



## EFFICIENCY OF THE EMPLOYMENT PROCESS

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<p><b>Received:</b> 30<sup>th</sup> March 2022 <b>Accepted:</b> 28<sup>th</sup> April 2022 <b>Published:</b> 10<sup>th</sup> June 2022</p>	<p>HR is usually one step in digital transformation, and AI is now offering an opportunity to catch up. AI can help eliminate repetitive tasks, speed up talent search, reduce attrition and improve employee engagement. Algorithms train themselves to simulate human behavior and reimagine the experience of workers. Recent years have seen an increase in the number of companies outsourcing their core functions; Therefore, there are also opportunities within HR consulting. Human Resources is a very popular and highly competitive profession with graduate plans being among the most underwritten. Your level of focus on HR will vary from scheme to scheme, though some are based solely on the HR department and extend the candidate's experience to other functions such as: marketing, administration, and more. HR has a large scope for specialization and development within a particular HR function (eg: development, equality, diversity, employment, selection...etc) and with specialization comes additional responsibility and reward. Human Resources (HR) is one of the most important "assets" in your business. The people who make up your organization go a long way to success, whether they are employees, managers, consultants, or others. HR refers to recruiting and managing people, in accordance with the law, and therefore, the practice of HR requires knowledge of the laws that affect your workplace – at the federal, state, and local levels, in addition to legal compliance, HR covers the art of running your business internally.</p>

**Keywords:** Efficiency, recruitment process

### RESEARCH PROBLEM

Organizations, in general, always need to recharge their needs in terms of appropriate and appropriate diversity of human resources: re-engineering in terms of recognition of diverse brands, the right amount of specialists urges the best practice, and the wrong choice urges to hire individuals in a way that is unreasonable for organizations and professions that It can be accessed in associations and points of various individuals who do not likewise fit; It causes a similar error, leading to business downtime and job confusion and over-costing workers and employees to what it should be, especially to non-certified ones. It depends on the work of non-nationalists, whose wages are usually higher than that of graduates of Lebanese society, which recognizes the possibilities of assimilation of graduates, and they must also worry about the human component of the nation as a true institution of associations. During one of the exams and when presented by the First Pillar Major General in Jeddah, Dr. "Mohammed Saad Al-Hazmi", President of the General Assembly for Trade and Industry in Jeddah, confirmed that he must transmit a study on the human element by the authorities in countries or associations, and the study also showed that there is no Regularity in the recruitment curriculum followed in Saudi Arabia,

part, which maintains the retention of Saudi graduates in the private field, and in this way, the ability and preparation of openings that can be accessed in a particular special section...Moreover, promoting the vital needs of personnel working intent to distinguish between What is required of the quality of work and what is the supply between them within the association, in the event that the result is a surplus in the business is the association that sent and canceled the work, or if the result is a shortage, the necessities must be given the expected human assets to fill the need, and the arrangement there to make a decision requirements Assembly of persons in a time frame, a period which is secured by arrangement, a year regularly.

### 3 .The purpose of the research

It turns out that it is important to highlight in this test on bad recruiting and the best approach to creating answers to evade work mistakes and preserve the spirit of the entire group, as an exploration led by "Harvard" magazine distributed on the DAYS website that the results of the terrible work on ensuring the group is expansive, and the report said that what Up to 80% of representatives are affected by incorrect purchasing choices, and many administrators consider this to be the most serious risk of wrong commercial choices. Faulty data at the primary stage (test and



meet) prevented bosses from settling for wrong choices.

#### 4 .Research Hypothesis

The hypothesis of this author is that there are errors in the way of working which is authorized by the chief in charge of the work which will affect the housing finances. There is also an absence of the exceptionally talented and qualified Lebanese workforce. In addition, there are weaknesses with regard to making laws that arrange with people. The educational programs will serve as a study in an example of Lebanese institutions to find truth and learn.

#### 5 .Importance of research

The topic of exploration is the registration in a sample of Lebanese institutions and its selection as a model for recruitment procedures, being one of the most veteran Lebanese lodges, and because of its importance in relation to its strategy with most hostels in Lebanon, and it is necessary in addition to correcting the aspects of control carried out by some administrative officials and not seeking to follow The registration approach is given the factors that can be accessed and work from within the general public, which leads to the squandering of all relevant funds. Haier Wright's investigation shows that approximately 66% of the work at EMEA James Randall, Regional Sales Director Middle East for Haier Wright Representatives for the UAE Hiring outsourcing representatives can be a lengthy and time consuming procedure, and it will be The final option is an experienced touch.

#### 6 .Research limits

-The research in your hands is objectively limited to how the recruitment department interacts to support the organization's finances by increasing the effectiveness of the recruitment process.

The search is limited to a period of six months.

-The research is limited to the directors of the human resources department and the directors of the administration department in the research sample.

#### 7 .Research Methodology

This research paper will depend on the survey method for a certain group of Lebanese institutions from different Lebanese regions. The interview method was used for the human resources managers, and the interview consisted of the specific questions.

One reason for this popularity is the assumption that human resource management is a source of competitive advantage and will affect organizational results and performance in a positive direction. The thesis takes a closer look at the putative relationship between HRM and performance. The main idea behind the performance assumption in HRM is that HR practices influence the attitudes and behavior of employees,

which additionally affects operational performance, such as: productivity, quality, and innovation, which in turn have a positive impact on financial and market performance. A large number of empirical evidence supports this positive relationship between human resource management and organizational performance. However, there are also critics who comment on methodological limitations in the research field. Because of these methodological limitations, empirical evidence for a positive association has been weakened. These limitations include: the number of respondents, their role in the organization, research design, analysis implementation, and interpretation, lack of interest in influencing variables, and the possibility of an inverse relationship. The field of research suffers in particular from the lack of longitudinal designs and the fact that almost all research is quantitative in nature. In addition, some studies have found evidence to suggest that the potential gains made through human resource management can be offset by the associated costs.

The first topic

Define human resource management

First definition:

According to Al-Moussawi (2000 AD) (), the human resource department was defined as "the department responsible for increasing the effectiveness of human resources in the organization to achieve the goals of the individual, the organization and the society." Human resource management includes conducting job analyzes, planning employee needs, hiring the right people to work, and directing and training Managing wages and salaries, providing benefits and incentives, appraising performance, resolving disputes, and communicating with all employees at all levels. Examples of core qualities of HRM are extensive industry knowledge, leadership, and effective negotiation skills, formerly called Personnel Management.

Second definition:

Human Resource Management (HRM) is the term used to describe formal systems that are designed to manage people within an organization. The responsibilities of the human resource manager fall into three main areas: recruitment, employee compensation, benefits, and work identification/design. Basically, the purpose of human resource management is to increase the productivity of the organization by improving the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world, as Edward L. Gubman in the Journal of Business Strategy, "The primary mission of HR will be to acquire, develop, and retain talent; align the



workforce with business; and be an excellent contributor to business. The challenges will never change. Until fairly recently, the HR department at The organization is often subject to the downward steps of the corporate hierarchy, though its mandate is to recharge and nurture what is most legitimately cited as the organization's greatest resource, its workforce. But in recent years, the importance of recognizing the importance of resource management has increased. Human Resources for Hotel Public Health This recognition of the importance of human resource management extends to small businesses, although they generally do not have the same size of human resource requirements as larger organizations do, they also face personnel management issues that can have a critical impact on Business Health As Irving Borstner commented in Small Business: "Hiring the right people; and train them well; It can often mean the difference between a livelihood scratch and steady business growth." Employee problems don't discriminate, while you can find them in all businesses, regardless of size.

The term human resources first appeared in the 1980s in the United States. Against the backdrop of increasing pressure on companies due to globalization and technological developments, academics from a number of disciplines have begun to look at people and how they are employed and managed in organizations from a new perspective. This thinking converged and developed into what became known as human resource management. Depending on the theoretical foundations of human resource management in strategic management and organizational behavior, the objectives of human resource management were defined, as follows (Syed, 2012):()

- Support the organization in achieving its goals by developing and implementing human resource strategies that are integrated with the business strategy.
- Contribute to the development of a high performance culture.
- Ensure that the organization has the talented and skilled people and the participation it needs.
- Establishing a positive employment relationship between management and employees and a climate of mutual trust.
- Encouraging the application of an ethical approach to people management.

Since the 1990s, the term strategic HR has become popular rather than just human resources. This is done to emphasize the goal of aligning HR policies and practices with the interests of the organization more generally. However, according to some commentators this has resulted in an imbalance in many

roles that are expected to focus on performance with greater emphasis on "being a strategic, business partner", at the expense of partner people actively interacting with the needs and concerns of managers and employees in general and listening to her. The constant challenge for HR is the importance of demonstrating that the application of good HR practices contributes to improving the performance of the organization. The motive was to demonstrate that human resources rather than being a cost to the organization "add value". Most research in this area is based on the premise that good HR practices enhance employee motivation and commitment, which in turn positively impacts productivity and performance. The term human resource management has largely taken over from personnel management, which has taken over from earlier terms including labor or welfare management. In the eighties, against the backdrop of economic stagnation and increasing pressures on companies; Due to globalization and the accelerating pace of change brought about by technological developments, a number of academics have begun to think of people in organizations from a different perspective. A combination of this thinking evolved into what became known as human resource management.

The second topic

Human resources as a competitive advantage

Relying on HR to hire the best employees, design appropriate and effective training programs, and create successful retention programs can give your company a competitive advantage. As competitors struggle to maintain an experienced and motivated workforce, your company can focus more on productivity and sales. HR professionals are spoiled by the kinds of skills and experience they bring to work, and many of them are managers who are good at processing payroll and implementing benefits programs, but are no more in a position to command than their position in the business. You can upgrade your HR department to include recruitment professionals who also understand your company's strategic roles and can play an essential role in shaping your business success. HR staff at the executive level can help design job descriptions and training programs, advise on where to find the best candidates, and participate in determining salary levels that will lead to the recruitment of the best new hires according to the Transcendent (2012AD) ( ), the resource department is often given Human job descriptions are asked to fill the positions. Salaries are predetermined, and HR personnel have little or no input into the hiring process. To take advantage of the HR professional's insights, you must bring the HR manager into the hiring process more comprehensively. Some



companies may seek to increase the wages of their workforce if they see that they are characterized by loyalty and commitment.

#### Employment concept

According to Al-Marwani (2005) (), pre-planning is "drawing a future picture of what the business will be like, and drawing up the appropriate policies and procedures to reach the desired goals and objectives in the least possible effort and cost." When human resource planning indicates the need for additional work, organizations have a number of options to choose. This may be the first step in the large-scale recruitment and selection process, but sometimes, hiring additional employees is not the best way to get additional work. It may be appropriate for an organization to consider alternatives to hiring, such as outsourcing or emergency work, rather than hiring regular employees. If this is a temporary fluctuation in workload, the simplest solution may be part-time or overtime work by existing employees. Recruitment and selection costs can be staggering. Recruitment of new employees should take place only after careful consideration and only when the organization anticipates a long-term need for additional work. Estimates of the cost of replacing supervisory, technical, and administrative personnel range from 50 percent to several hundred percent of employee salaries. Careful human resource planning must take into account the organization's overall growth projections and accurately forecast future business needs. Staffing planning begins only when other alternatives are considered and eliminated.

#### The first topic

##### Definition of Employment

According to Alyan (2007)(), recruitment is defined, "as the activity that requires the announcement of vacancies and the enticement of qualified individuals to work in the organization, then the selection and appointment of the best advanced elements, in order to achieve the objectives set." The traditional way to advertise a vacancy was to send a job notice on the HR bulletin board; There is no doubt that this is the origin of the term job posting. Today, many organizations post jobs electronically via intranets across the organization or send emails to all employees about the vacancy. Other employers publish job brochures or distribute job advertisement brochures. Whichever method is used, the job advertisement must include information about the job, the qualifications required, and instructions on how to apply. It is important that the job advertisement be available to all employees. Adequate job posting can ensure that minority workers and other disadvantaged groups are aware of opportunities within the

organisation. The downside of the job is employee mockery that occurs when open jobs are posted, but in reality, the organization has already selected a strong internal candidate, such practices create resentment and mistrust among employees when they believe that job posting is just a formality with few opportunities. real progress.

#### The second topic

##### Recruitment principles and stages

According to Wassila (2004 AD), corporate recruitment is an interesting field. There are no books titled Recruitment Theory or Principles of Strategic Recruitment. As a result, most recruits tend to get their way rather than follow a more specific set of rules or principles. There is no official recruiting body in "codification" of established practices. In this article, I try to help solve this problem by compiling a list (from 35 years of experience in this field) that can serve as the basis for your actions. Of course, the principles are guiding principles to guide you in the right direction. Remember to change your direction, depending on the state of your business and global location.

Here is a list of principles, laws, or guidelines to help you design and implement effective recruitment strategies and methods:

A well-defined strategy. The foundation of any hiring effort is a clear and clearly defined strategy that articulates the brand's message, target candidates, primary sources, and the most effective closing techniques (who, what, when, and how). Poorly defined or communicated strategy elements result in wasted resources and under-employment. Additionally, the best strategies have the potential to "shift" with the economy and changing demand for candidates.

The pipeline approach. The most effective recruitment approach is to build a steady stream of applicants (a pipeline). In order to build an ongoing "talent pipeline," use a "before need" approach that includes workforce planning, branding, ongoing sourcing, and onboarding.

-The most effective recruitment methods are compared and clearly outperform the company's talent competitors. As competitors will quickly copy the most effective approaches, it is necessary to constantly evaluate side-by-side of your "yours versus theirs". A sub-principle applies to candidates; Because the best is always in high demand, if you don't have to literally "fight" for the candidate, in most cases, you don't have the best candidate in the field.

-The highest-impact approach and long-term recruitment strategy is recruitment branding, the process of building your external image as an excellent place to work. By making it easy for potential applicants





to read, hear or see the factors that make working in your organization exciting, you can dramatically increase the number and quality of applicants over a long period.

-Global. For jobs that require high talent, this process should have a global recruiting capacity. This is because the best talent is not likely to live within commuting distance of your business.

-Targeting "non-working" people. Best Recruitment Processes are designed to successfully identify and hire existing senior staff. This means that the process needs the ability to identify and persuade working individuals who work for your competitors and may not be actively looking for a position. Unfortunately, most corporate recruitment tactics are designed to attract "active" candidates.

-Speed. Making quick hiring decisions is essential, whenever a high-demand candidate decides to make a job change. Top candidates should be recruited using a "them" schedule, research shows that top candidates are out of the market in less than half the typical time for companies to fill the void.

-Sources are critical. If you are not using sources that attract a high percentage of top performing players; It is unlikely that you will make a high-quality hire. After the job description of the workforce, effective sourcing is the most important component of the hiring process. In general, the most effective source is employee referrals. Other sources that are effective but not used include recruitment for professional events and competitions. Using ineffective sources means that you have to spend large amounts of time and money on screening candidates in order to avoid poor hire. The source used is transfer, depending on the type of filter required for this position. Unfortunately, many recruiters use the same exact supply system for every job.

Data-driven decisions. Make basic decisions about sources, screening tools, and people to hire based on facts and data, not emotions or even common practices. Making decisions based on objective data helps remove biases and leads to the hiring process for more consistent, reliable, and high-quality results. It is also true that in a rapidly changing world, "what works" changes so quickly that hiring practices quickly become obsolete. Unfortunately, rather than being a small part of recruiting decisions, emotions and "the way we've always done it" tend to dominate corporate decision-making.

-Building a culture of employment. Adopt the most effective approach to a company-wide "employment culture", where each manager and employee is a recruiter, because of their constant

communication and interaction with external talent, everyone must play an important complementary role in identifying talent and spreading the employment brand. The most effective recruitment strategies convince employees to be Scouts 24/7, making every employee a recruiter.

Candidate-centric approach. Focus the process on the candidate's needs, job selection criteria, and the candidate's experience. An important part of recruiting is "selling" the candidate when applying for job acceptance. At least in part, hiring must follow customer relationship management (CRM) and sales and marketing models. Often, the number one reason candidates turn down job offers is the way they have been treated during the hiring process. It is also important to note that candidates may be current or future clients, so being poorly treated can directly affect future earnings.

Determining the priorities of jobs and objectives. Effective recruitment processes maximize resource utilization by identifying and focusing on positions with the highest commercial impact, generally this means income generating and revenue impacting jobs, as well as jobs in high-margin, rapid growth business units. The process should also target high-impact, high-performing, creative individuals.

-Managers are the delivery system. Although the company staffs the process, managers "deliver" and implement much of the process. As a result, hiring managers must understand its elements and support their implementation accurately. You have to effectively demonstrate to individual hiring managers that they will struggle whenever a bad hire or "chair butts" are made. Therefore, hiring should make a strong business process for individual hiring managers that convince them of the importance of executing the process thoroughly. The most effective way to influence hiring managers is by converting hiring outcomes into their dollar impact on each individual's revenue and earnings.

-Diversity. An effective staffing process must include enough variation and customization to meet the unique needs of diverse individuals from around the world. Diversity and inclusion have become not just legal terms, but become important components in building global sales.

-Selling applicants. The best recruiters build "relationships" with potential applicants over time in order to increase the level of trust and benefits. Unfortunately, there would be no compelling job benefits or advantages for high applicants without this level of confidence. Since all candidate screening processes have flaws; Extending the assessment process over time will allow you to learn more about the



candidate and reduce the chances of getting a bad visa. The best curricula are designed to take advantage of the fact that a target candidate's willingness to consider a new job changes very rapidly, as a result of changes in their job and organization.

-Technology. The best processes rely heavily on technology and the web in all aspects of the hiring process. Technology can improve screening, increase hiring speed, reduce costs, and provide a company with worldwide hiring capacity.

-Merging. Recruitment processes must be integrated with other HR processes. Recruiting processes operating independently rather than in harmony with other HR functions such as transfer and compensation will result in diminishing results.

Talent shortage. Although industries often face talent shortages, individual companies can already have a surplus of candidates if they have a strong labor brand, a large referral program, and a voter-friendly recruitment approach. For example, great movie stars rarely have a hard time getting "dates" even when the average "Joe" can't find one, talent shortage is relative and depends on your image and what you offer.

Remote work options. Offer candidates remote work options a significant increase in the pool of candidates. Companies that have the ability to manage candidates operating from remote locations have a distinct competitive advantage, and they can attract top performers who do not live in the area and who want to work.

In order to increase efficiency in recruitment and retention and ensure consistency and compliance in the recruitment and selection process, it is recommended that the following steps be followed. Details for each step include minimum recommended best practices, to attract a pool of talented and diverse applicants:

Step 1: Identify the vacancy and assess the need.

Step 2: Develop the description for the site.

Step 3: Develop a staffing plan.

Step 4: Determine the search committee.

Step 5: Develop the job and implement the staffing plan.

Step 6: Review the applicants and develop the shortlist.

### **FIRST: THE CONCLUSION**

-The reliance of the research sample on the employment of foreign workers, which ranges between 7%-24% in small jobs.

-A percentage ranging between 93%-76% of the employees are from the Lebanese community,

based on highly qualified jobs; Which reflected positively on the finances of the sample of cases, as these jobs need individuals with academic, scientific, and practical qualifications, which are very costly in the case of reliance on foreign workers.

-The author found that there is a case of discrimination in treatment on the basis of age among individuals applying for positions, by stipulating that human resources managers require a certain age group.

-According to the Lebanese Labor and Labor Law, the failure to employ pregnant women is considered a violation of that law, as it gives the pregnant woman the human rights and guarantees her right to employment.

-The author found an unprofessional impression in the process of selecting candidates for a job application; The committees depend on the first impression in the selection, and this may cause the loss of some individuals with high qualifications and qualifications without a real test, which adds a burden on the finances of the research sample.

-It was observed that the directors of employment affairs in the research sample depended on friends and relatives to nominate those who wish to submit an application for employment, and this process defines the framework for selecting and attracting talent and making it short on the side of favoritism.

-The researcher found a case of discrimination by hiring managers to exclude candidates according to their physical characteristics, as well as those who had previously been arrested.

-The researcher found that the research sample did not go to support recent graduates who are not the first in jobs or to create intensive training programs, as the employment of graduates from among the first was a common strategy among all the institutions of the research sample.

The lack of oversight over the labor sectors by the concerned authorities during the appointment process, due to a lack of understanding of the importance of the percentages of Lebanese participation in the sector, equality, and non-discrimination between individuals applying for jobs.

-The existence of a profit in the balance sheet for the last two years for all the research sample, does not necessarily mean that the profits are within the level of ambition. Successful recruitment practices and methods for those responsible for hiring give the hotel the opportunity to maximize profits to the highest possible level.

### **SECOND: RECOMMENDATIONS**



Based on the foregoing, the researcher recommends several recommendations:

1 .Refer to the Lebanese labor law, which stipulates that there is no discrimination in treatment between job applicants or employees of the organization on the basis of age, in a way that guarantees fair opportunities for everyone to earn a living.

2 .Stay away from favoritism because of its negative impact on the workflow, and increase the financial costs in case the employee is incompetent on the basis of placing the wrong man in the right place.

3 .Work on developing an accurate, feasible and in-depth mechanism for selecting people and not falling into the trap of the first impression.

4 .Returning to the labor law of the Lebanese state, which stipulates giving and guaranteeing the right of pregnant women to work, and setting a condition that requires them to be employed on the basis of no harm or damage, because there is insurance for these cases.

5 .Avoiding discrimination in the recruitment process, by requiring physical characteristics or whether or not the candidate has been previously arrested.

6 .The legislature is responsible for enacting laws criminalizing any form of discrimination in the treatment of organizations, in addition to obligating it to establish credible procedures to test individuals applying for jobs, because there is an urgent need for guidance on the rules of selection and employment. There is no mention of what obligates the judiciary or the Ministry of Labor to form committees in the Lebanese Labor Law that are concerned with protecting individuals from discrimination in treatment.

7 .By adopting the sixth paragraph of the above recommendations, eliminating it is the responsibility of forming multiple committees concerned with the affairs of individuals and protecting them from abuse by the management of organizations to prevent the process of exposing them to discrimination in treatment, in a way that guarantees their rights to employment according to fair standards and also has the powers to resolve disputes and reconcile between the two parties before Presenting cases before the courts according to the principle of compromise or the principle of financial settlement.

8 .The Syndicate of Professions and Workers shall establish a website showing all the details relating to all establishments; In order for the job applicant to have an idea of the institution to which he is applying for a job.

9 .Work on formulating a clear recruitment, promotion, compensation, and retention mechanism to

be adopted by all institutions in Lebanon, whose pillars are transparency, efficiency and ambition.

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