

2.4 Motivation and demotivation

Methods of recruitment (HL)

Recruitment involves seeking, finding and hiring people for a position in an organisation. Recruitment is a very important process for a business. Without the right people, the business is unlikely to be a success.



Figure 1. Recruitment is an important part of business success.

Credit: Stefania Pelfini, La Waziya Photography, Getty Images

Recruitment process

It is very important that a business recruits the right employees. If employees are unable to cope with the work or dislike the environment, they will become dissatisfied and may leave shortly after joining. This increases costs for the business for further recruitment and training. Employing suitable people will make the business more competitive.

The common steps of the recruitment process are:

1. Job analysis
2. Job description
3. Person specification

- 4. Job evaluation
- 5. Job advertisement
- 6. Selection

These six steps of recruitment are outlined in **Table 1**.

Table 1. The steps of recruitment.

Step	Explanation
Job analysis	<p>This is the study of what the job entails. It provides details of the skills, training and tasks needed to carry out the job. In order to find out what the job entails, the human resource (HR) department gathers data about the job from people associated with the job. This might include the employee who currently holds the post, their supervisor, their subordinates and anyone else who interacts with the role.</p> <p>HR will then analyse the tasks, activities, skills and behaviours needed to carry out the job.</p>
Job description	<p>HR will then write a description of the job. From this, potential candidates will know what is expected of them. A job description may include: the job title, the context of the job within the business, the main tasks and other duties (for example, whether the job involves being part of a team), information about the working environment (such as the physical environment, the social environment and the length of the working day), and performance information (for example, criteria for measuring performance).</p>

Step	Explanation
Person specification	This step defines the qualities of the individual needed to fill the vacancy, such as qualifications, experience, personality and skills. It can be helpful to divide the information by specifying whether a particular quality or skill is 'essential' or 'desirable'. It is important that the person specification fits the 'culture' of the organisation, otherwise the employee who is recruited may be unsuitable.
Job evaluation	This is an assessment of the value of the job in relation to other jobs, so that the rewards and remuneration can reflect its value.
Job advertisement	This refers to the method or methods used to let people know about a job opening. A job can be advertised internally to current employees, and/or it can be advertised externally to new recruits. External advertising can be done through a number of channels: social media, newspapers, employment agencies, word of mouth and the business's own website are some of the most popular.
Selection	This is the decision about who will be offered the position. The process of selecting a candidate will usually be longer and more formal for a senior management position. The process will also depend on the size of the organisation and resources available to carry out the process. In most countries, there are strict laws about discrimination in the selection process, so it is important that those making the decision are aware of the laws.

The selection process can vary significantly depending on the organisation, but typically it involves the following:

Application

The candidates submit information about themselves in response to a job advertisement. This often consists of a letter of application, a curriculum vitae (CV) or resume outlining experience and qualifications, and references. The HR department will review the applications and make a short list of promising candidates.

Interview

This is an opportunity for one or more people in the business to talk directly to those who have been short-listed for the position. There may be one interview, or several, depending on the organisation. Structured interviews with common questions make the process more uniform for the candidates and contribute to equity. However, it is always the case that personal preference and personality will play a large role in the interview process.

Making connections

While many employers will look for job candidates that fit into the existing organisational culture, research shows that they may want to consider adding new employees who can add to or challenge elements of the business culture. HL students will learn more about organisational culture in [Subtopic 2.5 \(/study/app/y12-business-management-a-hl-may-2024/sid-351-cid-174702/book/the-big-picture-id-39398\)](https://study/app/y12-business-management-a-hl-may-2024/sid-351-cid-174702/book/the-big-picture-id-39398).



Figure 2. An interview is a chance for the candidate to make a connection with potential colleagues.

Credit: Jakob Helbig, Getty Images

Testing

Some positions require certain knowledge, skills or attitudes that can be tested in the selection process. Potential employees may be asked to take tests to move further in the recruitment process.

Job offer

The successful candidate is offered an employment contract. The employment contract terms and conditions usually include: job title, start date, job role and description, working hours, payment, holiday and sick pay entitlement, pension entitlement, disciplinary procedures, grievance procedures, notice requirements for termination for both employer and employee, and the signature of both parties.

As you can see, the recruitment process is time-consuming and costly for a business. So choosing the right employees and working to keep them is important for the business.

Activity

Learner profile: Reflective

Approaches to learning: Self-management skills (reflection)

1. As you approach your final years in secondary school, you will need to consider your next steps. You may find it useful to do some reflection about your own strengths of character and values. This can be very helpful if you need to do a job or university interview or write a motivation statement.

Consider taking a survey to help you identify your core values. The VIA Institute for Character provides a free survey of character strengths and values (<https://www.viacharacter.org>). The survey is free and takes only 15-minutes.

2. The professional networking site LinkedIn helps people to connect with others around the world who share the same professional interests. It can be a great way to learn what is going on with businesses you care about. By setting up a LinkedIn profile, you can start to build a network that could be very useful when you start looking for internships or your first job.

Consider setting up a LinkedIn profile (<http://www.linkedin.com/>). You will need to reflect on your interests and outline your experiences. This can also help prepare you for motivation letters for university if that is your post-secondary plan.

Internal and external recruitment

As you learned in the recruitment steps, businesses can advertise job openings both internally and externally. Very often, a business will do both to ensure that they have the best candidate pool. But there may be circumstances when the business would only want to advertise either internally or externally.

Internal recruitment

Internal recruitment means that a job vacancy is filled from within the business by promoting and retraining an existing employee rather than hiring a person from outside the business. **Table 2** outlines a number of advantages and disadvantages of internal recruitment.

Table 2. Advantages and disadvantages of internal recruitment.

Advantages of internal recruitment	Disadvantages of internal recruitment
Shorter induction. The existing employee is already familiar with the organisation.	Limited candidates. The number of potential recruits is limited to employees in the business.

Advantages of internal recruitment	Disadvantages of internal recruitment
No surprises. The business is already familiar with the employee.	Another vacancy. If a current employee is selected, then their position also has to be filled.
Lower cost. The recruitment process can be shortened, lowering the recruitment costs.	Less innovation. A current employee may not bring new ideas into the business.
Motivation. Internal recruitment sends the message to other employees that they can rise in the organisation.	Discontent. Other employees not selected for the position may be dissatisfied.

External recruitment

External recruitment is when a business fills a job vacancy by recruiting an employee from outside the organisation, usually because the company needs certain skills that it lacks in its current employees. **Table 3** outlines the advantages and disadvantages of external recruitment.

Table 3. Advantages and disadvantages of external recruitment.

Advantages of external recruitment	Disadvantages of external recruitment
More candidates. The number of potential recruits is greater than for internal recruitment.	Longer induction. Candidates from outside the organisation will take longer to get to know the processes and culture.

Advantages of external recruitment	Disadvantages of external recruitment
No additional vacancy to fill. If the business hires from outside the organisation, it does not need to fill another vacancy that would have been created with internal recruitment.	Surprises. It is difficult to truly know how a new employee from outside the organisation will perform.
More innovation. Hiring an employee from outside the organisation may bring new ideas to the business.	Higher cost. The recruitment process will be longer than with internal recruitment, with higher costs.
Less conflict. Hiring from outside the organisation may avoid internal disputes over hiring from within.	Discontent. Existing staff may become demotivated if they believe there is no chance for advancement inside the organisation.

Exam tip

Questions on the topic of recruitment are likely to require you to outline the process of recruitment, demonstrate knowledge of the advantages and disadvantages of internal and external recruitment, and to explain the reasons behind certain recruitment decisions.

Activity

Learner profile: Thinkers

Approaches to learning: Thinking skills (transfer and critical thinking)

There are several interesting activities you could undertake to apply your learning about the recruitment process related to your school.

1. Invite the person in charge of human resources in your school to visit the class and explain the recruitment process.
2. Imagine that your business management teacher has decided to leave your school for another opportunity.

- Outline the process that the school would need to go through to hire a replacement.
 - What would you include in the job description and person specification?
3. Explain **two** reasons why your school may prefer to use internal recruitment to fill teaching vacancies. Explain **two** reasons why your school may prefer to use external recruitment to fill teaching vacancies. Make sure that your explanations are contextual, applying the theory to the particular circumstances in your school.