

## 3. Recruitment

### 3.1 Sources of recruitment

Recruitment is the process of seeking and attracting the right kind of people to apply for a job in an organization. Recruitment in any organization is effected by various internal and external factors. Internal factors include the recruitment policy, time and cost constraints etc. External factors include the situation in the economy, the job market, the industry etc.

The recruitment policy of an organization effectively defines and determines the pattern, the sources and the methods of recruitment of the firm. A good recruitment policy is based on the organization's objectives, complies with the government policy, and results in successful placements in the organization at the minimum cost and time. It provides the basic framework in the form of guidelines, procedures and sources for recruitment.

The organization has to take into consideration the relevance and effectiveness of each source before selecting the sources for its recruitment program. Recruitment strategies, objectives, policies and the sources and methods need to be evaluated continuously to ensure their alignment with corporate strategies, objectives, and policies. The effectiveness and efficiency of the recruitment tools and sources can also be evaluated from time to time and changes made, to match the current and future recruitment needs of the organization.

The balanced selection of the **recruitment sources** to be used in the organization is a key success factor for the effective recruitment process. The organization can choose from many recruitment sources as it can optimize the recruitment process. The recruitment sources drive the costs, length and quality of the job candidates (including the number of job resumes needed to handle with).

The organization has to choose the recruitment sources, which work best for the industry. The organization has to find the unique recruitment sources for the key job positions as it attracts the best job candidates sooner than the competitors in the same industry, location and function.

The traditional recruitment sources were:

- Newspaper Job Advertising
- Recruitment Agencies (Job Agencies)
- Headhunters (Executive Search)
- Referral (Employee's Recommendations)

The modern recruitment sources are:

- Web Job Boards
- LinkedIn
- Professional Communities Web Sites
- Facebook

### 3.2 Internal recruitment

Internal recruitment is the process of finding potential internal candidates (present employees) and encouraging them to apply for and/or be willing to accept organizational positions that are vacant.

The internal recruitment process is the *passive career management tool*. The organization does not select employees for the promotion. They can apply for the job vacancy, and they can enrich or change their career path. The internal recruitment brings the internal fairness and allows to employees to prolong their career in the organization.

On the other hand, the internal recruitment brings conflicts. Managers do not support quick changes and best employees can disappear from the team quickly. Most organizations apply the restrictive rules to the internal recruitment as the organization enjoys the basic level of security.

The **internal recruitment** is the cheapest recruitment source. It does not require any specific care, and it works quite automatically. HR usually has a clear goal of the ratio of the internal vs. external recruitment. The high-performing organizations are able to fill 30% of specialized job vacancies internally. The more complex the job vacancy is the higher chance of filling the vacancy internally is.

The **internal recruitment strategy** is the enhancement of the regular recruitment strategy which drives all recruitment processes. The internal recruitment strategy sets the specifics for the internal promotion of employees and job vacancies. Many organizations have the excellent recruitment strategy for the external recruitment, but they do not take care of the internal talents.

The strategy should cover at least following fundamental topics:

- Competition of internal and external applicants

- Internal recruitment promotion
- Clear public rules for the internal recruitment

There needs to be clear cut rules for the internal recruitment, which are published and strictly followed. Employees have to feel safe when they apply for the new job position. The internal recruitment without rules and procedures works, but it creates many tensions in the organization. The employees can be confused and managers complain as there is no unified approach to them.

### 3.3 External recruitment

External recruitment involves attracting people from outside the organization to apply for vacant positions. There are various sources for obtaining external job candidates. These include advertisements, educational institutions, employment agencies, voluntary applicants, and referrals by present employees.

The external recruitment brings fresh employees to the company and allows it to grow. The external recruitment reacts quicker than the internal recruitment process and the growth of the sales function can be realized just by using the external hires. The external hires bring new ideas, different approaches to problem solving, and they can bring the external best practice.

The **external recruitment** enriches the organization. The company cannot exist without the external recruitment. Each organization has the attrition, fluctuation and turnover. The external recruitment brings the new potential.

The external recruitment is about the management of the recruitment sources and making the channels efficient. The external recruitment has to be balanced with the internal recruitment as employees feel the opportunity to grow.

The external recruitment is a key recruitment process in the stage of the rapid growth of the organization. Personnel Management is asked to deliver enough suitable job candidates quickly and in a high quantity. The external recruitment is the basic HR tool to create the ability of the organization to react on the changes in the external environment quickly.

Once the candidates are attracted to job positions, the management needs to find qualified people to fill the available jobs through the selection process. The selection process consists of seven steps: (1) preliminary screening, (2) application

blank, (3) selection tests, (4) comprehensive interviews, (5) reference checks, (6) physical examination, and (7) making the selection. To integrate the newly hired employees into the organization, managers must adopt a systematic socialization process.

The external recruitment is essential when the **business strategy changes rapidly**. The change requires a new mindset of employees. The new skills are urgently required, and the company needs to bring new and fresh blood quickly. The massive external recruitment is the only way to success. It is not possible to change the business strategy without new people on board. Personnel management is the change agent and has to identify the key roles to realize the change in the business strategy quickly. The external recruitment has to be extremely flexible to find the right mindset and skill set on the job market.

### 3.4 Recruitment process

The recruitment and selection is the major function of the Personnel Management department and recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

It is the process of seeking and attracting the right kind of people to apply for a job in an organization. Recruitment in any organization is effected by various internal and external factors. Internal factors include the recruitment policy, time and cost constraints etc. External factors include the situation in the economy, the job market, the industry etc.

The recruitment process begins with the Personnel Management department receiving requisitions for recruitment from any department of the company. These contain:

- Posts to be filled
- Number of persons
- Duties to be performed
- Qualifications required

The recruitment policy of an organization effectively defines and determines the pattern, the sources and the methods of recruitment of the firm. A good recruitment policy is based on the organization's objectives, complies with the government policy, and results in successful placements in the organization at the minimum cost and time. It provides the basic framework in the form of guidelines, procedures and sources for recruitment.

A good recruitment policy has to be flexible and proactively respond to the changing market situations. There are various sources of recruitment available for an organization. The organization has to choose the most suitable ones depending on its recruitment needs and its recruitment policy. The different sources are internal sources (recruitment from within the organization) and external sources like campus recruitments, advertisements, employment agencies, etc.

The organization has to take into consideration the relevance and effectiveness of each source before selecting the sources for its recruitment program. Recruitment strategies, objectives, policies and the sources and methods need to be evaluated continuously to ensure their alignment with corporate strategies, objectives, and policies. The effectiveness and efficiency of the recruitment tools and sources can also be evaluated from time to time and changes made, to match the current and future recruitment needs of the organization.