

Faculty of Human and Social Sciences

Department of Psychology

Level: 3<sup>rd</sup> year LMD work and organization Psychology

Instructor: Ms. Saci Meriem

Module: English

## Lesson n°2: Recruitment Process Analysis

### I. Introduction

Recruitment is one of the most critical functions of Human Resource Management (HRM). It refers to the process of **identifying, attracting, and selecting** suitable candidates for employment within an organization. A well-designed recruitment process ensures that the right people are placed in the right jobs at the right time, improving both **organizational performance** and **employee satisfaction**.

### II. Definition of Recruitment

According to Edwin Flippo (1984):

“Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

It is not only about hiring but also about building the organization’s image and ensuring long-term human resource sustainability.

### III. Objectives of Recruitment

1. Attracting a large pool of qualified candidates.
2. Minimizing hiring costs and time.
3. Ensuring the organization’s diversity and inclusion goals.
4. Filling vacancies with competent and motivated employees.
5. Maintaining the employer’s positive reputation in the job market.

### IV. Factors Influencing Recruitment

#### 1. Internal Factors

- Organizational policies.
- HR planning and budget.
- Employer image.
- Growth opportunities.

Faculty of Human and Social Sciences

Department of Psychology

Level: 3<sup>rd</sup> year LMD work and organization Psychology

Instructor: Ms. Saci Meriem

Module: English

## 2. External Factors

- Labor market conditions.
- Economic situation.
- Legal and political environment.
- Technological changes.
- Demographic trends.

## V. Modern Trends in Recruitment

The recruitment landscape has changed dramatically with technology.

Modern trends include:

- **E-Recruitment:** using websites, LinkedIn, and online platforms.
- **Artificial Intelligence (AI):** automating screening and ranking candidates.
- **Employer branding:** building a strong reputation to attract talent.
- **Diversity Recruitment:** ensuring inclusion across gender, race, and abilities.
- **Data Analytics:** using metrics (e.g., time-to-hire, cost-per-hire, quality-of-hire) to evaluate recruitment effectiveness.

## VI. Ethical and Legal Considerations

Recruitment must follow **ethical standards** and **labor laws** to ensure fairness.

- Avoid discrimination based on gender, age, ethnicity, or disability.
- Maintain transparency and confidentiality.
- Provide equal opportunity for all candidates.
- Ensure honest job descriptions and truthful communication.

## VII. Evaluation of Recruitment Effectiveness

Organizations assess recruitment success through indicators such as:

- **Time-to-fill:** the time between posting and hiring.
- **Cost-per-hire:** total cost divided by number of hires.

Faculty of Human and Social Sciences

Department of Psychology

Level: 3<sup>rd</sup> year LMD work and organization Psychology

Instructor: Ms. Saci Meriem

Module: English

- **Quality-of-hire:** performance of new employees.
- **Turnover rate:** number of employees leaving within a short period.
- **Applicant satisfaction:** feedback from candidates about the process.

Regular analysis helps in improving the process and making it more strategic.

### VIII. Case Study Example: Unilever

Unilever is known for its strong recruitment process:

- Uses AI-powered video interviews to assess personality and skills.
- Focuses on diversity and inclusion.
- Builds strong relationships with universities.
- Ensures a positive candidate experience through transparent communication.

### Conclusion

Recruitment is more than just hiring — it's a **strategic process** that determines the future quality of an organization's workforce.

An effective recruitment system:

- Aligns talent with organizational goals.
- Reduces turnover and cost.
- Builds a culture of fairness, diversity, and performance.

As future HR professionals or organizational psychologists, understanding recruitment analysis will help you design processes that are **efficient, ethical, and aligned with modern trends**