

# Recruitment and Selection Process and Employee Competence Outcome: An Important Area for Future Research

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**Abstract** The literature treated the employee workplace competence term as a dependent variable when it was treated as one of human resource management outcomes. Particularly, more famous literature realizes the competence variable after training and development of new recruits, few studies have measured the competencies variable as one of the recruitment and selection process outcome. And a few researchers have judge worker's competency with regard to recruitment and selection. However, these competencies were heavily considered during the recruitment and selection criteria under the competence based recruitment and selection literature. Accordingly, the study will illustrate how the workplace competence was considered by previous studies, as well, the proposed conceptual framework will justify why the workplace competence is considered in evaluating the recruitment and selection outcome.

**Keywords** Recruitment, Selection, Workplace Competence

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## 1. Introduction

Hiring in the firm generally consists of two sets of activities. One set involves recruitment of applicants, while the second set involves screening and selection from among these applicants (Holzer, 1987). Past literature treated recruitment and selection as a combined (Shen & Edwards, 2004; Carless, 2007). However, if the applicant pool is inappropriate for the vacancy in the recruitment process, the effectiveness of the selection process becomes limited. Selection is the last phase of the recruitment activity (Giovanni, et al, 1995) and the terms "recruitment and selection" are generally considered to be fully interrelated processes (Hung, 2006).

A significant amount of literature has shown that a sound recruiting exercise yields high quality employees through a good selection method and can better predict future job performance ( Gable, Hollon, & Dangelo, 1992; Heraty & Morley, 1998; Mak, 1995; Murphy & Shiarella, 1997; Cascio, 1998). In addition, competency can effectively leverage individual team and organizational performance (Carroll & McCrackin, 1998). Furthermore from the researcher's perspective, because the unstable environment, as well the environmental pressure, the organizations must attain premium recruitment and selection process to attain

competence and professional staff (Promís, 2008; Brown, 2007). It is also true in terms of success of work performance and perceived quality (Sangeetha, 2010), and the creation of a true competitive advantage for organizations (van Birgelen, Wetzels, & van Dolen, 2008). Many firms, therefore, spend millions of dollars in their efforts to recruit and select the best employee (Blackman, 2006).

The literature outlines several scientific terms of the outcome of recruitment and selection processes. For the recruitment and selection, previous studies often focused on the employee turnover(e.g. Bishop, 2005), performance (e.g. Breugh, 1981; Schmidt & Hunter 1998), and quality terms (e.g. Williams, Labig, & Stone, 1993; Breugh, et al. 2003). Little attention was considered for the employee workplace competence in the recruitment and selection outcome. However, these competencies were heavily considered during the recruitment and selection criteria under the competence based recruitment and selection literature (e.g. Grigoryev, 2006; Reio Jr & Sutton 2006; Snyder, Rupp & Thornton 2006; Keep and James, 2010. ).

## 2. The Competence Definitions

The literature discussed a wide range of definitions for competence. Spencer and Spencer (1993) defined a competency as "an underlying characteristic of an individual that is causally related to . . . superior performance in a job or situation" (p .9). Also competencies are attributes, specific constellation of an individual's characteristics such as

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knowledge, skills, motives, traits, behavior, aspects of one's self-image or social role, or attitudes that gives someone the potential for effective task performance (Vorgelegt von, 2008). It is also a range of capabilities that enable some people to meet the desired behavior or a range of work demands more effectively than others (Kurz and Bartram, 2002). As well Carroll & McCrackin (1998) definition include "competencies are knowledge, skills, characterize excellent performance within a specific context" (p. 46).

Additionally, Promís (2008) integrated between quality and competence terms, since he utilized the terms as synonym, while conducting the "qualified" people to indicate candidates have the highest degree of the competencies (Promís, 2008, p 28).

A number of studies consider competence and competency to be similar (Sanghi, 2004). It was also demonstrated the definitions of competencies was conducted synonymously. Cumming, et al., (2009) illustrates that such as a plethora of terms is in common usage, a number of which are used synonymously and interchangeably, and the meaning of skills is utilized to indicate numerous terms. Examples include skills, competence, attribute, quality, ability, capacity and capability. As well, Reidy (2004) utilized the term of skill or quality terms as synonymous. Along with the notion of competence, this definition has been used in many themes to describe levels of skills and knowledge as applied to concrete work situations (Sicilia, García-Barriocanal, & Alcalde, 2005; Vorgelegt Von, 2008; Andrews and Higson, 2008; Richens, 1999). Some authors (e.g. Goodstein and Davidson, 1998) uses both terms synonymously and equal competencies are the knowledge, skills and abilities that are needed for a particular task or job (Ree, Carretta, & Steindl, 2001; von Vorgelegt, 2008). Moreover, Evers & Rush (1996) and Williams (2005) were considering competence is utilized to be synonymous with skill.

Accordingly, drawing from the definition adopted by Cumming, et al., (2009), Tymon (2011), De La Harpe, Radloff and Wyber (2000), Jonson (2011), Moore, Cheng, & Dainty, (2002), ; "competence" as defined for the purpose of this research a concept that describes the behavioral prerequisites for job performance and organizational results, indicated by skills attribute, character, quality, ability, capacity and capability. The study will consider the definition as a competence concept that describes the behavioral prerequisites for job performance at workplace and organizational results, indicating skills, character, attribute, quality, ability, capacity and capability. As according to the objective of this study, the study will take into consideration the illustration of a variety of competencies definitions that are used synonymously.

### 3. The Competence Variable

The literature treated the employee workplace competence as a dependent variable when it was treated as one of human resource management outcomes (e.g., Ey, 2006). Specially,

more famous literature realizes the competence variable after training and development of new recruits. This literature was considered the competencies theme for the reason that it was defined the employee training and development as a process to change the knowledge, skills and behaviors for the employees (e.g., Van Dyk, Nel, Loedolff and Haasbroek, 1997; Cronje, Hugo, Neuland and van Reenen, 1994; Avrabos, 2005).

In general, for measuring the employee workplace competencies, some studies focus on the competencies itself (e.g. Reio Jr & Sutton, 2006; Lievens, Sanchez, Bartram, & Brown, 2010). However, uncommonly studies have measured the competencies variable as one of the recruitment or selection process outcome. And few researchers judge worker's competency with regard to recruitment or selection, through evaluating the new workers competency (Bishop, 1983). Such competency considered for assessing recruitment and selection which includes aspects of the candidate, such as skills qualities (Vorgelegt von, 2008).

However, in relation to recruitment and selection, the literature focused on the competencies is rare and scatter. A few studies were conducted this relation, but in deficient manner, such as Brown (2007) study which confirms the correlation with employee competence as the outcome from the recruitment process. However, it utilized skills based on individual performance term to describe consideration of the board competence. Additionally, MacKenzie, Ployhart, Weekley, & Ehlers (2010) and Cabrera & Nguyen (2001) investigated only the selection method in relation to (KSA) theme from the employee competence.

However, in relation to one or two parts of recruitment and selection processes, excess of the studies was measured the competencies by conducting the skills within the job performance process (e.g. Lee & Phan, 2000). Also, Bandow (2004) behaves the skills measure for new hired under performance expectations theme. As well as Rodriguez, Patel, Bright, Gregory, & Gowing, (2002) use of competencies model to identify high-performing people. Moreover, Hunt (2007) states that the staffing assessments have been created to measure the attributes that influence performance. As well, Vathanophas (2007) consider the competency is an individual characteristic that can be measured to differentiate significantly between superior and average performers. That consideration was proven by literature, because of these studies classified the competencies theme to indicate the skills and abilities that an employee must have to predict or achieve successful performance (Spencer & Spencer, 1993). The assessment of competencies process were also measured for several objectives such as performance and training (Anitha Thenmozhi, 2011).

Furthermore, Modern Healthcare (2006) uses employee performance to measure employee competence in the workplace. Lee & Phan (2000) propose processes for the evaluation of board members. Such activities include performance measurements of board effectiveness in terms

of competency attainment. Hunter & Hunter (1984) performed a Meta-analysis of the studies assessing several selection methods for predicting job performance for entry-level jobs. A study by, Schmidt & Hunter (1998) highlight the use of job performance in evaluating employee characteristic and skills.

Additionally, supplementary literature such as (Williams, Labig, & Stone, 1993; Breugh, Greising, Taggart, & Chen, 2003; Keung & Pine, 2000) reviewed the competencies as employee quality, since it contains the employee skills and abilities. Moreover, in relation to recruitment and selection, other literature treated the competencies by reflecting the employee effectiveness. Forbes and Milliken (1999) listed two criteria of board effectiveness, to contain the board competencies (Lee & Phan, 2000). Further studies also were deemed the competencies to measure successful workplace term (Reio Jr & Sutton, 2006).

The literature considers the workplace competence as dependent variable but does not connect with recruitment and selection as independent variable. Such thought perceived by Brumm, Hanneman, & Mickelson (2006) study when validating 14 measurable competencies necessary and sufficient to measure curricular program outcomes.

Furthermore, for competencies measure, and within the Employment Service (ES), Rodriguez et al., (2002) constructs a pilot competency-based performance evaluation system using competency benchmarks. Competencies were selected as critical elements in the performance system, based on the distinguishing value (i.e., which competencies were rated the highest for distinguishing superior performers). These competency ratings are combined with ratings on the achievement of results to provide a complete picture of an individual's performance.

Studies by MacKenzie, Ployhart, Weekley, & Ehlers (2010) and Witt & Burke (2002) studies conducted an incompleting image of recruitment and selection, when using only the selection methods in relation to employee skills. Also, MacKenzie, et al (2010); Cabrera & Nguyen (2001); Oostrom (2010); MacKenzie Jr, Ployhart, Weekley, & Ehlers (2009); Stokes, Hogan, & Snell (1993); Weekley, Ployhart, & Harold (2004) performed the selection method, not in relation to competence theme, but related to (KSA) theme such as cognitive ability and personality.

In addition, to indistinguishable relation with employee competence, this relation also investigated under the performance expectation theme, for example Bandow (2004) just conducted the skills are the employers expected from the new hired subsequent of the hiring process, but the study did not conduct an empirical examination of the relation between recruitment and selection and competencies.

Moreover, this particular relationship has also been investigated by previous literature in an ambiguous and indefinite nature. Such that nature was performed the competence or skills as a parts of employee quality which considered by (Williams, Labig, & Stone, 1993; Breugh, et al. 2003; Keung & Pine, 2000; Scholarios & Lockyer, 1999). Otherwise studies researched these competencies under

“Predict Occupational Success term” to study selection methods outcome (Barrett & Depinet, 1991; McClelland, 1998). Also, the relationship between the two variables of recruitment and selection and competence variable was ambiguous when it was studied under dimensions of job performance in performance appraisal rating, such that concern was presented by (Taylor & Schmidt's, 1983; Zottoli & Wanous, 2000; Breugh, 1981; Barrick & Zimmerman, 2009; Williams, et al., 1993) in the recruitment process. Schmidt & Hunter (1998) Murphy & Shiarella (1997) Borman, White & Dorsey's (1995) Gomez (1985) and Schmidt, Hunter & Outerbridge (1986) also investigated the selection process. Sangeetha K (2010) and Fallon (2009) also measured recruitment and selection by linking it with employee effectiveness. Some other combination between skill term and performance term includes “performance-related skills” term to measure the selection method outcome (Damitz, Manzey, Kleinmann, & Severin, 2003)

### 3.1. Reasoning for Preferring Competence Variable

The current research conducted the employee competencies to determine the outcome of the recruitment and selection for attaining the employee skills. As well to determine if recruitment and selection decision was suitable or not (Sutherland & Wöcke, 2011). Also, the assessment of competencies provides management and staff with a common understanding of the skills and behaviors that are relevant to the organization. For that important concern, the organizations are turning into a pay for competencies strategy, since these organizations behavior strategic core competencies for success (Ledford & Heneman, 1999). As well, recent recruitment studies carry out that recently the companies have thought exclusively in terms of competence profile and not in terms of position success profile. However, they think more in terms of employee competence (Aurélien & Fallery, 2009).

It is necessary to highlight the fundamental values of competency, since today grown the use of competencies. It has also been used in many aspects of human resource management, ranging from employees recruitment and selection, development, and performance for strategic future planning in the organization (El-Gouly & Wahba, 2011). However, the high competence employees are critical for high-performing organizations. Also, employee competencies were considered by literature as one factor that most contributed to the sustainability and , creation of organizational excellence (Vathanophas, 2007). Employee competencies were considered as a source for attaining competitive advantage in competitive circumstances for organizations (Sanghi, 2004). Also, employee competencies are needed in order to increase the business success (Zakaria, Zainal, & Nasuridin, 2011). The competencies are considered by the researchers as the future for both the employee and the institution (McClelland, 1973; Rodriguez, Patel, Bright, Gregory, & Gowing, 2002). The use of competencies conducted to identify high competence for high-performing people, or outstanding employees, has gradually become

widespread in human resource management (Boyatzis, 1982; Spencer & Spencer, 1993).

#### 4. The Relationship between Variables

The literature considers the relationship between recruitment and selection and employee competence as a recipe for success. Such employer practices ultimately influence the employee job success (Gill, 2007, Vance & Foundation, 2006). Thus, the employers invest resources in recruitment and selection process because they expect the investment to enable them to hire the highest quality and competent workers (Bishop, Barron, & Hollenbeek, 1983). This is indicated by organizations successfully recruiting and selecting competent and quality employees (Howard, 1999; Bozionelos, 2005). Cascio, (1998) considers all phases of recruitment and selection should be with the appraisal of competence for job success.

An organization that uses a proper process to recruit and select skilled candidates will experience a higher level of job success (Gill, 2007; Vance & Foundation, 2006; Howard, 1999) and the employer who conducted an appropriate recruitment and selection process will enable the organization to receive employee quality and workers who embrace competencies (Bishop, et al., 1983; Bartram et al. 2002; McClelland, 1998; vorgelegt von, 2008; Breaugh et al, 2003; Ley & Albert, 2003; Ey, 2006; Bishop, et al., 1983; Yng Ling, 2003; Keep and James, 2010)

Under Performance Expectations theme, Bandow (2004) examined the competencies for newly hired IT professionals in the US subsequent of the hiring process. From the pilot study, the author opines that Personal or individual as well as technical skills are the most skills should appear in the new hiring.

Fallon (2009) examines the relationship between the recruitment and selection process and the effectiveness of boards of health in USA, competencies were utilized to measure the effectiveness of the board, these competencies were: contextual, interpersonal, intellectual, political and strategic. The findings indicates that “appointers” as well as “the health commissioners” ratings (recruitment and selection) and board of health members’ ratings (board competence for effectiveness) found no significant correlations.

According to Carless (2007) the recruitment and selection outcomes were to perceive the high quality of new recruits.

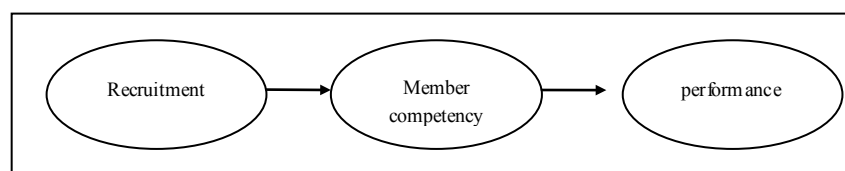
Furthermore, Brown (2007) illustrated the competencies definition when presented with recruitment domain, and developed a model to determine if using recommended recruitment resulted in more competent board members which led to the better board performance. Furthermore, the study considered the recruitment process under “Board Development” theme in relation to the employee competence.

Breaugh et al., (2008) considered the employee competencies and qualities as recruitment result, when they construct their recruitment models. As well as, Castilla (2005) and Chien & Chen (2008) identified the outcome of recruitment for the organization since the outcome determined the type of applicant's skills ability, and competencies need from the new hires. However, the competencies and quality of new recruits depends upon an organization's recruitment practice (Anderson and Shackleton, 1986).

Willie, Jayawardena, & Laver (2008) is convinced that the direct relationship between the recruitment process and employee qualities and competencies. However, it was identified the best approaches that should embrace success and attract high quality human resource talent within the Niagara region's hospitality industry.

Rynes & Boudreau (1986) revealed a significant relationship between recruiting practices, and perceived employee qualities. Positive relationships were considered between perceived effectiveness recruitment and new hires qualities and competencies. In this consideration, the study considers quality and professionalism of new hires such technical expertise, and early job performance. Also, directors of college recruiting for Fortune 1000 corporations were surveyed by Rynes & Boudreau, (2006) where they consider the relation of a broad set of college recruiting practices and college recruiting effectiveness in quality and competencies.

Moreover, Sangeetha K, (2010) conducted new-hire competencies for a construct “metrics” for measuring recruitment competence and effectiveness, metrics also help in the competencies measurement of the new candidate. This “metrics” can help in removing the inefficient candidates out of the system.



**Figure 1.** The relationship between recruitment, competency and performance, Brown (2007)

**Table 1.** Relation between Recruitment & Selection and Competency

Authors & Year	Country	Sample	Dependent variable	Dependent variable (the competencies)	Finding
Bishop, Barron, & Hollenbeck (1983)	USA	5,421 employers surveyed	Referral sources Employment (Agency, School Referral, Government Agency)	Knowledge, relevant work experience	-New hired employee was recruited by referrals will require less training because the competencies and skills they have at work. -Some recruitment sources typically yield better workers skills for performance than others -Employer referrals and new hires will require less training.
Barrick & Zimmerman, (2009)	USA	(N = 119) from hired applicants	Recruitment sources and employee referral	Job knowledge, interpersonal skills, Communication skills, initiative, and punctuality.	-Applicants, who knew current employees by such referral such as employee referral; and number of friends and family, were higher skills in performance.
Bretz Jr & Judge, (1998)	USA	Rate the quality of the (N = 58) applicants resumes	Recruitment methods realistic job preview RJP	Work experience, and overall applicant competence	Applicant competence was not related to the weight placed on negative information
Gault, Leach & Duey (2010)	USA	185 unique employers of the undergraduate business interns	Internship recruitment methods	Eagerness to learn, Constructive, Demonstration of initiative and self-motivation, acceptance of criticism.	- Internships enhancing student competencies and career success -The majority of employers felt the internship contributed value to the intern in terms of future competencies for job performance.
Rynes, & Boudreau, (1986)	USA	145 Directors of college recruiting of Fortune 1000 corporations	Recruitment methods and communicate and advertisement	Critical skill areas in professional and technical expertise and quality	-Differentiate between recruiting sources and method and communication. -Positive relationships between perceived employee effectiveness in competencies for performance, and recruiter method, also with, recruiter selection criteria
Collins & Han (2004)	USA	99 organizations	Advertisement recruitment method	Applicable work experience skills that met the requirements of the position professional	Corporate advertising had direct effects on applicant competence and quality
Castilla (2005)	USA	334 of the employees hired	Personal contacts recruitment method	Work Experience Skills, Computer and Language Skills	The employee had got personal contacts appears superior skilled
Barrick & Zimmerman, (2009)	USA	(N = 119) from hired applicants	Selection methods	Job knowledge and quantity of work. interpersonal skills, Communication skills, initiative, and punctuality.	Biodata check predicted skills for job performance rating.
Patterson, et al, (2005)	UK	46 doctors	Assessment Centre selection method	Professional integrity; and clinical expertise	Assessment Centre method can improve the employee competencies
Schmidt & Hunter (1998)	USA	meta-analytic of implications of 85 years of research in personnel selection	selection method	Conducting work job knowledge, competencies	The validity of 19 selection methods for predicting the competencies for ability to train and job performance, as well conscientiousness tests, work sample tests, job knowledge tests.
Borman, White & Dorsey's (1995)	USA	493 to 631 first-tour US Army soldiers	Cognitive ability test	Thinking competence, and Interpersonal competencies	Validity of cognitive ability test for considering competencies
Bertua, Anderson & Salgado, (2005)	UK	meta-analysis	Validity of tests of general mental ability (GMA)	Cognitive and professional competencies	Validity of tests for predicting competence for training success and performance

Furthermore, based on the basis of systemic approach recruitment and selection, Hunthausen, (2000) investigates recruitment and selection system validity of the US airline based on predictors task and contextual performance and

multidimensional job performance. The author utilized supervisor competence evaluation to judgment incumbent job performance in the dimensions and skill measurements job performance, they were: written communication skills;

oral communication skills; organizational ability; negotiation skills; quantitative skills; decision making ability; analytical ability\ problem; teamwork; employee development; flexibility; initiative, perseverance; leadership; and contentious improvement.

The evidence from Schmidt & Hunter (1998) study shows that different selection methods and combinations of methods have very different validities for predicting future employee competencies. Some methods, such as “interests and amount of education investigation”, have very low validity. Others, such as graphology, have essentially no validity. While others, such as GMA tests and work sample measures have high validity.

Murphy & Shirella (1997) argue that in order to estimate the validity of general cognitive ability test and personality tests, is to predict the competence for job performance, where performance is conceptualized as a composite of multiple performance measures such as organization citizenship behaviors competence. Furthermore, Hunter & Hunter (1984) conducted Meta-analysis to highlight the various selection methods for predicting the current employee characteristics for job performance, the study result shows the work sample test, with a mean validity of .54, is slightly better selection methods.

A Meta-Analytic Review conducted by Tett, Jackson, & Rothstein (1991) highlight the validity of personality measures of the selection methods as predictors employee characteristics for job performance. Also, Tett & Christiansen (2007) conducted the personality measures can contribute positively to employee characteristics such as Leadership. Furthermore, Reilly & Chao (1982) carry out the tests are valid for employee selection and employee characteristics conducted by supervisor rating.

Barrett & Depinet (1991) progress a meta-analysis to carry out the important of intelligence tests for predictive and measure the competence. As well, Hough & Oswald (2000) conducted the meta analysis to describe different selection methods such as cognitive ability test and verbal, numerical and spatial tests. However, the study considers a positive inter-correlation outcomes such as specific abilities.

In relation to the selection decision, and from the evidence provided when selection decision was not suitable, Sutherland & Wocke (2011) highlighted that the employee did not demonstrate expected skills, then the result of unexpected training time and expenditure to bridge those skills shortage and gap.

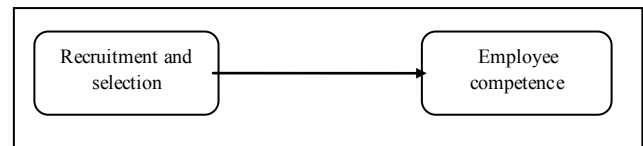
Judge & Ferris (1992) indicate that the selection decision resulted by an outflow selection decision. However, the study model was considered the inflow selection decision, resulted by the outflow selection decision, and mediated by through flow selection decision. Also, the employee competence and quality were reflected in the outflow decision. However, this decision was to regard the decision criteria.

Moreover, Wang, Li, & Hu (2009) validate the proposed Weighted Support Vector Machine for selection decision. However, for confirming the using of weighted support

vector machine (WSVM), the study was investigated the employee competencies for job performance, because it gives the selection decision a feedback in their competencies.

### Proposed framework

Recruitment and selection would be positively related to incumbent competence. However, based on the preceding discussion of the literature, the following is a proposed conceptual framework:



**Figure 2.** The conceptual framework of the relationship between recruitment & selection, and competency

## 5. Conclusions

In order to highlight the main contributions of the current study, the researcher argues that relatively little literature had conducted recruitment and selection, and seldom studies realize the relationship between recruitment and selection processes, and the employee competencies. Later studies can advance the contribution of the current study in order to contact empirical investigation for this proposed relationship.

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