

Assaying new strategies for recruiting human capital in the Social Security Organization

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ABSTRACT

Recruiting human capital as one of the main sources of competitive advantage is a factor of survival and stability in organizations and is a necessity for any organization. Therefore, the selection and employment through the strategy of recruiting employees in organizations is very important.

The purpose of this research is to determine the style of recruitment strategy in Fars Social Security Organization, measure the effectiveness of the existing strategy and provide appropriate working procedures to improve the effectiveness of recruitment strategy in the organization.

For identifying the dominant style of staff recruitment strategy in the organization, our Research is a field one, a survey that uses the opinions of qualified managers and supervisors of the organization. We used Pearson correlation method to identify the correlation coefficient between employment test scores and employee performance evaluation.

The research findings include the dominant strategy style of recruiting from external sources in the organization (traditional strategy). Determining the weak correlation between recruitment test scores and evaluating the performance of newly hired employees has led to a decrease in the effectiveness of the recruitment strategy in the organization.

The results of the research provide constructive working procedures to improve and change from the current situation to the desired situation.

Keywords: recruitment strategy, Human Capital, Social Security

Introduction

Every organization tries to define criteria, indicators, patterns and strategies for recruiting the required human resource based on the nature, tasks and missions of the organization. Optimality of strategies can lead to recruiting the most qualified elements and forces in the organization and ultimately lead to its growth, promotion and excellence. It determines the scope, volume of work, nature and variety of missions, difficulty of work and the type of output of the organization's human resources. Therefore, the proportionality of the number of employees with organizational missions is one of the conditions for dynamism and change in that organization.

Human capital is a main source of competitive advantage of organizations. Employee recruitment strategy does not only mean selecting and hiring employees but also a tool to meet the behavioral needs

and special skills in organizations. (Koch et al., 2018) Human capital (labor force with knowledge and skills) is a tool for economic growth and development because it increases productivity and allows the benefit of technological advancement. (Dimitrova, 2021)

Recruitment strategy is a strategy that starts based on skills and through the selection and employment of individuals and then expands the skills of employees through development and learning programs and reward methods.

In our competitive world, the human element is one of the most important tools for creating change and survival of the organization and achieving the desired goals and missions. In the meantime, what gives life to change and ensures the survival of the organization is human resources. (Yang et al., 2020) Nowadays, the importance of human resources as knowledgeable and talented employees is enough obvious, especially in service organizations. Recruiting and retaining these resources is vital to the organization. (Amiri et al., 2021) Human resource management is a comprehensive approach to strategic management of key resources of the organization, namely human resources. Human resource management is not only a profit-oriented approach to employee management, but also a special approach to employee relations in terms of commitment and reciprocity of the relations. (Jiang et al., 2022) Human resources are the most important asset of an organization and their effective management is the key to its success. Organizational success is more likely if the policies of the employees of the organization are consistent with each other and have a significant contribution in achieving the goals of the organization and its strategic plans. (Bagheri et al., 2021)

One of the main components of human resource management is human resource recruitment, which includes the stages of planning, determining and supplying personnel. They must be prepared and employed through the legal process of admission and employment in various organizational jobs. If recruiting human resources is effective, it can keep any institution and organization alive regardless of size, industry, area or goals. (Hassanzadeh et al., 2021)

Most organizations consider the subject of recruiting and retaining the organization's human resources as important and fundamental, plan for it and spend a lot of cost in this regard. Therefore, one of the basic missions of human resource management of organizations is to attract and retain capable and specialized employees. The more the organization can attract and maintain the competent resources and use them more effectively, the more successful it is in achieving its goals compared to its competitors. (Buil et al., 2020)

The competition of organizations is not limited to making more profit, market share, etc., but all these cases are the result of a more important factor, namely, qualified human resources. This is a point the organizations have realized; they compete to recruit these resources and try to keep them and prevent them from leaving their service. Therefore, the optimal system of human resource maintenance causes a decrease in human resource turnover in long run, adds to the productivity of the organization and increases administrative health. (Pourramazan and Seyed Javadeyn, 2022)

In the modern changing world, work and employment require a new approach by employers and society, as well as a review of the concept of job quality and occupational well-being. Competition for qualified professionals makes working conditions one of the key aspects that is effective in recruiting a job position. (Su et al., 2021)

It is possible that an organization select with the best methods of hiring the most qualified people to serve it (recruitment system), then with different methods of evaluation and training increase the insight, skills and knowledge of these employees. However, if they are not well maintained during their service or more and better recruitments are provided in other organizations, it will make those individuals, especially experts, easily leave the organization and be attracted to those organizations. Consequently, the efforts and costs associated with hiring, training, equipping, and investing in people are wasted. (Daqati and Yaghoubi, 2016)

Therefore, recruiting human resources, as the main and most important capital in an institution or organization is very important. Jones et al. (2017) pointed out that the development of strategic planning in organizations causes the activities of organizations to be in line with standard principles. According to Hums and McLean (2018), the lack of strategic planning in the development of organizations is one of the problems of organizations. They believe that the organizations can achieve significant success by using

strategic planning. Hence, human resource development is a response to the growth of organizations and the wide-ranging changes that occur in these organizations and the competitive environment around these organizations.

Boxal and Purcell (2014) believe that the performance of human resource management in organizations leads to improved motivation, better performance and overall good coordination between employees and different components of the organization. Human resource management in any organization, regarding the environmental changes, cannot be a fixed environmental phenomenon. The actual performance of human resource management is directly associated with the internal and external environment of the organization and the coordination between these environments. (Lestari et al., 2020) On the other hand, researches in the field of human resources, including social security, are incomplete and this research has been done in details.

According to the development of the strategic plan of the Social Security Organization, the mentioned plan has been compiled in three levels of macro strategies, partial strategies and operational plans. In the strategic plan of the organization, eight strategies were approved as macro strategies of the organization. One of these strategies is the strategy of "developing the human capital of the organization through establishing a systematic relationship between the units in charge of human resources, targeted training and improving the quality of work life of employees." This strategy is the only macro strategy that specifically refers to human resources. One of the partial strategies of this macro strategy is "creating favorable competitive conditions in the recruitment and retention of human resources by reviewing the systems and methods of recruitment, promotion and compensation of service" which specially refers to the issue of recruitment and retention of human resource.

Examining the partial plans formulated in the strategic plan document of the organization regarding the recruitment and retention of human resources, indicates that the policies of this plan, such as reforming the payment system, paying attention to the welfare system, etc., are among the items in the organization's annual strategies and policies. However, these plans and policies have been just slogans without implementation. We can say that the strategic plan of the organization has paid special attention to the subject of human resources and specially its recruitment and retention.

The recruitment process is an intermediary process. In this process, job seekers (job applicants) and those who want labor force (employers) meet for the first time to determine their true ability to get a job and enter the organization during the next process (selection). Recruiting job seekers in general means searching for and finding a sufficient number of potential job candidates with significant merit so that the organization can select the most suitable individuals from among them to respond their job needs and to meet the needs of job candidates and job seekers.

Therefore, the lack of complete and comprehensive researches in this field causes that perceptions of human resources and applications of human resources do not occur properly. Given that human resources are a strategic resource for organizations, they are an important and integral part of strategic planning issues. Most organizational and human resource planning is strategic in nature. One of the main factors that have led to a new approach in strategic human resource planning is the trends of technological, social and economic changes and transformations in the internal and external environment of organizations. In the field of social security, there is no significant study on the human resources. Some researches in this area have only examined the impact of this category on decision-making structures in social security.

Research Methods

In the field of recognizing the dominant style of recruitment strategy, we have used the field method and considered the opinions of experienced managers and experts. We developed a questionnaire to collect information based on eight selected indicators of the Bamberger and Meshoulam model, which was more appropriate to the situation of the organization and the subject under study. The opinions of experts and managers of the organization confirmed its validity. According to Cronbach's alpha coefficient ($\alpha = 0.76$), the reliability of this questionnaire was also confirmed.

Regarding the population and the statistical sample, we have reviewed and recognized the existing status of the recruitment strategy by accessing the information of managers and experienced experts of the

organization. In this regard, we have selected about 20 qualified people, which is almost consistent with the statistical population with these characteristics in the provincial department general. We can say that almost a very high and acceptable sample has been considered in relation to the purpose of the research. To measure the effectiveness of the employment test in the organization, we have used real data and information contained in the personnel files of all newly hired employees in 2006 (50 people). Therefore, statistical sample populations are equal. In reviewing the information about the scores of the recruitment test and evaluating the performance of the staff, the researcher has used the documents in the personnel file of the staff.

Findings

The research findings concern the eight main research questions, summarized as the following results based on statistical analysis.

Table 1: Single-Sample t-test

Indicator	Number	Mean	Standard deviation	Standard error
Employees' creativity and innovation	20	2.3	0.80	0.50
Level of development and career support	20	2.2	0.76	0.50
Degree of employees competence	20	2.7	0.65	0.50
Holding organizational positions	20	1.85	0.81	0.50
Individual performance and skills without direct supervisor comments	20	1.90	0.85	0.50
Independence and freedom of action in the workplace	20	2.05	0.75	0.50
Work team and self-management	20	2	0.79	0.50
Carefulness of managers and personal officer in selecting and recruiting	20	2.25	0.78	0.50

As can be seen, in this test of means, we used a single-sample t-test, which was examined by criterion 3. The results show that there is a significant distance between $\mu = 3$ and the mean of the indicators with 95% confidence level. All indicators are less than the average ($\mu < 3$) and the result is that the dominant strategy in the current situation of the organization is a traditional strategy, so the first part of the main hypothesis is confirmable.

Hypothesis: There is a positive and significant relationship between the scores of recruitment test of volunteers before entering the organization and average appraisal scores of their annual performance after employment.

$R = 0.092$, which indicates that there is no significant relationship between recruitment test scores and the average appraisal scores of employees in different years. As we can see in the below table, there is a very weak relationship between them.

Table 2: Correlation coefficient test

Data	Characteristics	Recruitment test scores	Average performance appraisal score
Recruitment test scores	Pearson correlation coefficient	1	0.092
	The degree of importance of the two-way test	0	0.527
	The number of new employees	50	50
Average four-year performance appraisal score	Pearson correlation coefficient	0.092	1
	The degree of importance of the two-way test	0.527	0
	The number of new employees	50	50

As we can see in the above table, the p-value of the test with the null assumption is 527, which indicates the inability to reject the null assumption. In other words, the value of the linear correlation coefficient is close to zero, which in turn shows that there is a very weak linear relationship between the two variables.

Is there a significant difference in the scores of the recruitment test and the evaluation of the performance of new employees between the two groups of individuals with diploma and BSc degree?

According to the following tables and according to the findings of statistical analysis and t-test, we found that there is a significant difference between the recruitment test scores of diploma and BSc degree with 5% error and 95% confidence ($(\mu_1 - \mu_2) > 0$). As we can see, the average recruitment scores of diploma employees are more than to those with BSc. However, there is no significant difference between the performance evaluation scores of the diploma and BSc groups with 5% error and with 95% confidence level ($-0.70 \leq \mu_1 - \mu_2 \leq 0.18$).

Table 3: recruitment and appraisal test scores in terms of degree

Scores	Degree	Number	Mean	Standard deviation
Recruitment test scores	Diploma	26	64.65	6.625
Recruitment test scores	BSc	24	53.03	4.002
Performance appraisal scores	Diploma	26	28.64	0.7846
Performance appraisal scores	BSc	24	28.90	0.7825

Table 4: test scores in terms of assumption

Scores	Low limit with 95% confidence	Upper limit with 95% confidence
Recruitment test scores with assumption of equal variance	8.48.23	14.7729
Recruitment test scores without assumption of equal variance	8.5292	14.7260
Performance appraisal scores with assumption of equal variance	-.70534	+.18670
Performance appraisal scores without assumption of equal variance	-.70536	+.18673

Is there a significant difference in the scores of the recruitment test and the appraisal of the performance of new employees between the two groups of individuals who use the Shahed and free quotas?

Based on the following tables and the results of statistical analysis of t-test, performed between the employment test scores of the two groups with Shahed and free quotas, we found that there is no significant relationship between the employment test of the two groups of free and Shahed quotas (given 5% error and 95% confidence level and assuming a variance of $(-6.64 \leq \mu_1 - \mu_2 \leq +6.63)$ and without assuming the variance of $(-2.674 \leq \mu_1 - \mu_2 \leq +2.658)$). Thus, according to the same test and observation of statistical findings, we found that there is no significant relationship between the performance appraisal scores of the free and Shahed quotas groups, despite a 5% error and a 95% confidence level.

$0.3346 \leq \mu_1 - \mu_2 \leq +0.9553$ - (assuming equal variance)

- $0.00719 \leq \mu_1 - \mu_2 \leq +0.6279$ - (assuming no equal variance)

Table 5: Quota Test

Scores	Number	Mean	Standard deviation
Shahed recruitment test scores	7	59.07	0
Free quota employment scores	43	59.07	8.66
Shahed performance evaluation scores	7	29.03	0.238
Quota performance evaluation scores	43	28.72	0.836

Table 6: recruitment test scores

Scores	Low limit with 95% confidence	Upper limit with 95% confidence
Recruitment test scores with assumption of variance	-6/6498	+6/6587
Recruitment test scores without assumption of variance	-2/6745	+2/6587
Performance appraisal scores with assumption of variance	-0/33465	+0/95538
Performance appraisal scores without assumption of variance	-0/00719	+0/62793

Is there a significant difference in the scores of the recruitment test and the appraisal of the performance of new employees with different genders?

According to the findings of the statistical analysis of t-test, performed between the scores of the recruitment test of the two groups of men and women, we found that there is no significant relationship between the recruitment test of the two groups of men and women, despite 5% error, 95% confidence level and assuming variance equal to $-1.93 \leq \mu_1 - \mu_2 \leq +8.40$, without assuming the variance equal to $-1.507 \leq \mu_1 - \mu_2 \leq +7.975$.

Also, we performed t-test between the performance recruitment scores of the two groups of men and women and found that there is no significant relationship between the recruitment test of the two groups of men and women, despite 5% error and 95% confidence level with assumption variance equal to $0.74515 \leq \mu_1 - \mu_2 \leq +0.2762$ and without assumption of the variance equal to $0.76204 \leq \mu_1 - \mu_2 \leq +0.2931$.

Table 7: Recruitment test of two groups of men and women

Scores separately	Number	Mean	Standard deviation
Recruitment test scores (female)	37	59.91	8.36
Recruitment test scores (male)	13	56.68	6.68
Performance appraisal scores (female)	37	28.70	.788
Performance appraisal scores (male)	13	28.94	.786

Table 8: Scores of recruitment test for both groups of men and women

Scores	Low limit with 95% confidence	Upper limit with 95% confidence
Recruitment test scores with assumption of equal variance	-1/935	+8/403
Recruitment test scores without assumption of equal variance	-1/507	+7/975
Performance appraisal scores with assumption of equal variance	-.7451	+0/2762
Performance appraisal scores without assumption of equal variance	-.47620	+0/2931

Conclusion

In this research, in the field of recognizing the dominant style of human capital strategy in the Social Security Organization, we use the views of experienced managers and supervisors and field research and survey. According to the eight indicators of Bamberger and Meshoulam model, it became obvious that the strategy of recruiting human capital in this organization is traditional. We identified a weak correlation between the scores of the recruitment test and the performance appraisal scores of new employees by using the Pearson correlation test. It showed that the effectiveness of human resource recruitment strategy in the Social Security Organization is much lower than the organization's expectations. By providing constructive working procedures to improve and change the current situation and achieve the desired situation, it is suggested that according to Bamberger and Meshoulam model and the superior position of the contractors' strategy from external resource, the senior managers of social security organization should provide condition that use contractors' strategy in recruiting human capital, and since human capital is considered

as a factor of survival, stability, and competitive advantage in any organization, the choice of contractors' strategy in this organization is very important.

In this regard, we should use new strategies for identifying creative individuals, such as:

- brainstorming methods
- using different competency models
- using questionnaires and new interview patterns of evaluators
- using new patterns of selection of people by observing the principle of proportionality of job and employee
- using employee compensation systems
- applying new innovations in identifying employee creativity to be used in Japanese companies
- adopting new policies in identifying and recruiting elites and specialized manpower
- using curran, dave 's new perspectives and attitudes
- applying new techniques in psychometric tests and new methods of electronic hiring.

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