certain mentality to the employees.

However, the reality does not show that every company relying on contacts to build its team is successful.

The respondents tend to emphasize common points such as the top management. The senior managers are the ones who serve as role models for the new employees, commitment, responsibility and willing to succeed must come from the heads of the organization and the employees will follow according to how that image is perceived.

Moreover, when it comes into recruitment and selection relying on network, one of the most important things to consider according to the data collected is the

source, or the connection used to build a pool of candidates. It is necessary to consider the position, type and size of the business and among the different personal network links such as relatives, friends, former work or classmates, decide which source should be taken into consideration.

In resume, is clear that personal network for the recruitment and selection process highly affect the company success, when the process is well directed organizations have more chances to succeed than the opposite.

#### **4.4 Sub question 4**

**What are the factors that may influence the society in general when companies conduct the recruitment and selection process relying on personal network?**

The fourth sub question is one of the fundamental focuses of the research. Organizations exists to serve the community therefore is important to understand how the society reacts towards the phenomena concerned.

During the interview process, this is the question in which almost all of the respondents had the same point of view and made them reflect about previous answers, however, follow some statements cited by the interviewees.

*“This is where we should agree to disagree on standing by the positive side of personal network during the process. In the end the society is our pool of candidates’ source, but when it is about personal network than it comes to target group of the society and such attitude limits chances to the majority. Anonymous Luanda-Angola”.*

*“By relying on personal network the effect is negative, let’s see from the organization itself first, chances to limit the range on finding the most skillful candidate are lower, and to the society limits their chances of growth. If the market is limited and everyone rely on connection, the ones who do not have such gift will always lose. O., SEMEDO. President of Republica Negra Label, Luanda-Angola”.*

*“In general terms is not seeing as positive for instance, nowadays people move to big cities looking for bigger opportunities, however, they still being new comers and if companies focus completely on connection for selecting the candidates there is no opportunities for the majority. I am apologist of the opened recruitment, give chances to everyone and you will be more lucky on find a wide range of skillful people. A., KATCHITAVA, CEO and Chairman of Valladares Holding Corporation, Guangzhou-China”.*

*“We must consider the impact of society, yes, for the majority is often negative but I stand by the type of business. Of course for some specific positions as I said before, we could recruit openly but considering that we are family business our main priority is our own contacts. W., SILVA. Human Resources manager of Hotel Luso, Benguela-Angola”.*

*“You know, that is a good point. As I always say, corruption in Angola will decrease when managers decide to give chances to everyone, is really to much what people must do to get a job even with the brilliant education they have or experience, what really counts here is the surname, is with who you are connected to and people forget that those two factors are least important than true efficiency. W., ANDRE. General Manager of W&Z Lda., Luanda-Angola”.*

*“As I stated before, personal network is very important for recruitment and selection, in my point of view is much better work with people whom you know or are connect to you through a middle part. However, yes it does not give lots or equal opportunities to the society in general, that is not good, we do our job by being flexible in such term with opened recruitment, but key functions and positions, we work with network. Anonymous Luanda-Angola”.*

#### **4.4.1 Sub question 4 meaning**

By going through the fifteen interviews it clearly shows a strong general tendency on the negativity of relying on connections during the recruitment and selection process towards the society. However, I emphasize a neutral response for a typical family business and it is not a surprise that they defend on relying on personal network, therefore, the type of business matter.

However, as the quotes above one of the most discussed impact is the lack of opportunity to the society in general. Angola which is the main target market is a country which has this kind of situations generally and nowadays companies are changing their regulations towards the dependency of contacts during the process.

As stated by the respondent W., ANDRE. General Manager of W&Z Lda., Luanda-Angola surname may and contacts may make all the difference on the hiring decision and often due to the organizations interests on building a three of network with powerful families.

People nowadays move among cities in order to find better opportunities and such dependence on connections has been a barrier for the carrier path. The chances of professional growth is higher for the fortunate who are the minority and very low for the majority.

However, managers agree with such point which is automatically connected with the firm itself due to the limitation of having a wide range of candidates, furthermore, is recommended to conduct the recruitment and selection process openly by taking into consideration the nature of the organization.

#### **4.5 Research question**

**How high is the risk of the company towards build an effective team, when the recruitment and selection process standards are ignored because of personal network?**

The main question was the focus of the interview process and bellow, quotes of our respondents:

*"Ignoring the process standards is not a risk, is a self-destruction. W., ANDRE. General Manager of W&Z Lda., Luanda-Angola".*

*"Helder, let's go back to the Chinese legend Sun Tzu, he stated that if you want to win a war know your enemies strengths, weaknesses, opportunities and threats, in resume, without watching to this four angles nowadays called SWOT Analysis you*

*will lead your army to failure. No see your company as an army and your candidates as you're the one you should apply the analysis, from the moment you violate the standards to evaluate him, he and your organization will probably face failure easily. A., KATCHITAVA, CEO and Chairman of Valladares Holding Corporation, Guangzhou-China”.*

*“It is clear that to create an effective and successful team you must make sure to follow every single procedure of the recruitment and selection process and you can estimate possible employee performance and engagement towards your organization. Personal network is critical and sometimes can blind managers and lead them to a different path by forgetting the essential steps. Of course sometimes the employee may be flexible and adapt as effective in the organization but is uncertain and uncertainty is risky. O., SEMEDO. President of Republica Negra Label, Luanda-Angola”.*

*“As stated before we are family business and relatives are our priority, of course there is a big risk on building effective teams without follows the process as it should be but once again, it all comes to what kind of connections you are using. The nature of the business and top executives behavior may serve as model for the news candidates, most of our senior managers are brothers, husbands and wives, fathers, we got our spirit from the founder who is our father and he tough us how to do business since child therefore the violation of the process did not had big impact on the team effectiveness. W., SILVA. Human Resources manager of Hotel Luso, Benguela-Angola”.*

*“Every single skyscraper you see has a ground, every tree has a ground and any organization must have a ground as well. For the most important department of any organization which is HR, the ground is the recruitment and selection process; now imagine a skyscraper or a tree with a fake ground! Anonymous”.*

*“I believe that recruitment and selection is straightly connected with the organization success, we can predict from there. Personal network in this country especially highly violates its standards, real life examples has shown failures after failures due to it therefore violate its standards is the last thing you want to do. It*

*is very risky. E., DOS ANJOS. General Manager on ARRIM Lda, Guangzhou-China”.*

*“I believe that hiring the best candidate is the most important process of HR therefore by the process standards violation automatically you create a huge risk towards build cohesive teams because it will all fall into uncertainty. Anonymous”.*

*“This is an easy question, go out there and ask to successful businessman how to be successful, one of the main ingredients will be `hire the right people`. Now, the hiring process is complex, it is a flow and steps are linked one after one, from the moment you violate the standards or ignore one of the process steps because you think you know your candidate enough problems can emerge in future. You will not be able to estimate the candidate performance, engagement or flexibility within your team and your organization. L., COIMBRA. Commercial Director at RK Lda, Luanda-Angola”.*

*“Obviously, connection may comfort HR manager and lead them to violate the process standards. The business environment is though and this cannot be done, it is a big mistake, problematic teams normally emerge when this situation happen so recruitment and selection process is the ground. Anonymous”.*

#### **4.5.1 Main question meaning**

Briefly, in order to create consistency and understand the research main question, four sub question were used as supportive which were analyzed on the current chapter above.

All sub questions putted together, emerge the general tendency of violation of the recruitment and selection process standards due the personal network factor. Obviously, it does not happen often, the type of business, network source and others can influence the factor.

Even going through all the fifteen respondents' response, it is clear how the recruitment and selection process is important to any organization and how its

violation could hardly effect on the team effectiveness and as we know, ineffective teams are characteristics of non-successful organizations.

As stated on 2.2 Recruitment and selection process on the chapter two, according to **Raymond A., Noe, John R., Hollenbeck**, the main role of the process is to select capable candidates to fill an position in the organization effectively. The chapter concerned dive to details of the full process, however, in resume with the violation of suck important steps managers automatically will not have a clear vision about the candidates abilities, limitations and skills, once the process standards is violated, the risk in building successful team is high.

Moreover, the general tendency is that there is no ground for estimate the candidate's performance when the process is not followed strictly, without such estimation is hard to analyze how well the new worker will engage in the team and work effectively towards the organization goal therefore the risks are high.

However, according to W.,. SILVA. Human Resources manager of Hotel Luso, Benguela-Angola, is emphasized that such violation still risky but not certain when it comes to team effectiveness. By using personal example of professional experience, it shows that for this particular type of business which is family, ignoring the process standards do not completely defines the team effectiveness.

Such affirmation link the study main question with the research sub questions in which one of the main factors to consider on relying on personal network is the type of business, therefore, for family business may be assumed as average risk in comparison with the business environment in general.

Back to the square one of our chapter two, it is stated that personal network, focusing the type of connection between the parties may influence how effective the recruitment and selection process should be managed.

Indeed, the nature of personal network highly influences on the recruitment and selection process, such assumption is straightly connected with the sub question two. By analyzing J., LUANGO, CEO Jorfil Lda., Guangzhou-China quote, relatives or close connection may not be highly committed with the organizations objectives

and goals, moreover, the relationship may influence and confuse the working time and pleasure time among the team therefore, normally in close relationship the chances of violating the standards are high and looking to sub question two once again, the risks of engagement and effectiveness are high.

In resume, with violation of the recruitment and selection process standards towards building effective teams in the general business environment is high, this is the majority tendency over the phenomena. However, with little exception of family business whom also consider high risk but not really the main issue.



## CHAPTER 5

### RECOMMENDATIONS AND CONCLUSIONS

#### 5.1 Conclusion

The present chapter which is the last contains recommendations and conclusion of the complete study. The research was conducted in order to accomplish different objectives and important sections concerned with the recruitment and selection practices by having in consideration the impact of personal network.

However, the starting point is to understand the process by itself and according to the chapter two of the present research, recruitment and selection is a critical process of an building a successful organization, it allows managers to estimate the individual engagement within the team or organization, every steps of the process operates as a chain in which the starting point is inside of the organization in which the responsible, design or map the steps to follow from job analysis to the selection step, one influences the next step therefore managers must pay attention in each step in order to conduct the full process effectively.

During the process, some steps may require the interference of seniors' managers such as interviews, final evaluation and selection. That happens because is when managers have the opportunity to interact personally with the candidates, there is nothing more important than face to face interaction especially on the recruitment and selection process. It will allow managers to understand the characteristics of the candidates, how they react to certain circumstances and how knowledgeable they are on specific fields.

Personal connection may be a key path for successful candidates or failures when it is connected to the hiring process.

When personal network factor comes into the process there is a huge impact which must be taken into consideration, is completely legal and part of the process by itself relying on networks for the hiring process which happens according to many

factors such as the ones discussed on the previous chapter, however, as the results shows there are a lot of advantages as well as disadvantages.

As stated on the sub question number one analysis, position is the main factor that is considerate when managers decide to rely on network. Is obvious on how a certain position may change the course of recruitment in different kind of business, position involves responsibilities, loyalty and commitment within the organization and as higher is the position is, the need to rely on networks will grow.

Rehiring is one of the main practices used on recruitment process and it is based on internal connections, some family business relies on proximity with candidates in order to decide who will work in a certain position.

However, in the host country basis this phenomenon has been seeing as critical not only for the organization, as well for the society in general. Personal network is widely based on which surname the individual carry, which level belongs and origin, I believe that some organizations relies on it due to the interests on growing or other privileges.

On the other hand, it may lead to corruption and it does often as well as creates a limited circle favorable for the minority of individual. Such dependency automatically creates barriers for the less fortunate, nowadays the country is developing quickly and everybody is looking for a chance to grow professionally, most of the young generation travel to big cities expecting something higher but the connection tree always creates difficulties to those individuals who lack of contacts.

As anywhere in the world, such acts leads to dissatisfaction and the majority finds difficulties on finding appropriate jobs which is one of the cause of unemployment and instability in the region.

For the organizations, by combining such factor with personal networks increases the probabilities of violate or not following the required recruitment and selection standards and it links to ineffectiveness on successful team building which is the main focus of the study. Now we can understand how important the process to organizations is, how it works and its impact.

Once such regulations or standards are violated managers lack of vision about how will be the candidates engagement to the organization objectives and team, it is like going to a war without knowing your enemy, which arsenal he carries, how big is its army, it is unpredictable therefore managers will rely on luck. In some organizations the candidate may do outstanding and some do poorly, no one knows what is to come.

Moreover, sometimes managers do their decisions based on the proximity with the candidates and take the recruitment process informally, there are no possibilities of evaluating the candidates and it will be risky for building an effective team.

Personal network is a key issue over the recruitment and selection process, as stated by W., ANDRE. General Manager of W&Z Lda., Luanda-Angola *"Ignoring the process standards is not a risk, is a self-destruction"*, because what CEOs are looking for is success therefore by having the connections over the nature of the process standards success may seem unreal, moreover, teams are the ones who achieve success and is important to have outstanding, cohesive and committed staff to work effectively towards the firm goal. By recalling the statement by Mr. L., COIMBRA. Commercial Director at RK Lda, Luanda-Angola, its resumed that the basic of building such effective teams is by hiring the best candidates and the literature review and the nature of recruitment and selection shows that without follow the process step by step effectively, organization may fail on selecting and employing the most brilliant minds to the company.

In conclusion, respondents commented frequently on senior managers commitment on building successful teams. Referring on commitment means full engagement to the organization. The ones should work successfully towards the company goal, cooperate with their subordinates, pay attention on key factors within the company and rely more on employees' expertise and skills rather than connections. Seniors managers are the role model of the organizations, the ones who workers will follow or have as example therefore their commitment to the organization success is critical to the employees commitment.

## 5.2 Recommendations

In summary, personal network is one of the most effective path for build and effective team, different factors will be involved during the recruitment and selection process however as HR managers, top executives, CEOs the essential is to evaluate every single corners of the firm, from the recruitment purpose to network channels in order to decide the most effective way to follow.

The characteristic of the personal network may have significant difference on the main objective which is build a successful team therefore is highly recommended to evaluate who are your candidates and how are they linked to the organization or responsible.

Moreover, nothing can replace the recruitment and selection process by itself. It is a must do process, according to the paragraph above it standards may be adaptable which is common for family business, but in general, follow the required standards is necessary. As quoted by one of the Founding Fathers of the United States Benjamin Franklin *“If you fail to plan, you are planning to fail!”* Many organizations are doing poorly due to the failure on planning and standing by the recruitment and selection standards, therefore, is a lack of understanding and knowledge about the candidates’ general capacities towards the company engagement or organization requirements and managers are unable to estimate their engagement, as result, company’s fails on hiring competent workers.

1. For companies in general, firstly, is highly recommended to understand the recruitment and selection process and its importance for the organization success.
2. Secondly, managers need to evaluate strong sources of connections and according to the pool of candidates desired to build they must study and evaluate those sources in order to effectively decide where to rely on.
3. And finally, which is the most difficult to put in practice. Make sure that personal network factor cannot be an issue to violate the recruitment and selection process.

It is hard to put in practice due to the nature of the network concerned, proximity may lead to make things easier during the process and that is where managers mostly fail, those results usually comes in the future from employees poor performance.

However, Human resources is a continuo process in which managers still can line up their new employees into the organization culture, goals and objective. It is a long path to go in which how effective are the responsible may be the key role for the workers engagement. As stated on the paragraphs above, the seniors executives are the key models for the organizations and what they do as well as how they do it may create outstanding or poor followers

### **5.3 Implication of the research**

The present research has implications for the HR department of any organization, the main objective is to support managers on avoiding the trap of building ineffective teams and hire the most outstanding candidates even when it is conducted under personal network basis. Moreover, by going through the study questions meaning, managers are able to access valuable information gathered from different responses which may make all difference on planning the process.

Theoretically, the study covers major steps concerned to the recruitment which implies knowledge to general readers. Furthermore, personal network is an intangible asset that everyone possesses however many people do not understand its importance and impact to organizations and personal life therefore the study cover the basic issues of the referred which capture the readers interest for further research.

In summary, as stated on the previous paragraph the study covers the theoretical section of a complex area therefore the need of enrichment on further researched by covering the practical section is recommended in order to understand the guideline to be followed, to achieve the matter discussed, build successful teams.

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**APPENDIX A**

**JOB APPLICATION FORM**

## JOB APPLICATION FORM

Position Applied For:- \_\_\_\_\_

<p><b>PERSONAL DETAILS</b></p> <p>Full Name:- _____</p> <p>Address:- _____</p> <p>_____</p> <p>_____</p> <p>Contact Telephone Number/s _____</p> <p>Are you legally eligible for employment in the UK (if you are unsure please seek advice from Company Management):- _____</p>
--

<p>Do you have a current full driving licence? <span style="float: right;">Yes      No</span></p> <p>Driving licence valid from:- _____ To:- _____</p> <p>Number of Penalty Points (if any) endorsed on current licence:- _____</p> <p>Have you ever been disqualified from driving, or had motor insurance refused? <span style="float: right;">Yes      No</span></p> <p>If "Yes", please provide brief details _____</p> <p>A copy of your driving licence must be provided upon offer of position and any changes to be reported immediately. Please note a copy of your driving licence must be provided every 6 months along with a copy of your current car insurance (if using your own car during to make calls to service users)</p>
--

EDUCATION – please continue on a separate sheet if necessary.

From	To	Name of University, College, Place of Further Education i.e. training establishment	From	To	Name of University, College, Place of Further Education i.e. training establishment

<p>Examination results/qualifications obtained please detail any qualifications/certificates you hold along with the date obtained you feel may be relevant to the position applied for.</p>

(Source [www.docstoc.com](http://www.docstoc.com), retrieved on April 22, 2014)



**APPENDIX B**

**APPLICATION FORM FOR EMPLOYMENT**

**APPLICATION FOR EMPLOYMENT**  
(WE ARE AN EQUAL OPPORTUNITY EMPLOYER)

**PERSONAL INFORMATION:** (please print clearly)

NAME \_\_\_\_\_ TELEPHONE# \_\_\_\_\_  
SOC. SEC. # / TAX ID NO. \_\_\_\_\_  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_  
STATE/PROVINCE \_\_\_\_\_ ZIP CODE \_\_\_\_\_  
Have you ever worked in a restaurant before? YES \_\_\_\_\_ NO \_\_\_\_\_ If yes, when and where? \_\_\_\_\_  
\_\_\_\_\_

Are you over 18 years of age? YES \_\_\_\_\_ NO \_\_\_\_\_ (If no, a work permit will be required)

**IN CASE OF EMERGENCY NOTIFY:**

NAME \_\_\_\_\_ TELEPHONE# \_\_\_\_\_  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_  
STATE/PROVINCE \_\_\_\_\_ ZIP CODE \_\_\_\_\_

**AVAILABILITY:** Are you legally able to be employed in this country? YES \_\_\_\_\_ NO \_\_\_\_\_ (If hired, verification will be required by law)

What type of position are you seeking? Part time \_\_\_\_\_ Full time \_\_\_\_\_ Seasonal \_\_\_\_\_ Temporary \_\_\_\_\_

Are you able to meet the attendance requirements of this position? YES \_\_\_\_\_ NO \_\_\_\_\_

Total hours available to work per week \_\_\_\_\_

Date available to begin work \_\_\_\_\_

**HOURS AVAILABLE TO WORK:**

SUN \_\_\_\_\_ M \_\_\_\_\_ T \_\_\_\_\_ W \_\_\_\_\_ TH \_\_\_\_\_ F \_\_\_\_\_ S \_\_\_\_\_

**SCHOOL MOST RECENTLY ATTENDED:**

NAME \_\_\_\_\_ TELEPHONE# \_\_\_\_\_  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_  
STATE/PROVINCE \_\_\_\_\_ ZIP CODE \_\_\_\_\_  
COUNSELOR \_\_\_\_\_  
GRADE COMPLETED \_\_\_\_\_ GRADE AVERAGE \_\_\_\_\_  
NOW ENROLLED: YES \_\_\_\_\_ NO \_\_\_\_\_ GRADUATED: YES \_\_\_\_\_ NO \_\_\_\_\_  
List activities currently involved in \_\_\_\_\_  
\_\_\_\_\_

**MOST RECENT EMPLOYMENT:**

COMPANY \_\_\_\_\_ TELEPHONE# \_\_\_\_\_  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_  
STATE/PROVINCE \_\_\_\_\_ ZIP CODE \_\_\_\_\_  
Position \_\_\_\_\_ Name of supervisor \_\_\_\_\_  
Dates worked: From \_\_\_\_\_ To \_\_\_\_\_ Wage \_\_\_\_\_  
Reason for leaving \_\_\_\_\_

COMPANY \_\_\_\_\_ TELEPHONE# \_\_\_\_\_  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_  
STATE/PROVINCE \_\_\_\_\_ ZIP CODE \_\_\_\_\_  
Position \_\_\_\_\_ Name of supervisor \_\_\_\_\_  
Dates worked: From \_\_\_\_\_ To \_\_\_\_\_ Wage \_\_\_\_\_  
Reason for leaving \_\_\_\_\_

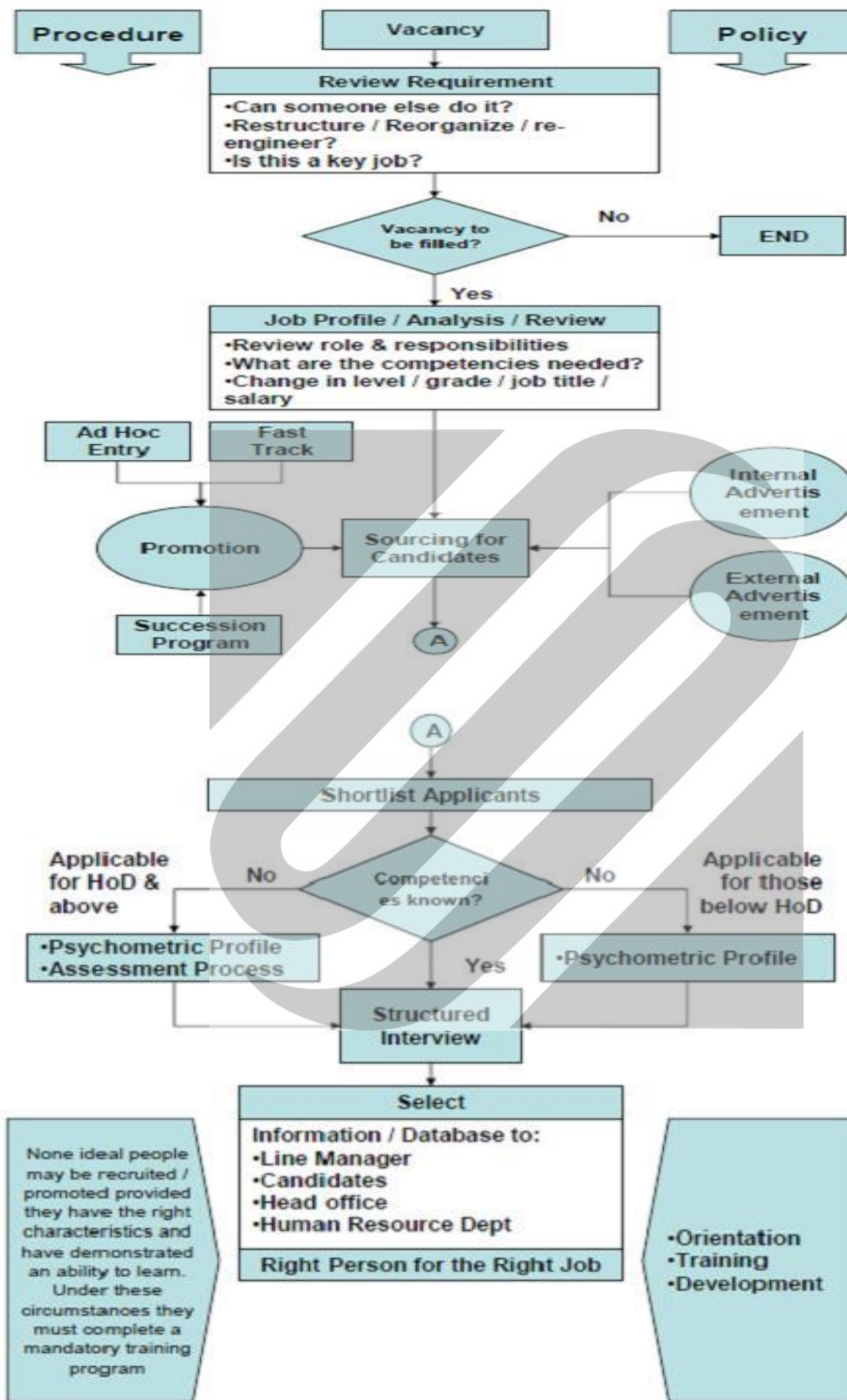
Reference check done by \_\_\_\_\_ Date \_\_\_\_\_

Do we have your permission to contact your current employer? YES \_\_\_\_\_ NO \_\_\_\_\_

If no please explain \_\_\_\_\_  
\_\_\_\_\_



**APPENDIX C**  
**SELECTION PROCESS**



(Retrieved from e-hrminc.blogspot.com on April 29, 2014)

## **BIOGRAPHY**

**NAME:** Helder Joaquim Catombela

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### **EDUCATION**

**HIGH SCHOOL:** Exact Sciences, Colégio Santa Ana, Luanda – Angola, 2003-2006.

**BACHELOR DEGREE:** BA, Financial Management – IUM, Windhoek – Namibia, 2009-2012.

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