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"Recruitment Strategies"

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Abstract

Recruitment is defined as, "a process to discover the source of manpower to meet the requirement of the staffing schedule and to employ effectiveness of its recruitment function. Organisations have developed and follow recruitment strategies to hire the best talent for their organization and to utilise their resources optimally. A successful recruitment strategy should be well planned and practical to attract more and good talent to apply in the organization.

1. Introduction

Human Resource Management is a strategic process of coordinating, planning, organizing, directing, and controlling the organization system. In order to achieve the goals of an organization, a team or group of employees must be developed to pave the way for the recruitment and selection process. It should be handled in a structured manner to select the right candidate for suitable positions. Recruitment and selection is the process of getting human resources into the organizations' departments, sections, and jobs (McKenna & Beach 2008). Venkatesh and Jyothi (2009) use what might be an even more useful definition of recruitment that is about the art of discovering and procuring potential applicants for the actual and anticipated vacancies in organizations. Different strategies are adopted for selecting a candidate between the countries. Scrutinizing the Indian context, the exogenous factors, such as recruiting policy, human resource

planning, size of the organization, cost involved in recruitment, growth and expansion of an organization, etc. influences the recruitment strategy. On the other hand, recruiters focus on job analysis, environmental analysis, and personality traits of the prospective candidate in the global context. By adding an extension to the process, they make an analysis of expatriate factors, such as family stress, culture, inflexibility, emotional immaturity, physical breakdown, responsibility overload, etc. These factors have not been given any prime importance and are neglected in the Indian context. Thus, in order to bridge this research gap, the researcher has done a detailed study of recruitment and selection through a systematic literature review.

2. Literature Review

The review of literature revealed that the recruitment and selection process is carried out in Isoft services and solutions by adopting latest technologies like online portals, outsourcing, job fair, campus interviews, and mobile recruitment applications. The representation of this practice is to find the best candidate for an organization. Besides adopting the latest technology, consideration of the expatriate factor would lead to an effective way of recruitment practices in finding out the right candidate for the right job and thus create a healthier work environment. The expatriate factors have not been considered well in the Indian context, but have been given importance in the global context in the processof recruitment and selection.

3. Objectives of Recruitment

1. to attract people with multi dimensional skills and experiences that suit the present and future organisational strategies;

2. to induct outsiders with a new perspective to lead the company;

3. to infuse fresh blood at all levels of the organisation

4.to develop an organisational culture that attract competent people to the company 5.to search or headhunt/head poach people whose skills fit the companies values;
6. to devise methodologies for assessing physiological traits; 7.to seek out
non conventional development grounds of talent; 8.to search for talent
globally and not just within the company;
9.to design entry pay that competes on quality but not on quantum; 10.to
anticipate and find people for position that does not exist yet.

Sources of Recruitment

The sources of recruitment are broadly divided into internal sources and external sources.Internal sources are the sources within an organisation pursuit. External sources arethe sources outside organisation.

5. PROS AND CONES OF RECRUITMENT

Internal Sources

i) Present permanent employees

ii) Present temporary or casual or part time employees

iii) Retrenched or retired employees

iv) Dependent or deceased, disabled, retired and present employees

v) Employee referrals

vi) Promotions

vii) Transfers

viii)Present employees

ix) Scouting

x) Advertising

xi) Create employer brand e.g Ashok Leyland, Aditya birla group etc.

Advantages of Internal Recruitment

i) Cheaper and costly to recruit

ii) Employees are already familiar with company

iii) Can boost employee morale

iv) Weakness and strengths of candidate is already known

Disadvantages of Internal Recruitment

i) Limits the number of potential applicants.

ii) No new ideas can be introduced from outside business.

iii) May cause resentment amongst employees not appointed.

iv) Creates another vacancy which needs to be filled.

v) Departments can "raid" other departments for best employees

External Sources

i) Campus Recruitment

ii) Private employment Agencies/ consultants

iii) Public employment exchange

iv) Professional organization

v) Data banks

vi)   Casual Applicants

vii)Similar Organizations

viii)Trade Unions

Advantages of External Recruitment

i) Outside people bring in new ideas

ii) Larger pool of worker from which to find the best candidate

iii) People with wider range of experience can apply.

Disadvantages of External Recruitment

i) Longer process

ii) More expensive process due to advertisements and interviews required.

iii) Selection process may not be effective enough to reveal the best candidate.

6. Research Methodology

The hiring scenario has witnessed dramatic changes in the past decade with companies facing increasing talent crunch. This is also because new sectors such as retail have come on the horizon. While the number of people joining the workforce is a plenty,"employable" brains are in short supply. Employees are now calling the shots, with companies ready to offer benevolent "benefits" packages that promise superb "work-life balance."

The IT sector, considered to be the most lucrative from an employee's point of view, has bore the biggest brunt of this transition. Such is the movement that a separate IT recruitment industry has taken shape. It has become an ultra-competitive market, with soaring employee turnover and widening demand-supply gap. This has made the industry to be very aggressiveand innovative

Isoft Services and Solutions , the automotive giant has adopted some new methods of hiring, while retaining traditional ones. It runs an employee referral program. They encourage the involvement and participation of our current work force for recruiting the right talent. It also uses an online recruitment system, internal job posting service and various employer-branding initiatives.Job fairs, online talent auctions and talent referral programs, job sites, walk-in tours of employer campuses are just some of the popular means to bring home the best talent by various MNC's. Apart from this, unorthodox means of canvassing candidates and talent through street profiling is also gaining momentum, given the industry's appetite for more to manage. Private sector firms are also poaching heavily into public sector companies and the armed forces. Newspaper advertisements were given preference five years back. A few years back, the platform shifted to web portals for increasing ROI. Now blogs are used for posting jobs.

The rules of the hiring game differ significantly in the case of mass- and class-hiring.Mass- hiring strategies work best for junior profiles, where the skill-set required does not vary much, while class-hiring is done for mid- and senior-level profiles. For class-hiring, organisations engage executive search firms and some authenticated internal references.Also, there has been a significant shift in online recruiting, with the first wave seeing the emergence of job portals such as naukri.com. While job portals continue to play a major role in the recruitment process, the second wave (Web 2.0) has been unleashed by social networking websites such as LinkedIn, Orkut, Facebook etc. In 2004, the contribution of portals in the recruitment mix was 2% whereas now close to 12% of the hiring is being done through job portals. As this is also a cost-effective hiring method. Some of the new websites that are reaping the benefits of networking are TooStep, Yello jobs and Reffster. Given the demand-supply gap in the market, firms devise multi-prong strategies to beat competition. This includes campus recruitments, internal job postings, employee-referrals, availing the services of placement consultants, participating in job fairs and advertising in newspapers and job portals. The trend, however, is now moving towards leveraging the benefits of online social networking. Many companies are now bringing in global talent on board, with the clear intention of meeting their client requirements in specific geographies. Also, welcoming ex-employees back into the fold in nomore an exception

7. Strategy analysis Used By Isoft Company

i) Walk ins-

in this strategy potential candidates are invited to attend an interview directly and without a prior application on a specified date, time, and a specified place.

ii) Consult in-

Companies encourage the potential job seekers to approach them personally and consultregarding jobs.

iii) Head hunting-

Companies request the professional organisations to search for the best candidates particularly for the senior executive positions.

iv) Body Shopping-

professional organisations and the hi-tech training in states develop a pool of human resources for the possible

employment. The prospective employers contact these organisations to recruitthe candidates.

v) Business Alliances-

Business alliance like acquisitions, mergers, and take - overs help in getting human resources.

vi) E Recruiting-

Organisations advertise the job vacancies through the WorldWide Web internet. The job seekers send their applications through e-mail or internet. Alternatively, job seekers place their CV's in the world wide web/internet, which can be drawn by the prospective employersdepending upon their requirements.

vii) Employee referrals-

employee referrals are the candidates/ applicants recommended by the current employees. Current employees recommend those candidates whose performance and behaviour are known to them as well as suitable to the job and organisational needs. This source helps theorganization to get high quality applicants.

viii) Internal Job posting-

companies put up the details of the position to be filled on notice boards across the organisations, also the put it on the intranetand request for references.

ix) Social Networking on websites such as LinkedIn-

These sites, especially the business-oriented social networking sites, provide instant credibility to a professional's profile, with the referrals and recommendations of the person, thus aiding recruiters in captivating their mindshare. Thus, today many jobseekers and recruiters in India are making use of such sites to identify the right and potential candidates,including international talent, at minimal cost

x) Campus Recruitments-

companies visit various engineering, management and other professional campuses for recruiting the best talent. It helps in infusing new blood into the organisation.

xi) Hiring team instead of an individual-

MNC's prefer to have hiring team so that right decision could be taken at right time for hiring employees. They work on different functions or stages so that there is no bias and right peoplecould be hired.

CASES

Recruitment strategies adopted by various Multi National Companies are stated here.
HCL   Technologies
Internal recruitment:
The IT major relies heavily on this model, which also saves huge
cost for the company, at the same time ensuring that the talent pool remains intact.

Campus hiring:
Many of the business unit heads and senior people at HCL have been picked from the campuses of some of the best engineering, management and non-managementcolleges across the globe

Employee referrals:
HCL finds this to be a "reliable channel" to reach out to its potential employees.

Social networking sites:
At least 5-7% of its total recruiting is done through websites such as LinkedIn. This primarily includes much of senior-level hiring, and makes it easier for the hiring managers to target candidates with niche skills or for

roles based in alien geographies

Tata Motors

Employee referrals:
The automotive giant seeks involvement of its current work force to attract key talent.

Online recruitment process:
Tata Motors holds selection tests to recruit its graduate and post-graduate trainees. Applicants can take the test from any location.

Internal job postings:
The automotive arm is also part of the Tata Group's internal job postings

Employer branding:
The company sponsors scholarships at the prestigious IndianSchool of Business.

Other sources:
Jobsites, placement consultants, collaboration with industrial training institutes etc.

Tesco HSC

When Tesco, the British retail giant, set up its service support arm in Bangalore in 2004, it spent a huge chunk of its recruitment budget on hoardings. It was important for the firm to build its employer brand. This was because a majority of its prospective recruits, had either never heard of Tesco, or had no shopping experience at any of its stores across 13countries. They Placed hoardings in the corridor where IT people travel, and withBangalore's slow moving traffic, they couldn't escape seeing it. The move by Tesco HSC is just an example of how companies are working on innovative ideas with the ultimate goal of attracting the best minds

Job portals:
The contribution of job portals to the company's recruitment mix has grown from 2% in 2004 to around 12% at present.

Campus recruitment:
The company hires from various colleges across the country.

Tier-II cities and local talent:
It reaches out to candidates in some of the small cities.The screening work has been outsourced to a service provider, who does the initial testing of candidates before lining them up for interview.

Hiring for retention:
The firm highlights a host of "employee benefits" on its website to attract talent with the clear idea to retain them

8. Conclusions

The past researches highlighted on newly developed technologies, such as online recruitment, mobile recruitment applications, and outsourcing recruitment. Adapting this new technology provides quick, effective, and efficient ways to find the best candidate. Besides, there also some drawbacks to select the right candidate for an organisation, as most of the organisations do not consider the expatriate factor, which includes cross- cultural adaptation, personal qualities, experience, skills, family situations, and attention from organisations for the implementation of other foreign assignments. The expatriate factor has an impact on the demographic and psychological factors. It has been proved by several researches that the recruitment and selection process is influenced by the expatriate process. Hence, the adoption of a suitable methodology for the recruitment practices wouldresult in finding out the right candidate for the right job.

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