Human Resource Management as a Tool for Improving Recruitment Process and Diversity Development in Organizations

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Abstract— **Global business development and growth are increasingly dependent on diversity management and business sustainability. The reason for this is that businesses of all shapes and sizes are the driving force behind innovation, the creation of new jobs, and the flow of goods into various global economies. The majority of modern firms and organizations have a varied staff, making it difficult for human resource management to manage employee expectations and keep a workforce that is actively engaged. Businesses must manage diversity due to organizational diversity, workplace interactions, and corporate globalization. Despite the fact that businesses have helped labor market economies develop, diversity is still undervalued and creating sustainable firms is still difficult. The recruitment process is the gateway in diversifying the employee portfolio of any business organization, this process has yet remained under explored as a tool for developing organizations.**

Keywords— **Human resource management, diversity, organizations, development and recruitment.**

I. INTRODUCTION

Due to alterations in the economic, political, and technical environments, the workplace is continually evolving. Today, due to globalization, there are noticeable differences in every area of different economies on a national and international scale. Globalization adds variation to daily living. To accomplish social responsibility, diverse working backgrounds, and sustainable enterprises, company managers must implement diversity management policies due to the tremendous amount of diversity that is penetrating every aspect of the business environment. Global business development and growth are increasingly focusing on diversity management and sustainable business practices (Kollen T., 2019). Businesses are crucial to providing goods and services, reducing unemployment rates, supporting innovation, and promoting economic progress on a worldwide scale.

Diversity is a social phenomenon directly tied to globalization that takes into account demographic changes affecting aspects of people's identities like race, gender, age, and ethnicity.

Human resources as a business concept or tool is an invertible concept when business is involved and they play a crucial and valuable part in any corporation, no matter how big or little. In this context, the term "human resource management" (HRM) is used to refer to the management of individuals as well as the functions, goals, and results of HRM. Specifically, this means empowering and training the workforce to create satisfying work environments for both managers and employees. Additionally, it is claimed that human resource management and staff diversity foster inventive and creative dynamic work settings.

Human resource management is a must for developing diversified, sustainable enterprises, even though diversity affects labor markets.

Diversity is the cornerstone of a sustainable competitive advantage in development of business organizations, which is why diversity management is increasingly being adopted as a practical strategy in human resource management (Yadav S, and Lenka U. 2020). The recruitment process is interwoven connected to human resource management, which together ensures diversity and inevitably lead to the development of a business organization. The sustainability of businesses is a major concern in this research because it brings to light stifling aspects that are intricately tied to the working class and the future of business and can only be addressed comprehensively. In a nutshell, this study aims at showcasing the impact of human resource management as a recruitment tool for diversity and development of business organizations from existing literatures. Thus the following objectives.

    a) To capture extensively the concept of human resource management in the recruitment process and its impact on diversity which in turn leads to development in compliant business organizations.

    b) To identify the research gaps associated with human resource management, diversity and its optimization geared towards business sustainability.

c) To make recommendations from the outcome of the study and have a concise body of work which serves as a basis for future studies.

II. THEORETICAL BACKGROUND

The idea of diversity management in a business organization is presented in this section, along with a conceptualization of the business case for diversity, recruitment process and human resource management. Additionally, methods for achieving corporate sustainability are emphasized, as stated by numerous authors in various contexts.

A. The concept of diversity and inclusion in business organizations

Due to their potential impact on corporate performance, employee engagement, and social responsibility, diversity and inclusion in human resource management (HRM) have attracted a lot of attention recently. To comprehend the importance of diversity and inclusion in HRM practices, identify best practices, and address obstacles and impediments that organizations may have in implementing successful diversity and inclusion initiatives, academics and practitioners have performed substantial study. Diversity in HRM refers to the existence of workers in the workplace who have various backgrounds, traits, and identities (Khan et al., 2020). The fig 2.1 below shows some of the most common categories of diversity in business organizations.
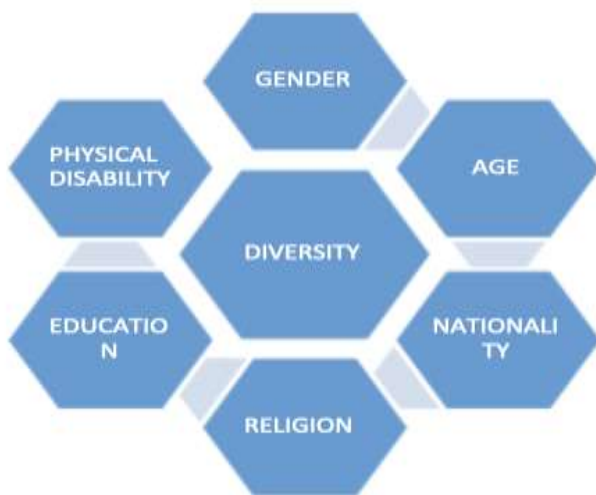

Fig.1. Prominent diverse categories in business **organizations. (Source: Nidhi Oswal., 2020)**

Previous research shows that businesses that actively manage diversity and promote inclusion in their HRM practices can experience a variety of advantages. For instance, it has been discovered that inclusive and diverse workplaces foster creativity and innovation because they allow for the contribution of individuals from a variety of backgrounds in problem solving and decision making (Manzoor et al., 2021). Organizations with diverse workforces are more likely to provide cutting-edge goods and services, which can give them a competitive edge. Diversity and inclusion have also been associated with higher levels of employee engagement and

satisfaction. Employees are more likely to be interested in their work, devoted to their organization, and inspired to perform at their best when they feel included and respected for their differences.

Since employees are increasingly looking for inclusive environments where they can be themselves at work, businesses that are viewed as diverse and inclusive are more likely to draw in and keep top talent from a variety of backgrounds (Deloitte, 2017). Organizations are perceived as socially conscious and dedicated to fairness and equality, businesses that value diversity and inclusion also frequently have better connections with their clients, suppliers, and other stakeholders. Diversity management contributes to organizational performance (Seliverstova Y., 2021).

B. Human resource management as a development tool

According to an investigation conducted by (Udin et al., 2017), the study encapsulates ways to mitigate diversity in the workplace in order to ensure competitive advantage in an organization, thus establishing that managing diversity fosters not just creativity but also ensures development within an organization.

Organizations can use a variety of best practices and methods to manage diversity and promote inclusion in HRM procedures. Leadership commitment and accountability are important best practices (Usmani et al., 2019). According to (Rehman et al., 2019), leaders are crucial in determining the company culture and advancing diversity and inclusion programs. Diversity and inclusion are recognized and essential to the success of the business when leaders are committed to them, set clear expectations, and hold themselves and others accountable. Making inclusive human resource policies and practices is another effective practice.

Six HRM areas have been identified as being easily impacted by diversity management. These areas are: training and developing diverse staff, tying HRM strategy to diversity, recruiting for diversity, selecting for diversity, monitoring diversity and equality management, and allowing for work-life flexibility. There are a number of diversity-focused HRM approaches, according to (Meena and Vanka., 2016). These include identity-free practices, team and control oriented practices, fair-oriented remuneration and training procedures, and proper oriented selection and performance evaluation activities.

In a nutshell, human resource management embedded into the recruitment process that is geared towards diversity brings about the following development;
a) Reputable institutions,
b) Skilled workforce,
c) Innovation and creativity,
d) A new market segment entry,
e) Climate and company culture improve,
f) Competitive advantage,
g) Retaining staff,
h) Improved performance of the workforce,
i) Motivated employees.

C. Recruiting for a diverse workforce

In similar fields like nursing and public health respectively, benefits and tactics for recruiting a diverse workforce have been detailed and shown (Hinson et al., 2022) (Ramos et al., 2022). There are several steps that goes into ensuring that human resource management is optimized through the recruitment process;

1. Equal opportunity employer

This is mostly achieved by including an equal opportunity employer statement in job postings, the EOE statement is however not mandated legally but it helps create a welcoming perception that everyone is welcomed in the said business organization. Though there is a dearth in evidence as to the impact of EOE statement, a few reports have established that applicants and respondents rated the attractiveness of a job advert with EOE statement above those without.

2. Promote diversity through marketing

Lack of diversity in the company's online presence might affect how people perceive a business. It has been demonstrated that providing employees with a variety of marketing materials can affect their decision to stay with a company.

3. Adopting creative recruitment strategy

Companies must make significant efforts both during and after the hiring process to recruit and keep personnel from underrepresented groups if they want to have a diverse workforce (Dixon, 2020).

4. Expanding requirements and qualifications

This allows for a business organization to diversify their portfolio. It creates a degree of safety and thus honest amongst applicants. However, this can be achieved by riding over-screening to prevent biases in the recruitment process especially during the review of resumes. (Kang et al., 2016) stated that over-screening candidates comes in various forms including bias in the resume review process.

5. Evaluation of customer and staff data

Business organizations are recommended to start a preliminary analysis of client and employee data to see if employees accurately represent the clientele (BHCOE, 2021b).

6. Ensuring equitable remuneration

The pool of qualified candidates will probably be less diversified if compensation is below what is regarded as a living wage in any particular geographic area. In other words, paying less than the minimum wage may restrict job options for applicants without family support. A varied candidate pool is also likely to be attracted by chances for both part- and full-time employment that come with benefits. with research demonstrating that female minority groups are especially impacted by pay disparities in clinical settings (Vance & Saini, 2022)

7. Building a staff community

Employees and members of other underrepresented groups, it may be especially crucial to provide support for staff and foster a sense of community among employees if you want to reduce turnover rates. Creating policies and practices that help support staff and embrace diversity is a solid way to build a good staff community. Also assessing staff satisfaction and stress level has been seen to help foster a strong sense of community amongst staffs within a business organization.

8. Mentorship

Despite their best efforts, an organization may discover that they are unsuccessful in finding diverse applicants for certain tasks or in keeping existing workforce for unusual roles. According to prior studies in relevant disciplines, training that is coupled with excellent mentorship results in enhanced retention (Hagaman & Casey, 2018).

D. Challenges of Implementing HRM practices

In the past, effective diversity management has been utilized to offer a legally sound defense against discrimination claims. A company with a diverse workforce may contend in court that they did not engage in discrimination because the demographics of their workforce reflected the neighborhood. Organizations aim to gain a competitive edge by strategically deploying a diversified workforce. Organizations want to accomplish a variety of goals through efficient human resource diversity management. Compliance with law equal employment opportunity and affirmative action criteria comes first. Other goals primarily focus on originality, adaptability, recruiting and retaining top talent, and improving marketing capabilities. Diverse teams can outperform homogenous teams through good diversity management, which aims to increase innovation and creativity.

While there is evidence that conflict and communication issues hinder short-term progress, diverse teams stimulate speed and innovation while producing solutions that are far higher in quality over the course of entire development cycles. Additionally, by promoting equality in employment relations, businesses are more likely to recruit and keep an efficient workforce.

III.   RESEARCH METHODOLOGY

The following steps make up the methodology for this research paper thorough literature review technique.

A. Identification of Relevant Literature

To find pertinent literature about diversity and inclusion in HRM, a thorough search of academic databases like Google Scholar, JSTOR, and pertinent journals is conducted. To ensure thorough coverage of the subject, search terms and phrases like "diversity," "recruitment," "human resource management," "development," and "business organizations" are utilized.

B. Selection Criteria

The selected literature is next assessed in accordance with the inclusion criteria and relevance to the research issue. To guarantee the findings with regards to relevance and current information, only authoritative sources from the previous ten years that have undergone peer review are included. A concentration on articles that offer empirical facts, theoretical frameworks, or best practices relating to diversity and inclusion in HRM is another aspect of the selection criteria.

C. Data Extraction and Analysis

To identify significant themes, trends, and conclusions regarding the function of diversity and inclusion in contemporary HRM, the chosen literature is then carefully evaluated and studied. The process of extracting data entails gathering pertinent information, including authors, publication year, research methodologies, theoretical frameworks, best practices, and difficulties relating to diversity and inclusion in HRM. To find patterns, trends, and best practices relating to

diversity and inclusion in HRM, the retrieved data is then processed and summarized.

D. References in-text

To correctly credit and cite the information sources, references in-text are utilized all throughout the literature study. For in-text citations, the American Psychological Association (APA) style is used, which calls for the inclusion of the author's last name, publication year, and page number.

E. Synthesis

A thorough overview of the function of diversity and inclusion in contemporary HRM is provided by the synthesis and interpretation of the findings from the literature review. Based on the findings from the examined literature, the best practices, difficulties, and potential outcomes connected to diversity and inclusion in HRM are discussed.

A foundation for understanding the best practices and difficulties associated with diversity and inclusion in HRM is provided by the approach adopted in this research study, which ensures a methodical and thorough evaluation of the literature on this topic.

IV. ANALYSIS

The data analysis and results section of this research paper will comprise a thorough synthesis and interpretation of the findings from the examined literature on the function of diversity and inclusion in contemporary human resource management (HRM), as it is based on a literature review technique. In addition to delivering evidence-based insights and suggestions, the analysis will concentrate on identifying significant themes, trends, best practices, and problems linked to diversity and inclusion in HRM.

V. FINDINGS

A. Fundamental Ideas

The literature research uncovered a number of important themes about inclusion and diversity in HRM. These ideas cover the advantages of diversity and inclusion in the workplace, such as enhanced innovation and creativity, improved organizational performance, and higher employee engagement. The literature also emphasizes the significance of recognizing and managing several aspects of diversity in HRM practices, including age, gender, race, ethnicity, sexual orientation, religion, disability, and cultural background.

B. Current Trends

Several trends relating to diversity and inclusion in HRM were discovered through the research of the literature. Among these trends are the growing importance of diversity and inclusion as strategic initiatives within organizations, the use of metrics and measures for diversity and inclusion to track progress, and the adoption of inclusive HRM practices throughout the employee lifecycle, from hiring through development and retention. The literature also emphasizes the necessity for HRM strategies to address unconscious prejudice and micro-aggressions and the rising acknowledgment of the intersectionality of many diversity dimensions.

C. Ideal Practices

Several idealistic practices for diversity and inclusion in HRM were found based on the literature analysis. These ideal practices include fostering an inclusive culture that values diversity and encourages equity, putting inclusive hiring and selection procedures in place to draw in a diverse workforce, giving employees and leaders access to diversity and inclusion training, and promoting diversity and inclusion at all levels of the organization. Creating employee resource groups, integrating diversity and inclusion practices into HRM duties, and using diversity and inclusion to spur creativity and improve organizational performance are all examples of best practices.

D. Limitations

The analysis of the literature also identified a number of issues with diversity and inclusion in HRM. These difficulties include resistance to change, unconscious bias, a lack of knowledge and expertise about diversity and inclusion among leaders and employees, difficulty gauging the success of efforts promoting diversity and inclusion, and dealing with diversity and inclusion in a global or multi-cultural spheres. Managing conflicts involving diversity and inclusion, addressing systemic and structural impediments to diversity and inclusion in HRM practices, and the requirement for ongoing leadership commitment are additional challenges. Overall, as recognized from the examined literature, the data analysis and results section offers a thorough summary of the major themes, trends, best practices, and difficulties linked to diversity and inclusion in contemporary HRM.

The findings emphasize the significance of diversity and inclusion in HRM practices and offer businesses evidence-based advice and insights for integrating successful diversity and inclusion initiatives into their HRM methods.

VI. CONCLUSION

Conclusively, this research paper evaluates human resource management as a tool for improving the recruitment process and diversity development in organizations. The findings from the review of literature unearths the benefits of ideal practices, limitations that are related to diversity and recruitment process. By offering a thorough analysis and synthesis of previous study findings, this research paper adds to the expanding body of literature on diversity and inclusion in HRM. It offers insights and suggestions based on evidence that firms can use to establish successful diversity and inclusion strategies in their HRM practices. This study there by achieves its objectives of capturing extensively in recent literature the concept of the subject matter, which leads to development of business organizations. It also fills the literary gaps associated with human resource management, diversity and its optimization related to business organizations.

In conclusion, this research study emphasizes the value of diversity, recruitment process and in contemporary HRM and emphasizes the necessity for businesses to actively embrace and manage these concepts as strategic imperatives for their success in the diverse and dynamic workplace of today.

VII. Recommendations

The adoption of ideal practices found in the literature, such as creating distinct diversity and inclusion policies, delivering diversity training and education to employees and managers, encouraging inclusive leadership behaviors, and putting these practices into practice, can be advantageous to organizations. These procedures can assist businesses in developing a diverse and inclusive workplace culture that values and benefits from employee retention and engagement as well as better productivity and innovation.

Business organizations must be mindful of the difficulties and obstacles mentioned in the research, including tokenism, reluctance to change, unconscious bias, and a lack of diversity in leadership roles. Organizations can make plans to lessen these issues effects and foster an inclusive workplace by acknowledging and addressing these concerns.

In order to have a more thorough understanding of the importance of diversity and inclusion in contemporary HRM, future research in this field should overcome some of these constraints by completing primary data collecting, using mixed-methods approaches, and incorporating varied samples. Additionally, longitudinal studies could be carried out to examine the effects of diversity and inclusion programs over time and to spot any potential modifications or trends in best practices and difficulties.

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