ASSESSMENT OF THE RECRUITMENT STAGES AND THE RESPONSIBILITY OF HUMAN RESOURCES MANAGEMENT IN THE TASK

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Abstract
This study assessed recruitment stages and the responsibility of human resources management in the task. The study mentioned that assessing recruitment stages and human resources management (HRM) is crucial for a successful acquisition and retention of talents within an organization. It further expounded that recruitment is a process that involves several stages, from job analysis and advertisement to selection and onboarding. Each stage requires careful planning and execution to ensure that the organisation attracts and retains the most qualified candidates. In the context of the study, several concepts were expounded on, such as human resources management, recruitment, conventional recruitment stages, recruitment stages for construction projects, and steps involved in modern recruitment. The study further enunciated the steps involved in modern recruitment to include: planning, strategy development, candidate search, screening, assessment, and control. Recruitment stages for construction projects were also mentioned to include, among others, identification of the need for new hires, job analysis and description, and sourcing candidates. The study concluded that assessment of recruitment stages and the responsibilities of Human Resources Management (HRM) is fundamental to attracting and retaining top talent. One of the recommendations made was for HRM to conduct thorough job analyses to create detailed and accurate job descriptions.
Keywords: Recruitment, Stages, Responsibility, Human Resources Management and Task

Introduction
The assessment of recruitment stages and the responsibility of Human Resources Management (HRM) is crucial for a successful acquisition and retention of talents within an organization. Recruitment is a process that involves several stages, from job analysis and advertisement to selection and onboarding. Each stage requires careful planning and execution to ensure that the organisation attracts and retains the most qualified candidates. HRM plays a pivotal role in this process, overseeing the development and implementation of recruitment strategies, ensuring compliance with legal and ethical standards, and aligning recruitment efforts with organisational goals.

The recruitment process typically begins with job analysis, which involves identifying the necessary skills, qualifications, and experience required for a position (Dessler, 2017). This information forms the basis for creating accurate job descriptions and specifications (Armstrong,

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2020). Following this, the job is advertised through various channels to attract a diverse pool of applicants. The selection stage involves screening applications, conducting interviews, and assessing candidates' suitability through various methods, such as tests and assessments. The final stage, onboarding, ensures that new hires are integrated into the organisation effectively, receiving the necessary training and support to succeed in their roles.

HRM's responsibility in recruitment extends beyond merely filling vacancies. It involves strategic workforce planning, building employer branding, and fostering a positive candidate experience. HR professionals must also navigate the complexities of labour laws and regulations, ensuring that the recruitment process is fair, transparent, and non-discriminatory. Furthermore, HRM is tasked with continuously evaluating and improving recruitment practices to enhance efficiency and effectiveness.

According to Udo, James and Nwokoro (2022) the business world is a highly competitive marketing environment hence, the need for effective recruitment for organisational success, as it directly impacts employee performance, retention, and overall organisational culture. By meticulously assessing the recruitment stages and HRM's responsibilities, organisations can develop robust recruitment strategies that attract top talent, enhance organisational performance, and drive long-term success.

Concept of Human Resources Management

The department inside an organisation that deals with hiring, managing, and directing its workforce is known as human resource management. The administration of an organization's human capital entails supervising all associated activities. The management and development of employees inside an organisation is commonly referred to as personnel management or human resource management in modern parlance. As mentioned by Bassey (2019) one of the major risk that organizations can face is that of labour force, which is why human resources management is essential. Osewa (2020) defined human resource management as the management role that is concerned with people at work and their relationships within the organization. The process of finding, selecting, onboarding, and overseeing workers inside an organisation is known as human resource management. Human resources is a common term used to refer to human resource management.

The act of hiring, training, promoting, inspiring, and terminating personnel in an organisation when necessary is known as human resources management. Typically, there is a person responsible for overseeing the aforementioned tasks; this individual is known as the human resource manager. Boselie, Harten, & Veld (2021) explained that HRM involves management decisions related to policies and practices that together shape the employment relationship and are aimed at achieving certain goals. These objectives relate to performance goals, which are variously defined and quantified.

Kpurunee and Zeb-Obipi (2023) hold that human resources create an opportunity to retain and manage talents, produce an inclusive work environment, and drive strategic impacts through people and other resources. The process of putting digital tools and technologies into place and integrating them to help staff members with their daily jobs is known as creating a digital workplace. A digital workplace is a virtual setting that enables workers in the twenty-first century to interact, exchange ideas, work together, and access data and resources whenever and wherever they choose, using any smart device.

Furthermore, Igwe, Onwumere, and Egbo (2014) mentioned that human resource management (HRM) involves practices that ensure that employees' collective knowledge, skills, and abilities contribute to business outcomes. Similarly, Bassey and Umoh (2023) noted that

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human resources management is crucial in order to ensure the offertory of "quality service" to customers. HRM put a lot of emphasis on monitoring, managing, and controlling an organization's workforce.

Concept of Recruitment

The entire process of finding, locating, screening, shortlisting, and interviewing applicants for positions within a company is known as recruitment. It has to do with quickly identifying, vetting, and employing the most competent applicants for open positions inside a business. Hiring talented employees is the first step in an organization's capital growth process since without them, organisational objectives cannot be fulfilled and revenues cannot be made. Generally speaking, the goal of recruitment is to draw in the most qualified applicants and encourage as many people as possible to apply.

Furthermore, Cameron (2023) defined recruitment as the process of finding, screening, hiring, and onboarding qualified job candidates. An organization's staff is engaged and in a position to achieve and thrive when recruitment is done well. It can create a talent pipeline, draws better candidates, has lower turnover, and has high ratings on employment portals. Recruitment also refers to the selection procedure for voluntary positions. Seeking potential employees and encouraging them to apply for positions within the company is the positive process of recruitment. There will be opportunity to hire better candidates when more people apply for employment.

Recruiting is the process of creating connections between job seekers and employers. To put it plainly, recruiting is the process of identifying the pool from which prospective employees might be chosen. It is focused on identifying, luring in, and guaranteeing a supply of competent workers as well as selecting the necessary workforce in terms of both their quantitative and qualitative components. Karim and Nath (2021) asserted that recruitment is an indispensable function of human resource management. It involves looking for, securing, and persuading possible people to apply for open positions within the company. Finding suitable people is the goal of recruitment in order to advance the organisation.

Moreover, Othman and Gardi (2021) further explained that recruitment is the practice of discovering, selecting, and hiring the best qualified candidates from inside or outside of an organisation for a job opportunity. Kumari (2012) added that recruitment has to do with attracting prospective employees and stimulating them to apply for a job in an organization. It has to do with selecting the appropriate applicants for the appropriate positions. The process of finding job prospects and encouraging them to apply for positions within the company is known as recruitment. The action is what connects job searchers and employers. It is the application pool from which the new hires are chosen. The process of finding sources of labour to meet staffing schedule requirements and implementing strategies to draw in sufficient labour to enable the efficient selection of an effective workforce are also referred to as recruitment.

Conventional Recruitment Stages

Usually, there are multiple steps in the recruitment process, each with a distinct function in locating, assessing, and choosing candidates. Organisations may reduce biases, increase the likelihood of discovering the greatest fit, and guarantee a fair and effective process for all parties involved by using a structured strategy. The traditional hiring procedures consist of five steps. They are as follows:

Recruitment planning: Planning is the initial step in the hiring process. This entails creating a thorough job specification that outlines all major and minor responsibilities, necessary education, training, and experience, grade and pay range, start date, and any unique circumstances

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pertaining to the position to be filled. During this stage, candidates are properly informed about all necessary requirements and are able to comprehend the job descriptions and criteria. These will not only help the company make better decisions throughout the recruiting process, but it can also help find people who are highly qualified for other positions within the company (Daleska, 2022).

Strategy development: Developing an appropriate approach for recruiting people into the company comes next, once the quantity and qualifications of candidates are examined. The strategic considerations that need to be taken into account include things like whether the organisation should prepare the necessary candidates internally or hire them from outside, what kind of recruitment method to use, where in the world to look for candidates, which source of recruitment to use, and what order of business to follow when hiring candidates.

Candidate Search: The searching phase entails locating possible job candidates. A range of search techniques are employed, including employee recommendations, social media, and job board listings. Given that they are already acquainted with the culture and principles of the organisation, employee recommendations can be a great source of prospective applicants.

Screening: Examining the applications, calling potential applicants, conducting in-person interviews, and evaluating module evaluations are all steps in the screening process for the sought-after candidates. Here, language proficiency, work experience references, and educational attainment are evaluated. Three main phases make up screening: checking off the minimum requirements, emphasising the desired credentials, and modifying the evaluated application to fit the function or designation. If necessary, background investigations on candidates may also include criminal and history checks.

Assessment and control: Assessing a candidate's skills, competencies, and fit with the company culture is part of the evaluation step. Pre-employment exams, such as personality or skill tests, may be part of this phase. Evaluations can be used to determine a candidate's potential for success in the position as well as their strengths and shortcomings. The evaluation phase offers the chance to learn more about the applicant and make a more knowledgeable hiring choice.

Recruitment Stages for Construction Projects

The following are the recruitment stages for construction projects as mentioned by numerous studies and scholars, including Dosumu, Lawal, Uwineza, Mugiraneza, Dushimiyimana, and Ruzindana (2021) and Rohini and Keerthika (2018).

- **Identification of the Need for New Hires**

The recruitment process for construction projects begins with identifying the need for new hires. This step is crucial as it ensures that the project has the necessary workforce to meet its objectives and timelines. Project managers and human resources (HR) professionals collaborate to determine the specific roles required, such as engineers, architects, project managers, labourers, and skilled tradespeople like electricians and plumbers. This stage involves analysing the project's scope, timeline, and budget to identify the number and types of personnel needed.

- **Job Analysis and Description**

Once the need for new hires is established, the next step is conducting a detailed job analysis. This involves defining the responsibilities, qualifications, skills, and experience required for each role. HR professionals create comprehensive job descriptions that outline these criteria, providing potential candidates with a clear understanding of what the job entails. Accurate job descriptions are essential for attracting the right candidates and ensuring that they meet the project's specific requirements.

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- **Sourcing Candidates**

The sourcing stage involves finding potential candidates for the identified roles. Various methods are used to attract candidates, including job postings on company websites, online job boards, industry-specific forums, and social media platforms. Networking within the construction industry, attending job fairs, and partnering with recruitment agencies are also effective strategies. For specialised roles, targeting specific trade schools, technical institutes, and professional associations can help identify qualified candidates. HR professionals ensure that the sourcing strategy aligns with the project's needs and the organisation's diversity and inclusion goals.

- **Screening and Shortlisting**

After receiving applications, the screening and shortlisting process begins. HR professionals review resumes, cover letters, and other application materials to assess candidates' qualifications, skills, and experience. This stage may also involve conducting preliminary interviews, either by phone or video, to further evaluate candidates' suitability. The goal is to create a shortlist of candidates who meet the minimum requirements and appear to be a good fit for the project. This shortlist is then presented to project managers for further consideration.

- **Conducting interviews and assessments**

The interview and assessment stage is critical for selecting the right candidates. Structured interviews are conducted to evaluate candidates' technical skills, problem-solving abilities, and cultural fit within the organization. For construction projects, practical assessments, such as skills tests or on-site demonstrations, may also be used to verify candidates' abilities. Behavioural interviews help assess how candidates handle challenges and work within a team. This stage ensures that the selected candidates have the necessary competencies and can contribute effectively to the project.

- **Making the Job Offer**

Once the interviews and assessments are completed, the next step is to make job offers to the selected candidates. HR professionals prepare and extend job offers, detailing the terms of employment, including salary, benefits, job responsibilities, and start date. This stage may involve negotiations to address any concerns or requests from the candidates. HR ensures that the job offers are competitive and align with industry standards and the organisation's policies. Successful negotiation and acceptance of the job offer lead to the formal hiring of the candidates.

- **Onboarding and Integration**

The final stage of the recruitment process is onboarding and integration. This involves introducing new hires to the organisation, its culture, and the specific construction project. HR professionals and project managers work together to create an effective onboarding programme that includes orientation sessions, safety training, and introductions to key team members. Providing new hires with the necessary tools, resources, and support helps them acclimatise to their roles and start contributing to the project quickly. Effective onboarding enhances employee engagement, reduces turnover, and ensures that new hires are well-prepared to meet the project's demands.

Steps Involved In Modern Recruitment

The following are the steps involved in modern recruitment:

- **Need Identification**

Identifying need is the foundational step in modern recruitment, crucial for ensuring that the hiring process is aligned with the organisation's strategic goals. This phase begins with workforce planning, where the current workforce is assessed to identify gaps, surpluses, or areas

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requiring new skills and expertise. Following this, a detailed job analysis is conducted to determine the specific duties, responsibilities, and qualifications required for the role. This analysis involves consulting with department heads and team members to understand the core competencies needed for the position. By clearly defining the job requirements and understanding the organisational needs, companies can create accurate job descriptions and set the stage for a targeted and effective recruitment process.

- **Creating a Job Description**

Creating a job description is a critical step in modern recruitment that serves as the foundation for attracting the right candidates. It begins with formulating a clear and precise job title that accurately reflects the role, ensuring potential applicants immediately understand the position. The description must include a detailed list of duties and responsibilities, providing insight into day-to-day tasks and expectations. Additionally, it outlines the required qualifications, specifying the education, experience, skills, and certifications necessary for the job. To give candidates a comprehensive understanding of where they might work, a brief company overview is included, highlighting the organisation's culture and values. Lastly, the job description presents information about salary and benefits, offering a transparent view of the compensation package and additional perks, which helps attract qualified candidates and set expectations from the outset.

- **Sourcing Candidates**

Sourcing candidates is a critical step in modern recruitment, involving both internal and external strategies to find the best fit for a position. Internal recruitment considers current employees for new roles, leveraging their existing knowledge and experience within the company. External recruitment expands the search through various platforms, ensuring a wider reach. Posting job openings on online job boards like Indeed and LinkedIn attracts active job seekers, while social media platforms such as Facebook and Twitter help engage passive candidates. Partnering with recruitment agencies can streamline the search for specialised skills, and encouraging employee referrals taps into the networks of current staff, often bringing in highly recommended candidates. Additionally, attending or hosting career fairs provides opportunities to meet potential candidates face-to-face, fostering immediate connections and showcasing the company's brand directly to job seekers. Together, these methods create a robust sourcing strategy that enhances the pool of qualified candidates for any given role.

- **Screening and Shortlisting**

Screening and shortlisting are critical steps in modern recruitment, ensuring that only the most suitable candidates progress to the interview stage. This phase begins with an application review, where recruiters conduct an initial screening of resumes and cover letters to identify candidates who meet the basic job requirements. Following this, pre-screening Interviews are conducted, typically via phone or video, to assess candidates' basic qualifications, interest in the role, and cultural fit. This helps in narrowing down the pool to those who are genuinely interested and qualified. Additionally, skills testing may be administered to evaluate specific competencies required for the job, ensuring that candidates possess the necessary technical abilities. By thoroughly screening and shortlisting candidates, recruiters can focus their efforts on the most promising individuals, streamlining the hiring process and increasing the likelihood of a successful hire.

- **Interviewing**

Interviewing is a pivotal step in modern recruitment, encompassing various techniques to ensure a comprehensive evaluation of candidates. Structured interviews are fundamental, involving the

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preparation of a set of standard questions that are asked of all candidates to maintain consistency and fairness in assessing qualifications. Panel interviews, which bring together multiple interviewers, provide a broader perspective and mitigate individual biases, fostering a more balanced evaluation process. Behavioural interviews are also crucial, focusing on assessing candidates based on their past behaviour in similar situations to predict future performance and fit within the company culture. Additionally, technical interviews are employed to evaluate the specific technical skills relevant to the role, ensuring that the candidate possesses the necessary expertise. By integrating these diverse interviewing methods, employers can make well-informed hiring decisions that align with their organisational needs.

- **Evaluating and Selecting Candidates**

Evaluating and selecting candidates is a critical step in modern recruitment that ensures the best fit for the organization. This process often begins with assessment centres, where candidates undergo a series of exercises and tests designed to evaluate their skills, competencies, and suitability for the role. These assessments provide a comprehensive view of a candidate's abilities and potential performance. Following this, reference checks are conducted to verify the information provided by candidates by contacting their previous employers or references. This step helps confirm the candidate's work history, performance, and professional behavior. Additionally, background checks are carried out to ensure there are no criminal, credit, or other relevant issues that could affect the candidate's suitability for the position. By combining these thorough evaluation methods, organisations can make well-informed hiring decisions that contribute to their overall success.

- **Making an Offer**

"Making an offer" is a crucial step in modern recruitment, marking the transition from candidate selection to the final hiring phase. This step begins with preparing a formal offer letter, which clearly outlines the terms of employment, including job title, salary, benefits, start date, and any other relevant details. Following the offer letter, there is often a negotiation phase where both parties discuss and finalise the compensation package, benefits, and other employment terms to ensure mutual satisfaction. Once negotiations are complete, the candidate provides their acceptance, either verbally or in writing, confirming their agreement to join the organisation under the stipulated terms. This step is pivotal in securing the candidate and sets the foundation for a positive onboarding experience.

- **Onboarding**

Onboarding is a critical step in modern recruitment that ensures new employees transition smoothly into their roles and the company culture. It begins with orientation, where new hires are introduced to the company's values, policies, and their colleagues, fostering a sense of belonging and understanding from the outset. This is followed by training tailored to equip the new employee with the necessary skills and knowledge to perform their duties effectively, thereby accelerating their productivity. Additionally, assigning a mentorship or buddy system provides ongoing support, guidance, and a point of contact for any questions or challenges, helping the new employee navigate their new environment confidently and successfully. Effective onboarding is pivotal in enhancing employee satisfaction, engagement, and retention.

- **Continuous Improvement**

Continuous improvement is a vital step in modern recruitment, ensuring the process evolves and adapts to meet organisational needs and market conditions effectively. As noted by Akpan and James (2022) continuous improvement by employees can lead to development which is essential for organization's "sustenance and growth". This step begins with feedback collection, where

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insights from new hires and hiring managers are gathered to identify strengths and areas for improvement in the recruitment process. Metrics analysis follows, involving the examination of key indicators such as time-to-hire, cost-per-hire, and employee retention rates to assess the efficiency and effectiveness of the recruitment strategies. Finally, process optimisation uses the feedback and data analysis to refine and enhance recruitment methods, making them more targeted, efficient, and aligned with the organisation's goals. By committing to continuous improvement, companies can build a more responsive, effective, and competitive recruitment framework.

Conclusion

The assessment of recruitment stages and the responsibilities of Human Resources Management (HRM) is fundamental to attracting and retaining top talent. HRM's strategic oversight ensures that each stage—from job analysis and advertising to selection and onboarding—is executed efficiently and aligns with organisational goals. By adhering to legal and ethical standards, HRM fosters a fair and transparent recruitment process. Effective recruitment not only fills vacancies but also enhances organisational performance and culture. Continuous evaluation and improvement of recruitment practices by HRM are essential for sustaining long-term organisational success.

Recommendations

1. Conduct thorough job analyses to create detailed and accurate job descriptions. This ensures that the recruitment process targets the right skills and qualifications, attracting suitable candidates from the start.
2. Utilise a variety of recruitment channels, including social media, job boards, and professional networks, to reach a broader and more diverse pool of candidates. This increases the chances of finding the best talent.
3. Use structured interviews and standardised assessment methods to ensure a fair and consistent evaluation of candidates. This helps in making objective hiring decisions based on merit.
4. Adopt recruitment software and applicant tracking systems (ATS) to streamline the recruitment process. Technology can enhance efficiency, improve candidate experience, and provide valuable data for continuous improvement.

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