

**UNIT-IV  
CHAPTER  
10**

# RECRUITMENT METHODS

## INTRODUCTION

Recruitment refers to the overall process of attracting, short listing, selecting and appointing suitable candidates for jobs, either may be permanent or temporary within an organization. Recruitment can also refer to processes involved in choosing individuals for unpaid roles. Recruitment is the process of finding and attracting capable applicants for employment. It is a linking activity that brings together to those offering jobs and those seeking jobs. This chapter envisaged on the various recruitment methods in HRM.

### I. CHOOSE THE CORRECT ANSWERS

- Recruitment is the process of identifying** \_\_\_\_\_  
a) Right man for right job    b) Good performer  
c) Right job    d) All the above
- Recruitment bridges gap between** \_\_\_\_\_ **and** \_\_\_\_\_  
a) Job seeker and job provider  
b) Job seeker and agent  
c) Job provider and owner  
d) Owner and servant
- Advertisement is a** \_\_\_\_\_ **source of recruitment**  
a) Internal    b) External  
c) Agent    d) Outsourcing
- Transfer is an** \_\_\_\_\_ **source of recruitment.**  
a) Internal    b) External  
c) Outsourcing    d) None of the above
- e recruitment is possible only through** \_\_\_\_\_ **facility.**  
a) Computer    b) Internet  
c) Broadband    d) 4G

#### ANSWERS

1	a	2	a	3	b	4	a	5	b
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### II. VERY SHORT ANSWER QUESTIONS:

- Give the meaning of recruitment.**
  - ❖ Recruitment is the process of finding suitable candidates for the various posts in an organization.
  - ❖ It acts as a link between job provider and job seeker. It encourages the prospective employees to apply for the job.
  - ❖ Then the organization scrutinizes the applications received and the suitable candidates are shortlisted for selection.
- What is promotion?**
  - ❖ Promotion means the movement of an employee from his level to the top level.
  - ❖ Promotions take place based on seniority and merits of the employees.
  - ❖ The employees are given up an opportunity to move up in the organization hierarchy.
- State two benefits of internal source of recruitment.**
  - ❖ The following are the benefits of internal source of recruitment.
  - ❖ Internal source of recruitment helps in increasing morale and retention.
  - ❖ It helps in continuity of operations.
- Mention any two features of campus recruitment.**
  - ❖ Campus recruitment system manages the online details of the students.
  - ❖ It manages the information of the students.

**5. List the benefits of external source of recruitment.**

- ❖ Highly qualified and experience employees may help the organization to come up with better performance.
- ❖ External sources are economical because potential employees do not need extra training for developing their skills.

**3. Give two points of differences between advertisement and unsolicited application.**

Advertising is where the person present a program, product, or service to a viewer and it is at their liberty to accept it.

Unsolicited application is where the person is forcefully walking into an environment and introduce a product, program or service to prospects that may or may not be interested in the offer.

**III. SHORT ANSWER QUESTIONS:****1. Define the term Recruitment.**

According to Edwin B.Flippo, "It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization."

**2. What are features of internal source of recruitment?**

- ❖ It helps in building the image and reputation of the firm as a preferred employer.
- ❖ Targeted the top performers who can create growth for the firm.
- ❖ Ensure extensiveness and multiplicity in the work place.
- ❖ Minimize the time and cost.
- ❖ Ensure a convenient and candidate friendly hiring approach.

**4. What is the importance of job portals?**

- ❖ The job portals helps in catering job seekers and employers from a variety of different educational background.
- ❖ From the perspective of employers, job portals are a quicker and more efficient way to fill a vacancy.
- ❖ Job portals helps in managing the company profile.

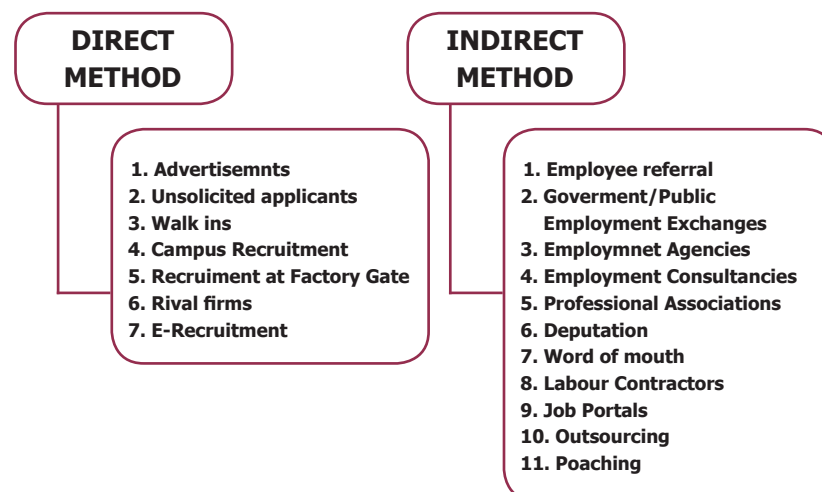
**5. State the steps in recruitment process.**

Recruitment process includes the following steps :

- ❖ Planning recruitment
- ❖ Determining vacancies.
- ❖ Identifying the sources
- ❖ Drafting information for advertisement
- ❖ Selecting the suitable mode of advertisement
- ❖ Facilitating selection process
- ❖ Evaluation and control

**IV. LONG ANSWER QUESTIONS:****1. Explain the different methods of recruitment**

The following are the methods of recruitment sources:



**A. Direct Method:****i. Advertisements –**

- ❖ The employer can advertise in dailies, journals, magazines etc. about the vacancies in the organisation specifying the nature of work, nature of vacancy, qualification and experience required, salary offered, mode of applying and the time limit within which the candidate has to apply.

**ii. Unsolicited applicants –**

- ❖ These are the applications of job seekers who voluntarily apply for the vacancies not yet notified by the organisations.

**iii. Walkins–**

- ❖ Walk-in applicants with suitable qualification and requirement can be another source of requirement

**iv. Campus Recruitment –**

- ❖ The organisations visit the educational institutions to identify and recruit suitable candidates.

**v. Recruitment at Factory gate –**

- ❖ Usually casual or temporary unskilled employees are recruited by this way. They are recruited at factory gate and paid on hourly or daily basis.

**vi. Rival firms –**

- ❖ This is also called poaching where the efficient employees of rival companies are drawn to the organisations by higher pay and benefits. For example Salesmen, Chartered Accountants, Management professionals etc.

**vii. e-Recruitment –**

- ❖ The organisations which carry out recruitment online methods is said to follow e recruitment. The advancement in technology and communication has made it possible to reach out prospective applicants globally online. It has become inevitable external source of recruitment.

**B. Indirect Method****i. Employee referral –**

- ❖ The existing employees of the organisation may recommend some of their relatives or known people who will be suitable for the existing vacancies. Based on the credibility of the employee the referrals will be considered.

**ii. Government/Public Employment Exchanges –**

- ❖ These are exchanges established by Government which facilitates recruitment throughout the country. It makes available the information required through the data base for the employer as well as the job seeker by bridging the gap between them.

**iii. Private Employment Agencies –**

- ❖ These are similar to Public employment exchanges except that the ownership is the hands of Private parties. It connects the job provider and the job seeker by providing the relevant and required information.

**iv. Employment Consultancies –**

- ❖ These types of firms facilitate recruitment on behalf of client companies at cost. Usually they provide data relating to executives and top level personnel for which service they charge consultation fees also known as Recruitment Process Outsourcing.

**v. Professional Associations –**

- ❖ Organisations seeking applicants of high calibre and repute with technical knowledge approach professional associations like Institute of Chartered Accounts, The Indian Medical Association, The Institute of Training and Development, The Institute of Engineers, All India Management Association etc. to identify the right person.

**vi. Deputation –**

- ❖ A person who is already an employee of an organisation can be deputed for a specific job for a specified period as a short term solution.

**vii. Word of mouth –**

- ❖ The information relating to job seekers is collected through people of repute who pass on the message about the vacancy to their known people.

**viii. Labour Contractors –**

- ❖ Organisations recruit unskilled and manual labourers through these contractors.

**ix. Job Portals –**

- ❖ Using internet job portals organisations can screen for the prospective candidates and fill up their vacancies.

**x. Outsourcing –**

- ❖ There are outsourcing firms that help in the process of recruiting through screening of applications and finding the right person for the job for which job they are paid service charges.

**xi. Poaching –**

- ❖ Organisations instead of training and developing their own employees hire employees of other competitive companies by paying those more both financial and non financial benefits. It is also called raiding.

**2. Describe the significance of External source of recruitment.**

Following are the importance of External source of recruitment;

- ❖ Increased Chances
- ❖ Fresher skill and input
- ❖ Qualified candidates
- ❖ Better competition

- ❖ Generation of creative ideas
- ❖ Lesser internal politics
- ❖ Better growth
- ❖ Competitive Spirit
- ❖ Being fair
- ❖ Ideas from other industries

**3. Elaborate on the factors affecting recruitment.**

The following are the factors affecting recruitment:

- ❖ Size of the organization
- ❖ Recruitment policy of the organization
- ❖ Salary structure of the organization
- ❖ Employment condition of the organization
- ❖ Reputation of the employer
- ❖ Growth level of the firm
- ❖ Environmental factors
- ❖ Human Resource planning
- ❖ Cost of Recruitment
- ❖ Nature of the job

**4. Differentiate Recruitment and selection.**

Sl.No	Basis of Difference	Recruitment	Selection
1.	Meaning	Process of sourcing, screening, selecting people for a job in the company	Finding the best candidates among the applications based on their resumes
2.	Objective	It encourages large number of candidates for a job	It attempts at rejecting unsuitable candidates
3.	Process	Simple Process	Complicated process
4.	Sequence	It preceded selection	It follows recruitment
5.	Time & Cost	Less time required and it is a economical method	Expensive and more time is required.

**5. Discuss the importance of Recruitment.**

- ❖ The following are the importance of recruitment:
- ❖ Successful recruitment is a direct reflection of the validity and professionalism in the business.
- ❖ The recruitment process should be cost effective and time effective.
- ❖ The good recruitment process can streamline the processes and make the search for viable candidates more efficient.
- ❖ A good recruitment process helps in building a positive image among the customers, peers and competitors.

**ADDITIONAL QUESTIONS:****I. CHOOSE THE CORRECT ANSWERS:****1. The primary aim of recruitment is to \_\_\_\_\_.**

- a) High labour turn over
- b) Hire the best individual
- c) both a & b
- d) None of the above

**2. Recruitment is widely viewed as a \_\_\_\_\_ process.**

- a) Positive                      b) Negative  
c) Both a & b                      d) None of the above
3. **The Recruitment process aimed at right kind of people\_\_\_\_\_.**  
a) at right place                      b) at right time  
c) to do right things                      d) all of the above
4. **Recruitment process is the first step in the employment of \_\_\_\_\_.**  
a) Labour                      b) Management  
c) Both a & b                      d) None of the above
5. **Sources used for internal recruiting includes\_\_\_\_\_.**  
a) Organisational data base  
b) Job posting  
c) Job transfers  
d) All of the above
6. \_\_\_\_\_ **is a process of searching for prospective employees and stimulating them to apply for jobs.**  
a) Selection                      b) Induction  
c) Recruitment                      d) Orientation
7. **Promotion is the \_\_\_\_\_ source of recruitment.**  
a) Suitable                      b) Internal  
c) External                      d) Hierarchy level
8. **Speed of Hiring is an advantage of \_\_\_\_\_.**  
a) Internal Source of recruitment  
b) External Source of recruitment  
c) Both a & b  
d) None of the above
9. \_\_\_\_\_ **refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicant.**  
a) Selection                      b) Training  
c) Recruitment                      d) Induction
10. **How many stages does the recruitment process comprise of?**  
a) 2                      b) 6  
c) 9                      d) 5

11. **Which among the following are parts of job description?**  
i. Duties performed  
ii. Job summary  
iii. Job identification  
iv. Supervision given  
v. Delegation of authority  
  
(a) i ,ii,iii and iv                      (b) ii,iii,iv and v  
(c) i,iii,iv and v                      (d) I,ii,iii and v
12. **Statement 'A' : Semi- skilled employees are selected amongst the unskilled employees. Statement 'B' : In the telling method, lectures are delivered similar to the classroom session.**  
**Code:**  
(A) Statement 'A' and statement 'B' both are true  
(B) Statement 'A' and statement 'B' both are untrue  
(C) Statement 'A' is true but statement 'B' is not true  
(D) Statement 'A' is partially true but statement 'B' is true
13. **Statement 'A' : The Apprentice Act started from 1961. Statement 'B' : This Act is meant to regulate and control the training of apprentices in trades and matters connected therewith.**  
**Code:**  
(A) Statement 'A' and statement 'B' both are true  
(B) Statement 'A' and statement 'B' both are not true  
(C) Statement 'A' and 'B' both are true but statement 'B' is reason of the statement 'A'  
(D) Statement 'A' and 'B' both are true but statement 'B' is not reason of the statement 'A'
14. **Statement 'A' : Human Resource Management is a Line Responsibility Statement 'B' : Human Resource Management is a line manager's Responsibility but a staff function.**  
**Code:**  
(A) Statement 'A' and statement 'B' both are true  
(B) Statement 'A' and statement 'B' both are false  
(C) Statement 'A' is true but statement 'B' is false  
(D) Statement 'A' is false but statement 'B' is true

**15. Statement (I): Job evaluation is a technique of assessing the worth of each job in comparison with others throughout an organization.**

**Statement (II): Job evaluation and job rating are one and the same for employees' appraisal purposes.**

**Codes:**

- (A) Statement (I) is correct, but Statement (II) is incorrect.  
 (B) Statement (II) is correct, but Statement (I) is incorrect.  
 (C) Both the Statements (I) and (II) are correct.  
 (D) Both the Statements (I) and (II) are incorrect.

ANSWERS									
1.	a	2.	a	3.	d	4.	a	5.	d
6.	c	7.	b	8.	a	9.	c	10.	d
11.	a	12.	a	13.	c	14.	a	15.	a

## II. VERY SHORT ANSWER QUESTIONS:

### 1. What is meant by Poaching?

'Organizations' instead of training and developing their own employees hire employees of other competitive companies by paying those more both financial and non financial benefits. It is also called raiding.

## III. SHORT ANSWER QUESTIONS:

### 1. What are the reasons for arising vacancies in employment?

The following are the reasons for arising vacancies in employment.

- ❖ Retirement of an employee
- ❖ Death of an employee
- ❖ Resignation of job by an employee
- ❖ Disablement of an employee
- ❖ Dismissal of an employee

### 2. What is meant by Outsourcing?

There are outsourcing firms that help in the process of recruiting through screening of applications and finding the right person for the job for which job they are paid service charges.

## IV. LONG ANSWER QUESTIONS:

### 1. Explain the internal sources of recruitment

The following are the internal sources of Recruitment  
**i. Transfer** - The simplest way by which an employee requirement can be filled is through transfer of employee from one department with surplus staff to that of another with deficit staff.

**ii. Upgrading** - Performance appraisal helps in the process of moving employees from a lower position to a higher position

**iii. Promotion** - Based on seniority and merits of the employees they are given opportunity to move up in the organisational hierarchy

**iv. Demotion** - Movement of employee from a higher position to a lower position because of poor performance continuously to make him realise the significance of performance

**v. Recommendation by existing Employees** - A family member, relative or friend of an existing employee can be recruited and placed

**vi. Job rotation** - One single employee managing to learn how to perform in more than one job on rotation. This familiarises the employees with all kind of jobs performed and becomes a source.

**vii. Retention** - The retiring employees can be used to meet the requirement after superannuation as per management discretion

**viii. Retired employees** - The employees who have already retired can be called to fill the vacancy as they have the required qualification and experience

**ix. Dependants** - The legal heir or the dependent employee may be given a chance to replace the deceased.

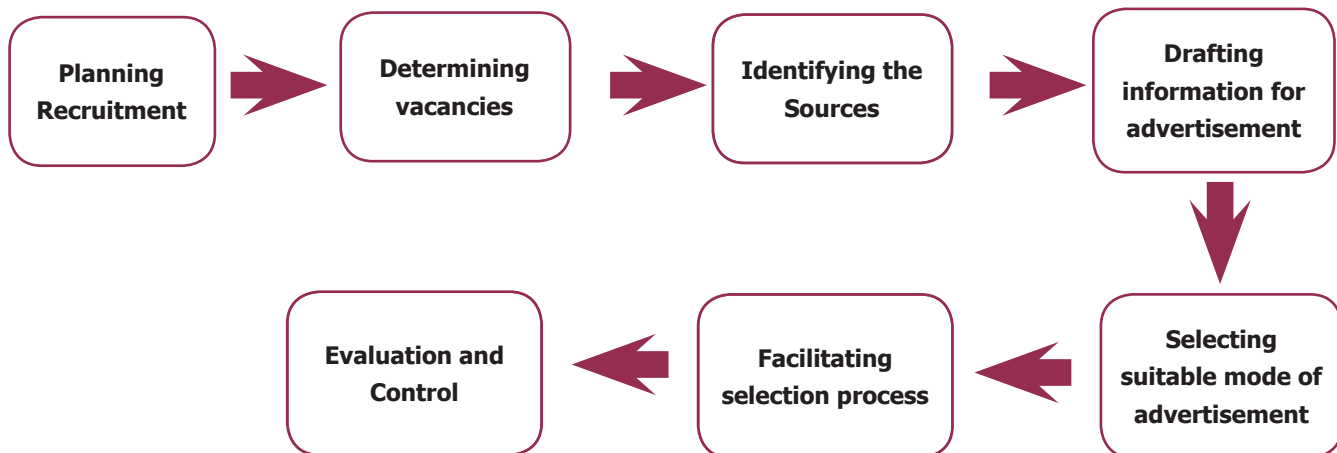
**x. Previous applicants** - The applicants who have already applied for any job advertised in the



past whose name appears in the data base but not selected at that point of time can be utilised

**xi. Acquisitions and Mergers** – This is another way by which the organisation acquires another business unit or merging with another establishment

## 2. Draw the Recruitment process.



## 3. Reasons Why Internal Recruitment is the Best Place to Start?

### 1. Saves time and money

- ❖ Advertising on job boards or in the press, pre-screening candidates and conducting interviews are all activities with a price tag attached to them. And for an organisation with a high staff turnover, this can be a very costly business indeed. It also consumes valuable HR time and resources which could be better spent focussing on improving morale and productivity among existing staff.
- ❖ If at first you decide to look internally, the position really only needs to be posted on a notice-board or on a company intranet site and only a handful of suitable candidates need to be interviewed. There's no need for extra reference checks, personality profile testing or extensive interviews since these would have been carried out when the staff members initially joined the organisation.
- ❖ The candidate's track record with the company speaks for itself. After all past performance gives a much better indication of future performance than any additional interview or psych tests ever can.
- ❖ An internal recruit is also less likely to demand a huge pay rise, which is another cost

saving. A modest increase is often enough, when combined with the prestige of being promoted to a new position with new responsibilities.

### 2. Reduces training time

- ❖ The average organisation spends over \$1,000 a year on training for each employee; a cost that includes the time spent by managers and experienced co-workers in teaching and demonstrating the requirements of the job.
- ❖ An internal recruit would need no orientation and far less training, as they are already familiar with the company processes, goals, vision and 'way of doing things'. They may even be familiar with and have performed some of the tasks in their previous role (i.e. an assistant manager being promoted to manager).

### 3. Improves productivity

- ❖ Organisations with a policy of promoting from within tend to have more highly motivated staff. If a person feels they will be rewarded for dedication and hard work, they are far more likely to take ownership of their position and give it their best efforts.
- ❖ Internal recruits are also more likely to have previous knowledge of company policies and procedures. This means they will pick up the requirements of the new job more easily than someone brought in from the outside and thus will be

more productive from the outset.

#### 4. Improves morale

- ❖ Rewarding talent and promoting from within engenders a culture of loyalty and stability. Staff absenteeism and retention rates are also likely to be better, which provides a greater return on the time and resources invested in each employee.
- ❖ Staff are more likely to stay with the organisation if they are encouraged to improve their skills through further training and can see that there is a definite career path for them.
- ❖ People are always looking to better themselves, so if you offer them the opportunity to do so within the organisation, they are less likely to look elsewhere and you avoid a costly 'brain drain' on your manpower resources.

#### 5. Facilitates succession planning

- ❖ As well as filling existing positions, internal opportunities can also be created for employees who demonstrate potential. By grooming talented employees to move into higher positions as they become available, the organisation can benefit from the skills and talent in its workforce.
- ❖ Succession planning aims to ensure that the right people are in the right position at the right time to achieve the organisation's business goals.
- ❖ Internal recruitment is only successful if all employees have equal access to information about available positions and are all given the opportunity to apply. If a strict internal recruitment procedure is not adhered to, there may be resentment between employees and perceptions of favoritism.
- ❖ Of course there are those who might argue that internal recruitment creates a resistance to change amongst employees and perpetuates old ways of doing things. This is not in the interests of an organization that needs to be able to respond rapidly to a changing business environment.
- ❖ Promoting from within has definite advantages, but to avoid this possibility of becoming 'stale' though lack of new blood, an organization should ideally hire both internally and externally, depending on the kind of position and whether there are sufficient internal candidates to fill it.
- ❖ Every new position filled leaves an old position vacant, so an organization will be

required to hire externally anyway from time to time. This creates the opportunity to introduce new people into entry-level positions, injecting new ideas and attitudes into the organizational gene pool.

#### 4. What could you do to mitigate the disadvantages of internal recruiting?

- ❖ To avoid resentment, cultivate trust and ensure you hire effectively, you could:
- ❖ Ensure promotions or job moves aren't the only ways to recognize employees or help them advance their careers.
- ❖ Consider offering opportunities for training, job shadowing and job rotation. Also, lay the foundation of rewarding employees frequently (for example, encourage supervisors to praise their employees or give out performance-related bonuses.)
- ❖ Have a transparent process.
- ❖ Ensure internal candidates understand your hiring process and why they weren't selected. It'd be good to give them interview feedback or pointers on what skills they might need to develop to be successful in the future.
- ❖ Train managers to prepare their team members' career paths.
- ❖ Help managers think of possible career moves for their team members and ask them to take part in formulating your business' succession plan. That way, if a position opens, you could immediately consult your plan to see which employee may be a good fit.
- ❖ Avoid communicating an opening if you already have a candidate in mind. Communicating an open role means that you give employees hope that they might be hired for this role. But if hiring teams already prefer a particular candidate, it's best to reach out to them directly first, instead of encouraging others to apply.
- ❖ Use a balanced mix of internal and external recruiting. Each time you want to fill a position, decide whether to recruit internally, externally or both. Base this decision on the job requirements and the skills your current employees have as well as your company's needs for a culture add



## 5. Explain the external sources of recruitment by direct way?

### i. Advertisements

- ❖ The employer can advertise in dailies, journals, magazines etc. about the vacancies in the organisation specifying the nature of work, nature of vacancy, qualification and experience required, salary offered, mode of applying and the time limit within which the candidate has to apply.

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- ❖ The organisations which carry out recruitment online methods is said to follow e recruitment. The advancement in technology and communication has made it possible to reach out prospective applicants globally online. It has become inevitable external source of recruitment.

## 6. Explain the external sources of recruitment by indirect way?

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