

RECRUITMENT SOURCES IN THE ORGANIZATIONS OF HR SYSTEM

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ABSTRACT

Recruitment is the next step in the procurement function of human resources of the organization. It involves encouraging qualified people to make application for employment with an organization. It is not only a matter of satisfying an organization's need but it is an activity which influences the shape of the organization's future because the successes or failure of an organization is dependent on the potential of the employees working therein.

Keywords: HR system, People, Staff, Job, Application, Success

Recruitment is a positive process because it stimulates people to apply for jobs to increase the "hiring ratio", means the number of applicants for a job.

Internal sources of recruitment are those where the vacancy is filled from within the organisation. It is desirable to look for applicants from within the organisation, if they have requisite qualifications needed to fill a vacancy. The internal sources of recruitment include personnel already on the payroll of an organisation. It also includes personnel who were once on the payroll and wish to return or whom the company may like to rehire.

Recruitment from internal sources include the following:

1. Promotion:

Promotion involves shifting of an employee to a higher position carrying higher responsibilities, higher status, and more pay. This promotion may be based upon both the seniority and merit. Further, it is a vertical shifting of employees or the upward movement of the employees. The promotion may be temporary or permanent in the organisation. The promotion without the increase in salary is called dry promotion.

Seniority vs. Merit:

There is always a conflict between the two options that, if the promotion should be based on merit or seniority.

2. Transfer:

A transfer refers to the shifting of the employees from one job to another without a drastic change in the responsibilities and the status of the employees. It is the horizontal shifting of the employees. Transfer of employees is made from one place to another place in the interest of work, worker, and the organisation.

3. Retired or Ex-Employees:

Sometimes the organisation retrenches due to lay off and whenever there is vacancy in the organisation, it is filled with these ex-employees. Sometimes the retired persons are re-employed for the token of their loyalty to the organisation.

External Sources of Recruitment:**External sources consist of:**

The labour market which can be tapped by way of job advertisements in newspapers and journals; employment exchanges; and notifying vacancies to educational, professional, and technical institutions. Currently, the Internet (online) has become another very potential external source of recruitment. Recommendations of employee unions may also be included in this category.

1. Advertising in Newspapers and Journals:

This is noted to be a popular source for recruiting skilled, supervisory and managerial cadre personnel. Managerial positions are filled up through open advertisement in most of the companies. Clearly, higher the category of employees, greater is the use of advertising to invite external candidates for recruitment. Before advertising the job, an analysis of the job is a must.

If the right type of person is not prompted to apply, no amount of interviewing or testing can ever lead to proper recruitment. Interviewing and assessment of candidates serve to eliminate unsuitable candidates. These cannot be expected to improve the quality of candidates.

While preparing a job advertisement, one must keep in view the type of candidates who will best fulfil the job requirements and the features of the work, which will be attractive to persons who have the required qualifications and experience. The media for advertising have to be chosen in that light and should differ with the position advertised.

For certain categories of positions, it may be necessary to indicate the size and nature of the company and the prospect which goes with the job. The job description must be reflected in the advertisement. The image of the company as an employer (apart from its product image) directly influences the quality of the personnel it attracts. While the salary offered is an important factor for job seekers, it is not necessarily the main consideration. This is particularly so with technical personnel.

The facilities for research and opportunities to develop their talent and make their mark in a chosen field are very important to them. This is where the image of the company helps. That is why some companies mention in the advertisement the company's technical achievements and plans for development, as well as working conditions and facilities available.

2. Employment Exchanges:

Employment exchanges have been set up by the government for bringing together job seekers and employers who are looking for employees. This is one of the non-traditional sources of recruiting workers in India. The primary function of Employment Exchanges is that of registration of work seekers and their placement against demand notified by employers.

The enactment of Employment Exchanges (compulsorily notification of vacancies) Act, 1959, was aimed at rationalizing the system of recruitment and meeting the requirements of employers from a pool of registered candidates. Under the act, notification of vacancies is compulsory for all the establishments in the public sector.

In the private sector, vacancies need to be notified only by such establishments as those notified by the appropriate government. The notification of vacancies has to be done to the concerned employment exchange before the vacancies are filled.

But compulsory notification of vacancies cannot be deemed to impose any obligation upon the employer to recruit persons through the employment exchange merely because that vacancy has been notified.

For workers and non-supervisory personnel, this is noted to be the most preferred, and for managerial personnel the least popular source of recruitment.

3. Internet (E-Recruitment):

Revolution in the field of telecommunications has added a very importance source of recruitment through internet. Major companies currently use their websites to list jobs and attract candidates for recruitment. In addition to their own sites, companies use other popular sites where they frequently list the jobs. This source of recruitment provides the advantage of speed to employers and applicants alike. A job can be listed on one day and resumes may begin reaching the organization overnight by e-mail.

4. Educational/Professional/Technical Institutions:

Recruitment of managerial, executive, and supervisory personnel (technical and professional) is widely attempted through notifications and interviews in the professional, management, and technical institutes such as the IITs, IIMs, Universities, and other technical and management institutes. This has been popularly termed as 'campus recruitment/campus placements'.

For technical staff and similar other categories, employers may enter into an arrangement with the Industrial Training Institutes (ITIs) of the Directorate General of Employment and Training, under which the ITIs will supply trainees in accordance with the specifications of the employing organizations. Professional, technical, and educational institutions also run formal or informal placement services to match those offering their services with those looking for them.

Campus recruitment has relatively been a less popular source for public enterprises in India. The institutes of management, the institutes of technology, and other premier institutions provide some of the best material for recruitment at junior management level. However, it is seen that much of the good resource turnout by these organizations are not attracted to the public sector, where the need is greater. The reason for this is stated to be the better remuneration that is offered by the private sector.

5. Executive Search Firms:

Executive search firms, popularly known as head hunters, specialize in the recruitment of technical, professional, and managerial personnel. Such firms maintain databanks of persons with their qualification, skill, and experience, and recommend them to their client organizations. They even advertise the jobs for their clients to recruit the right type of personnel. A few examples of popular executive search firms are A. F. Ferguson and Co., ABC consultant, Godman's International, etc.

6. Union as a Source:

Workers' unions are likely to play an important role as a source of labour supply (sort of formalized 'union shop' or 'closed shop' practice). This was noted by the National Commission on Labour. Where unions do not actively engage in providing employment information services to their members, they invariably take an interest in seeing that members laid off are given preference in rehiring. Union contracts sometimes contain a reference to the responsibility of the employer to rehire former employees, usually in some order of seniority.

7. Unsolicited or Walk-in Applicants:

Those looking for jobs apply on their own initiative when they come to know the likelihood of certain vacancies from reliable sources or just apply for suitable jobs without any reference to advertisement or intent to recruit on the part of the employer.

8. Others:

This included recruiting daily wage rated workers at the factory gates.

An analysis of the external sources of recruitment shows that for supervisory and managerial positions advertising through newspapers and journals is the most popular method of inviting candidates in Indian Companies. Notifying technical and professional institutes is the next common source for supervisory and managerial personnel; employment exchanges and unsolicited applicants could be next in order of preference for supervisors.

Unsolicited applicants happened to be the most preferred source for managerial recruitment; as regards workers, notifying the employment exchanges is the most widely used source, followed by unsolicited applicants. The use of e-recruitment is currently gathering momentum. Unions played an important role in the case of workers' recruitment.

Recruitment is usually the responsibility of the HR department. The department should be notified whenever a new vacancy arises or workers resign or employees retire or it is felt that the volume of work in the organization justifies employment of extra staff.

The recruitment procedure would require analysing jobs, drafting of job specification/description, preparing job advertisements, notifying vacancies with employment exchanges or putting them up on the notice board of the organization in case of internal promotion/transfer, and filling the vacancies.

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