



Recruitment and Retention: a Cultural Perspective

Introduction

Resources can be described as everything present in our environment, which can be used to satisfy human need, technological accessibility, economic feasibility, and cultural acceptability. In general, resources are materials, money, services, staff or other assets that are transformed to produce benefits and in the process may be consumed or made available. The result of resource utilization may include increased wealth, meeting needs or wants, proper functioning of systems, or enhanced well being. The resources play a vital role in organizational development and its process. It is used as input to produce valuable output with the expected standard. Among the list of resources, humans are recognized as one of the resource important and critical to an organization. Human beings, provide labour to staff organisations, which are considered to be a resource. The term human resources can also be defined as the skills, energies, talents, abilities, and knowledge that are used for the production of goods, or the rendering of services.

The above indicates that resources must be culturally acceptable. Even though it can be used to satisfy human needs, technologically accessible, and economically feasible, it will not be successful if human resources are not adopted with culture of an organization. The proper functioning of an organization depends on the processes and activities (efficient and effective use of resources) of those humans recruited to managed an organization and their cultural fit within the organization. Cultural factors play an important role in recruitment and retention of employee to achieve organizational goals and objectives via improving corporation leadership development, refining decision-making process and efficient communication systems. it leads to organizational commitment of the employees and to better prepare in a thriving and a more competitive environment (significant Return on Investment - ROI).

In the current globalized environment it is a challenge to recruit talented human resources, who are trained to manage other resources efficiently and effectively to maximize the return on investment within the time frame. Therefore, the organization strategy, especially the human resource strategy, must align with norms of organizational culture.

Recruitment, Retention and Culture of an Organization

Recruitment is described as the set of activities and process used to legally obtain a sufficient number of qualified people at the right place and time, so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified candidates for the job from which judicious selection can be made to fill vacancies.

Culture is the characteristics of a particular group of people, defined by everything from language, religion, cuisine, social habits, music, and arts.

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Today, United States is populated largely by immigrants. As a result, the culture is influenced by different groups of people that make up the country. Similarly, organization culture is the behavior of humans who are part of that organization. Culture includes the organization values, vision, and norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

The culture is often a key factor in long-term organizational success. Despite its importance, most companies pay relatively little formal attention to culture. This is unfortunate to employee retention as well as to the organization, since actively managing and developing culture through recruitment can significantly improve employee retention and performance, which directly influence organizational profitability and growth.

What is Organizational Culture?

Organizational culture refers to employees' shared assumptions and norms, as well as tangible aspects of the work environment that influence and reflect these beliefs. Whether employees are comfortable in openly disagreeing with superiors is a reflection of organizational culture.

Ultimately, the most important aspect of organizational culture is the belief employees' and leaders share about behavior and its consequences. As the saying goes, "perception is reality," and cultural beliefs define perception within an organization. If employees believe they will be punished for pointing out flaws in their boss's ideas, they may not share feedback, even if it would be accepted. Similarly, employees who believe their contributions are truly valued are more likely to forgive minor inequities in compensation and benefits.

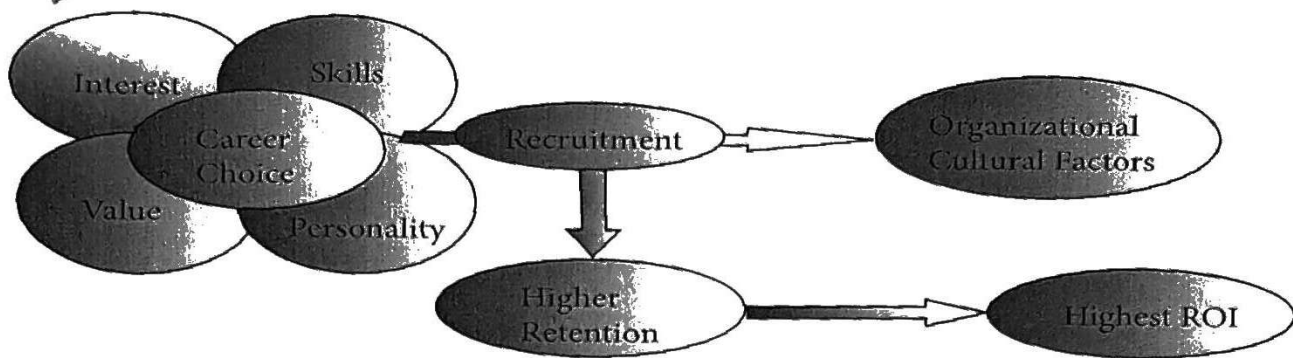
Why is Culture Important?

There are as many different organizational cultures as there are organizations. Effectiveness of culture depends on an organization's business market, strategies and workforce. For example, an effective culture for an entertainment company may be disastrous for an automotive manufacturer; do we want people who build cars to work in the same way as people who produce TV programs? What research makes clear is that culture influences organizational performance, whether performance is defined in terms of customer satisfaction, attendance, safety, stock price or productivity.

Which Culture is Best?

There is no single best culture. However, some cultures are clearly more effective than others. Built to Last by James Collins and Jerry Porras describes the characteristics of 18 US companies that remained consistently among the top of their markets for more than 50 years. Somewhat surprisingly, these companies did not share any common, distinctive cultural attributes. However, all 18 companies placed tremendous value





on hiring, developing and managing employees based on clear cultural principles and beliefs. Each knew what culture they wanted to have and sought to hire people who fit their unique culture.

How is Culture Related to Recruitment?

The main relationships between culture and recruiting are associated with employee attraction, selection and retention. From an attraction standpoint, culture is primarily about the brand image a company projects. Companies that take culture seriously actively market their culture to candidates. This attracts people who will thrive in the organization and repels people who would be more effective working elsewhere. To get a sense of this, visit the job sites for Sony Electronics, it conveys technological creativity and innovation.

One study found college students would accept an average of 7 percent less starting pay to work for companies with cultures they value and appreciate. There is also a wealth of data showing that cultural fit impacts employee retention and performance. For example, an insurance company found departments whose environments aligned with the company's stated cultural goals had 30 percent less turnover. People appeared to join the company expecting a certain culture, and if their expectations were not met, they left.

Another reason to recruit around culture is that while job demands and requirements constantly shift, a

defining characteristic of culture is that it remains constant in the face of change. A person hired based partly on his fit with an organization's culture is more likely to continue on as a valuable company resource, even if the position he was originally hired for ceases to exist. In fact, an effective organizational culture actually helps people work together to adapt to business changes.

There is linear relationship between the recruitment, retention, organizational culture and the organizational performance. Every employee who is recruited by the organization must adopt with the organizational culture to maximize their contribution of human resources towards the organizational goals and objectives. The success of recruitment and retention will be based on the cultural acceptability of human resources. The employee's interest, values, skills and personality must be aligned with the organizational culture, which leads to increase the retention rate and contribute to the organizational success.

in many organizations there are issues related to recruitment. Quite often the line managers do not understand the whole process of recruitment that they are involved. Line managers hire employee to start as soon as possible without properly evaluating their potential, which causes issues in selection and retention of employees. As a result, many people are in wrong jobs and they are not utilizing their full potential and also having lack

of competencies. During the process some managers tailor make the job description to suit the requirements of their favored candidates. This type of cultural issues cause problem in recruitment and retention, as well as impact the organizational performance.

There is a risk of shift in the world of work due to cultural shift such as higher turnover cost, loss of highly trained and performing employees (loss of competitive advantage), and failure to develop a strategic succession plan. The bottom line is that cultural issues, causes people to leave an organization due to poor recruitment and retention strategies that are aligned with the culture of an organization. Therefore, to have positive impact on organizational culture and concomitantly increase retention rate, the organization must do the following,

- ◆ Make sure the alignment exist between your organizational culture and norms, and the potential new hire.
- ◆ Make sure the competencies required for the position align with those candidates.
- ◆ Promote a high level of organizational awareness and openness.
- ◆ Support the well-being of employees, express gratitude, appreciation and understanding.
- ◆ Support employees to develop skills required for the job such as training & development

CONCLUSION

Competitive advantage can be gained through efficient and effective utilization of resources, managing the functions, process/activities with the talented, skills, and knowledgeable human resources. A firm has to focus on uniqueness of people, and the investment in people will result in a greater and more enduring competitive advantage, and a more positive ROI. Managing and/or utilizing human resources would be successful, if the recruitment and selection is aligned with the organizational culture. Management should design and execute the recruitment and selection based on the organizational culture to suit the employee competencies and to fit the position. This will improve the retention and productivity of employee and organization respectively via lower attrition levels, raising the percentage of productive employees, achieving consistency in hiring decisions, and finding competent employee to the position.

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