RECRUITMENT

Recruitment is the process of identifying, attracting and encouraging qualified candidates to apply for job vacancies in an organization.

Example: A hospital requires five biomedical engineers to maintain medical equipment. The hospital advertises the vacancies and invites applications from eligible candidates. This activity is called recruitment.

Objectives of Recruitment

The main objectives of recruitment are:

- To identify suitable candidates: Recruitment helps identify candidates who possess the required qualifications, knowledge and skills.
- To attract applicants: It encourages qualified candidates to apply for available positions.
- To meet manpower requirements: Recruitment ensures that sufficient employees are available to perform organizational activities.
- To improve employee quality: It helps the organization find talented and competent employees.
- To reduce recruitment costs: Proper planning and suitable recruitment sources help reduce unnecessary expenses.
- To support organizational growth: Recruiting skilled employees helps improve productivity and achieve organizational goals.
- To create a pool of candidates: Recruitment provides a group of applicants from whom suitable employees can be selected.

Sources of Recruitment

Sources of recruitment are classified into two major types.

A. Internal Sources of Recruitment

Internal recruitment means filling job vacancies by using existing employees of the organization.

Types of internal recruitment:

1. Promotion

Promotion means moving an employee from a lower position to a higher position with greater responsibility and usually higher pay.

Example: Promoting a biomedical technician to a senior biomedical technician.

2. Transfer

Transfer means moving an employee from one department, location or job to another at a similar level.

Example: Transferring an employee from the maintenance department to another branch of the hospital.

3. Internal Job Posting

The organization informs its existing employees about available vacancies. Interested and eligible employees can apply for these positions.

4. Employee Referrals

Existing employees recommend suitable people they know for job vacancies. The referred candidates are evaluated through the organization's normal recruitment process.

Advantages of Internal Recruitment

- It is less expensive and saves time.
- Employees are already familiar with organizational policies.
- It improves employee motivation and loyalty.
- The organization has information about employees' previous performance.
- It provides career growth opportunities for existing employees.

Limitations of Internal Recruitment

- It provides a limited number of candidates.
- It may create competition among employees.
- It may reduce the entry of new ideas and skills.

- When an employee is promoted, another vacancy may arise.

B. External Sources of Recruitment

External recruitment means hiring candidates from outside the organization.

Types of external recruitment:

1. Advertisement

Job vacancies are advertised through newspapers, magazines, television, websites and social media.

Example: A hospital publishes an advertisement for biomedical engineers.

2. Campus Recruitment

Organizations recruit students directly from colleges and universities.

Example: A medical equipment company visits an engineering college to recruit final-year biomedical engineering students.

3. Employment Exchanges

Organizations use employment services to identify candidates who are seeking jobs.

4. Placement Agencies

Professional agencies help organizations find suitable candidates for vacant positions. They may specialize in technical, managerial or professional jobs.

5. Online Recruitment

Organizations publish job vacancies through online job portals and professional networking websites such as Naukri and LinkedIn.

6. Walk-in Interviews

Candidates directly attend interviews at the specified location and time without necessarily receiving an individual invitation.

7. Unsolicited Applications

Organizations may receive applications from candidates even when no specific vacancy has been advertised. These applications can be considered when a suitable vacancy arises.

Advantages of External Recruitment

- It provides a wider pool of candidates.
- It brings new knowledge, skills and ideas.
- It helps recruit specialized professionals.
- It offers more choices for filling vacancies.
- It can support expansion into new areas.

Limitations of External Recruitment

- It may be expensive and time-consuming.
- New employees require time to adjust to the organization.
- Existing employees may feel disappointed if they are overlooked.
- The organization may have limited information about applicants' actual performance.

5. Recruitment Process

The recruitment process consists of the following steps.

1. Identification of vacancies
2. Job analysis
3. Selection of recruitment sources
4. Advertisement of vacancies
5. Receiving applications
6. Screening applications
7. Shortlisting eligible candidates

Step 1: Identification of Vacancies

The organization identifies the number of employees required and the departments where vacancies exist.

Step 2: Job Analysis

The organization studies the duties, responsibilities, qualifications and skills required for the job.

Step 3: Selection of Recruitment Sources

The HR department decides whether to recruit candidates internally or externally.

Step 4: Advertisement of Vacancies

The organization announces the vacancy through suitable recruitment methods to attract eligible applicants.

Step 5: Receiving Applications

Applications and resumes are collected from interested candidates.

Step 6: Screening Applications

The applications are checked to identify candidates who meet the basic job requirements.

Step 7: Shortlisting Candidates

Eligible candidates are shortlisted and forwarded to the selection process, which may include tests, interviews and other assessments.

6. Factors Affecting Recruitment

Several factors influence the recruitment activities of an organization.

1. Size of the Organization: Large organizations generally require more employees than small organizations.

2. Nature of the Job: Technical and specialized jobs require candidates with specific qualifications and skills.

3. Availability of Candidates: Recruitment becomes easier when qualified candidates are readily available in the labour market.

4. Company Policies: Internal promotion policies and recruitment rules influence the choice of candidates.

5. Cost of Recruitment: Organizations select recruitment methods according to their budget.

6. Government Regulations: Employment laws and applicable reservation or equal-opportunity requirements may influence recruitment practices.

7. Economic Conditions: During economic growth, organizations may recruit more employees. During a slowdown, recruitment may decrease.

7. Importance of Recruitment

1. Ensures availability of employees: Recruitment helps fill vacant positions on time.

2. Improves productivity: Skilled employees can perform their duties more effectively.
3. Supports organizational objectives: Suitable employees help achieve organizational targets.
4. Reduces employee shortages: Recruitment helps maintain adequate staffing levels.
5. Encourages competition: A larger applicant pool gives the organization more options.
6. Improves organizational performance: Recruiting competent employees contributes to better work quality.
7. Supports future expansion: Recruitment helps organizations obtain the workforce required for growth.