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Recruitment a big challenge

Recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Once candidates are identified, an organization can begin the selection process. This includes collecting, measuring, and evaluating information about candidates' qualifications for specified positions. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs.

INTRODUNCTION

In the past, it appears that many organizations have had the simple recruitment goal of attracting a large number of job applicants (Wanous, 1992). For a variety of reasons (e.g., the cost of processing applications), several researchers have questioned the wisdom of simply trying to attract a large number of applicants. Instead, it has been suggested (Rynes, 1991) that employers would be wise to consider a wider range of possible recruitment objectives. For example, some employers might be interested in trying to influence one or more post-hire outcomes by the way they recruit. Such post-hire outcomes include: the job satisfaction of new employees, their initial job performance, whether the organization is seen as living up to the psychological contract that has been established, and the first-year retention rate of new hires. In establishing recruitment objectives, organizations might also focus their attention on post-hiring outcomes that can be measured the day employees begin work (Breaugh, 1992). Such outcomes might include: the cost of recruiting, the speed with which jobs were filled, the number of individuals hired, and/or the diversity of the new employees. Although recruitment activities have been linked to some of these post-hire outcomes, some researchers (e.g., Williams, Labig, & Stone, 1993) have argued that in recruiting many employers are not overly concerned with post-hire outcomes. Rather, they are interested in pre-hire outcomes such as the number of individuals who apply for a position, the quality of these applicants, their diversity, and the number of individuals who accept job offers that are extended. If an employer is interested in these more proximal outcomes of the recruitment process, its strategy development should be focused on how to accomplish them. In summary, we believe that the first stage of the recruitment process should be the establishment of objectives. If clear objectives have not been established, it is difficult to develop a sound recruitment strategy (Rynes & Barber, 1990). Having established a core set of objectives, an organization can more intelligently answer the strategy development questions posed earlier (e.g., What recruitment sources to use?). Having developed a recruitment strategy, an employer can then undertake the recruitment activities that are likely to lead to its desired objectives.

Internet recruitment and selection are effective in terms of saving recruitment cost, reducing time to hire and helping companies in developing competitive edge, market image and attracting right skilled candidates. Online recruitment is also effective in terms of managing talent process that is also considered effective. It has been investigated that e recruitment will likely to grow in coming years. Use of online recruitment and selection process offers advantage in the form of economies of scale. Therefore, this feature of e-recruiting would attract lot of corporations to invest their resources in developing e-recruiting supply chain. Only limited researchers have been conducted over the effectiveness of online recruitment and selection process. So, there is lot of scope to conduct further research over this growing phenomenon that is currently on the prime focus for corporations.

The recruitment process to some extent is not done objectively and therefore lot of bias hampers the future of the employees. That is why the search or headhunt of people should be of those whose skill fits into the company‟s values.

□□Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company.

□□Selection process is good but it should also be modified according to the requirements and job profile so that main objective of selecting the candidate could be achieved.

□□The training and development activities are needed in the organisation because mostly employees are interested to take training and development for future growth.

□□Thus, it is clear that training and development activities are needed for employee‟s performance and organizational development.

□□From the questionnaire found that mostly employees are young. Conclusion is that company should try to utilize workforce through training and development .as it‟s a good factor that work force was young.

□□It clearly indicates that employees are interested in training & development activities; they feel that such types of activities are necessary for improving their performance and creating awareness among the employees.

RECRUITMENT POLICY

Recruitment policy of any organization is derived from the personnel policy of the same organization. In other words the former is a part of the latter. However, recruitment policy by itself should take into consideration the government's reservation policy, policy regarding sons of soil, etc., personnel policies of other organizations regarding merit, internal sources, social responsibility in absorbing minority sections, women, etc.

Recruitment policy should commit itself to the organization's personnel policy like enriching the organization's human resources or servicing the community by absorbing the retrenched or laid-off employees or casual/temporary employees or dependents of present/former employees, etc. The following factors should be taken into consideration in formulating recruitment policy. They are:-

- Government policies
- Personnel policies of other competing organizations
- Organization's personnel policies
- Recruitment sources
- Recruitment needs
- Recruitment cost
- Selection criteria and preference.

The questionnaire and interview questions were sufficient to obtain the information required to analyze the process of recruitment and selection within the organization. It has been found that the organization has a sound understanding of what processes need to be used in order to achieve effective recruitment and selection. In addition to this, several issues have been identified within the recruitment and selection process that need to be addressed by the organization. The first issue identified is that the organization needs to address the way it communicates the request for vacant and new positions to the person responsible for recruitment. Second, the need has been detected for the organization to enlist the services of an employment agency for the recruitment of low skilled temporary staff. Thirdly, the need for the organization to widen the coverage area when advertising in the newspaper for positions vacant has been established. It has also been found that this approach should be used for the professional and managerial vacancies, with the goal of hitting the desired target market. Fourth, it has been established that the organization should advertise all positions internally, prior to searching outside the company for the most suitable applicant. Fifth, it has been shown that the organisation needs to change the current structure used in interviews for professional positions, from unstructured to structured to ensure that the right applicant is matched with the right job. Sixth, the need for the organisation to change the seating arrangements in the interview room has been identified.

This can be achieved by purchasing, when possible, some comfortable furniture to enhance the interview environment. Finally, the need for the organisation to develop an orientation program to be implemented within the first week of an employee commencing employment has been established. By assessing the recruitment and selection strategy of the organisation, the needs of the organisation have been established and identified, therefore, satisfying the purpose of the report.

In terms of the use of social media for jobseeking, Nigel Wright Recruitment (2011) found that more than half of all UK jobseekers use social media sites in their search for employment, including 18 per cent who use Facebook and 31 per cent who use LinkedIn (see box 2 in section 2.2 for examples of these and other social networking sites and tools). Young people are reported to be increasingly using social media tools in order to build an online career presence and search for jobs. A survey carried out by Potentialpark in 2011 of over 30,000 graduates, students and early career professionals worldwide found that in Europe, almost 100 per cent of survey

participants would like to interact with employers online. The preference was for LinkedIn (48 per cent), with Facebook scoring 25 per cent (Potentialpark, 2011).

The use of social media as a recruitment tool throws up some opportunities and challenges for employers. Social media potentially offers speed, efficiency and the ability to target and attract specific, particularly apposite candidates in the recruitment process. It can provide a useful additional source of information on potential job candidates, especially since some data (at the personal as well as the professional level) may not be generated for the purpose of recruitment, and therefore may provide candid supplementary information on the applicant. For candidates it potentially offers multiple sources of information about the employer and the possibility of contact with existing employees to gain a more realistic job preview. However, there are a number of issues that need to be considered.

Firstly, there are ethical questions of privacy and the extent to which it is appropriate and relevant for employers to seek information about workers' private lives. A US survey found that the most common reasons for not shortlisting and rejecting candidates were based on 'lifestyle' rather than employment-related information. For example, 35 per cent of those surveyed said that they found material on SNSs that caused them not to hire a job candidate; social media postings that included 'provocative or inappropriate' photographs or information were cited by 53 per cent of HR managers as a reason to turn down an employee (careerBuilder.co.uk 2010).

Secondly, employers may leave themselves open to charges of discrimination; using social media to alert potential candidates to vacancies could potentially discriminate against those who do not have access to social media or indirectly discriminate against groups which are under-represented in a targeted campaign strategy. By vetting candidates online, employers are likely to gain a range of information about candidates, including sexual orientation, ethnicity, religion, marital status, age and political views, making it easier for rejected candidates to claim unfair discrimination, although it is at present unusual for cases of discrimination at the point of recruitment to be brought to employment tribunals. According to the Survey of Employment Tribunal Applications (SETA) 2008, only 1 per cent of claimants were job applicants, although this figure rose to 5 per cent in cases of discrimination (BIS, 2010). Some of the major issues to address include: how to handle the discovery of information not intended for employers; how to avoid infringing user agreements with websites; the risk of 'bias creep' in letting information which is not linked to the personnel specification influence the hiring decision; how to find out and what to do if information is posted on a candidate that is malicious or incorrect; and, the issue of reciprocity in providing access to corporate information and insights into the job and working conditions at the employing organisation which might previously have been concealed during the selection process, but which candidates may now expect .

CONCLUSION

The increasing importance of information technology for recruitment processes. While traditional recruitment may not require any particular technology, online recruitment is reliant on a wide range of information and communication technologies and access to them by the general

public. Viewing technology just as contingency will limit research to establishing economic rationality of automating recruitment tasks and changes in routines, while technology in this case plays a wider societal role, and may affect livelihoods of individuals and organizations. A better understanding of the organizational concept of erecruitment might be achieved by studying how external environment and a society in general affect organization of erecruitment and it utilization, and an institutional perspective can be potentially beneficial. Also more studies of how different elements of organizing of erecruitment add to efficiency and effectiveness of the recruitment process can shed light on which elements are more crucial than others. Therefore research should be done on if, how, and why the Internet increases performance for organizational recruiting, and how specific Internet recruitment methods attribute to this performance.

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