

Recruitment



Learning outcomes

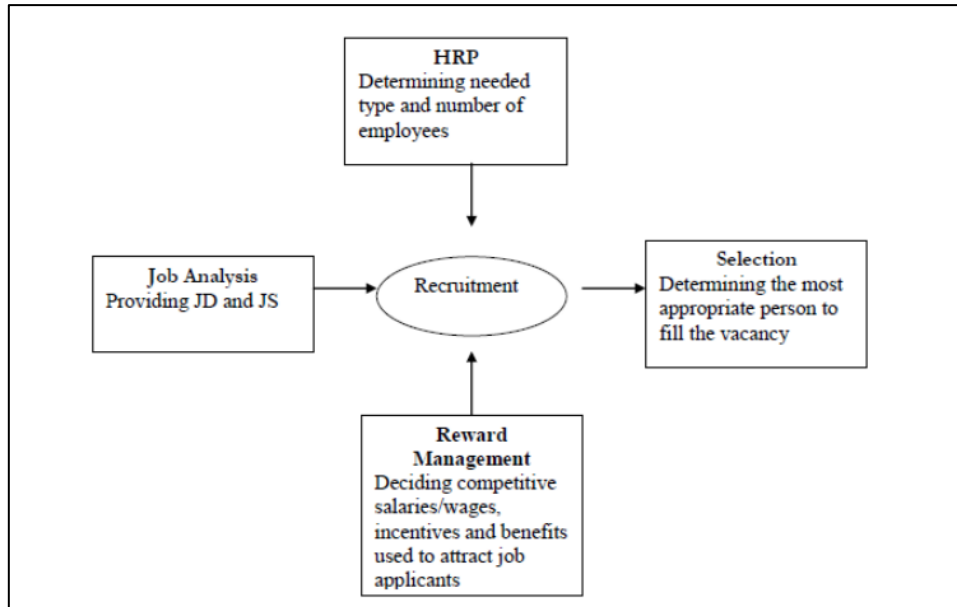
- Define what Recruitment means
- Explain the importance of Recruitment
- Figure out the Recruitment process
- Differentiate between internal Recruitment policy and external Recruitment policy and point out major advantages and disadvantages
- Decide what the appropriate policy is for Recruitment
- Identify various methods of Recruitment

Recruitment

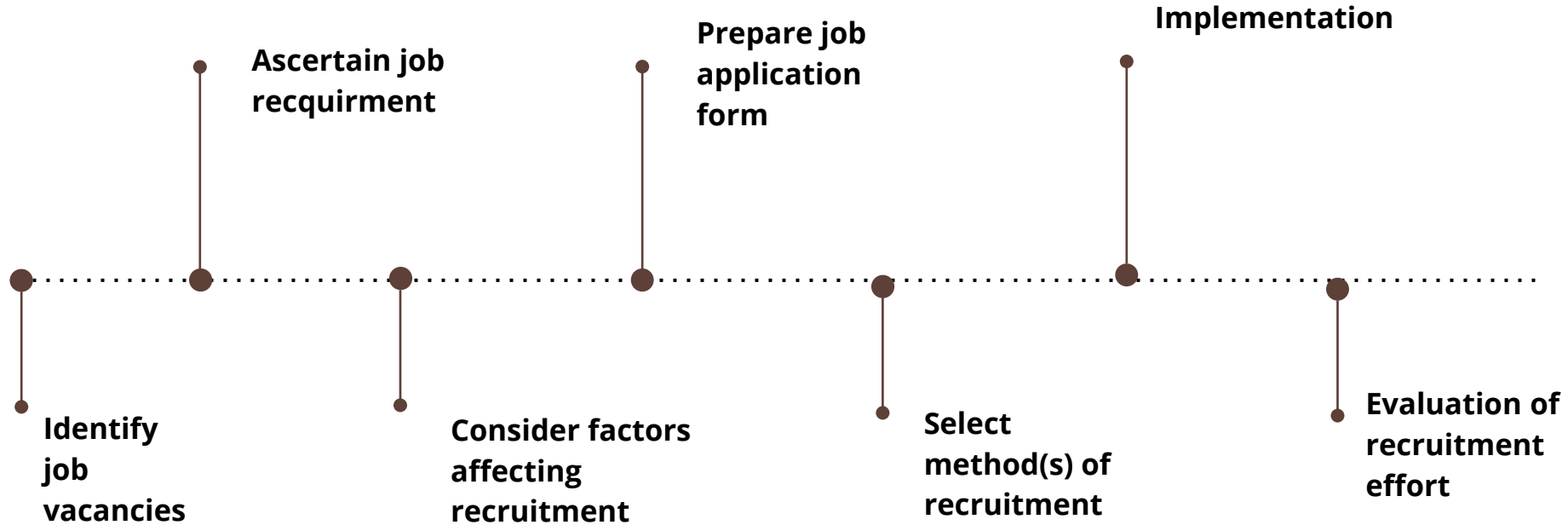
- ❖ Recruitment is the process of finding and attracting suitably qualified people to apply for employment. Recruitment is that set of activities an enterprise uses to attract job candidates who have the abilities and attitudes needed to help the enterprise achieve its objectives. (Glueck, 1978)
- ❖ It is the process of generating a pool of qualified applicants for organizational jobs (Mathis and Jackson, 1988). Recruitment results in creation of a pool of job seekers from which persons are selected
- ❖ Thus, recruitment involves a systematic and serious attempt to find suitably qualified individuals from the job market and to attract them towards job vacancies of the organization as job applicants

Importance of Recruitment

- To acquire a pool of suitably qualified job seekers, not overqualified or under qualified job seekers
- To acquire this pool at the lowest possible cost
- To reduce the likelihood that an applicant, once hired would leave the organization after a short time



Recruitment Process



1. Identify job vacancies

Is it possible to know the number of vacancies with regards to a certain job through HR planning. Also, it is possible to know some vacancies, specially which occur suddenly from managers

2. Ascertain job requirement

Having identified job vacancies, HR manager or relevant manager who is in charge of recruitment should ascertain job requirement , special job characteristics and qualifications and qualities to be possessed by the ideal job holder in order to attract suitably qualified person

Without this understanding it is not possible to prepare a right recruitment message. A recruitment message refers to a notice used to notify people that there are job vacancies in the organization and invite people to apply for the vacancies

3. Consider factors affecting recruitment

It is important to consider what factors affect the recruitment effort. These factors may be constraints on recruitment

1. Organizational recruitment policy

There are two types of recruitment policies;

Internal Recruitment policy – procuring candidates to fill vacancies within the organization itself

Advantages	Disadvantages
Creates employee (current) morale	Prevents from flowing inside of new knowledge and skills
Possible to retain current appropriate employees	No opportunity of having the most appropriate man from a large number of recruits
Cheaper/lesser cost	Avoids NEW BLOOD. Retains OLD BLOOD. Inbreeding (practice that juniors follow the same things done by seniors) occurs
Encourages sound labour-management relations	Higher cost in procuring/training a professional
Lesser orientation time or no need of induction.	

3. Consider factors affecting recruitment Cont.

External Recruitment policy – procuring candidates to fill vacancies from outside of the organization (may be employees working in other organizations or job seekers who are unemployed)

Advantages	Disadvantages
Possible to hire persons with new knowledge and skills	Discourage internal employees
Obtain NEW BLOOD	Higher cost to be incurred
Possible to obtain executives and specialist who are younger and more productive	May affect unfavorably on labour relations
Lesser cost of training and development	High induction time and other cost
Possibility of selecting a more appropriate person for the vacancies	

3. Consider factors affecting recruitment Cont.

2. Cost

HR manager or recruitment specialist has to work under a certain budget. Cost that incurs in attracting applicants is a constraint to recruitment function

3. Employee market condition

During the recruitment time, if there is a shortage of suitable qualified applicants for the job, a more formal and serious attempt for recruitment will have to be made. If there is a huge surplus of suitable qualifies applicants for the job, it may enable the organization to attract many applicants through even an informal recruitment attempt

3. Consider factors affecting recruitment Cont.

4. Types of needed employees

It is more appropriate that a manufacturing firm recruit individuals who live in vicinity of the factory for jobs of laborer and operator. A more formal and extensive recruitment effort need to carried out for employees that need high level of education and specialisation

5. Time Constrain

If the organization experience a sudden increase of demand for its products, it may not be able to engage in a comprehensive recruitment effort. If sufficient time is available, a more systematic and comprehensive recruitment effort can be made for the purpose of generating a large pool of applicants

4. Prepare job application form (Employment Application Form)

This may not be applicable to all the jobs. When accepting job application forms prepared by the applicants themselves there is no need to specifically prepare job application form

Job application form prepared by the organization is use to collect information about job applicants in uniform way

Job application form is also a method of selecting the right job applicant. It is more likely that well designed job application form will provide relevant, necessary and more complete information regarding the job applicant

5. Select the method(s) of recruitment

Internal

1. Word of mouth
2. Job Posting and Bidding
3. Skills Inventories and Management Inventories
4. Intranet
5. Succession Plans

External

1. Employee Referrals (internal)
2. Employee Referrals (external)
3. Pre-applicants (walk-ins and write-ins)
4. Past Employees
5. Educational Institutions
6. Employment Agencies (private and public)
7. Professional Associations
8. Employee Organizations/Trade Unions
9. Job/Career Fairs
10. Internet Job-Posting Sites
11. Advertising
(what is the difference between open advertisement and blind advertisement)

6. Implementation

Under this step decision taken in the above steps are implemented. It involves individuals apply for job vacancies and the organization receive applications from those individuals

7. Evaluate recruitment effort

Evaluate the success of the recruitment effort occurs in this step

Strategies to increase job applicants

- Communicate a sufficient deal of information about the job and the organization
- Give a realistic purview of the job
- Competitive compensation
- Increase opportunities for career development
- Stop hiring based on political or other influences
- Broaden employee welfare facilities and publicize them (Employer branding).