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1 Breaking Through the Recruitment Barrier: Key Challenges and 2 Proven Strategies for Hiring Managers

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6 Abstract

7 ABSTRACT In today's competitive job market, having the right strategy is crucial for hiring
8 and onboarding top talent. A recent survey conducted with 200 participants revealed that
9 there are several important pillars of the hiring process, including compelling outreach
10 messaging, the use of scheduling tools, training and upskilling opportunities, employee growth,
11 employer branding, and clear communication. By focusing on these pillars, recruiters can
12 achieve better and more efficient results during the recruitment process. This paper aims to
13 address the challenges faced by job seekers, and leverages the insights of corporate
14 professionals, recruiters, and hiring managers across diverse industries to identify six strategies
15 that can simplify the hiring process for recruiters.

17 *Index terms*— hiring, recruitment, job search, talent, human resource, on boarding, talent sourcing, jobs,
18 recruiter, hiring manager.

19 1 I. Body

20 he recruitment market has been significantly impacted by the COVID-19 pandemic in the last two years. The
21 pandemic has led to an increase in unemployment rates and a decrease in job opportunities, which has resulted
22 in a highly competitive job market for both job seekers and employers. In addition, remote work has become
23 more prevalent, making it easier for companies to hire candidates from anywhere in the world.

24 There are different category of candidates in the market that recruiters have to target: It's important for
25 recruiters to understand the different categories of candidates and tailor their recruitment strategies accordingly.
26 For example, strategies for attracting Gen Z candidates may differ from strategies for attracting older candidates,
27 and strategies for engaging with passive candidates may differ from strategies for engaging with active candidates.
28 Some of the usual challenges faced by recruiters:

29 1. Attracting and retaining top talent: With the highly competitive job market, recruiters are struggling to
30 attract and retain the best talent for their companies. 2. Managing large volumes of applications: Recruiters
31 are often inundated with large volumes of applications, which can be time-consuming and challenging to manage
32 effectively. 3. Ensuring diversity and inclusion: Diversity and inclusion have become increasingly important in
33 the workplace, and recruiters need to ensure that their hiring processes are inclusive and bias-free. 4. Adapting
34 to new technologies: The recruitment industry is constantly evolving, and recruiters need to stay up-to-date with
35 new technologies and tools to remain competitive.

36 Here are some of key strategies used by recruiters: Overall, the recruitment market in the last two years
37 has been impacted by the COVID-19 pandemic, and recruiters are facing challenges related to attracting and
38 retaining top talent, managing large volumes of applications, ensuring diversity and inclusion, and adapting
39 to new technologies. To overcome these challenges, recruiters are using strategies such as employer branding,
40 candidate relationship management, data-driven recruitment, collaboration with hiring managers, and inclusive
41 hiring practices.

42 2 II. Review of Literature

43 Recruitment is the process of finding and attracting qualified candidates for job openings. It typically involves
44 various stages, such as job posting, sourcing, screening, interviewing, and selecting candidates. Recruitment may

45 be done in-house by a company’s HR team or outsourced to external recruiters or staffing agencies. The goal
46 of recruitment is to find the best fit for the position and the organization, taking into account factors such as
47 skills, experience, qualifications, culture fit, and diversity. Effective recruitment strategies involve understanding
48 the needs of the organization and the job, as well as the preferences and motivations of different categories of
49 candidates.

50 ? According to a study published in the *Journal of Business and Psychology*, one of the biggest challenges
51 facing recruiters is identifying and selecting the best candidates from a large pool of applicants. This challenge is
52 exacerbated by the fact that many candidates may not fully represent themselves in their application materials,
53 making it difficult to assess their true qualifications and fit for the position (Johnson & Sackett, 2019). ? In
54 a study published in the *Journal of Applied Psychology*, researchers found that recruiters often struggle with
55 identifying and overcoming unconscious biases in their hiring processes. These biases can result in discrimination
56 against certain groups of candidates and may also limit the pool of potential candidates (Dovidio et al., 2019)
57 A study published in the *Journal of Business and Psychology* found that job seekers place a high value on job
58 characteristics such as pay, benefits, and job security. They also place a high value on job characteristics related
59 to work-life balance, such as flexible work arrangements and supportive management (Sturman et al., 2019).

60 According to a study published in the *Journal of Vocational Behavior*, job seekers are increasingly interested
61 in organizational culture and values, and they seek out organizations that align with their own values and beliefs.
62 This is especially true for younger job seekers, who tend to prioritize social responsibility and environmental
63 sustainability (Briscoe et al., 2019).

64 In a study published in the *Journal of Applied Psychology*, researchers found that job seekers place a high
65 value on the reputation of the organization they are applying to, as well as the perceived fit between themselves
66 and the organization. Job seekers are more likely to accept a job offer from an organization with a positive
67 reputation and that aligns with their values and preferences (Cable et al., 2019).

68 A study published in the *Journal of Organizational Behavior* found that job seekers place a high value on
69 opportunities for career development and growth. They seek out organizations that offer training, mentoring,
70 and career advancement opportunities (Hmieleski & Ensley, 2019).

71 It is also important to understand the future of recruitment. Here are some of the important highlights found
72 so far.

73 ? According to Schramm and Wischniewski (2020), emerging trends such as artificial intelligence, virtual
74 reality, and the gig economy are expected to significantly impact recruitment in the near future.

75 3 III. Research Design and Methodology

76 To gain a better understanding of the recruitment process, we conducted two surveys. The first survey consisted
77 of 10 questions (see Appendix) and was completed by 200 participants who are primarily involved in recruiting
78 and interviewing candidates. The objective of this survey was to identify the top three challenges faced in the
79 recruitment process.

80 The survey questions were designed to cover various steps in the recruitment process, including candidate
81 sourcing, outreach, candidate review, scheduling interviews, sharing results, and offering compensation.

82 To identify effective strategies for recruitment, we conducted a second survey with questions related to personal
83 branding, employer branding, inclusive hiring practices, and data-driven recruitment. Participants were asked to
84 draw on their professional knowledge and experience to respond to the survey.”

85 4 IV. Participants

86 A survey comprising 10 questions was sent to 200 participants. The participants are recruiters, hiring managers,
87 and corporate professionals actively involved in recruiting, interviewing, and helping job seekers land their dream
88 jobs. They are based in companies in the United States.

89 5 V. Analysis, Discussion and Findings

90 We asked 200 participants involved in the recruiting and interviewing of candidates about the primary obstacle
91 they face when it comes to attracting high-quality candidates. From the responses, it can be concluded that a
92 significant percentage of recruiters face the challenge of limited outreach channels and networks. This indicates
93 that there is a need to explore and expand outreach channels and networks to attract high-quality candidates.
94 The second biggest obstacle reported was competition with other employers, followed by limited candidate pool
95 and limited budget for recruitment. Therefore, employers should focus on differentiating themselves from their
96 competitors and expanding their candidate pool to attract high-quality candidates.

97 We asked respondents to identify the biggest challenge they face when creating outreach messages to potential
98 candidates. The most common response was ensuring messages are compelling and engaging at 37%, followed by
99 identifying the best channels for outreach at 27%, personalizing messages to each candidate at 24%, and ensuring
100 messages are reaching the right candidates at 12%.

101 We asked participants about the most challenging aspect of evaluating candidates’ skills and experience.
102 The options provided were assessing fit with company culture, managing a high volume of resumes, evaluating
103 candidate qualifications and experience, and conducting effective reference checks. Based on the responses, 35%

104 found assessing fit with company culture to be the most challenging aspect, followed by 30% who found evaluating
105 candidate qualifications and experience to be the most difficult.

106 Evaluating candidates' skills and experience can be a daunting task, but assessing fit with company culture and
107 evaluating qualifications and experience were the two most challenging aspects for the participants. This suggests
108 that companies should focus on developing effective strategies for evaluating these factors in the recruitment
109 process.

110 We asked participants what their primary challenge is when scheduling interviews with candidates. Out of
111 the four options, 37% of participants chose "Finding mutually convenient time slots", 22% chose "Managing
112 scheduling conflicts", 28% chose "Communicating interview details effectively to candidates", and 13% chose
113 "Ensuring interviewers are available at the scheduled time". Based on the responses, it appears that finding
114 mutually convenient time slots is the biggest challenge for scheduling interviews.

115 We asked participants what the most challenging aspect of communicating interview results to hiring managers
116 is. Out of the four options, 27% of participants chose "Providing a balanced evaluation of candidates", 33% chose
117 "Communicating feedback effectively", 18% chose "Managing hiring managers' expectations", and 22% chose
118 "Ensuring accuracy of the interview results". Based on the responses, it appears that the biggest challenge is
119 communicating feedback effectively to hiring managers.

120 We asked participants what the most difficult aspect of making an offer to a candidate is. Out of the
121 four options, 23% of participants chose "Negotiating compensation and benefits", 28% chose "Ensuring that
122 the candidate accepts the offer", 36% chose "Creating an attractive offer package", and 13% chose "Managing
123 expectations of the hiring manager and candidate". Based on the responses, it appears that creating an attractive
124 offer package is the biggest challenge.

125 Employers may want to focus on creating comprehensive and appealing offer packages that include not only
126 salary and benefits but also opportunities for growth and development, work-life

127 **6 Global Journal of Management and Business Research**

128 Volume XXIII Issue V Version I Year 2023 () A © 2023 Global Journals balance, and other non-monetary
129 benefits. This can help to attract top talent and ensure that offers are accepted.

130 When asked about the most crucial factor in retaining top talent. Survey participants identified "Opportunities
131 for growth and development" as the most crucial factor in retaining top talent, with 36% of respondents choosing
132 this option. "Strong company culture and values" was the second most popular response, chosen by 28% of
133 participants. "Competitive salary and benefits" and "Supportive leadership and management" were chosen by
134 21% and 15% of respondents, respectively.

135 One of the survey questions was about the primary challenge you face when creating a diverse and inclusive
136 workforce.

137 Survey participants identified "Ensuring that hiring processes are unbiased and inclusive" as the primary
138 challenge in creating a diverse and inclusive workforce, with 42% of respondents choosing this option. "Creating
139 a culture that supports diversity and inclusion" was the second most popular response, chosen by 27% of
140 participants. "Finding diverse candidates to fill open positions" and "Measuring the effectiveness of diversity
141 and inclusion efforts" were chosen by 19% and 12% of respondents, respectively.

142 When asked about the most challenging aspect of using data to inform recruitment decisions. Survey
143 participants identified "Interpreting data accurately" as the most challenging aspect of using data to inform
144 recruitment decisions, with 38% of respondents choosing this option. "Collecting and analyzing relevant data"
145 was the second most popular response, chosen by 32% of participants. "Overcoming resistance to datadriven
146 approaches" and "Ensuring data privacy and security" were chosen by 19% and 11% of respondents, respectively.

147 These results suggest that accurately interpreting data is a key challenge when using data to inform recruitment
148 decisions. Companies may want to invest in training programs to help their recruiters and hiring managers
149 improve their data analysis skills.

150 In response to the most difficult aspect of providing a positive candidate experience, survey participants
151 identified "Providing clear communication throughout the recruitment process" as the most difficult aspect of
152 providing a positive candidate experience, with 39% of respondents choosing this option. "Managing candidate
153 expectations" was the second most popular response, chosen by 28% of participants. "Offering an engaging and
154 positive candidate experience" and "Ensuring that candidates have a fair and unbiased experience" were chosen
155 by 20% and 13% of respondents, respectively.

156 **7 VI. Conclusion**

157 There are certain challenges in recruiting quality talent; however, there are strategies that can help a recruiters,
158 and hiring managers get better results in hiring talent. Based on this study, the following are four strategies for
159 navigating the hiring process.

160 **8 Employers**

161 should consider implementing scheduling software or tools to streamline the interview scheduling process and
162 make it easier to find mutually convenient time slots for both the interviewer and candidate.

9 Employers should invest in training or resources to

help recruiters effectively communicate feedback to hiring managers and ensure that interview results are accurately and clearly conveyed. 4. Providing opportunities for growth and development is the most important factor in retaining top talent.

Companies may want to focus on developing clear career paths and providing training and development opportunities to help employees grow and advance within the organization. 5. Companies should focus on ensuring that their hiring processes are unbiased and inclusive in order to create a diverse and inclusive workforce. This may involve reviewing job descriptions and interview questions to remove bias, as well as implementing training programs to promote diversity and inclusion. 6. Providing clear communication throughout the recruitment process is the most important factor in providing a positive candidate experience.

Companies may want to focus on improving their communication processes, such as sending regular updates and providing feedback to candidates.

10 VII. Scope of Further Research

The aim of this research was to gain insights from hiring managers, recruiters, and corporate professionals from various industries in the United States, to identify the main reasons behind the failure of the recruitment process. The study focused on gathering data from industry experts and recruiters in sectors such as insurance, technology, finance, product, and design.

However, there is still an opportunity to expand this research to include other industries like consulting, accounting, banking, and the automotive industry. Additionally, it would be beneficial to explore other challenges and obstacles faced by recruiters during the hiring process. Conducting further studies could help to identify both internal and external factors that impact recruiters' ability to successfully hire talented individuals. While our study provides valuable insights into the recruitment process, we acknowledge its limitations. The survey participants comprised full-time managerial and professional employees, and as such, our findings may not be generalizable to part-time jobs or job seekers in industries beyond insurance, technology, finance, product, and design.

Furthermore, it is important to note that our survey and interview participants were exclusively professionals based in the United States, and therefore, the results cannot be generalized to professionals in other countries. Nonetheless, this study can serve as a foundation for future research in other industries and countries to provide a more comprehensive understanding of the recruitment process and its challenges.

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12 Appendix -Survey

coordinating with hiring managers and scheduling interviews.

? A study published in the Journal of Occupational and Organizational Psychology found that recruiters often face challenges related to managing the recruitment

process effectively.

Figure 1:

¹

3. What is the most difficult aspect of evaluating

candidates'

skills and experience?

Question

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Evaluating

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a. Assessing fit with company culture -15%

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Questions

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