

RECRUITMENT

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MEANING

- Recruitment is concerned with reaching out, attracting, and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspect.
- When more persons apply for jobs then there will be a scope for recruiting better persons. The job-seekers too, on the other hand, are in search of organizations offering them employment.
- In simple words, the term recruitment refers to discovering the source from where potential employees may be selected. The scientific recruitment process leads to higher productivity, better wages, high morale, reduction in labour turnover and enhanced reputation. It stimulates people to apply for jobs; hence it is a positive process.
- Recruitment can be defined as the process of publicizing information about various job vacancies in the organization.

DEFINITIONS

- “Recruitment as process of searching for prospective employees and stimulating them to apply for jobs in the organization.” — **Edwin B. Flippo**
- In the words of **Dale Yoder**, Recruitment is the process to “discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”

- **Kempner** writes, “Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates.”
- “Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour force upon whom the organization can draw when it needs additional employees.” —**Dale S. Beach**

FACTORS OF RECRUITMENT

INTERNAL FACTORS

- a. Size of the Organization:** The size of an organization affects the recruitment process. Experience suggests that larger organizations find recruitment less problematic than organizations with smaller in size.
- b. Recruiting Policy:** The recruiting policy of the organization i.e., recruiting from internal sources (from own employees) and from external sources (from outside the organization) also affects recruitment process. Generally, recruiting through internal sourcing is preferred, because own employees know the organization and they can well fit into the organization's culture.
- c. Image of Organization:** Image of organization is another internal factor having its influence on the recruitment process of the organization. Good image of the organization earned by a number of overt and covert actions by management helps attract potential and competent candidates. Managerial actions like good public relations, rendering public services like building roads, public parks, hospitals and schools help earn image or goodwill for the organization. That is why blue chip companies attract large number of applications.

d. Image of Job: Just as image of organization affects recruitment so does the image of a job also. Better remuneration and working conditions are considered the characteristics of good image of a job. Besides, promotion and career development policies of organization also attract potential candidates.

EXTERNAL FACTORS

a. Demographic Factors: As demographic factors are intimately related to human beings, i.e., employees, these have profound influence on recruitment process. Demographic factors include sex, age, literacy, economic status etc.

b. Labour Market: Labour market conditions i.e., supply and demand of labour is of particular importance in affecting recruitment process. For example, if the demand for a specific skill is high relative to its supply, recruiting employees will involve more efforts. On the contrary, if supply is more than demand for a particular skill, recruitment will be relatively easier.

c. Unemployment Situation: The rate unemployment is yet another external factor having its influence on the recruitment process. When the unemployment rate in a given area is high, the recruitment process tends to be simpler. The reason is not difficult to seek. The number of applicants is expectedly very high which makes easier to attract the best qualified applicants. The reverse is also true. With a low rate of unemployment, recruiting process tends to become difficult.

d. Labour Laws: There are several labour laws and regulations passed by the Central and State Governments that govern different types of employment. These cover working conditions, compensation, retirement benefits, and safety and health of employees in industrial undertakings.

e. Legal Considerations: Reservation of jobs for the scheduled castes, scheduled tribes, and other backward classes (OBCs) is the popular example of such legal consideration. The Supreme Court of India has given its verdict in favour of 50 per cent of jobs and seats. This is so in case of admissions in the educational institutions also.

RECRUITMENT PROCESS

1. Recruitment Planning: The first step involved in the recruitment process is planning. Here, planning involves to draft a comprehensive job specification for the vacant position, outlining its major and minor responsibilities; the skills, experience and qualifications needed; grade and level of pay; starting date; whether temporary or permanent; and mention of special conditions, if any, attached to the job to be filled ”

2. Strategy Development: Once it is known how many with what qualifications of candidates are required, the next step involved in this regard is to devise a suitable strategy for recruiting the candidates in the organization.

The strategic considerations to be considered may include issues like whether to prepare the required candidates themselves or hire it from outside, what type of recruitment method to be used, what geographical area be considered for searching the candidates, which source of recruitment to be practiced, and what sequence of activities to be followed in recruiting candidates in the organization.

3. Searching: This step involves attracting job seekers to the organization. There are broadly two sources used to attract candidates. These are: 1. Internal Sources, and 2. External Sources.

4. Screening: Though some view screening as the starting point of selection, we have considered it as an integral part of recruitment. The

reason being the selection process starts only after the applications have been screened and shortlisted. Let it be exemplified with an example.

In the Universities, applications are invited for filling the post of Professors. Applications received in response to invitation, i.e., advertisement are screened and shortlisted on the basis of eligibility and suitability. Then, only the screened applicants are invited for seminar presentation and personal interview. The selection process starts from here, i.e., seminar presentation or interview.

Job specification is invaluable in screening. Applications are screened against the qualification, knowledge, skills, abilities, interest and experience mentioned in the job specification. Those who do not qualify are straightway eliminated from the selection process.

The techniques used for screening candidates vary depending on the source of supply and method used for recruiting. Preliminary applications, deselection tests and screening interviews are common techniques used for screening the candidates.

5. Evaluation and Control: Given the considerable cost involved in the recruitment process, its evaluation and control is, therefore, imperative.

The costs generally incurred in a recruitment process include:

- (i) Salary of recruiters
- (ii) Cost of time spent for preparing job analysis, advertisement
- (iii) Administrative expenses
- (iv) Cost of outsourcing or overtime while vacancies remain unfilled
- (v) Cost incurred in recruiting unsuitable candidates

In view of above, it is necessary for a prudent employer to try to answer certain questions like: whether the recruitment methods are appropriate and valid? And whether the recruitment process followed in the organization is effective at all or not? In case the answers to these questions are in negative, the appropriate control measures need to be

evolved and exercised to tide over the situation. However, such an exercise seems to be only rarely carried out in practice by the organizations employers.

SOURCES OF RECRUITMENT

INTERNAL SOURCES

1. Promotions: The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, conditions, rules and regulations should be well-defined.

2. Retirements: The retired employees may be given the extension in their service in case of non--availability of suitable candidates for the post.

3. Former employees: Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.

4. Transfer: Employees may be transferred from one department to another wherever the post becomes vacant.

5. Internal advertisement: The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.

6. Employee referrals: This is where current employees recommend potential candidates for job openings within the company. This method leverages the networks and knowledge of existing employees to identify qualified individuals for new positions.

EXTERNAL SOURCES

- 1. Press advertisement:** A wide choice for selecting the appropriate candidate for the post is available through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.
- 2. Campus interviews:** It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.
- 3. Placement agencies:** A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.
- 4. Employment exchange:** People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.
- 5. Walk in interviews:** These interviews are declared by companies on the specific day and time and conducted for selection.
- 6. Job portals:** Various sites such as jobs.com, naukri.com, and monster.com are the available electronic sites on which candidates upload their resume and seek the jobs. Online platforms connect job seekers with potential employers, making it easier for both to find a relevant opportunity and the right candidate, respectively.
- 7. Competitors:** By offering better terms and conditions of service, the human resource managers try to get the employees working in the competitor's organization.

8. Word-of-mouth: In this method, the word is passed around the possible vacancies or openings in the organization.

9. Raiding or Poaching: It is a method whereby the rival firms by offering better terms and conditions, try to attract qualified employees to join them.

10. Deputation: It is sending an employee to another organization for a short duration of 2 to 3 years. Such type of recruitment is practised in Government organizations and public sector organizations.

THANK YOU