9. Recruitment

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9.1 Introduction:

According to E.W. Vetter, human resource planning is "the process by which a management determines how an organization should make from its current manpower position to its desired manpower position.

Edwin Flippo defines HRM as "planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved." He says, "It is often termed positive in that it stimulates people to apply for jobs, to increase the hiring ratio, i.e. the number of applicants for a job. Selection, on the other hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired. "

Recruitment is the process to attract individuals on a timely basis in sufficient numbers and with appropriate professional skills and qualification to apply for jobs. 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."

Recruitment is the process to attract individuals on a timely basis in sufficient numbers &with appropriate Professional skills and Qualifications to apply for jobs in a hospital. It is the process of filling the organizational positions and vacancies created due to retirements, resignation, death and vertical mobility in the hospital and also creation of new posts due to organizational growth or expression of existing departments or Commissioning of additional services. It necessitates timely review of the existing jobs using job analysis to develop appropriate job analysis to develop job description and job specifications to facilitate job requisition to recruit human manpower. Kempner writes, "Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates."

9.2 Recruitment and Selection:

Concept of Human Resource Planning: Human resource (HR) planning or manpower planning is the process by which the organization ensures that it has the right kind of people, at right time, at right place and they are working effectively and efficiently and help the organization in achieving the overall objective.

It is a continuous process of developing and determining objectives, policies that will procure, develop and utilize human resources to achieve the goal of the organization. Recruitment is a process of identifying, screening, shortlisting and hiring potential resource for filling up the vacant positions in an organization.

It is a core function of Human Resource Management. For decades, the companies have focused on the job and not the person. It is vital that you hire people who share your company's values and fit your culture.

9.2.1 Principles for Recruitment:

- Recruitment process should be linked with company manpower plan.
- Recruitment process should provide for the staff participation in formulating and implementing recruitment plan.
- Recruitment process should be carefully planned, organized, directed and controlled by a group represented by personnel department and concerned departments.
- Recruitment process should use methods and procedures, which help in quick screening and disposal of applications.
- Recruitment process should entail impartial criteria to instill confidence in applicants for ensuring selection of good talented individuals for each position in the company.

9.2.2 Objectives of Recruitment are:

- To attract people with multi-dimensional skills and experiences that suit the present and future organizational strategies,
- To induct outsiders with a new perspective to lead the company,
- To infuse fresh blood at all levels of the organization,
- To develop an organizational culture that attracts competent people to the company,
- To search or head hunt/head pouch people whose skills fit the company's values,
- To devise methodologies for assessing psychological traits,
- To seek out non-conventional development grounds of talent,
- To search for talent globally and not just within the company,
- To design entry pay that competes on quality but not on quantum,
- To anticipate and find people for positions that does not exist yet. Sources of Recruitment of Employees: Internal and External Sources

The candidates may be available inside or outside the organisation. Basically, there are two sources of recruitment i.e., internal and external sources

- **The Internal Sources** Are Given Below: is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal sources are primarily three - Transfers, promotions and Re-employment of ex-employees.
- **Transfers:** Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

- **Promotions:** Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organisation. A promotion does not increase the number of persons in the organisation. A person going to get a higher position will vacate his present position. Promotion will motivate employees to improve their performance so that they can also get promotion.
- **Present Employees:** The present employees of a concern are informed about likely vacant positions. The employees recommend their relations or persons intimately known to them. Management is relieved of looking out prospective candidates. The persons recommended by the employees may be generally suitable for the jobs because they know the requirements of various positions. The existing employees take full responsibility of those recommended by them and also ensure of their proper behaviour and performance.
- **Advantages of Internal Sources:** The Following are The Advantages of Internal Sources: Employee from inside the organisation is given the higher post, it helps in increasing the morale of all employees. Generally every employee expects promotion to a higher post carrying more status and pay (if he fulfils the other requirements).
  a. **No Error in Selection:**
  b. **Promotes Loyalty:** It promotes loyalty among the employees as they feel secured on account of chances of advancement.
  c. **No Hasty Decision:** The chances of hasty decisions are completely eliminated as the existing employees are well tried and can be relied upon
  d. **Economy in Training Costs:** The existing employees are fully aware of the operating procedures and policies of the organisation. The existing employees require little training and it brings economy in training costs.
  e. **Self-Development:** It encourages self-development among the employees as they can look forward to occupy higher posts.

b. External Sources:

All organisations have to use external sources for recruitment to higher positions when existing employees are not suitable. More persons are needed when expansions are undertaken. The external sources are discussed below: The different methods are

- Job Requisition: The information on existing vacant positions, or the vacancy which are likely to arise in next quarter of year, along with job specification for each category of manpower required.
- Designing of Application Form: The same form can be used for the next recruitment.

c. Advertisement:

- It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisement can be given in newspapers and professional journals. These advertisements attract applicants in large number of highly variable quality.
  Preparing good advertisement is a specialized task. If a company wants to conceal its name, a 'blind advertisement' may be given asking the applicants to apply to Post Bag or Box Number or to some advertising agency.

- Manage previously submitted resumes. Old submissions often get lost. Build a database that allows easy tagging and searching. Keep track of applicants and inform them of new positions
- Display job Postings on your website
- Manage previously submitted resumes: Build a database that allows easy tagging and searching. keep track of applicants and inform of new positions.
- Employment Exchanges:
- Schools, Colleges and Universities: Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice. A close liaison between the company and educational institutions helps in getting suitable candidates.
- Recommendation of Existing Employees: The present employees know both the company and the candidate being recommended. Hence some companies encourage their existing employees to assist them in getting applications from persons who are known to them.

d. External Sources of Recruitment are Suitable for The Following Reasons:

- The required qualities such as will, skill, talent, knowledge etc., are available from external sources.
- It can help in bringing new ideas, better techniques and improved methods to the organization.
- The selection of candidates will be without preconceived notions or reservations.
- The cost of employees will be minimum because candidates selected in this method will be placed in the minimum pay scale.
- The entry of new persons with varied experience and talent will help in human resource mix.
- The existing employees will also broaden their personality.
- The entry of qualitative persons from outside will be in the long-run interest of the organization

e. Advantages of Internal Sources:

- **Improves morale:** When an employee from inside the organisation is given the higher post, it helps in increasing the morale of all employees. Generally every employee expects promotion to a higher post carrying more status and pay (if he fulfills the other requirements).
- **No Error in Selection:**
- **Promotes Loyalty:** It promotes loyalty among the employees as they feel secured on account of chances of advancement.
- **No Hasty Decision:** The chances of hasty decisions are completely eliminated as the existing employees are well tried and can be relied upon.
- **Economy in Training Costs:** The existing employees are fully aware of the operating procedures and policies of the organisation.
  The existing employees require little training and it brings economy in training costs.
- **Self-Development:** It encourages self-development among the employees as they can look forward to occupy higher posts

f. Disadvantages of Internal Sources:

- It discourages capable persons from outside to join the concern.
- It is possible that the requisite number of persons possessing qualifications for the vacant posts may not be available in the organisation.
- For posts requiring innovations and creative thinking, this method of recruitment cannot be followed.
- If only seniority is the criterion for promotion, then the person filling the vacant post may not be really capable.
  In spite of the disadvantages, it is frequently used as a source of recruitment for lower positions. It may lead to nepotism and favouritism. The employees may be employed on the basis of their recommendation and not suitability.

g. Demerits of External Sources:

- **Demoralization:** When new person from outside joins the organization, present employees may feel demoralized because these positions might have gone to them. There can be a heart burning among old employees. Some employees may even leave the enterprise and go for better avenues in other concerns.
- **Lack of Co-Operation:** The old staff may not co-operate with the new employees because they feel that their right has been snatched away by them. This problem will be acute especially when persons for higher positions are recruited from outside.
- **Expensive:** The process of recruiting from outside is very expensive. It starts with inserting costly advertisements in the media and then arranging written tests and conducting interviews.
  In spite of all this if suitable persons are not available, then the whole process will have to be repeated
- **Problem of Maladjustment:**

Steps in Scientific Selection Screening of Applications

Committee should be given the task to procure all the applications, get them alphabetically arranged and screen them, so that eligible candidates are considered.

There should be shortlisting of the applications according to the Criteria and their weightage which are pre-determined.

- **Selection:** the selection process should involve matching of human resources to the job from the shortlisted applicants by evaluating their suitability.
  If the number of applications are large enough, the selection procedure should include Process.
  Information is generally required on the following items in the application forms: Personal background information, Educational attainments, Work experiences, Salary, Personal details and References.
- **Types of Test:** Tests are classified into six types. They are Aptitude tests, Achievement tests, Situational tests, Interest tests, Personality tests and Multidimensional testing.

9.3 Selection:

- Arranging for Written tests / Interview: Setting test papers, appointment of examiners, fixing venue of and date of test, checking of answer sheets.
  Invitation to be sent to qualified candidates to interview on the fixed date.
- Appointing interview board comprising of external and internal experts, but they should not be member of recruiting authority.

An interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons. Recruiters should be knowledgeable enough to understand which type of interview should be used when.

The ten different types of interviews are as follows:

a. Structured Interview: In this type, the interview is designed and detailed in advance. A structured interview is pre-planned, accurate, and consistent in hiring the candidates.

b. Unstructured Interview: This type of interview is an unplanned one, where the interview questionnaire is not prepared.

c. Group Interview: In this type of interview, all the candidates or a group of candidates are interviewed together. Group interviews are conducted to save time when there is a large number of applications for a few job vacancies. A topic will be given to discuss among the candidates and the interviewer judges the innovativeness and behavior of each candidate in the group.

d. Depth Interview: Depth interview is a semi-structured interview, where the candidates have to give a detailed information about their education background, work experience, special interests, etc.

e. Stress Interview: Stress interviews are conducted to discover how a candidate behaves in stressful conditions. The candidate who maintains his composure during a stress interview is normally the right person to handle a stressful job.

f. Individual Interview: In an individual interview, the interview takes place one- on-one i.e., there will be a verbal and a visual interaction between two people, an interviewer and a candidate.

g. Informal Interview: Such interviews are conducted in an informal way, i.e., the interview will be fixed without any written communication and can be arranged at any place

h. Formal Interview: A formal interview held in a formal way, i.e., the candidate will be intimated about the interview well in advance and the interviewer plans and prepares questions for the interview. This is also called as a planned interview.

i. Panel Interview: Panel interview, as the name indicates, is being conducted by a group of people. In this type of interview, three to five members of the selection committee will be asking questions to the candidates on different aspects

j. Exit Interview: Exit interviews are conducted for those employees who want to leave the organization.

Preparing final list or Panel of selected candidates, after interview.

- **Appointment Letter:** The letter of appointment is sent to report for duty by a certain date after the acceptance letter and medical fitness.
- **Placement:** The officer to whom a selected candidate reports for duty, places him to the assigned job to be performed.

9.4 References:

1. MSG Content Team, management study guide
2. NIHFW
3. Tutorials Points, www.tutorialspoints.com.