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The Role and Importance of Communication in the Recruitment Process

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Abstract: *Effective communication plays a critical role in the recruitment process, serving as a vital bridge between recruiters and candidates. The present paper highlights the role and importance of communication in recruitment, with an emphasis on its impact on attracting and selecting suitable candidates and promoting a positive corporate image. In the recruitment process, clear and coherent communication is essential to convey job requirements, corporate culture, and expectations to potential candidates. Recruiters must articulate such messages accurately to create an attractive image of the vacant positions and generate candidate interest. Moreover, active listening and understanding candidates' needs and aspirations contribute to a deeper mutual understanding, enabling recruiters to assess candidates' skills, experiences and potential more effectively.*

Keywords: *recruitment; communication; candidates; higher education; unskilled labour; organization.*

1. Introduction

In a constantly evolving world and an increasingly competitive environment, the recruitment process has become vital to the success of an organization. In this context, communication plays a central role in identifying, attracting, and selecting the right candidates for vacant positions. Effective communication between recruitment specialists and candidates is essential to ensure an optimal match between job requirements and candidates' skills, as well as to promote the organization's image to potential employees.

Throughout history, communication has been and will always be a fundamental pillar for social development. From the earliest forms of social organization, people have understood that the effective transmission of information and ideas is crucial to collaboration, evolution, and progress. Thus, in the context of the recruitment process, communication proves to be an indispensable tool for the appropriate selection and attraction of talented and motivated candidates.

Effective communication in the recruitment process begins with a clear and coherent message. Recruiters should be able to accurately articulate the requirements and expectations related to the vacant position, as well as to provide clear and relevant information about the organization and its culture. Through effective communication, they can create an appealing image of the opening to stir potential candidates' interest.

Another crucial aspect of communication in the recruitment process is the ability to actively listen to and understand candidates' needs and aspirations. Through open and empathetic dialogue, recruitment specialists can identify candidates' skills, experience and potential, and provide additional information about the opportunities and advantages offered by the organization. This two-way communication facilitates a deep and mutual understanding between recruiters and candidates, and contributes to making an informed decision regarding the hiring process.

For the practical part of my research, presented later in the paper, I have used the survey as a research tool to investigate the role and importance of communication in the recruitment process. The survey was administered to recruitment specialists, in order to explore their opinions and perceptions of communication effectiveness in attracting and selecting candidates, as well as of its impact on the outcomes of the recruitment process.

This research instrument has allowed me to obtain relevant information regarding current communication practices in recruitment and to identify possible challenges and necessary improvements. These findings will contribute to a deeper understanding of the role and importance of communication in the recruitment process and will provide a solid foundation for future recommendations and strategies in the field.

2. Research methods

To gain a clearer and deeper understanding of communication in the recruitment process, I decided to conduct a case study focused on recruiters.

Data collection was performed through the sociological quantitative survey method, and the questionnaire was used as a research instrument. This method was chosen because it allows for information collection from a large number of respondents, leading to more statistically significant data. The questionnaire consisted of 22 close-ended questions, two of which concerned factual data, while the remaining 20 focused on the participants' interest in recruitment and the role of communication in this process. 80 questionnaires were administered online to Romanian recruitment specialists, regardless of age or gender.

Data collection lasted seven days, from May 24th to May 31st, 2023, and proved quite challenging due to its specific focus on recruitment

specialists. To overcome this challenge, I joined various dedicated groups on social networks to reach the target audience.

The responses were grouped into two categories, according to the recruiters' area of activity: job openings that require a higher education degree and respectively, unskilled labour. This allowed me to compare the responses from the two groups and to identify the similarities and differences.

I tried to maintain an objective position during the analysis of the respondents' experiences, refraining from any personal opinion on the answers. The only comments I made are meant to confirm or refute a hypothesis.

The first hypothesis is that recruitment specialists believe that effective communication is crucial to attracting and hiring suitable candidates. This hypothesis suggests that recruitment specialists understand that effective communication plays a vital role in the recruitment process. They recognize that clear, coherent, and personalized communication is essential to attract quality candidates and enhance selection efficiency. Thus, they can dedicate themselves to building well-structured, tailored messages at each stage of the recruitment process to convey relevant information and attract the interest of potential candidates.

The second hypothesis is related to the fact that recruitment specialists pay special attention to non-verbal communication and body language of candidates during interviews. This hypothesis emphasizes that recruitment specialists understand the importance of non-verbal communication and body language in the candidate evaluation process. They are aware that these aspects can provide relevant clues about a candidate's level of confidence, communication skills, and cultural compatibility. Therefore, recruitment specialists also pay attention to candidates' non-verbal signals, such as eye contact, facial expressions, and body language, to get a more comprehensive and accurate assessment of a candidate's potential.

The third hypothesis is linked to effective communication between recruitment specialists and hiring managers. My intention was to check if this was essential to ensuring a smooth recruitment process and achieving successful outcomes. This hypothesis suggests that recruitment specialists understand the importance of effective communication with hiring managers. They acknowledge that close collaboration and clear communication between the two parties are key to efficient recruitment and successful outcomes. Effective communication between specialists and managers allows for the proper transmission of requirements and expectations related to vacant positions, fosters objective candidate evaluation, and facilitates informed decision-making regarding hiring.

3. Results

When asked whether effective communication could impact candidate quality, the two groups provided slightly different perspectives. In the unskilled labour group, all the 16 respondents who completed the survey believe that effective communication can have a significant impact on the quality of recruited candidates. This indicates a unanimous understanding of the importance of effective communication in the recruitment process.

On the other hand, 87.5% of the participants (i.e. 56 respondents) in the higher education group support the idea that effective communication can significantly influence the quality of recruited candidates. This majority also confirms the importance of effective communication in the recruitment process. However, a considerable 12.5% (i.e. 8 respondents) do not support this idea. This may suggest individual different perceptions or may be the result of other factors influencing the respondents' opinion.

When it comes to prompt communication with candidates in the initial stages of the recruitment process, the two groups show some differences of opinion. Recruiters in the unskilled labour group are unanimous in their belief that a diversified approach is necessary to

ensure prompt and effective communication with candidates. They understand that providing clear information about the recruitment process, using alternative communication channels and responding to candidates' questions promptly are key elements in this stage of the recruitment process. By providing clear, accessible information and being readily available to communicate promptly and efficiently, recruiters can convey confidence and respect to candidates regarding their needs and inquiries.

By contrast, in the higher education group, recruiters' opinions are divided regarding prompt communication. 43.8% (i.e. 28 respondents) believe that prompt responsiveness to candidates' requests is enough to ensure effective communication. These recruiters place great importance on being responsive and quick in addressing candidates' questions and requests, so that candidates feel appreciated and engaged in the recruitment process. 37.5% of the participants in this group (i.e. 24 respondents) think that a diversified approach, similar to that in the unskilled labour group, is necessary to ensure effective communication in the initial stages of the recruitment process. These recruiters understand that providing clear information about the process, using alternative communication channels, and responding to candidates' questions promptly are essential to promoting open, effective communication. Lastly, 18.8% (i.e. 12 respondents) believe that providing clear information about the recruitment process and timeliness are enough to foster prompt and effective communication with candidates.

These different opinions may be influenced by the specific requirements of each recruitment sector, on the one hand, and by the preferences and experiences of each individual recruiter, on the other. In conclusion, irrespective of the recruitment sector, prompt and clear communication, tailored to candidates' needs, is essential to foster a positive experience of the recruitment process.

Furthermore, recruiters' answers show that non-verbal communication in candidate evaluation is also important. In the

unskilled labour group, 50% (i.e. 8 respondents) of the recruiters consider it very important, because non-verbal communication can provide additional clues about a candidate. These recruiters pay attention to facial expressions, body language, and gestures to gather additional information about candidates. The other 50% believe that non-verbal communication is important, but they place greater emphasis on verbal communication. They focus more on candidates' verbal communication skills.

As for recruiters focused on candidates with a higher education degree, an overwhelming 62.5% (i.e. 40 respondents) think non-verbal communication is very important in candidate evaluation. These recruiters acknowledge that non-verbal communication can provide clues and additional information about someone, allowing them to gain a more comprehensive picture of the candidates. Additionally, 25% (i.e. 16 respondents) consider non-verbal communication important, but not as important as in the case of those with higher education. These recruiters may focus more on candidates' skills and experience, placing less emphasis on non-verbal communication. Interestingly, 12.5% (i.e. 8 respondents) do not consider non-verbal communication important and choose to focus mainly on skills and experience.

It should be noted that recruiters' perceptions of non-verbal communication may vary depending on the specific context of each recruitment sector as well as on the individual preferences. However, the figures highlight that most recruiters acknowledge the importance of non-verbal communication in candidate evaluation, considering it essential to gaining a more complete and detailed understanding of candidates during the selection process.

The survey results also reveal the recruiters' opinion about the effects and outcomes of effective communication. In the case of recruiting unskilled personnel, half of the recruiters (50% / 8 respondents) reported multiple positive effects. They state that effective communication facilitates understanding, leads to a more precise and efficient selection, improves the candidates' overall experience, and

enhances corporate image. The other half mentioned either better understanding or an improved overall candidate experience, with 25% (i.e. 4 respondents) for each option.

When it comes to recruiting personnel with a higher education degree, the majority (62.5% / 40 respondents) agree that effective communication has multiple positive effects. These include facilitating understanding, a more precise and efficient selection, improving the candidates' overall experience, and contributing to a better corporate image. 18.8% (i.e. 12 respondents) believe that better understanding is the main positive effect, while 12.5% (i.e. 8 respondents), a better corporate image. Only 6.3% (i.e. 4 respondents) regard effective dialogue as the primary positive effect on candidate selection.

These results suggest that recruiters acknowledge the importance of effective communication in the recruitment process. They believe that clear, concise, and appropriate communication can facilitate mutual understanding, enhance selection efficiency, and improve candidates' experience. They are also aware that effective communication can contribute to a positive corporate image. Recruiters are therefore encouraged to pay increased attention to developing their communication skills and to using them effectively in the recruitment process to achieve better outcomes and to guarantee a satisfactory experience for both the candidates and the company.

In light of the above, it can be concluded that Romanian recruiters attach great importance to effective communication in the selection of suitable candidates. This is due to their awareness that clear, coherent, and personalized communication plays a crucial role in attracting high-quality candidates and enhancing recruitment efficiency.

The present case study has revealed that recruiters understand the importance of effective communication during all the stages in the recruitment process. They are dedicated to creating well-structured and tailored messages that convey relevant information and attract the interest of potential candidates. Effective communication leads to

mutual, clear understanding between candidates and recruiters, and facilitates the precise and efficient selection of suitable candidates.

Another important aspect highlighted in this study is the increased attention recruiters pay to non-verbal communication and the body language of candidates during job interviews. Most agree that these provide relevant cues about candidates' confidence, communication skills, and cultural compatibility. Recruiters therefore take notice of non-verbal signals, such as eye contact, facial expressions, and body language to get a more comprehensive and accurate assessment of a candidate's potential.

Moreover, this study has emphasized the importance of effective communication between recruiters and hiring managers. Close collaboration and clear communication between the two parties are key to a smooth recruitment process and to successful outcomes. Effective communication between recruiters and managers facilitates the proper transmission of requirements and expectations related to vacant positions, enables an objective evaluation of candidates, and contributes to making informed decisions about hiring.

Conclusion

This study has highlighted the importance of communication in the recruitment process and its evolution over time. Effective communication between recruiters and candidates plays a vital role in identifying and selecting suitable candidates, and promoting corporate image in the eyes of potential employees.

This study has pointed out that effective communication in the recruitment process requires a clear and coherent approach to the messages conveyed by recruiters. Recruitment specialists need to articulate job requirements and expectations accurately and provide relevant information about the organization and its culture. Proper communication of these aspects contributes to creating an attractive

image of the vacant position and to generating interest among potential candidates.

Additionally, the study has shown that active listening and an understanding of the needs and aspirations of candidates are crucial to communication. Open and empathetic dialogue facilitates the identification of candidates' skills, experience, and potential while providing them with additional information about the opportunities and advantages offered by the organization. This two-way communication contributes to a deep and mutual understanding between recruiters and candidates, leading to an informed hiring decision.

The results of survey used as a research tool in the applied part of the study has provided valuable insights into recruiters' perceptions regarding the effectiveness of communication in the recruitment process and its impact on the outcomes. These findings can be used to identify existing challenges and to propose improvements and more efficient strategies in the field of recruitment.

In conclusion, this study has demonstrated that effective communication plays a central role in the recruitment process and is essential to the success of an organizations in identifying and attracting suitable candidates. The recommendations and strategies developed based on this research can contribute to optimizing the recruitment processes and enhancing an organizations' performance in selecting and retaining the most talented and suitable candidates.

This study paves the way for further research in the field of communication in the recruitment process, aiming to develop improved practices and strategies that address future needs and challenges. By understanding and valuing the importance of communication in recruitment, we can contribute to building a qualified and motivated workforce that supports the development and success of organizations in a competitive global environment.

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