

Recruitment


Hiring of people involves these broad groups of activities viz., recruitment, selection and placement. Recruitment is the first step in the process of filling a vacancy. Recruitment is a process of searching for and obtaining applicants for jobs so that the right people in right number can be selected.

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- According to Bergmann and Taylor, “Recruitment is the process of locating, identifying and attracting capable applicants.”

Recruitment is the process of searching for and obtaining applications so as to build a pool of job seekers from whom the right people for the right job may be selected.

Sources of Recruitment

- There are various sources which may be broadly categorised into –
 1. Internal sources and
 2. External sources.

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- **Internal sources** include-
 - (a) Present Employees
 - (b) Employee Referrals
 - (c) Former Employees
 - (d) Former Applicants



- **(a) Present Employees:**

Promotions and transfers from among the present employees can be a good source of recruitment. Promotion implies upgrading of an employee to a higher position carrying higher status, pay and responsibilities. Another way to recruit from present employees is transfer without promotion.



- **(b) Employee Referrals:**

The existing employees refer their family members, friends and relatives to the company as potential candidates for the vacancies to be filled up, is the most effective method of recruiting people in the organization because employees refer to those potential candidates who meet the company requirement by their previous experience.

Microsoft, Wipro, Infosys – “finder fees”



- **(c) Former Employees:**

Former employees are another source of applicants for vacancies to be filled up in the organization. Retired or retrenched employees may be interested to come back to the company to work on a part-time basis. Some former employees, who left the organization for any reason, may again be interested to come back to work. Individuals who left for other jobs, may come back for higher emoluments.



- **(d) Former Applicants:**

Those who applied previously and whose applications though found good were not selected for one reason or other may be considered at this point of time. Unsolicited applications may also be considered.



Advantages of internal source are –

- Familiarity with their own employees
- Better use of the talent
- Economical recruitment
- Morale booster
- Gives motivation.



Disadvantages of Internal Source –

- Limited choice
- Discourages competition
- Creates conflicts.



- **2. External sources include –**

- a. Employment Exchanges
- b. Advertisements
- c. Employment Agencies / consultants
- d. Professional Associations
- e. Campus Recruitment
- f. Deputation
- g. Walk-ins and Talk- ins
- h. Raiding or poaching
- i. E- Recruitment



- **a. Employment Exchanges:**

Employment exchanges have been set up all over the country in deference to the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959. This act applies to all industrial establishments having 25 workers or more and requires all the industrial establishments to notify vacancies before they are filled. Major function is to increase the pool of applicants and to do preliminary screening. They act link between employers and the prospective employees. Employment exchanges are particularly useful in recruiting blue-collar, white collar and technical workers.



- **b. Advertisements :**

Advertisement is perhaps the most widely used method because of their wide reach.

Want ads describe the job and the benefits, identify the employer and tell those who are interested and how to apply.

Blind ad is one which there is no identification of the firm and the respondents are asked to reply to a post box number or to a consultant. This is true when it is likely to draw extraordinary number of applications.

- Experienced advertisers use a 4 point guide called
A – attract **attention**
I - develop **interest**
D - create **desire**
A – instigate **action**.



- **c. Employment Agencies / consultants:**

In addition to the government agencies, there are a number of private employment agencies who register candidates for employment and furnish a list of suitable candidates from their data bank as and when sought by prospective employers. The main function of these agencies is to invite applications and short list the suitable candidates for the organization.

ABC consultants, Head Hunters, Human Resource Consultants are some agencies.



- **d. Professional Associations:**

Many professional associations such as Institute of Engineers, Indian Medical Association, All India Management Association etc., provide placement services for their members. For this, the professional associations prepare either list of job seekers or publish or sponsor journals or magazines containing advertisements for their members.



- **e. Campus Recruitment:**

Colleges, universities, research labs, IIMs, IITs are fertile ground for recruiters. The campus recruitment is so much sought after by the recruiters that each college, university will have to have a placement officer to handle recruitment functions.

- **The advantages are:**

- i. Most of the eligible candidates are available at one place.
- ii. The interviews are arranged in a short notice.



- **f. Deputation :**

Yet another source of recruitment is deputation i.e., sending an employee to another organization for a short duration of two or three years. This method of recruitment is in vogue (trend) in Government Departments and public sector organizations. This method provides ready expertise and the organization does not have to incur the initial cost of induction and training.



- **g. Walk-ins and Talk- ins:**

The most common and least expensive method is direct applications, in which job seekers submit unsolicited applications.

Talk-ins are popular nowadays, in which the job seeker is required to meet the recruiter for detailed talks.



- **h. Raiding or poaching:**

Raiding or poaching is another method of recruitment whereby the rival firms by offering better terms and conditions, try to attract qualified employees to join them. This raiding is a common feature in the Indian organizations.



- **i. E- Recruitment:**

Also called as online recruiting is being widely used these days. Currently, employers can screen candidates, assess skills, conduct background checks over the Internet, interview via videoconferencing and manage the entire process with web-based software. E-recruiting offers several benefits such as facility to apply online, wide reach often cutting across national borders, reduced cost, decreased cycle time and reduced administrative processes.



Merits of External Source

- Larger availability of talented candidates.
- Opportunity to select best candidates.
- Provides healthy competition among job seekers.

Demerits

- Expensive and time consuming
- Unfamiliarity with the organization
- Discourages the existing employees and they may feel belittled.

Factors Affecting Recruitment

- There are various factors that influence recruitment. They are as follows:
- Internal factors
- External factors



- **Internal factors :**

1. **Recruitment policy**
2. **Size of the firm**
3. **Cost of recruitment**
4. **HRP**
5. **Growth and expansion**



- **1. Recruitment policy:**

The policy of recruitment by the organization, whether recruitment is from internal source (from own employees) or from external sources also affect the recruitment process. Generally, recruiting through internal sourcing is preferred in view of cost consideration, familiarity and in easily finding the most suitable one.



- **2. Size of the firm:**

The organizational size is an influencing factor. Larger organizations find recruitment less problematic than smaller size units.



- **3. Cost of recruitment:**

Cost of recruitment has to be considered. Recruiting costs are calculated per new hire and recruiters must operate within budget. Careful HRP and forethought by recruiters can minimise recruitment costs.



- 4. **HRP:**

In most cases, a company cannot attract prospective employees in sufficient numbers with required skills overnight. Effective HRP greatly facilitates the recruiting efforts.



- **5. Growth and expansion:**

Organisations registering growth and expansion will have more recruiting than one which finds its fortunes declining.



- External factors:

1. Labour market conditions
2. Unemployment rate
3. Political and legal
4. Sons of soil
5. Image



- 1 . Labour market conditions:

Labour market conditions, that is, supply of labour is of particular importance in affecting recruitment process.

If the demand for a particular skill is high relative to the supply, an extraordinary recruiting effort may be needed. For example, the demand for programmers and financial analysts is likely to be higher than their supply, as opposed to the demand-supply relationship for non-technical employees.



- 2. Unemployment rate:

when unemployment rate in a given area is high, the company's recruitment process may be simple. When unemployment rate drops, recruiting efforts must be increased to find new sources.



- 3. Political and legal:

Reservation of SCs, STs, minorities and OBCs is a political decision and Supreme Court also agreed upon 50 % reservation of seats and jobs.

There are several labour laws and regulations passed by the central and state Governments that govern different types of employment.



- 4. Sons of soil:

Preferences to sons of the soil is another political factor. Political leaders clamor that preference must be given to the people of their respective states in matter of employment.



- 5. Image :

Image of the company also matters in attracting large number of job seekers. Blue chip companies attract large number of applications.

Recruitment process

- Process comprises of 5 stages –
- 1. Planning
- 2. Strategy development
- 3. Searching
- 4. Screening
- 5. Evaluation and control



- 1. Planning:

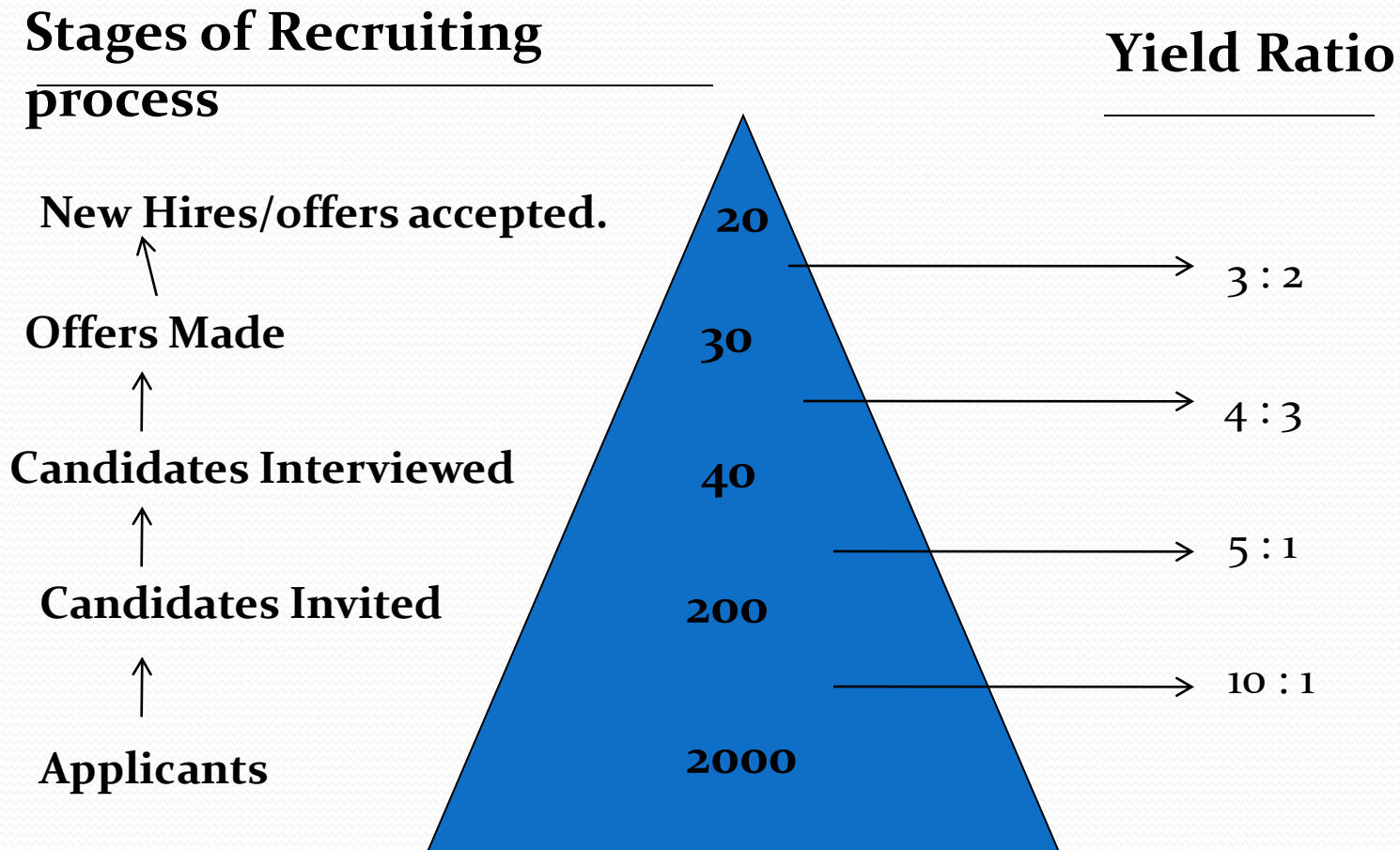
Planning involves the translation of likely job vacancies and information about the nature of these jobs into a set of objectives or targets that specify the -


1. number of applicants to be contacted and
2. type of applicants to be contacted.


Number of contacts: Organisations nearly always plan and attract more applicants than they will hire. Some of them will be uninterested, unqualified or both.

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- Organisations calculate yield ratios (yRs) which express the relationship of applicant inputs and outputs at various decision points.

The Recruiting Yield Pyramid.



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- **Type of contacts** refers to the type of people to be informed about job openings. The type depends on the tasks and responsibilities involved and the qualifications and experience expected.

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- 2. Strategy development: Once it is decided how many and what type of recruits are required, serious consideration needs to be given to –
 - (a) Make or buy
 - (b) Methods used in recruitment and selection
 - © Where to look (geographic location)
 - (d) How to look (sources of recruitment)

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- 3. Searching: Searching involves –
 - (a) source activation
 - (b) selling

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- 4. Screening – can be regarded as an integral part of recruitment process.

Screening is done on the basis of qualification, knowledge, skills, abilities, interest and experience mentioned in job specification.

- 5. Evaluation and control :
- Evaluation and control in recruitment is needed as considerable cost is involved in the process. This includes -
- a. Salary of the recruiters
- b. Cost of time spent for preparing job analysis, advertisement etc.,
- c. Administrative expenses
- d. Cost of outsourcing or overtime while vacancies remain unfilled and
- e. Cost incurred in recruiting unsuitable candidates.

Effectiveness of Recruitment Programme

- Following are the pre-requisites-
- A well defined recruitment policy.
- A proper organizational structure.
- A well-laid down procedure for locating potential job seekers.
- A suitable method and technique for tapping these candidates.
- Continuous assessment of effectiveness of recruitment programme.
- Ethical practice in recruitment policy and procedure.

