

Perception, Expectations and Experiences of the HR employees towards Recruitment  
Processes

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## 2.1 Theory of Psychological Contract

The theory of psychological contract defines the belief of an employee towards the mutual commitment between the employer and employee. The theory emphasizes upon the perception of an employee upon the organization when it fails to meet the promises. In such scenario, violation of terms or breach of contract takes place between the employee and employer. However, the theory helps to understand the perception of the employees by its expectation to and from the organization. In other words, it can be said that the development of employees' psychological contract can be said as valid when both the parties are keeping up the commitments. The mutual responsibilities and commitments are also covered in the contract in relative to the perception of both the employees and employers. Nevertheless, employees have psychological anticipation from the organization and their employers expects in terms of responsibilities and obligations resulting in subjective behaviour towards each other. According to several other research works, it is seen that employee-employer relationships in this changing environment have direct impact upon the job satisfaction and employee trust upon the organization.

Furthermore, psychological contract is classified according to two different perspectives- relational psychological contract and transactional psychological contract. In the case of transactional psychological contract, it concentrates upon benefit exchange between the employee and the employer, such as problem solving in an organization, setting up relevant working hours for the employees, etc. On the other hand, relational psychological contract mainly concentrates upon the relation of the employees with the employers and it helps the employees to develop a positive perspective towards the employers. Therefore, relational psychological contract have a longer lifespan and it deals with long-term industrial affair such as job security and commitment of the organization.

## 2.2 Perception of HRM employee linked with Job satisfaction

The employee perception is very much valuable when it comes to become or represent an employer. However, it is a known fact that different individuals have different perspective, so goes their way of thinking and style of recruiting. The employee perception of HRM links with the telecommunication companies where these companies use new techniques to privatize their organization resulting in the change of HRM policies. As per the current affairs and resources, it is observed that top three telecommunication companies have changed their HRM polices that affect the development, maintenance, staffing and compensation. Therefore, changes in the policies of the HRM systems influenced the perception of the employees and their job satisfaction. Additionally, it can be said that the revolution bought to the policies of HRM have great impact upon the perception of the HRM employees. Thereafter, HRM system has been divided into four segments:

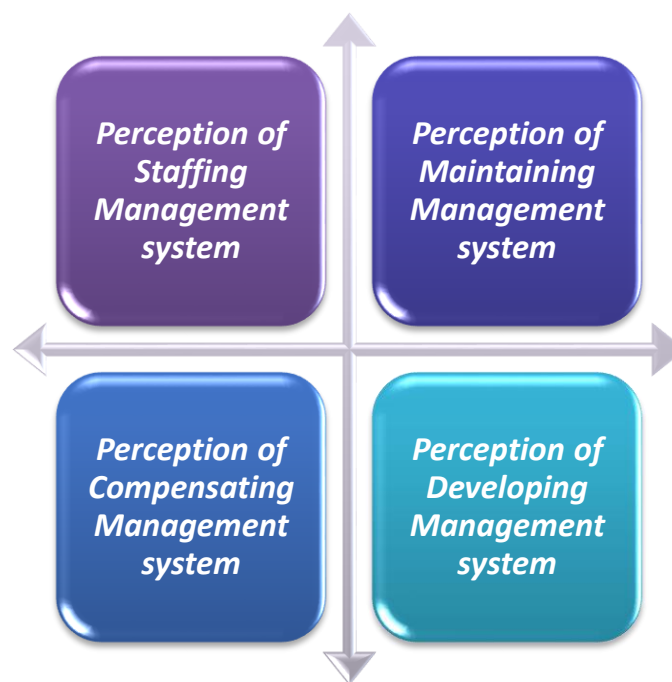


Figure 1: Different types of perception due to change in HRM policies

***Perception of Staffing Management system-*** This involves the perception of HRM employees who are involved in recruiting as per the organizational requirement. Therefore, changes in the HRM policies shall influence the process of recruiting the candidates.

***Perception of Maintaining Management system-*** They are HRM employees of an organization who look after the maintenance of formal culture and professional decorum in an organization. The changes in the HRM policies shall influence their perception towards the employees who are already a part of the organization.

***Perception of Compensating Management system-*** The change in the perception shall influence the salary and wages for the employees and staffs in an organization. The change in compensating management perception shall also have a direct effect upon job satisfaction.

***Perception of Developing Management system-*** Developing management system of HRM are mainly involved in the development of HRM employees and are also responsible for developing the new candidates, joining the organization. Therefore, no vast impact is seen in the perception of developing team of HRM.

### **2.3 Personal Biases and Personal Bias: Halo & Horn Effects**

The halo effect defines the partiality that takes place in an organization relating to the performance of employees'. Therefore, it can be said that the seniors judge their subordinates by their personal perspectives and they mark them accordingly during the recognition or promotion. The halo effect emphasizes the positive judging upon the employees who are not worth it. In other words, it can be said that the senior marks the subordinates according to its perspective and scale rather than following the fair way of judgement. According to several studies, it is seen that halo effect received positive response resulting in better interpersonal relationship between the employees and employer.

On the other hand, horn effect is just the opposite of halo effect. In this case, the senior passes a negative marking to the subordinates who deserve positive ratings. There is no specific reason for such type of behaviour in an organization as the cases seen that appraiser did not like any behaviour or quality of an appraisee, while marking him negative.

As seen in several previous research studies, halo and horn effect had huge effect upon the perception of the HRM employees and the ways they apply to select the candidate. In other words, it can be said that halo and horn effect has changed the thinking for selecting and recruiting any applicant for an organization. In order to reduce the halo and horn effect, many organizations have adopted different ways like to ask the appraiser for justification of poor ratings or training the appraiser to pass a fair score to the subordinates. Furthermore, halo and horn effect is a type of malpractice, which is not ethical and must not be practised in an organization.

#### **2.4 Expectancy Theory Model of Motivation**

The expectancy theory model highlights the significance of the expectations of the employees and being a practical tool, it demonstrates the importance of human resource management to other managers in maintaining a positive and motivating environment in an organization. However, it is observed that if the expectancy model is applied in an organization, the employees get highly motivated towards their job profile. The model includes three important components:

- Probability of effort performance
- Probability of performance outcome
- Outcome

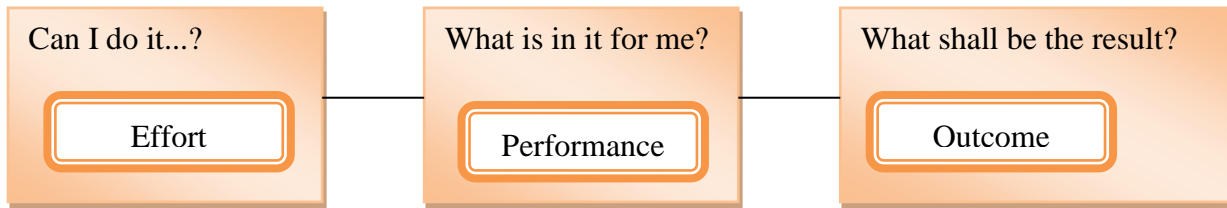


Figure 2: Flow chart of 'Expectancy Theory Model'

The above model states the potential of an employee concerning the effort and performance as the input. The outcome will be positive if the employee is prepared to contribute its performance and effort towards its job. In case, if the employee is not prepared, then surely the employee must have not understood the real meaning of expectation. The model emphasizes upon the give and take policy. In other words, it can be said that if the employee is not giving effort then he or she must not expect any positive result from the employer's end. Therefore, this has resulted in the change of perception of the HR employees while recruiting the right candidate for the organization. The HR employee have come across these types of scenarios and adapted the way of judging the candidate by including the reasoning questions in their aptitude test. However, the probability of performance-outcome is the likelihood that the better performance will be rewarded, as recognized by the employee of an organization.

In the current model, it is very difficult to measure the reward or the outcome unless it is only measured in term of money. Apart from monetary recognition, there are many other ways to reward an employee in an organization. Here comes the expectation of the employees in terms of their self-esteem and intrinsic rewards. The use of number in the scale of 1 to 10 is used in order to judge the expectation of the employees and its comparison with its performance in the organization. The expectancy model emphasizes upon the human resource functions in regards to equity. A proper measurement of performance of an employee can only be done if the appraiser is measuring effort and performance of all the employees of an organization with

equitable and fair rewards. Nevertheless, this shall ensure the employees with better appraisal opportunities, experience job satisfaction and be a motivating factor. Significantly, the perceived value of the reward to the deserving employee must offer something of value. However, most of the organizations use monetary rewards, as it is easy to manage in compare to an individualised program of reward.

## **2.5 Lingering effects of the recruitment experience**

In the current era, many changes are adapted by various organizations in the case of recruitment practices. Previously, the new candidates were called for the interviews soon after their graduations or post graduation, which resulted in uneven recruitment of bulk employees within a certain boundary. During late 1990s and 2000, numerous companies used to adopt the similar way of hiring in order to avoid the situation of understaffing once the season of recruitment gets over. Nowadays, the companies have changed the way of recruiting the employees and have advanced their thinking towards a wider scope of selection. However, various empirical studies show that there were very rare situations, where negotiation between the employees and employer took place. Nowadays, the HRM employees frequently face the situations, where there is a negotiation between the employee and employer for the allowances offered.

Nevertheless, the organizations are applying aggressive negotiation tactics by several aspects like lack of consideration and respect, power asymmetry and restriction of choice, which restricts the boundary of the applicants to a certain limit of expectation. These tactics enforces the applicants either to take up the job offered by the organization or go for another option. The HR employees also set up a time limit like 12 hours or 48 hours for the applicants to decide about their association with the organization. Usually, the applicants have little time to compare the employment with other offer or wait for other opportunities. Therefore, this

grants a good advantage to the organization and they get employees early in the cycle. However, organizations are at advantage of getting the staff ready for them but as per several research studies, it is also observed that these tactics have failed in recruiting the right candidates for the right position available in the organization. Nonetheless, this tactics have encouraged the organization with numerous applicants but it is not necessary that all the applicants are suitable for the openings. In the case of bulk hiring, it is not possible for the HR employees to evaluate the potential of each candidates with proper evaluation method. Therefore, there is a high chance of recruiting the wrong candidates while applying the high-pressure tactics.

## **2.6 Next generation HR service delivery model**

The functions and processes followed by HR has been transforming from past two decades and attaining success at different levels. Previously, the function of HR was restricted to hiring and retaining the employees in an organization along with miscellaneous activities. However, in the case of next generation HR service delivery model, the HR shall be playing a strategic role in the achievement of business goals. Simultaneously, the HR is also looking forward to manage the expenditure of the organization and redirecting the funds towards the imperative business of an organization. While going through some recent research studies, it is found that next generation HR shall be quite advanced in playing their role proactively by implementing new ideas.

Therefore, the organization who implemented the next generation HR service delivery model shall be:



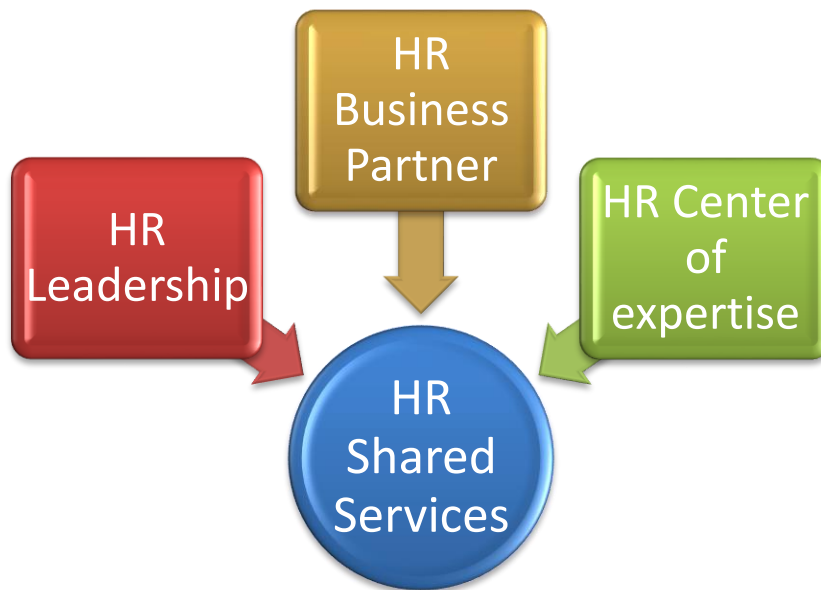


Figure 3: NEXT Generation HR Service

***Perfect in executing the essentials-*** This function of HR includes the advanced HR services to employees and managers of the organization along with the applicants. The use of technology and co-sourcing arrangement shall aid the HR employee to execute the function effectively and efficiently.

***Strategically advanced-*** In case of next generation HR practice, the HR will possess the capabilities and skills, structure to attain the competitive advantage through its advanced strategy of human capital.

***Advanced in measurement and metrics-*** The HR shall be utilizing the technological infrastructure and analytical skills that shall provide the business with tools and information required by the organization in order to make fact based decision.

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