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Introduction:

21st century is the age of globalization and digitalization. Because of rapid growth of information technology with technological advancement, organizational behavior towards recruitment and selection has also changed. Organizations now a days recruiting skilled candidates for different organizational unit and function to maintain a sustainable growth. Employability and academic skills can be varied from organizations to organizations and employers to employers. Employers always want skilled candidates for the management including various hard and soft skills. The aim of this report is to demonstrate and analyze various skills for recruitment of employers in management for achieving sustainable organizational performance. As managerial perspective have already been change for recruitment and selection of human resource functions, candidates like me have to develop various skills like team working skills, communication skill, leadership skills, numeric skills etc. This paper will elaborate a brief discussion about academic and employability skills in term of managerial recruitment and selection of candidates.

Skills Needed for Recruitment:

Recruitment is the process of hiring best candidates for a specific post or a job with to achieve sustainable managerial performance and organizational goals (**Maund, A., 2017**). Employers of a management always peruse for the best fit of a given post. Human resource division of a company can staffing candidates, managing and organizing resources to accumulate with the flow of the managerial procedure for better performance. So, employers always intend to see a candidate's soft and hard skills with academic qualifications. There are a lot of soft and hard skills are found. Soft skills are team working, interpersonal communication, leadership etc. and hard skills are numeric literacy in computing, IT management with different data base, management and marketing information system etc. (**Hard Skills vs. Soft Skills, 2018**). For recruitment, job circular will be given to the candidates and according to the requirements, candidates will be called for a test. Recruiter of human resource division always seek a better soft skilled candidate. Attitude, believe, gesture, posture of an employee are the best differentiating factors for employers to judge and evaluate the best fit for a certain managerial position of an organization (**Morgan, P., 2017**). So, candidates should be aware of those soft skills for employability.

Skills Needed to be Developed:

From an employer's perspective, an employer of an organization always seek the best candidate for the right place. This will be done by a systematic procedure and structure by the authorizations of the management. Skills of a candidate can be developed based on his/her academic qualification. But for employability, organizations now a days giving priority most on team working ability, interpersonal communication, motivation, leadership approaches and ability, good time management, ability to network, high integrity, strategic perspective etc. **(Cottrell, S., 2010)**.

Definition of Skill:

Skill is any types of working activities by both individual and groups which required a systematic training and knowledge to differentiate performance **(Skill: Definition, 2018)**. For managerial perspective, skills can be two types. Soft skills and hard skills. Among the two, managers and employers always seek for soft skill set of an employee based on the rational evaluation criteria. This rational judgment is fully dependent on various internal and external factors.

Advantages and Disadvantages of Skill:

There are many recruitment and selection procedure found based on skill set of candidates. Management should be aware of the skill set of an employee for a specific post to sustain a better organizational performance **(Vohra, 2005)**. For a candidate, having soft and hard skills are positive to get the job for employability context. But sometimes judging on one specific skills like academic qualification of a candidate, communication of a candidate can be strategically wrong for recruiters and managers. For this reason, organizations will suffer in the long-run and can't achieve sustainable organizational goals.

Improving Skills for Employability:

Employability skills dependent on individual's performance and experience **(Gibbs, G., 1988)**. For improving skills, equational qualifications should be well formed. I need to be well organized in managing all my academic performance to use those for my professional career. Team working skills with active interpersonal communication will enhance the academic qualification in a broad way. Self-motivation with professionalism will create a superior value for employability and professional career development.

For employability, I need to develop soft and hard skill set for my professional career. Soft skills are more evaluative for employers. Some soft skills that needed to be developed for mine is given below-

1. Team Working Skill:

Many companies including local and multinational in UK, using team structures for managerial problems solving and decision making. Team work will effect and improve organizational performance **(Taylor, 2015)**. Team work is essential now a days because of active competition in industry. Management always seek an employee who will be well motivated to work on a group or on a team. For a better team working skills and active participation, communication, conflict management, reliability, respectfulness etc. are also important factors. Team working skills will increase the job performance and job satisfaction **(McMillan, K., 2006)**. So, team working skills are important for me to get a suitable job and enhance my opportunity for employability and professional career development.

2. Communication Skill:

Communication is the process of transferring information from sender to receiver **(Richards, 2006)**. By enhancing and developing communication skills, candidates can take better decision in managerial perspective. Planning and organizing will give candidates a superior value in the management in terms of organizational performance. Communication skill includes-

a. Verbal Communication:

Word-of-Mouth communication, face to face communication are some examples of verbal communication. It will increase the ability of a candidate to be well aware of the situation of the work in the functional unit of the management. Verbal communication is more flexible and effective

b. Non-Verbal Communication:

Non-verbal communication are attitude, behavior, gesture, posture etc. that can't be measure tangibly **(Greetham, 2003)**. These communication mostly needed for rational judgment of employees. This communication approach is more accurate and can be used for future preference. As an employee, I should be well maintained with my attitude, behavior with my manager to have better opportunity in the future.

3. Negotiation Skills:

Negotiation skills are mutually agreeable solutions by the management and organizations. Management now a days need to do business with other organizations with merger, acquisition, joint-venture to sustain in the business market. For sustainable organizational growth and managerial performance, negotiation skills are needed among candidates. Employers always seek to recruit employees those who have strong negotiation skills with interpersonal communication. There are a lot of position in the management creating and job opportunities increasing like customer relationship management, client service agent etc. Sharing ideas and pursuing the best will be better for employees and managers to achieve organizational goals and objectives.

4. Conflict Management Skills:

Cultural barrier is a problem for organizations. Due to cultural barrier, employees may experience conflict in the workplace. Human resource division of a management now a days recruit and select employees by evaluating cultural issues with conflict management skills. Conflict management can be demonstrated with conflict resolution strategies (**Hershal & Mayer, 2013**). So, I need to develop conflict resolution strategies with effective interpersonal skills.

5. Leadership Skills:

A leader can motivate and inspire his/her employees. I need to develop leadership approaches for the long-term organizational success to achieve goals and objectives. Recruitment is basically a process for evaluating and hiring candidates for the best fit. I need to be honest and dedicated of my work. Personal attributes of myself will reflect the leadership ability to communicate efficiently. I need to have a strong eye on the business process and managerial performance of the management to cope up with any change and decisions for the betterment of the organization. For this, leadership approaches should be effective. One factor for an effective leadership style is relationship building among employees (**Zaha & Zeithaml, 2009**). Apart from this, a good leader should have some strategic and analytical skills for managerial performance-

Strategic Thinking

Developing a vision of where you want to be.

Planning & Delivery

Planning how to achieve your vision and dealing with challenges along the way.

People Management

Finding the right people and motivating them to work towards your vision.

Figure: Skills Good Leaders Need

Source: <https://www.skillsyouneed.com/images/lead/skills-good-leaders-need.png>

a. Strategic Thinking:

Need to develop a strong vision and future goals for managerial objectives. Strategic thinking is the process for enlarging opportunities in the management (**Zhen & Zhao, 2009**). For these reason, strategic thinker will get the highest priority in the management.

b. Planning and Delivery:

Planning and delivery of a leader must be strategic and well defined for the management and organization. After setting strategic vision, a leader should have a suitable plan for implementing those approaches with defective and efficient evaluation criteria.

c. People Management:

Managing people and employees for a leader is a crucial task. A leader should be self-motivated to encourage his/her employees under the supervision of centralized decision of the human resource division. Honesty, dignity, trustworthy etc. skills must needed to be developed by the leaders. Finding the right people for the right post will effect on the problem solving and decision making process for the management.

6. Problem Solving and Decision Making Skills:

In the management, problem may arise from the core to bottom line of operation. For effective decision making, I need to develop problem solving criteria. Firstly, I need evaluate the problem with effective outcome and then apply decision making techniques. There are eight steps in rational decision making process. Organizations recruit candidates based on effective problem solving and decision making ability because of the competitive advantage in the industry (**Cottrell, 2012**). As a candidate, employers will firstly evaluate myself with stated above skills and when selection procedure comes, employers will see my analytical skills with critical thinking and evaluation procedure of a problem. Define the problem and give a solution based on the situation about the raised problem will be efficient. Giving extra dimension of the critically evaluate problems and solution will increase the best opportunity for me in the employability perspective.

Conclusion:

In fine, all the above stated skills are essential for managerial perspective. For employability, a candidate should have some requirements. Requirements are set by the human resource division with some other functional unit by employers. Team working skill, communication skill, conflict management skill, negotiation skill, problem solving and decision making skill etc. are some soft skills for candidates that are needed to be developed. But there are also some hard skills like computing literacy, numeric literacy, database maintenances, information technology etc. Due to the recent globalization, global business has extended and thus employers are now a days recruiting the best potential candidates. Candidates should have these hard skills to cope up with their professional career development. Recruitment and selection process should be based on interpersonal-assessment to evaluate each of the candidates effectively. For employability, employers want best fit candidates with academic and professional skills with experience. For candidates, they need to develop themselves with various personal development plan to cope up with the recruitment and selection process of employers to sustain in the long-run and competitive business environment to achieve organizational goals and objectives.

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