

## **An Explorative Study on HRM Based Innovation During the Course of Recruitment**

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### **Abstract**

Organizations' recruiting methods have been completely modified as a result of current, inventive techniques. When it comes to employing new employees, the research focuses on current HRM techniques and organisational effectiveness (OE). The structured Objective for the critical evaluation of the paper aimed on the evaluation of the HRM nurturing and creative constraint processes in innovation, examined the numerous HRM innovations that were used throughout the recruiting process and focused to address HRM's functions in procedures that aim to recruit personnel who are both efficient and long-term. A qualitative analysis based on primary data from corporate job holders was one of the methodological strategies that was used in the process of developing new tests and research. On the other side, secondary data was compiled using information from previously published research on HRM-based innovation. During the course of this inquiry, both an experimental and a descriptive technique were used. The purpose of an explanatory study is to explain the basics of the research problem, while the focus of a descriptive inquiry is to describe the many aspects of the research topic that is being investigated. A total of one hundred people answered the thirty questions that were structured for this research project's sample size of one hundred. The results that were withdrawn show that the null hypothesis should not be accepted, and the alternate hypothesis should be accepted instead. This acceptance of the alternate hypothesis provides the result of the hypothesis, which is that HRM innovations are

required during the hiring process because change is required. According to the findings of the research, contemporary methods that emphasise innovation contribute to a greater degree of organisational efficiency.

**Keywords:** *HRM, innovative practices, organization, recruitment process, employees.*

## 1. Introduction

To retain the major benefits on distinctive organisational strategies that identify devoted workers, the conventional set of human resource management techniques should produce a flexible and inventive approach, where continuous innovation is critical for obtaining organisational sustainability. It is the responsibility of the Human Resources department to adopt and support new solutions in the firm (Oksanen, 2018). Organizational performance may be improved by creative workplace behaviour that is supported by human resources management.

It is possible to integrate many sources of information into an organization's operations by selecting the right individuals with the necessary abilities and attitudes. Recruitment and selection of the proper personnel affects the incentive of current workers to be creative, which in turn leads to technical and administrative innovation. The human resources department, for example, might allow job applicants and interviewees to express themselves freely throughout the application and selection processes to guarantee suitable selection. It was decided to perform a descriptive study in order to assess HRM-based innovation throughout the recruiting process (Agolla, 2018).

### 1.1 Background

Create an atmosphere where taking risks is encouraged as the most critical aspect in developing an innovation culture. Workers who have more control over their jobs are more likely to come up with innovative ideas. Though there may be some failures, most successful concepts will need a large amount of iteration before they meet the expectations of

their clients. Helping the business perceive failure as a chance to learn and grow from those setbacks is a key function for HR in this situation. Job rotation and flexible working hours are also known to encourage people to come up with dramatic technical advancements, rather than gradual ones. In addition, workers see the backing of top management as a motivator for new ideas and creativity. BMW, for example, has maintained its success because of its strategic emphasis on customer-friendly developments (Lasisi, et al., 2020). A fundamental strategic and cultural component of BMW is the company's concentration on the culture of innovation - creating professional inventive processes.

## 2. LITERATURE REVIEWS

According to Hong, et al., 2019 the application of a novel approach in an organization's business strategy, work environment, or partnerships with external suppliers is considered organisational innovation. As in the past, organisational innovation strives to improve the company's bottom line by cutting expenses and enhancing employee happiness. It is defined by the implementation of new business practises that have never previously been used in the firm. An in-house training system is one example of an HRM innovation. Another is the formulation and implementation of new methods for employee development. The novelty of the findings is another criterion used to classify new inventions.

Expalined by Easa, & El Orra, 2020 Human resource planning is the first step in the recruitment process, followed by in-depth job research and the creation of job descriptions in an effort to attract as many applications as possible to fill the available position as quickly

as possible. Human resource management includes functions such as recruiting and preparing for the future of the workforce. HRM is the practise of properly managing all of an organization's human resources in order to maximise the organization's potential for development.

Botelho, 2020 have stated that Human resource management is a collection of all of an organization's human resources working together toward a shared objective of success. As a vital part of an organization's recruitment or retention strategy, it gives a well-structured method for doing so. All aspects of human resource management, including salary and recruiting, retirement and insurance plans for employees as well as performance management and training for employees are covered. With one goal in mind, it provides strategic direction and ways of working with prospective employees.

As per Aman, et al., 2018 For a business to continue to expand, finding the appropriate applicant is critical. Every firm strives to attract the best qualified employees from among a large pool of applicants in order to contribute to its long-term success. Organizations are increasingly addressing their human resources as a kind of capital management since they are so reliant on people.

Noopur, & Dhar, 2019 have explained in their research work that a growing number of companies are tackling the challenge of treating candidates as consumers and committing resources to develop a reference for future applications while selling the brand. As a result, employer branding need to be one of the first things you recommend before starting a recruiting campaign. You want to know what your company stands for, what you want to market to the talent pool, and how you can influence how they see your brand in order to foster natural interest and motivation in using it.

Serrat, 2017 said that one may reap several benefits if they have an effective employee referral policy and procedure. As a result, the workers become potential sources of new hires. As a consequence, the hiring process is sped up, the quality of the personnel is improved, the onboarding process is streamlined, and costs are reduced. Often, companies may reward workers who bring in new hires by paying them a referral bonus, which allows them to avoid paying recruitment fees or commissions to consultants.

Using this method, one may hire people who are a good match for the firm since the person who referred the company or business has already thought about that. In addition, workers assist build the employer brand by enticing the people they know to apply for a certain position.

## 2.1 Research Gap

The purpose of this study is to fill the gap in the literature that will shed light on the HRM techniques and innovations used by a firm to hire successful and sustainable personnel throughout the recruiting process. Further gap will focus on to estimate how innovation, technology, and HR methods may be used to find and hire the right people.

## 2.2 Research Question

- I. What role does HRM play in hiring methods aimed at ensuring the long-term success of employees?
- II. What role may HRM play in fostering and limiting innovation-related creativity?
- III. How are different HRM innovations used throughout the recruiting process?

## 2.3 Importance of the Study

The value of this article can't be overstated, since it examines how businesses are using new technologies and techniques to improve their recruitment and retention of top personnel. In

addition to this, the research discusses the various and innovative techniques of recruiting that are heavily focused on the use of technologies and other tactics employed to obtain the talent via HRM innovation and recruitment.

## 2.4 Research Objectives

- I. To evaluate on the HRM nurturing and creative constraint processes in innovation.
- II. To examine the numerous HRM innovations that were used throughout the recruiting process.
- III. To address HRM's functions in procedures that aim to recruit personnel who are both efficient and long-term.

## 2.5. Research Hypothesis

H0: There is no necessity of HRM based innovations during the course of recruitment.

H1: There is necessity of HRM based innovations during the course of recruitment.

## 2.6 Scope and Limitation

The paper is limited to on evaluating HRM based innovation during the course of recruitment.

Within the realm of HRM innovation, the focus of this study is on the creation of job analysis, job description, and job definition, as well as an understanding of recruiting legislation.

## 3. RESEARCH METHODOLOGY

The research procedures portion of the study plan outlines the methods for collecting data. Data from a variety of service industries, including HRM, is used to analyse HRM-based innovation throughout the recruiting process. Methodological techniques may be used to develop new tests and research. In order to get the most accurate information, the people who needed it provided it. Secondary data, on the other hand, was drawn from previous studies on HRM-based innovation. An experimental and

descriptive approach was used in this investigation (Mohajan, 2018). While the explanatory study aims to explain the research problem's fundamentals, a descriptive investigation concentrates on the different components of the research issue in question. Only relevant evidence was evaluated throughout the data analysis process while applying inductive and deductive reasoning.

## 3.1 Research Method & Design

To ensure that all of the data obtained is appropriately combined, researchers use a study design. Data collection, analysis, and interpretation are all part of a study's research design. This study examines scientific and cognitive methods. Using a quasi-experimental, non-equivalent control group design was required by the study's aims. To examine conceptual components and evaluate many parts of the research issues, this study appropriately utilises qualitative research approaches. Data was gathered from a range of trustworthy sources, which were then studied in further detail to derive conclusions (Pandey, & Pandey, 2021). A total of 100 respondents participated to answer a questionnaire provided to them containing 30 relevant question within the context of research topic, objective, question and hypothesis.

## 3.2 Research Approach

In order to explore the existing hypotheses, the researcher employs the illustrative methodology, which establishes a connection between causes and effects. When taking remedial classes, students are often tasked with finding answers to a diverse variety of issues pertaining to society, the economy, the law, and the environment. In this particular study, the researcher used an approach that was both explanatory and remedial. In order to provide evidence in support of their findings, the writers of the study carried out an analysis of qualitative data (Rinjit, 2020). The outputs of the quantitative design include data that is

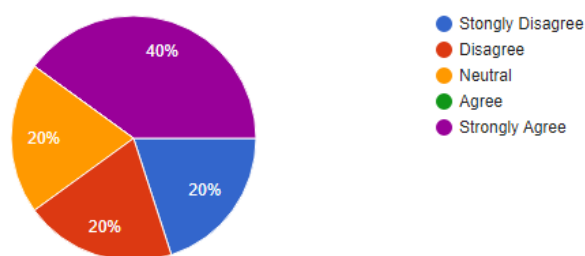
descriptive as well as data that can be calculated.

#### 4. ANALYSIS OF STUDY

I. What role does HRM play in hiring methods aimed at ensuring the long-term success of employees?

HRM plays an important role in hiring methods aimed at ensuring the long-term success of employees. About 40% of the corporate respondents support the idea of innovative process of recruitment adopted by present HRM system of various organisations.

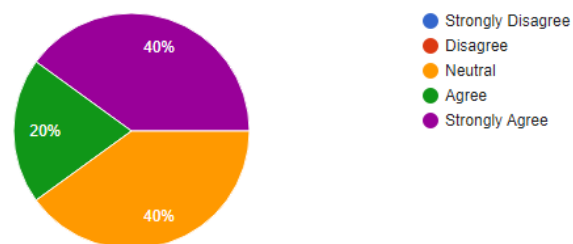
**Figure 1**



A company's or organization's employees is one of its most significant assets. It's a live, breathing resource that must be constantly handled if it is to work well. The work of the human resources department extends well beyond the selection procedure for new employees. It has a significant impact on the day-to-day operations of a business. An organization's success is a good indicator of how important human resources management is. The HR department has a major role to play in recruiting new employees (Shenoy, & Aithal, 2018).

HRM technology is no longer a passing fad; rather, it has evolved into an indispensable need. About 40% of the respondents have agreed to this statement.

**Figure 2**

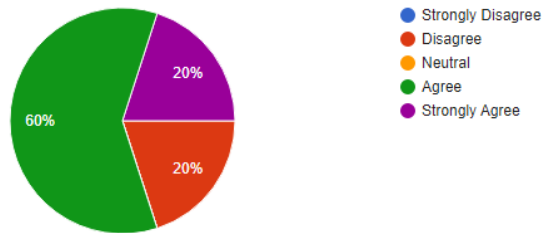


Recruiting, selecting, and onboarding qualified employees are just a few of HR's numerous responsibilities, which include anything from ensuring that the company is in full compliance with the law to ensuring that all company data is safe and secure. Having the proper people for the right task is the first step in boosting productivity. Recruiting and onboarding top talent is an important responsibility of human resources professionals. While it is important to hire somebody with a strong academic background, it is as important to find someone who has the perfect combination of skills, knowledge and attitude to do the work at hand (Lazarova, 2019). When it comes to hiring and vetting new hires, many companies rely on the expertise of human resources departments to do more than just collect resumes and conduct interviews. By establishing criteria and weeding out individuals that don't meet them, they come up with the ideal applicant.

Recruitment and selection are critical steps in determining which workers will be subject to the company's rules and procedures, which is why HRM focuses on creating a comprehensive set of policies and procedures that can be utilised to effectively and efficiently manage people. Recruitment and selection refers to the methods used by an organisation to find, contact, and entice possible appointees before determining whether or not any of them are suitable for the position to begin with (HATAMI, et al., 2019). Further the participants have agreed that HRM techniques place a significant emphasis on finding

candidates who are compatible with existing teams.

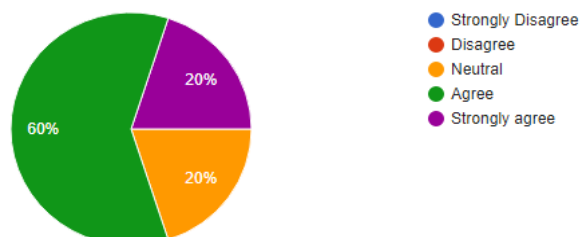
**Figure 3**



### Recruitment and Selections

Recruitment and selection are critical steps in determining which workers will be subject to the company's rules and procedures, which is why HRM focuses on creating a comprehensive set of policies and procedures that can be utilised to effectively and efficiently manage people. Recruitment and selection refers to the methods used by an organisation to find, contact, and entice possible appointees before determining whether or not any of them are suitable for the position to begin with (Gürlek, 2020). Stating that with the HRM innovation Recruiters use measures of creativity, creative behaviour, and proactive attitude as the primary factors by which they assess candidates throughout the recruiting process under HRM innovations, the below pie chart represent the answers collected from the participants:

**Figure 4**



Management's role in the selection and recruitment process

Although various parts of the organisation may have differing interests, it is the role of management to ensure that the company's interests take precedence in this process. Employers must know the current labour and market circumstances, and the balance of power will continue to alter. Employers may be in a stronger position than ever before, but workers may also be in a position to exert influence over their expectations on the business they work for.

In order to avoid losing out on great talent, businesses need to be aware of the current situation (Blštáková, & Piwowar-Sulej, 2019). For example, new graduates may not have the negotiating ability to impose their conditions of employment to management, but experienced and skilled workers are in a stronger position to do so.

The pie chart below represents that

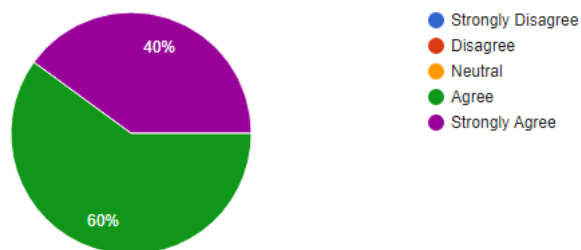
II. What role may HRM play in fostering and limiting innovation-related creativity?

Within companies, human resource management (HRM) plays an essential part in the innovation process by having an effect on creative output and the flow of information. Managing this feature, on the other hand, might be difficult. It is not enough for them to have information or experience to be able to come up with creative solutions to new challenges; they also need to understand that knowledge or expertise is just one component that influences their ability to come up with creative ideas. In order for them to be able to come up with creative solutions to new challenges, it is necessary for them to understand that having information or experience is not enough (Lopes, 2020). Their ability to combine and reorganise knowledge and their expertise in order to generate new understandings or new conceptual frameworks is a significant factor in the creative problem solving that they are

capable of. In addition, HRM has a responsibility to address the innate motivations that are often what drive creative people.

The below provided graphy shows the responses from the analysis that states HRM play a significant role in hiring methods aimed at ensuring the long-term success of employees.

**Figure 5**



The degree to which an organisation is able to shape the perspectives, ways of behaving, and abilities of its workforce is a significant factor in determining whether or not it will be successful in achieving its goals. Human resource management practises are an essential component of this process (Lazarova, 2019). However, human resource management serves a dual purpose in corporations. One facet of human resource management is comprised of an organization's fundamental structure, as well as its rules and processes for organising and managing work. Human resource management includes not just strategies for teaching, consulting with, and negotiating with people, but also ways for working with groups. This is in contrast to traditional HRM, which focuses only on the activities of individuals.

It is vital to use a variety of HRM strategies in order to develop and nurture creativity. This is accomplished mostly via the promotion of worker autonomy, which ultimately results in enhanced innovation procedures. As a consequence of this dual purpose, it is not impossible to conceive of the possibility that the HRM strategies that are now being put into practise may in fact restrict the employees'

capacity for creative and inventive thinking (Al-Thehli, & Ahamat, 2019).

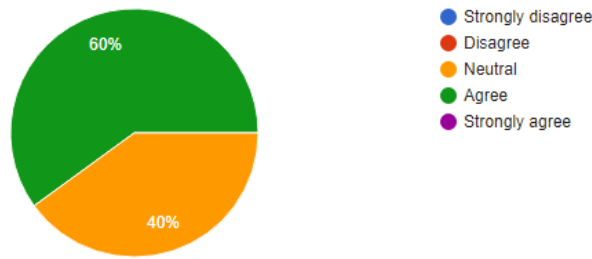
Because it comprises organisational strategies to recruit, hire, and keep individuals with traits that stimulate new ideas, staffing is regarded an essential strategy for effecting innovation because it is one of the few techniques that can really do so. Businesses have a higher chance of integrating various forms of information and, as a consequence, coming up with innovative concepts if they find and hire employees who possess the requisite set of skills and attitudes. The potential and motivation of employees to be creative have been connected to both administrative and technological innovation through recruiting and selection of personnel. This connection was made possible thanks to creative thinking in the hiring process. Administrative innovation consists of new organisational forms, procedures, and policies, whereas technical innovation includes new products, services, and technological advancements (Liao, & Zhang, 2022). To take hold, original thoughts need not just originality but also the free flow of information. Intelligence, ingenuity, and originality on the part of workers, for instance, are essential components of innovation. There are a number of different ways in which sharing knowledge and being creative may be used to HR practises that lead to innovation. It has been shown that HRM practises acting as a mediator have a positive influence on innovation via creativity, knowledge management, and the flow of information (Akay, & Kunday, 2018).

III. How are different HRM innovations used throughout the recruiting process?

Different HRM innovations used throughout the recruiting process. The graphy below represents the resonses collected from the participants who agree to the aforementioned statement.



**Figure 6**



Below mentioned are a number of innovative methods of HRM, implemented during the course of recruitment:

- **Job adverts**

When one thinks about innovative ideas for human resources, one usually does not immediately think of job advertisements. It is now feasible, because to advances in technology for augmented writing, to determine in advance if a job advertisement (or any other kind of content, for that matter) that you write will bring you the result that you desire. Machine learning and predictive analytics are used by the technology in order to achieve the capability of determining whether or not a certain kind of prospect would respond favourably to a job advertisement that is designed just for them (Bello-Pintado, & Bianchi, 2020). The usage of augmented writing technology, for instance, may help you improve your chances of achieving the result you want by ensuring that your job advertisement will not discourage female candidates from applying for the position.

- **Sourcing**

Programmatic job advertising is a marketing idea that has been used by HR . Automated and targeted posting of job listings. This is what we mean. When it comes to looking for a candidate, recruiters may be quite particular about the traits, skills, and demographics

they're looking for. Adverts are presented at the right moment, on the right platform, and in front of the right audience with this programme. Recruiters and hiring managers no longer have to choose and post job adverts manually to job boards (or social media sites). For them, this means that they can devote more time to the recruitment process. As a consequence, the recruiter's reach has been substantially widened (Ogbeibu, et al., 2020). This means that a company's cost per application and the time it takes to hire a new employee may both be reduced by programmatic job advertising.

- **Gamification**

The interview process, as well as training and development, are both being infiltrated by gamification. These companies are already devotees, employing technologies to pose genuine workplace challenges in the recruiting stage and beyond, such as Accenture and Deloitte In other places, it seems that Google pays its employees a stipend for each business travel. If they don't use all of their allowance, they may donate what's left to a good cause or add it to their paycheck. Using this gamification method, the organisation achieved 100% compliance within six months (Luangsay-Catelin, & Roybier-Mtanios, 2020).

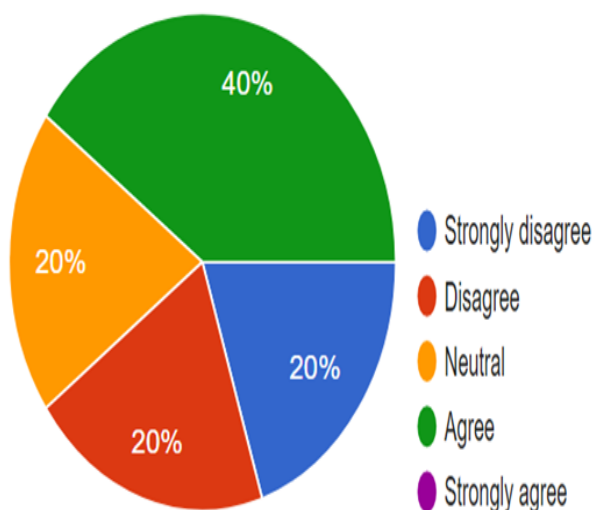
- **Peer-to-peer recognition**

Peer-to-peer recognition is becoming more popular, enabling workers to provide positive feedback to one another. Employees may, for example, use the Thanks box to express their gratitude, recommend coworkers for recognition, and much more. Employees who feel appreciated and respected by their coworkers are more likely to contribute to the success of the company as a whole (Martinez-Gil, 2021).

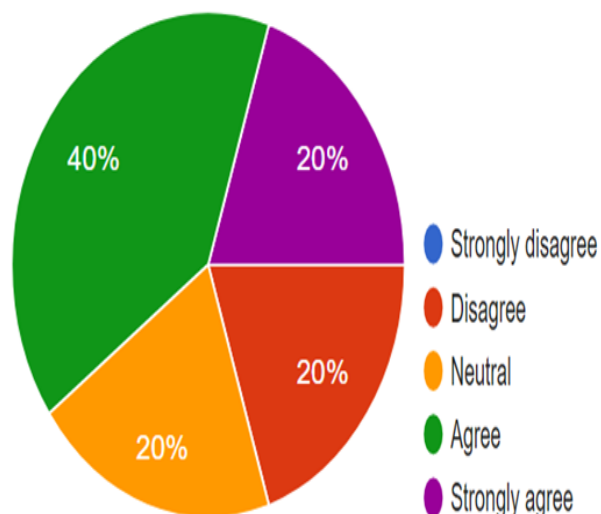


## 4.1 Hypothesis results

***H0: There is no necessity of HRM based innovations during the course of recruitment.***



***H1: There is necessity of HRM based innovations during the course of recruitment.***



P value and statistical significance:

The two-tailed P value is less than 0.0001

By conventional criteria, this difference is considered to be extremely statistically significant.

Confidence interval:

The mean of Group There is no necessity of HRM based innovations during the course of recruitment. One minus Group Two There is necessity of HRM based innovations during the course of recruitment. equals -1.25

95% confidence interval of this difference:  
From -1.54 to -0.96

Intermediate values used in calculations:

$t = 8.4092$

$df = 198$

standard error of difference = 0.149

Review of the data:

Group	There is no necessity of HRM based innovations during the course of recruitment.	There is necessity of HRM based innovations during the course of recruitment
Mean	2.75	4.00
SD	1.31	0.71
SEM	0.13	0.07
N	100	100

An inconsistency with the null hypothesis is found when the probability of the outcomes occurring by chance is less than 5% (usually). Following an examination of the theory of the

analysis of the hypothesis “H0: There is no necessity of HRM based innovations during the course of recruitment.” And “H1: There is necessity of HRM based innovations during the course of recruitment.” the P value was determined to be less than 0.0001. A more systematic explanation is preferred above chance alone as an explanation for the facts, hence the null hypothesis is rejected and the alternate hypothesis accepted with provides the hypothesis result that during the process of hiring, innovations in HRM are necessary because of the requirement of change.

## 5. RESULTS

As the study questions and hypotheses are analysed and discussed, the findings might be understood as indicating that HRM-based innovations are required throughout the recruiting process. Big breakthroughs aren't what drives innovation. Little by little and with meticulous attention to detail, new ideas begin to take root and flourish. In order to guarantee that a hire can offer innovative thinking beyond good fortune, prioritise quality above quantity. As a result of innovation, a firm may distinguish itself from the competition and generate forward-thinking products and services in a specialised market. When a corporation considers itself to be visionary, it opens its eyes to what other companies across the globe are doing and fosters creativity. When interviewing individuals, hiring managers should keep creativity in mind (Colakoglu, et al., 2019). A company's culture, business practises, market position, and returns on investment are all directly influenced by employees with creative traits and expertise. Disparities may be discovered and corrected by comparing the findings with what management anticipated to be viewed by workers. Improved IWB and an increase in organisational creativity are envisaged as a consequence. This last step allows organisations to see how their scores stack up against those of their peers in the same industry. They gain an idea how their

innovation performance, their employees' actions and their employees' HRM system impressions compare to other firms and so possibly obtain useful information about how to remain competitive or even outdo their rivals in the long term. Best practises in human resources are all about creating an environment in which workers feel appreciated and satisfied (Baykal, 2020). Finding the ideal individuals to work for you is one thing; keeping them is quite another.

## 6. CONCLUSION

Incorporating employee views into an innovative HRM system is a novel and very relevant approach to the HRM-innovation relationship. In the end, this HRM system is compared and contrasted with other current HR systems. For this system, a measurement that has been tested and shown to be highly reliable in the provided sample should be considered reliable in all future samples. This is a pre-test for general testing of the measurement and statistical demonstration that for the given sample the views of innovation-focused HRM towards innovative work behaviour have a positive and substantial prediction power; Employees' perceptions of HRM should be based on the objective of promoting creativity and creative work habits, and enhancing organisational innovation, according to the current study. It explains what innovation entails and demonstrates that it all begins with people and their talents, knowledge, and skills. According to the findings, an organization's ability to innovate is enhanced when individuals and their skills are managed in the "correct" way. According to the findings of this study, companies that want to increase their workers' efficiency are given clear guidance for how to go about doing so. In addition, companies may see how their workers view HRM and what areas they believe HRM fails to concentrate on innovation, focusing to the provided metric.

### 6.1 Future Scope

Instead of relying on a cross-sectional approach, researchers should try measuring the variables in issue 55 across time in the future. Another shortcoming of this study is that it compares HRM system views and employee behaviours of today to the organisational innovation in the last two years. We may reasonably expect that it takes time for workers to adopt desirable behaviours and that it takes even longer for these behaviours to manifest themselves in real improvements to organisational innovation if all variables are measured with a lag. It is thus essential to conduct a long-term study.

### 6.2 Suggestions

If an innovation-focused HRM system's efficacy reaches an upper limit, or if it reaches a "punctuated equilibrium," more study is needed. Theoretically, views of HRM that focuses on innovation have a linear connection with actual innovation. A point may be reached when greater perceptions may not lead to improved invention any more since the effectiveness has been reached its maximum if the effectiveness is capped at a higher level. It is based on the idea that human resources management cannot solve all of an organization's problems on its own.

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