

7. Building a Proactive Recruitment Program

N. Prabha

Research Scholar,
Department of Education,
Manonmaniam Sundaranar University,
Tirunelveli, Tamilnadu, India.

B. William Dharma Raja

Professor and Head,
Department of Education
Manonmaniam Sundaranar University,
Tirunelveli, Tamilnadu, India.

Abstract:

Recruitment has acquired immense importance in today's institutions. Institutions have realized the value of human capital and its role in their development. Recruitment is the first step in the process of acquiring and retaining the human resources for an organization. In today's rapidly changing environment, it is mandatory that every organization has to respond quickly to requirements for people. Therefore it is most significant to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions.

The magnitude of recruitment and the methods to be used for recruiting are determined by the human resource plan. Depending on the human resource plan, the organization decides on the number of people to be recruited and the jobs for which they have to be recruited. Once these decisions are made, the modes of recruitment will get finalized. All these decisions are taken in alignment with the recruitment policy of the company and the organization's long term goals. In this chapter, we will understand the process of recruitment, recruitment policy, and factors affecting recruitment, sources and methods of recruitment and finally, how a recruitment program is evaluated.

7.1 Introduction:

In human resource management, recruitment is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. 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" (Mulani, nd). Dale. S. Beach has defined "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". Effective recruitment is the process of attracting the prospective employees and stimulating them for applying job in an organization. (Leunendonk, 2021).

Though employment, recruitment and selection are used interchangeably, technically all the three have different meanings. In fact, recruitment and selection together constitute employment. Recruitment, as a process, starts with identification of the need for human resources and ends with getting suitable candidates to apply for the vacancies available. Therefore, the aim of an effective recruitment program is to attract the finest people for the job and aid the recruiter by making a wide choice available. A prime job description helps in attracting the right kind of candidates for the job. The recruitment efforts and the costs involved are generally in proportion to the criticality of the vacant position and the urgency of the need.

7.2 Factors Affecting Recruitment:

There are many factors which affects the recruitment program. These factors can be classified as organizational or internal factors and environmental or external factors.

7.2.1 Organizational/Internal Factors:

Several factors influence the success or failure of a recruitment program. Some of these are described below: A most important factor that determines the success of a recruitment program is the reputation of the organization. An organization's reputation generally depends on its size, area of business, profitability, management, philosophy and values. For instance, a profitable firm known for its strong values would attract a better response to a recruitment drive than a loss-making firm which is known for its lack of values

- The organizational culture and attitude of its management towards employees also influence a candidate's decision to apply for the organization. An organization that is known for its employee-friendly policies would certainly be preferred over an orthodox and rigid organization
- Another factor that contributes to the success of the recruitment program is the geographical location of the vacant position. Prospective candidates might not be too eager to work in a remote place unless they belong to that place
- The channels and methods used to advertise the vacancy also determine the success of a recruitment program. The reach of advertising has to be wide and its effect should be deep enough to attract the right talent
- The emoluments that the organization offers also influence the decision of a candidate and thereby lead to the success of the recruitment program

7.2.2 Environmental/External Factors:

Some environmental factors also determine the effectiveness of a recruitment program. Some of these are mentioned below.

- The situation in the labor market, the demand for man power, the demographics, the knowledge and skill set available, all determine the response to the recruitment program. For instance, since there will be more fresh graduates available in the job market than ever before, a firm looking for fresh candidates might get a phenomenal response

- The stage of development of the industry to which the organization belongs also influences the results of a recruitment program
- Finally the labor laws which command the compensation, working environment, security and health regulations and the legal considerations also play a vital role in designing a recruitment program and determining its effectiveness

7.3 Recruitment Policy:

The recruitment policy of an organization would normally be in alignment with the objectives and procedures of the organization. It lays down the objectives of recruitment and the channels and sources of recruitment.

“The recruitment policy is concerned with quantity and qualifications of manpower. It establishes broad guidelines for the staffing process.” (Yoder, 1958)

A sound recruitment policy

- complies with government policies on hiring
- provides optimum employment security and avoids frequent lay-off or lost-time
- assures the candidates of the management’s interest in their development
- reflects the social commitment of the organization by employing the handicapped people and other underprivileged people of the society whenever there is a possibility of job fit
- should be in alignment with the objectives and policies of an organization
- should be flexible enough to accommodate changes in an organization
- should be designed in such a way that ensures long term employment opportunities for its employees
- should be cost effective for the organization

A good recruitment policy is based on the organization’s objectives, identification of the recruitment needs, preferred sources of recruitment, criteria for selection and preferences, the cost of recruitment and other financial implications. And mainly it should reflect the reputation and image of the organization.

7.4 Understanding Recruitment Sources:

Sources of recruitment can be viewed as various means of connecting the job seekers to the organization which have suitable job openings. In simple terms, it serves as a medium for communicating or advertising the vacant positions in the organization to get a response from the prospective candidates. The recruiters have to be cautious and careful while selecting any particular source of recruitment.

Generally the selection of a specific source depends upon the number of personnel to be recruited, the cost involved in each source, accessibility of applicants, and education level of employees to be hired, organization’s policies. The various sources of recruitment can be broadly divided into two types which are explained in detail below.

7.5 Internal Sources:

Internal sources of recruitment refer to seeking the employees from within the organization to fill the vacant position. Many organizations consider internal recruitment as a great option since it is cost effective and they tend to hire the employees who have a better know about the organization and its policies. Internal recruitment can be done through the following means

a. Transfers: Transferring involves shifting an employee from one department to another, without changing the nature of the job. Actually transferring is a common practice in government institutions. In other private organizations, transfer is used to rationalize workforce and to develop multi-skills through cross functional areas.

b. Promotions: Promotion means the ascension of an employee to higher ranks. In fact, it involves an increase in salary, rank, responsibilities, status and benefits. This aspect of the job is what drives the employees most and promoting them to higher cadre makes the employees to afford their full potential towards the assigned work for them.

c. External Sources: External sources denote recruitment from sources outside the organization. If the existing workforce is not sufficient to cater the future demands of the organization or falling short of the required skill sets, then the management may lookout for personnel from the external sources. External recruitment can be done through the following means

d. Advertisements: Advertisements have the widest reach and are quite effective for the organization in search of external talent. Different media can be used for advertising, depending on the cost, the need and the reach desired. The nature of the job, its level and criticality in the organization, all together determine the mode and medium of advertisement.

For instance, an advertisement for unskilled labor might just be displayed on the walls of the manufacturing unit. The advertisement for the position of a manager in the same unit might find its way into the classified pages of popular regional dailies.

However the advertisement for the Vice President of the Operations division of the same company might be carried in the employment pages of a national daily or a business magazine. The costs involved would vary with the changing importance of the job position and the availability of manpower.

e. Employee Referrals: Employee referrals form a fine source of recruitment, especially for the lower and middle level management. Employees working with an organization recommend their friends or colleagues for the vacant positions in their organization. The reputation and credibility of the employee is at stake when he/she recommends or refers a candidate. So the employee would take care to recommend excellent candidates. The second advantage of a referral system is that the candidate seeking employment has an insider's view of the job as he has gathered information from the employee and will be more realistic in his expectations from the organization.

Consequently, there will be a greater possibility of continuing his job. The employee would also feel that his contribution is valued and his opinion has got respected when the candidate he has referred is selected by the employer. A more direct advantage of referrals is in terms of time and cost savings for the organization.

7.6 Employment Agencies/ Consultancies:

Consultancies do well in this dynamic job markets, where organizations scout aggressively for talent and potential candidates constantly look out for better jobs. Employment agencies provide a meeting ground for both the parties and simplify the whole process of recruitment. They generally perform many of the jobs traditionally done by the Human Resource department of the organization. They invite applications from interested candidates, scan them for first round of short-listing, test them for a second round of short-listing and finally arrive at the list of the most suitable candidates for the vacant positions in the organization. Finally the HR department has to conduct a final round of interviews to select the best fit. Consultancies normally cater to the recruitment needs at the junior, middle and top levels of management. They charge a percentage of the pay package offered to the candidate as fees for the services they have rendered.

7.7 Educational Institutions:

During the placement season, educational institutions, especially the reputed ones turn into hunting grounds for organizations looking for fresh talent. These institutions offer placement services to their students by trying to get some of the best organizations in the market to their campus for recruitment. Organizations shortlist the educational institutions which can provide the right kind of resources that they are looking for and visit them during the placement season. Long-term relationships are built between organizations and educational institutions through this exercise of campus recruitment.

7.8 Interested Candidates:

Another source of recruitment for an organization might be unsolicited applications (i.e. not in response of any advertisement or announcement of a vacancy) of candidates interested in working with the organization. Such candidates send their applications to the management either through post or e-mail or in person to express their interest in employment with the organization.

If they don't have a suitable vacancy at that time, they can store these applications in their data bank and use then whenever the need arises. It is important that these applications should be categorized and maintained in a proper way so that they can be used when there are vacancies. When need arises for recruitment, HR department checks its data bank to find the suitable candidates before proceeding with the selection process.

7.9 Evaluation of a Recruitment Program:

Recruitment policies, strategies and objectives need to be evaluated from time to time to test their effectiveness with regard to the organizational strategies, policies and objectives.

Similarly the sources and methods of recruitment also have to be evaluated to match the recruitment policy and the changing needs of market and to ensure their efficacy. The success of a recruitment program can be judged based on a number of criteria. Some of them are as follows:

- the number of successful placements/candidates recruited
- the number of candidates retained in the organization after six months
- the number of applicants/ initial enquires received
- the cost involved
- the time taken for filling up the position

The number of successful placements is the most important criterion for determining the success or failure of a recruitment program. This is the bottom-line of the whole program. However, if a recruitment program has not met its objectives with regard to the successful placements, other factors like number of initial enquiries received, the number of offers made and the number of hiring should be taken into consideration to understand the stage at which any discrepancy has occurred. For instance, if there is less number of applicants, it's damn sure that there was a problem in attracting job seekers.

This might reflect a problem with the advertisement or a problem with the organization's reputation. In case, the number of successful placements is low, the problem might be that the incumbent's expectations were not satisfied or he/she was misled and misinformed about the job and organization. The cost and the time implications also have to be analyzed while evaluating a recruitment program. For example: If the organization has been successfully getting the required manpower and making successful placements but at a high cost, then it may need to revamp its recruitment program.

7.10 Wrapping Up:

“Right person for the right job” is the basic principle in the process of recruitment. At the outset, effective recruitment can contribute towards the organizational success. During the recruitment process, both the internal and external sources should be considered and that will increase the probability of organizations attracting a wide range of candidates. As a consequence, this is to enlighten the process of recruitment which involves identifying and attracting the potential candidates from within and outside the organization and evaluating them for future employment.

Today's rigid labor in the market is making it more difficult for organizations to find out, recruit and select talented candidates. Since there is a huge talent in the market, the competition for talent got intensified. And this makes it more difficult for the organization to successfully recruit and retain the quality candidates.

Recruitment with appropriate policies and strategies would effect in enhanced organizational outcomes. An outstanding recruitment policy has to be flexible and proactively respond to the changing environment. The effectiveness and efficiency of the recruitment sources can also be evaluated from time to time and changes made if needed, to meet out the current and future recruitment needs of the organization.

7.11 References:

1. Chand, S. (2015). Sources of recruitment of employees: internal and external sources. <https://www.google.com/search?q=Sources+of+Recruitment+of+Employees%3A+Internal+and+External+Sources+Smriti+Chand>
2. Factors affecting recruitment: recruitment and
3. selection. <https://www.wisdomjobs.com/e-university/recruitment-and-selection-tutorial-2682/factors-affecting-recruitment-27163.html>
4. Kumari, N. (2012). A study of the recruitment and selection process: SMC Global.
5. Leunendonk, M. (2021) what is recruitment? Definition, Recruitment Process, Best Practices. <https://www.cleverism.com/what-is-recruitment/>
6. Miron, A. (2014). Understanding recruitment sources.
7. <https://www.eskill.com/blog/understanding-recruitment-sources/>
8. Mulani, V. (nd). Recruitment and Selection in HRM. <https://www.accountingnotes.net/human-resource-management/recruitment/recruitment-and-selection-in-hrm/17516>
9. Prachi, M. (2018). Sources of recruitment. <https://theinvestorsbook.com/sources-of-recruitment.html>
10. Ragini, P.(nd) External sources of recruitment (with advantages). <https://www.economicdiscussion.net/recruitment/external-sources-of-recruitment-with-advantages/31611>
11. Roshani, B. (nd) what is Recruitment?
12. <https://www.economicdiscussion.net/recruitment/what-is-recruitment/32404>
13. Sakshi, A. (nd) Sources of recruitment in hrm.
14. <https://www.economicdiscussion.net/recruitment/sources-of-recruitment-in-hrm/31758>
15. Shetelboim, R. (2016). Key factors to evaluate your recruitment process. <https://www.jobvite.com/blog/recruiting-process/key-factors-evaluate-recruitment-process/>
16. Trivikram, S. (2020). Internal and external sources of recruitment.
17. <https://myventurepad.com/internal-external-sources-recruitment/>
18. Yoder, D. & Heneman, G. (1958). Handbook of personnel management and labor relations. Newyork: McGraw hill book company Inc.