

**MODULE  
1****Workforce Planning and  
Recruitment Analytics****1.1. WORKFORCE PLANNING AND  
ASSESSMENT****1.1.1. Introduction**

Building a talented and collaborative team isn't always easy, but it is nonetheless imperative for today's competitive workforce. Business leaders often turn to workforce planning to optimise their talent needs for a greater impact on their business results. Workforce planning is the process of analysing and forecasting your workforce needs both presently and in the future. In simple terms, workforce planning is about attracting and retaining the right number of people with the right skills, traits, and experience.

Workforce planning must align business with HR needs to retain current talent and bring new talent to the forefront. This involves two main components: strategic and operational planning. With strategic planning, business leaders consider the long view and forecast the critical roles that an organisation may need in the future. With operational planning, leaders look at the short-term demands of a business. Short-term needs are compared with the business' current talent supply so it can be determined whether or not there are gaps that need to be filled.

When assessing the workforce plan, it's important to first distinguish between the employees. Many business leaders neglect to tell high potentials apart from high performance workers. What makes high potentials a vital component to the team is that these employees consistently outperform their peers in a variety of scenarios.

These individuals often exhibit behaviours that reflect the skill and professionalism of the business and display values that make them an invaluable member of the team. While you may already have numerous high-potential employees in your midst, it's crucial to determine how to identify these works and unleash their full potential to create a talented, high-performance workforce.



### 1.1.2. Concept of Work: Organisation's Work and Jobs

The word "work" is used as a noun as well as a verb. The noun work first appeared in the 1650s to refer to an industrial place. It comes from the Old English word "worc" or "weorc" which means "something done, action, or business."

"Work" is defined as "a physical or mental activity that is performed in order to accomplish or produce something." It is something that an individual does in the performance of his job or of his responsibilities towards his employers or other people.

The work represents one of the main categories of interaction between man and his social environment, seen not only as a means of survival, but also as a form of professional and personal fulfillment. The idea of centrality of work activity, shared by several authors, shows that people organise themselves from their professional activities, with work being the main regulator of social activities.

Workers perceive their work by the choices, experiences and environments in which they work and live, and they identify with it. Through the process of adaptation and learning, the individual ceases to be an external element and becomes an active and effective member of an organisation. Understanding the meaning of the new work for an individual who is in the process of integration but is marked by different cultural and behavioural issues can generate significant results for the organisation.

"Work" and "job" are two words that have similar yet different meanings. Although they are used interchangeably, their meanings may differ according to how they are used.

The use of the word "job" to describe a piece of work was first recorded in the 1550s. It comes from the Middle English word "gobben" which means "lump or mass." It is a noun that is used to refer to work that an individual does for a living.

"Job" is defined as "an activity that an individual performs in exchange for a specific fee or payment." It is also referred to as an occupation, profession, career, or trade. It is a responsibility of an individual towards his employer that he must perform well because he is paid for it. A job is a formal kind of work. When one is hired for a job, he has to get into a contract with his employer, and he has to abide by the regulations of the company.



In a job, the goals and targets are more specific and well laid out for the employees to follow and achieve. It refers to a specific type of employment wherein the individual's role or position is clearly defined. It involves working on a specific task with the expectation of being compensated for the job done. The term "job" is also used in lieu of the word "work," but work has separate connotations.

### 1.1.3. Evolution of Work Structure

Perhaps the earliest evidence of the systematic organisation of work and job design in industrialised environments can be examined through the work of **Frederick Taylor**, who developed the concept of scientific management, emphasising production, streamlined processes, and the elimination of waste. Through his research involving work operations and time and motion studies, Taylor's mission was to facilitate worker efficiency and productivity through job design.

Another prominent researcher of this time was **Max Weber**, a trailblazer in research on organisational structure and bureaucracy. Weber's focus was on hierarchical command and control, which featured prominently in the delegation of authority and decision-making power among different types and levels of jobs. Work was organised into simple, routine tasks—job design focused on a few basic tasks.

Labour supply at the time was largely unskilled/semiskilled workers, and work was organised accordingly. As a result, an organisational hierarchy with greater supervisory span of control was necessary because workers had no authority or decision-making capability. This structure created high efficiency of production output for the jobs of that time, which were simplistic in terms of their skill requirements and activities.

As a result of their theories and research findings, Frederick Taylor and Max Weber are considered to be pioneers in the area of job and organisation design, significantly contributing to progress in the understanding of the nature of work and the context in which it is performed for maximum efficiency and effectiveness as society moved from mainly agrarian to industrialised. Though their work was more focused on work production than the needs of the workers themselves, Taylor and Weber laid the groundwork for future researchers such as **Douglas McGregor** and **Abraham Maslow** to expand into new and different directions that considered the needs of the employees as well as the organisation.



In the latter half of the 20<sup>th</sup> century, **Peter Drucker** emerged as one of the most influential experts in organisational structure, management strategy, and understanding the nature of work as technology and knowledge workers became increasingly ubiquitous. Drucker developed the concept of **Management By Objectives**, or **MBO**, to facilitate the alignment of organisational objectives with worker tasks, goals, and performance outcomes. The MBO strategy involves a manager and employee setting mutually agreed-upon work goals that have a clear connection to the organisation's goals, along with specific performance standards and expectations.

As the world rapidly evolved (and continues to do so) from the latter half of the 20<sup>th</sup> century into the new millennium, so did organisations and the work required to keep them operating effectively for sustainable growth and success. The rise of technology, major societal, economic, and demographic shifts, and globalisation have resulted in all of us living and working in a much more complex and sophisticated world. Work cannot be organised and distributed in such simplistic ways anymore; there is much more of a variety of organisational needs that may require workers who range from semiskilled to highly skilled and possessing an array of unique skills and abilities obtained through specialised education and training. Technology has impacted virtually all types of work. Even work that used to be performed by a worker with a limited or specific skill set may now require some level of technical proficiency. Consider the job of maintenance mechanic: Perhaps a decade ago, this work was performed based on a paper work order procedure—someone in a department filled out a paper work order request for a need such as repairing a leaky ceiling tile, the work order form was processed by a supervisor, and delegated to a mechanic for fulfillment. Today, that procedure is most likely handled through an electronic system that may result in eliminating or shifting the supervisor role as well as requiring the mechanic to proficiently access and use the online work order system for fulfilling maintenance requests.

In general, work is more complex and requires individual workers to make more autonomous decisions rapidly. We no longer have the luxury of time for a worker with limited job scope to submit a request to his or her supervisor for approval before proceeding with a work activity (and sometimes a supervisor would need to elevate the worker's request to his or her supervisor, causing even further delays in the process). Complex jobs require more decision making and responsibility on the part of the incumbents, which is an important consideration for the organisation in the job design process. Complex jobs also require higher qualifications and more specialised knowledge and skills. Work is being performed at



an increasingly rapid pace, and this trend shows no sign of changing. Organisations need to stay competitive, agile, and able to shift gears and make quick decisions, often in complicated and unpredictable circumstances. To meet these needs, the work performed must be categorised, arranged, and distributed strategically and logically. Jobs and job families are the support system of the organisation—how and where the work is performed that keeps the organisation moving and progressing.

#### 1.1.4. Organising the Work: Jobs and Job Families

A job is a type of role within an organisation comprised of a set of specific tasks and responsibilities that facilitate the achievement of targeted performance outcomes. These performance outcomes should be directly or indirectly aligned with organisational objectives and short- and long-term goals. Depending on the size of the organisation and its needs, there may be more than one individual working in a specific job. A small neighborhood convenience store will need a cashier job but may only need one individual working in that job. A big-box retail store may also need a cashier job, but will certainly need more than one person working in that type of job. Each job will be comprised of a unique set of qualifications that will be necessary to effectively perform the work involved, and they are referred to as **KSAOs**—knowledge, skills, abilities, and other characteristics.

The term KSA is the abbreviation for Knowledge, Skill and abilities. The KSA is mostly referred while performing recruitment functions. The structure of KSA is applicable in preparing job description. It is also used to compare candidates for their final selection. It is used as a metric in order to measure competencies of aspirants regarding their capability to perform their task. KSA is also referred as evaluating factor, quality ranking factor, job element, etc. Description of KSA is given below:

- 1) **Knowledge:** Knowledge is systematic structure of information which is based on some fact and whenever this knowledge is applied, it delivers suitable results. Knowledge has its direct effect on the performance of the functions. **For example**, if a person has the knowledge regarding rules and laws of human resource, then that person can use such knowledge as KSA for the position of human resource specialist. But, against these KSA, person must specify his/her knowledge about the rules and laws and discuss how these laws are useful for the organisation. Further, that person must also include his/her experience regarding these rules and laws.



- 2) **Skill:** The skill statement denotes the skill which manipulates the data mentally and verbally. This skill can be measured through performance test where both performance quality and quantity are measured within a specific time period. **For example**, technical skills, communication skills, organisational skills, and interpersonal skills etc.
- 3) **Ability:** Ability means the power to perform observable task. It means the ability to demonstrate such behaviours which are similar to job. **For example**, ability to organise and plan work. There is a difference between ability and aptitude, here aptitude is limited to only capability of performing the task.
- 4) **Other characteristics** is the last KSAO element, comprised of any other critical personal/dispositional job requirements not covered within the knowledge, skills, and abilities. They may be broad and relevant to a wide variety of different jobs as well as being specific to certain job needs. For many, if not all, jobs, demonstrating passion and enthusiasm would be a critical other characteristics element, as well as being reliable and proactive. For certain jobs, for example a research scientist, an inquisitive nature would certainly be an important other characteristics requirement. To really capture this element for a particular job, it can be helpful to observe high-performing incumbents for a period of time and note their personalities, behaviors, and special qualities they bring to the job that add value.

Two or more similar jobs will typically form a job family—a collection of jobs that are similar in function and scope and share common KSAOs. A job family may also include jobs of different levels. **For example**, a job family in an accounting department may consist of a billing clerk, accounts receivable specialist, an accounts payable specialist, a bookkeeper, and an accounting manager. Having organised job families is beneficial to an organisation in a variety of ways. They can ensure greater alignment and uniformity among similar jobs, which provides a clearer understanding of the nature of each job as well as how they operate together as a cohesive function (i.e., who does what). They can show the distinction from one job to another in terms of qualifications, performance expectations, and increased level of responsibility/authority, which can be used for career development and training purposes.

A position is a job that is held by one individual employee, also referred to as an incumbent. Think of a position like a headcount—each incumbent working in an organisation is filling one specific position. You can have multiple incumbents working in one type of job—bartender, bus driver, accountant, professor, project manager, sales executive, and so on.



The last term to be described here is occupation, which is a type of job that may exist in many different organisations as well as across industries. Consider an attorney, which may exist as a discrete job within an organisation and may also exist in other organisations as well as in private law firms, school systems, and within the government. As you can imagine, there will be similarities and differences in the same occupation from one organisation to another.

## **1.2. MILLENNIALS AT THE WORK PLACE**

### **1.2.1. Introduction**

Recently, there have been many opinions about who the “Millennial Generation” is, what they think and value, and how they will behave as they get older and gain more experience in the world of work. The term Millennial denotes people who were born between the early 1980s and early 2000s, making them the youngest generation in the actual job market.

Millennials have different features compared to previous generations and include their expectations of an ideal work environment. Millennials are a dynamic, strong, and multitasking generation, who prefer to work in teams, are achievement-oriented, and want fast work progress. They seek achievement through work and contribute significantly to organisations with meaningful work.

Millennials have a drastically different outlook on what they expect from their employment experience. Millennials are well educated, skilled in technology, very self-confident, able to multi-task, and have plenty of energy.

They have high expectations for themselves, and prefer to work in teams, rather than as individuals. Millennials seek challenges, yet work life balance is of utmost importance to them. They do, however, realize that their need for social interaction, immediate results in their work, and desire for speedy advancement may be seen as weaknesses by older colleagues.

The millennial generation is the largest age group to emerge since the baby boom generation, and as this group grows significantly as a proportion of the workforce over the next 20 years, employers will need to make major adjustments in their engagement models.



## 1.2.2. Key Characteristics of Millennials

Millennials possess unique characteristics that need to be embraced and harnessed in the workplace if one want to breed loyalty.

- 1) **They are Technology Natives:** Millennials grew up with technology, whether that was a laptop, desktop computer or smartphone. They favour email, texting, and messaging apps over phone calls and face-to-face meetings, and they are ready and willing to try new technology and apps. They expect their employers to support technology, especially mobile apps.
- 2) **They Crave Work-life Balance:** Many millennials grew up watching their parents put all their time and effort into a job, only to lose it during the great recession. They also lived through the Sept. 11 terrorist attack. Both of these events influenced their views of work and life.

As a result, millennial employees crave balance between their work and personal lives. Many of them choose flexible hours and the ability to spend time with family and friends over a high salary. This is something small business owners can use to their advantage when competing with deep-pocketed companies for talent.

- 3) **They Expect Collaboration:** The typical millennial worker isn't the go-it-alone type; they prefer to work with others in the company, often those in other departments. Collaboration is a key tenet of work for millennials – one that may have been more difficult during the pandemic if it weren't for their comfort with technology. Whether it's through video conferencing or collaboration apps, millennials need to feel engaged and part of the team even if they are at home.
- 4) **They Require a Seat at the Table:** Millennials grew up having a say in family decisions and expect that same right at the office, regardless of their level within an organisation. They want to be heard and respect the companies that give them that ability. That may be difficult for a baby boomer, Generation X or Gen Z boss to accept, but you need to get used to it; millennials are an ambitious group. Give them the path and the rules, and millennials will work hard to achieve their and the business's goals.
- 5) **They Want to keep on Learning:** Learning for millennials doesn't end once they graduate college. This group has a deep passion for learning and a desire to grow in their careers. They value opportunities to learn more and seek mentorship from those who came before them. Companies that provide opportunities for ongoing education and mentorship will likely do a better job of retaining millennial workers than those that don't.



- 6) **Their Loyalty is Fickle:** Millennials are a loyal group when a company does right by them. However, they wouldn't think twice about leaving a company if another one offers them a better opportunity to learn, grow, or balance life and work.

### 1.2.3. Types of Millennials

- 1) **Travel Enthusiasts:** These Millennials want to see the world—just on a tight budget. They will take every opportunity that they find at work to travel on the company's dime, whether it takes them to a beautiful European countryside or the middle of nowhere. Travel Enthusiasts love companies that offer employees the chance to work remotely because that gives them the freedom to work from wherever their next adventure takes them.
- 2) **The Traditionalist:** Although the majority of Millennials are interested in breaking boundaries and shaking things up, the Traditionalists prefer to keep things the way that they've always been. This group is concerned about paying off student loans, saving to buy a home, and keeping the job that they have now instead of worrying about finding a new career. These will be the workers who most closely resemble the Baby Boomer generation. Traditionalists will work long hours, respect their superiors, and never miss a deadline, but don't expect them to be too innovative at work.
- 3) **The Achiever:** It may be hard to believe that Achievers are so young based on how much they've accomplished so early on in life. This group of Millennials are go-getters who constantly want to learn new skills, challenge themselves, and reach milestones earlier than most of their friends. These ambitious Millennials make great salespeople or wholesale distributors since they love working towards sales goals and competing with others in the workplace.
- 4) **Up & Comers:** Up & Comers are tech-savvy, ambitious, highly educated, and smart. They are fully committed to their career and would rather remain single to pursue it. They like to use the latest Mac or iPhone to stay fully connected on social media, managing multiple profiles at once. Up & Comers thrive when autonomous and don't need much help being motivated.
- 5) **Global Givers:** Global Givers are new to the workforce, but come with a passion for social and global causes. They are trusting and positive but shrewd about accurate information, which makes them wise decision makers. They are quick to participate in socially responsible causes, but they also take the initiative to create, market, and execute their own causes. Global Givers thrive when connected



to a meaningful cause, so adopt green practices and align their tasks with a socially responsible purpose. Inspire them by championing social events with a cause, like building a playground or serving meals to the homeless.

- 6) **Nostalgics:** Nostalgics are resourceful, self-sufficient, and stable out-of-the-box thinkers. They tend to be independent, so these might be your consultants and part-time employees. With introvert tendencies, they would rather work from home but aren't great at monitoring email. Nostalgics love experiences and would rather enjoy the moment than record it. They also like to read, but will opt for a hard-copy instead of an e-book. Nostalgics are highly-creative, and they thrive when solving difficult problems autonomously.
- 7) **Trendsetters:** Trendsetters lead adoption, diving head-first into new ideas and products if they believe there is potential. They also have followers and can generate a lot of momentum. These are likely junior employees, maybe even at their first job. Trendsetters tend to care about appearances more than substance and may adopt new ideas and products without considering the consequences. They love originality, authenticity, and variety; but convenience is important and brand loyalty unlikely.
- 8) **Skeptics:** Skeptics are not easily swayed by others because they like to see research or proof firsthand. They are pragmatic, dismissing most popular beliefs, and are unlikely to entertain abstract ideas. Skeptics can be indecisive and may tend toward despondence.
- 9) **The Boss Babe:** These are the aggressive, ambitious Millennial women. They put their careers first with time for family later and generally have a lot of money to spend.

#### 1.2.4. Ways to Attract Millennials

Here are a few tips and tricks on how to attract and retain Millennials at workplace.

- 1) **Improve Internal Communications:** Millennials want to continuously be engaged in many aspects of the business. They want to stay informed. That is why employers need to work on boosting internal communications to improve Millennials' productivity. They want ongoing conversations. The way Millennials communicate (texting, tweeting, liking, facetimeing, etc.) is now real-time and continuous. This dramatically affects the workplace because Millennials are accustomed to constant communication and feedback. As Millennials are used to personalised news feeds on their mobile phones, they expect the same communication experience in the workplace.



- 2) **Support Diversity:** According to Delloitte's research on Millennials, 69% of employees who believe their senior management teams are diverse see their working environments as motivating and engaging. This is true for only 43% of employees who don't perceive leadership as diverse. A recent survey by the **Society for Human Resource Management (SHRM)** also found that 57% of recruiters think that their talent acquisition strategies are designed to attract diverse candidates.

In order for employers to achieve diversity in the workplace, they need to have the entire workplace aligned and on the same page. Here, internal communications plays a crucial role.

- 3) **Offer Competitive Salaries:** Recently, we have heard a lot of stories about how money is not the most important factor for Millennials when choosing a new employer. In a recent study by **ManPower Group** on Millennial Careers, 92% of Millennials agreed that money is their top priority when choosing an employer.
- 4) **Implement Advocacy Programs:** Millennials are extremely active on Social Media networks. To be precise, 42% of Millennials use Social Media at work. So why wouldn't employers engage their employees in employee advocacy or social selling programs and reward them for doing so. It's a win-win for both employers and employees. Therefore, Millennials in the workplace can make your strongest brand ambassadors and help you attract new talent, build more brand awareness and generate more high quality leads.
- 5) **Build Trust:** Trust and good relationships are very important for keeping Millennials in the workplace. A research on best workplace for Millennials, says that when Millennials believe their company has a high-trust culture, they're 22 times more likely to want to work there for a long time. In comparison, Gen Xers are 16 times more likely to want to stay, and Baby Boomers are 13 times more likely.
- 6) **Support Teamwork and Share of Voice:** Generations before Millennials did not work as much on team projects during their education years. Today, most colleges and educational institutions support team work through group projects. This switch has resulted in changes in how Millennials behave in the workplace. They are more used to working together, sharing knowledge and collaborating.
- 7) **Offer Career Growth Opportunities:** According to **Gallup**, 87% of millennials say professional growth and development opportunities are their top priorities. Therefore, career growth



opportunities have a big impact on attracting and retaining Millennials in the workplace. Moreover, LinkedIn's 2018 Workforce Learning Report states that 93% of employees would stay at a company longer if it invested in their careers.

- 8) **Support Learning and Development:** Employers who encourage employee development have lower turnover rates. Millennials want to advance and learn new things in order to progress in their careers. In addition to teaching them new hard skills, employers have to invest in teaching Millennials personal and interpersonal skills such as communication, patience, coping with pressure and being a team player.

## 1.3. JOB RE-DESIGN

### 1.3.1. Meaning and Definition of Job Re-Design

To help keep employees satisfied and also to enhance their creativity and performance, managers often try to re-design existing jobs with the goal of motivating employees. Job re-design represents a reaction against traditional ways of organising jobs, which are seen as having resulted in a trend towards increasing work simplification. Job re-design involves changing work responsibilities, duties, activities, and tasks.

It is closely associated with organisation design, the allocation of work responsibilities within an organisation, and organisational re-design, the process of re-allocating or re-organising work responsibilities.

**According to Hackman,** "Job re-design is the alteration of specific jobs (or interdependent systems of jobs) with the intent of increasing both the quality of the employees' work experience, and their on-the-job productivity".

### 1.3.2. Nature of Job Re-Design

Activities aimed at making changes to work with the purpose of increasing the quality of a worker's job experience or improving a worker's productivity are known as job re-design. Under this term, can be included such commonly used job re-design techniques as job rotation, job enlargement, and job enrichment. Job re-design is a unique way of improving organisational efficiency. This is true for four reasons:

- 1) **Alters the Basic Relationship Between Worker and Job:** Job re-design alters the basic relationship between the worker and the job, which has long been a human relations problem. The scientific managers tried to deal with the problem by blending the physical



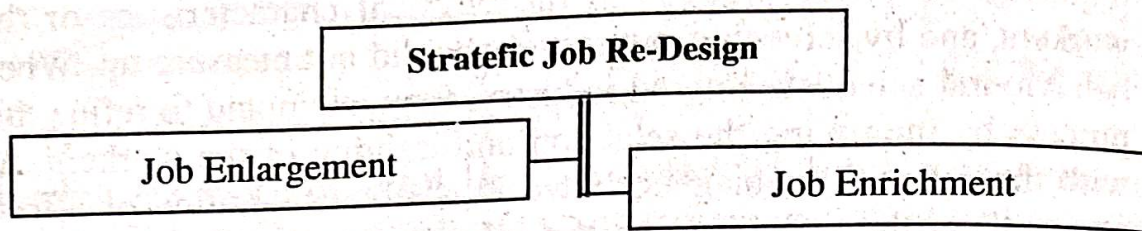
requirements of the work with the physical characteristics of the workers, and by screening-out those who did not measure-up. When behavioural scientists entered industry, they attempted to refine this process by improving the selection and training of the workers. As with the scientific managers, however, the concentration of efforts was still on the people doing the job. The work was treated as a fixed commodity that could not be altered. Job re-design breaks with this tradition, and is based on the assumption that the work itself can be a powerful influence on employee motivation, satisfaction, and productivity.

- 2) **Results in a Zero-Defects Programme:** Job re-design does not attempt to change attitudes first (such as inducing workers to care about work results in a zero-defects programme that is designed to reduce, and then to eliminate, all product errors) but assumes that positive attitudes will follow if the job is re-designed properly. Initial attention is given to determine how the job ought to be performed. Once this is worked-out, the individual doing the work will be forced to change his or her old behaviour and, it is hoped, will like the new arrangement so much that attitude toward the job then will be positive.
- 3) **Re-Gains the Opportunity:** Job re-design helps individuals to regain the opportunity to experience the “kick” that comes from doing a job well. There is more here than just satisfaction; there is a sense of competence and self-worth in which people feel themselves stretching and growing as human beings.
- 4) **Organisational Change:** Sometimes, when an organisation re-designs jobs and solves people – work problems, other opportunities for initiating organisational change are presented. For example, technical problems are likely to develop when jobs are changed, offering management the opportunity to smooth and refine the entire work system. Interpersonal issues also are likely to arise, often between supervisors and subordinates, providing the organisation a chance to undertake developmental work aimed at improving the social and supervisory aspects of the work system.

### 1.3.3. Strategic Job Re-Design

Job redesign may be needed due to unpredictable and/or immediate needs, and it may also be strategically implemented to enhance existing jobs to contribute to the organisation in more far-reaching, innovative ways. The two strategies for proactive job redesign are job enlargement and job enrichment.





### 1.3.3.1. Job Enlargement

The concept of job enlargement came into the picture during 1950s when some strategies were sought by the various managers for controlling the boredom associated with the job simplification method. By supplementing the various activities to be performed by the employees, the main focus was on improving the breadth of the job. The task variety is improved with the help of job enlargement in which two or more tasks which were handled by different workers previously are combined in a single job. Having the greater variety of tasks can be seen as the only modification in the original job. By improving the scope and variety of activities, the dissatisfaction and boredom can be effectively addressed. Higher wages, improved quality of production, greater worker satisfaction and an improved overall efficiency of the firm are associated with this method. However, only horizontal expansion is facilitated.

The boredom increases in comparison to earlier situation. However, it is said that the greater motivation can be achieved with the help of job enlargement but there is no practical evidence yet.

#### Need of Job Enlargement

Job enlargement is needed as it offers the following advantages:

- 1) **Improved Satisfaction:** The basic principle that the work related dissatisfaction is created due to performing the same job again and again is the origin of the job enlargement, which is developed and required to increase the total number of activities that are to be performed by the employees. Thus, a wide variety of activities are performed by the employees, which can reduce the boredom of the employees thereby improving the job satisfaction.
- 2) **Widen Scope of Job:** The horizontal tasks and responsibilities which are related to a certain job and facilitating the greater challenges to the employees are the main objectives of job enlargement. Thus, the employees will enjoy their work. The rhythm and the speed of work can also be decided by employees.
- 3) **Improved Productivity:** One of the most popular methods of making jobs more interesting can be considered as job enlargement, which results in improved productivity.



- 4) **Optimum Utilisation of Abilities:** Abilities of employees alongwith mental and physical capabilities can be effectively utilised with the help of job enlargement. The challenging yet attainable jobs can be created with the help of job enlargement with optimal levels of complexity.
- 5) **Facilitating Feedback:** A more sophisticated feedback related to the performance of the employees can be provided with enlarged jobs. When these are combined with the evaluations and organisational rewards, it can result in greater motivation.

### 1.3.3.2. Job Enrichment

The concept of job enrichment was introduced by Herzberg, which mainly deals with increasing the various elements of the job or increasing the responsibilities, challenges and scope of the job consciously. It can be seen as one of the methods for motivating employees by focusing on the requirements of challenging and interesting work. According to this concept, in order to facilitate the inherent satisfaction from the performance of the jobs, the jobs should be re-designed. When it is implemented effectively, a vertically enhanced job is resulted from increasing the contents of the variety of jobs, adding more challenges, combining the various functions from different organisational levels, providing more freedom and pride to the employees. With reference to a certain job, some discretionary powers are assigned to the employees for making operational decisions and thus providing them a greater feeling of higher status, power, and influences.

For motivating the employees, Herzberg focused on job enrichment in his two factor theory. The findings of his work were:

- 1) Higher level of satisfaction is accomplished from the employees by those jobs which are enriched and it results in lower turnover and absenteeism.
- 2) Greater productivity is obtained from the employees having enriched jobs.
- 3) Greater skills and talents are possessed by those individuals who are working on enriched jobs.

### Techniques of Job Enrichment

In order to facilitate meaningful work opportunity, the following techniques can be adopted for the job enrichment:

- 1) **Establishing Natural Work Units:** In most of the organisations, the products or services are provided by the employees but they do not have any identification with their work. Thus, a worker does not have any significance for the job. By establishing natural work units in



which some ownership is fixed to the employees, this feeling can be eradicated. Two core job dimensions are resulted from the formation of natural work units which are task identity and task significance.

- 2) **Creating Worker-Client Relationships:** There is almost no chance where there is a direct contact between the worker and the ultimate user of the products and services. By providing this kind of interaction, the job commitment and motivation can be improved significantly. There are three core job dimensions which can be created by establishing worker-client relationship which are skill variety, feedback and autonomy. As workers have chances of utilising the interpersonal skills in maintaining and managing the client relationship, skill variety is improved. As the individual is assigned the responsibility of deciding the management of client relationship, the autonomy is improved. As the employee has the opportunity of receiving both criticism and praise for his performances, the feedback is improved.
- 3) **Merging of Tasks:** The assumption of having greater motivation by merging various simple tasks to create a new and larger work module can be used to develop the concept of merging of tasks. Skill variety and task identify are the two main elements of combining tasks.
- 4) **Vertical Loading:** When there is a reduction of gap between the performance and controlling aspects of the jobs, vertical loading is resulted. Specifically, the lower-level employees are assigned the responsibilities which were earlier restrained for the management. Increased autonomy in resulted from the vertically loaded jobs and personal responsibility and accountability for the results of efforts of employees are created.
- 5) **Providing Feedback Channels:** In order to provide the chance of monitoring the performance, the employees are provided with various methods of giving feedback. One of the main issues related to human resource which can be effectively handled through this is the inability of explaining the employees about how well they are performing.

### 1.3.3.3. Difference between Job Enlargement and Job Enrichment

Job design has two important elements, i.e., job enlargement and job enrichment, which can be used to improve the satisfaction and productivity of the employee. The differences between these two concepts are stated below:

- 1) **Scope:** Horizontal or lateral expansion of job is associated with the job enlargement which means adding new task of similar nature,



while vertical expansion of functions and responsibility is associated with the job enrichment. Improvement of quality of job with respect to the intrinsic worth is mainly handled by it.

- 2) **Purpose:** Controlling the boredom in executing the similar job is the main objective of the job enlargement, which is accomplished by lengthening the cycle of the operations. While making job more lively, satisfying and challenging is the focus of job enrichment. Greater levels of needs are satisfied such as ego satisfaction, sense of achievement and advancement, and self-expression.
- 3) **Need for Skills:** Greater levels of skills are not required in the employees in job enlargement as it is the horizontal expansion of the job. But in case of job enrichment, greater skills, initiatives and innovations are required to be developed and utilised from the employee side.
- 4) **Direction and Control:** Lesser external supervision is required in case of job enrichment while greater supervision will be required in case of job enlargement. The self-direction and self-control will be implementing by the employees in case of job enrichment.

#### 1.3.4. Benefits of Job Re-Design

Job re-design is important due to following reasons:

- 1) **Enhances the Quality of Work Life:** Job re-designing motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better.
- 2) **Increases Productivity:** Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organisation.
- 3) **Brings the Sense of Belongingness in Employees:** Re-designing job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organisation. It is an effective strategy to retain the talent in the organisation and encouraging them to carry out their responsibilities in a better fashion.
- 4) **Creates a Right Person-Job Fit:** Job re-designing plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organisation as well as employees in achieving their targets or goals.



## 1.4. RECRUITMENT

### 1.4.1. Meaning and Concept of Recruitment

Hiring or recruitment can be defined as the process of finding out prospective candidates for filling actual or projected vacancies in an organisation. Recruitment enables the organisation to obtain the number and types of individuals required for its continuous working. Normally, it is an effort to gain the interest of the candidates looking for jobs, find the candidates interested in the job and create a group of potential employees, with the help of which the management can choose the suitable person for the job.

The process of recruitment is one of the most significant aspects for operating a business successfully. The quality of the workers determines the performance of an organisation, and therefore, individuals who effectively manage all the functions of the organisation are more suitable for it. Even though, changes can be brought in some incompetent employees by training and rigorous supervision, recruitment of capable and passionate people is undoubtedly preferred. By appointing the right person on the right position, great amount of time, energy, and money can be saved. Therefore, it is necessary for a manager to recruit high-quality employees in order to fulfil the organisational needs.

**According to Edwin B. Flippo,** "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation".

**According to Barber,** "Recruitment includes those practices and activities carried out by the organisation with the primary purpose of identifying and attracting potential employees".

**According to Dale Yoder,** "Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force".

### 1.4.2. Features of Recruitment

Some major features of recruitment are as follows:

- 1) **Positive Function:** Recruitment is considered to be a positive function as it creates a pool of qualified candidates from which the most appropriate candidates can be chosen.



- 2) **Continuous Process:** It is a managerial and on-going process as it does not involve a single activity but a series of activities.
- 3) **Linking Activity:** It brings together the employer and the employees and hence is considered to be a linking activity.
- 4) **Pervasive Function:** Recruitment is an activity which takes place in every organisation, therefore, it is a pervasive function; however, its volume and nature differs according to the type and size of the organisation.
- 5) **Two-Way Process:** It is a two-way process which involves a recruiter and a recruitee. Both of them have their own choices, the recruiter can choose whom to select and recruitee has the choice of selecting the organisation in which he wants to work.
- 6) **Complex Job:** It is a complicated process as there are many factors which may restrict the freedom of management during the recruitment process.

### 1.4.3. Objectives of Recruitment

Objectives of recruitment are as follows:

- 1) **Business Growth:** Recruitment is mandatory for the business to grow, since a business which is recruiting indicates its growth. Also, the needed skills for the next stage of business development and the current skill set required can be attained only by recruiting efficient employees. **For example**, e-commerce, i.e., purchasing and selling on the internet is one of the growth areas that have encouraged firms to hire web designers and specialists in information technology.
- 2) **Filling Vacancies caused due to Staff Turnover:** Every business faces staff turnover at some point of time. **For example**, chain stores like Sainsbury's and ASDA have an ongoing recruitment process for car parking attendants, check out staff, and other staff members. People will have numerous reasons to leave jobs (e.g. higher studies) and need to be replaced regularly. Hence, to fill in these openings, recruitment is required.
- 3) **Changing Job Roles:** In the present world, work is changing continuously. The skills that seem to be of value today might turn redundant next year and a new set of skills will be needed. Thus, new opportunities will be constantly created and businesses will keep on recruiting new employees.
- 4) **Internal Promotion:** Organisations practice motivating their employees to go for more challenging and higher paid jobs within the organisation. The ones who succeed to move up in the hierarchy need to be replaced by new employees.



- 5) **Increasing Workload:** When the amount of work increases, the business requires more employees and also those who are more skilled. Current employees can be encouraged to develop new skills through trainings which will be a boon for their career growth, increase their loyalty towards the organisation by prompting them to stay with the organisation for a longer duration and fill the skill gap. Employee referral scheme also proves to be beneficial for the employee where the employee can refer friends, relatives or acquaintances possessing the skills desired for a post and earn incentives.

#### 1.4.4. Strategic Issues in Recruitment

Recruitment has always been an important function of HRM. Human resource plays the most important role in ensuring success of an organisation. Procurement and retention of human resource has become a major challenge for the organisation. At present, employees show more willingness to change their jobs than they did in the past. This, coupled with the flattening of organisational structures, presents the challenge of retaining talented employees and providing them a rewarding career path and growth.

One of the important issues of an organisation's recruitment strategy is the way it plans to attract potential candidates. The organisation should determine what inducements (incentives or stimulus) it has to offer to its potential candidates to strengthen and increase the probability of the success of its recruitment efforts. For instance, the organisation can use its strengths as incentives to stimulate candidates. There are many other strategic issues in recruitment which are as follows:

- 1) **Opening Job Vacancy without the Job Description:** Managers hate the administration. They do not want to prepare any documents; they want to make the influencing decisions. They do not like to write down a good job description for a new job vacancy in the team. They want a performing team. The manager has to invest his or her time to write a job description. It is the only tool for the HR Recruiter to select the great job candidates. In other case, the manager will have to interview many people, who are not suitable for the job. The manager is responsible for the selection of the job candidate. The manager has to have a clear idea about the ideal job candidate.
- 2) **Attracting Top Talent:** Recruiters now face difficulties in attracting top talent. It's a candidate's job market, and firms have to work harder to capture the attention of prized potential employees. If job seekers hear bad things about the company or don't like what they see, they will miss out on the cream of the crop candidates.



- 3) **Technology Misalignment:** Human resources hasn't traditionally been known as a department driven by technology, but things are changing. After all, recruiting professionals and hiring managers need to respond with the speed that people have become accustomed to in their everyday lives. If company still using manual or outdated processes, they risk losing a prized applicant to another employer.
- 4) **Communication in Recruitment:** The communication channels have to clearly set-up in the recruitment process. The HR Recruiter has to understand, what information is important for the manager and the HR Business Partner. They have to understand, how important the regular feedback is.

Many excellent job candidates are lost as the HR Recruiter and the manager do not communicate. They wait for each other. The job candidates are not patient. They want to receive a final decision as soon as possible.

#### 1.4.5. What Makes Bad Recruitment

Problems associated with hiring are as follows:

- 1) **Image of Organisation:** The appropriate candidates may not be willing to apply for the job because of the negative image of the organisation in their mind.
- 2) **Unattractive Job:** If the job itself is not lucrative but image of the organisation is positive, even then, the job will not be able to grab the attention of the qualified candidates.
- 3) **Internal Policies of the Organisation:** The policy of filling job vacancies through internal sources can restrict the organisation to select the talented candidates from the external sources. **For example**, in organisations where trade unions have power in hand, management will have to forcefully make selection of the candidates on the basis of issues like caste, religion, race, friendships, etc., without considering the quality of the applicants.
- 4) **Budgetary Support:** Recruiting candidates from external sources needs money, but at times because of inadequate budget, the organisations may not conduct the recruiting activities for a long time. This may restrain the HR manager's attempts to attract the most suitable candidate for the job.
- 5) **Government Interference:** Government interference in the functioning of organisations, particularly in the Central and State local bodies and quasi-government organisations also act as an



obstacle for recruitment. **For example**, reservations are to be made for the special groups while hiring the candidates for jobs apart from the fact that more qualified and appropriate candidates are present.

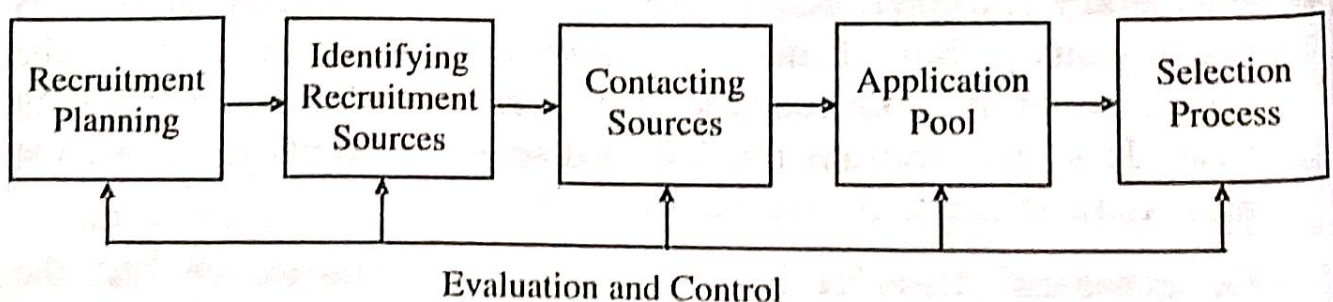
- 6) **Rejecting an Overqualified Candidate:** It's tempting to reject an overqualified candidate, or because they are afraid that he/she will become bored and leave their organisation for a more satisfying challenge elsewhere. But highly experienced and talented people may have the skills and ability to help to develop their team – even if they don't stay long. And to encourage her to be loyal to your organisation, think about what opportunities for development, progression or reward they might be able to offer to this exceptional person.
- 7) **Not Creating an Accurate Job Description:** Describe the job accurately and honestly in the advertisement. If company doesn't, they will less likely attract candidates with the qualities and abilities that they are looking for.

A good job description is more than a simple list of duties; it should describe the role in terms of its overall purpose and identify key areas of responsibility. Don't "oversell" the position, either, and lead applicants to believe that it offers more opportunities than it actually does.

- 8) **Rushing the Hire:** The perfect candidate may not exist. That doesn't mean recruiter should rush to hire just anyone. Take their time. Think about what it's going to cost in time and money to hire and train someone, only to find that he/she's not up to the job. They could end up having to repeat the whole process.

### 1.4.6. Overview of the Hiring Process

The recruitment procedure involves different activities through which competent potential candidates are searched as specified by human resource planning, job description and job specification. Recruitment procedure is shown in **figure 1.1**:



**Figure 1.1: Hiring Process**



- 1) **Recruitment Planning:** Recruitment planning is the initial step of the recruitment process. It involves determining the following:
  - i) **Number of Contacts:** Organisations always intend to attract more than the required candidates as they want to make the best choice out of a larger number of candidates. It is also done because many candidates are not willing to join the organisation and a few of them may not be fulfilling the selection criteria. So, whenever a recruitment programme is thought of, the organisation has to think about the quantity of applications it should get in so as to fill all its vacancies with suitable candidates.
  - ii) **Type of Contacts:** It involves the type of people to be made aware about the job vacancies according to the job description and job specification.
- 2) **Identifying Recruitment Sources:** Once a recruitment plan is finalised representing the number and type of potential candidates; they must be attracted in such a way that they offer themselves for employment. Hence, it is essential to identify the sources from which these candidates can be attracted.
- 3) **Contacting Sources:** After the final decision about the sources of selecting the potential candidate, the procedure of contacting these sources is initiated. Recruitment is a two-way process and there are mainly two parties, i.e., recruiter & a recruitee. Based on the information about the candidate, recruiter can select the candidate. Similarly, the recruitee, on the basis of the information about the organisation, takes the decision to join the organisation or apply somewhere else. Hence, the organisation must choose which information is to be shared with the candidates, especially in case of external sources.
- 4) **Application Pool:** The final aim is to attract more and more candidates so as to maintain flexibility in selection, no matter what method of recruitment is used. The organisation starts receiving applications from potential candidates as soon as the sources of recruitment are contacted. The type of organisation, kind of jobs, and the conditions in specific human resource markets determine the number of applications.
- 5) **Selection Process:** The process of classifying applicants, in order to hire those who are more competent for the job, is called selection. Selection process requires extremely specialised techniques. Thus, the selection process involves expert employees who are proficient in using selection tests, conducting interviews, etc.



- 6) **Evaluation and Control:** It is necessary to enhance the efficiency of recruitment attempts in future. It should be kept in mind that recruitment is an expensive process, involving costs such as the recruiter's salary, advertising costs, managers' salaries and various other costs. It is thus necessary to evaluate the process of recruitment.

#### 1.4.7. Recruitment Metrics

Recruiting metrics are measurements used to track hiring success and optimise the process of hiring candidates for an organisation. When used correctly, these metrics help to evaluate the recruiting process and whether the company is hiring the right people.

Recruiting metrics refers to measurements used to gather, analyse and track hiring success and optimise the hiring process in order to make more informed decisions and receive the best return on investment.

Several metrics have been suggested for use in evaluating recruitment effectiveness. Among these are the following:

- 1) **Evaluating Quantity and Quality of Recruitment:** As a measure of evaluating recruitment efforts, organisations can compare their present recruiting efforts with their past trends and also with the recruiting trends of other organisations. There are certain factors which can indicate approximately, whether the number of applicants responded is adequate or not. The data related to the performance of the job, frequency of absenteeism, expenditure on training, and labour turnover can also prove significant for future recruiting efforts.

For example, certain colleges or schools are believed to provide loyal and high performing employees to the organisation as compared to certain other colleges and schools whose students are more likely to quit the organisation during the initial phase of placement. The basis of evaluation of quality and quantity of recruiting comprises of the following factors:

- i) **Quantity of Applicants:** For a recruiting programme to be successful, it needs to attract a lot of applicants. Thus, evaluation must start with a quantity of applicants. The first step to measure the quantity is to determine the number of applicants who have filled the vacant job positions. Another question associated with this is, whether or not the source of recruitment has provided a sufficient number of qualified candidates, with a suitable blend of reserved and general class.



ii) **Quality of Applicants:** Apart from quantity, the next vital issue is whether the applicants are qualified enough to match the job requirements. Do they meet the job specification and fulfill the organisation's expectations? What is the percentage of sustainability and failure of new recruits for the employer? The percentage can be measured using techniques like performance appraisal ratings, promotion period, output, and volume of sales, etc.

2) **Evaluating the Average Time Required for Filling Job Openings:** Another way of evaluating recruiting efforts is by taking into account the time consumed to fill vacancies. If the organisation is unable to fill its vacancies with deserving applicants in required time, then the productivity and efficiency of the organisation are likely to decline. Managers who are in need of employees will face problems if it takes around 70 days to fill a vacancy. It is better for the organisation to calculate the average time of the recruitment and selection process, which is required to fill the job vacancy. They can also measure that which source and method of recruitment and selection is effective for them. **For example**, the average time calculated by one organisation discloses that agencies took longer to fill openings for an organisation as compared to other sources. Thus, in order to save time, sources should be compared and most effective source should be used.

3) **Evaluating the Cost of Recruiting:** Following method is used to measure the recruiting cost:

Recruiting Expenses

Number of Recruits Hired

By dividing the 'expense incurred in recruitment' by the 'number of candidates recruited throughout the year', the cost of recruiting can be calculated. The main issue with this method is that it is difficult to recognise the factors accountable for recruiting expense. Whether an expense incurred in testing, background verification, transfer, etc. should be considered a part of it or not? If this cost is properly identified, it becomes possible to decide what cost should be allocated to which hire and hence what is the cost of hire per source.

4) **Evaluating Recruiting Satisfaction:** While evaluating recruiting, the contentment of both the managers and the applicants is crucial. The opinion of the manager is important because they are the real customers who are in need of human resources. The applicants (whether hired or not) also play a vital role in the evaluation process and can give useful feedback about the way they were treated, their views about the organisation and the duration of the recruitment



process. On the other hand, managers can answer queries related to the quality of the applicants, services provided by the recruiter, time taken to find the desired employees and many any other issues.

5) **General Recruiting Process Metrics:** As recruitment is a vital process for any organisation, its cost-benefit analysis is also crucial. This analysis might consist of both direct cost (advertisements, recruiter's salary, travelling charges, charges of employment agency, etc.) and indirect cost (participation of operating managers, public relations, etc.). Cost-benefit details regarding each recruitment source can be estimated. The time duration for applicants hired from a particular source when compared with the amount spent on hiring from that source can prove to be useful for evaluating the effectiveness of a particular recruitment source. The analysis might also include the following:

- i) **Yield Ratios:** Yield ratio compares how many applicants took part in one phase of recruitment process with how many took part in the other phase. It is an important technique for evaluating recruitment efforts and gives a lumpsum figure for the number of applicants who initially applied. Yield ratio can be considered as a pyramid where the employer begins the process with a number of applicants, i.e., bottom of pyramid and this number reduces as the process advances, i.e., top of pyramid.
- ii) **Selection Rate:** Selection rate is another important statistic. It is the percentage of applicants hired from the whole applicant pool. It can be calculated as the 'number of applicants hired' divided by the 'total number of applicants applied'. **For example**, a rate of 50% shows that 5 out of 10 candidates were finally selected. The legitimacy of the selection process also affects the selection rate. A comparatively simple selection process might take up 8 out of 10 candidates, four of which might prove to be a liability for the organisation later. On the other hand, a sophisticated selection process will choose 5 out of 10 candidates, all of whom will prove to be assets for the organisation. Hence, selection rate not only evaluates recruiting, but takes care of selection issues too.
- iii) **Acceptance Rate:** Acceptance rate informs about the success of the organisation at hiring desired employees. This is calculated by dividing the 'number of applicants hired' by the 'number of applicants offered jobs'. Once the company completes the process of screening, interviewing and offering jobs to the selected applicants, it depends on the applicants whether they



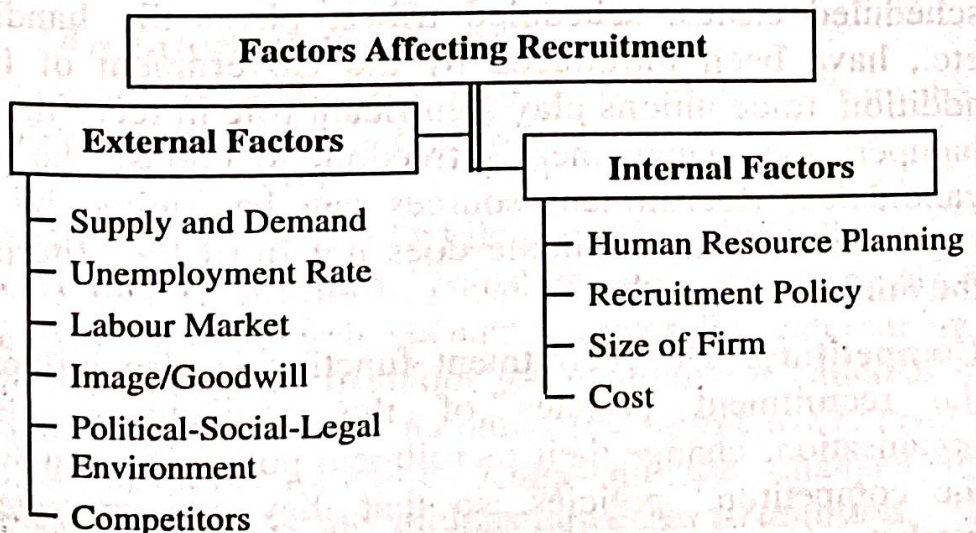
accept or reject the offer. If they reject the offer, the HR manager looks/searches out for the problems and investigates why the operations manager and human resource staff were unable to “close the deal”. HR staff can easily find out the reason behind the rejection of the offer, which helps to justify the rejection and also projects the competitiveness of the employer, in comparison with the other employers. It also discloses the reasons why applicants choose to work with other employers.

- iv) **Success Base Rate:** An important way of finding recruiting effectiveness is the success rate of applicants. This can be calculated by comparing the number of previous applicants who are now successful employees with the number of applicants they had competed with. This is done with the help of past data taken from the organisation. Success base rate may also be matched with the success rate of other companies in the same industry with the help of benchmarking data. This rate depicts the quality of hired applicants who are hard working and punctual.

**For example,** if 5 people were hired, it is expected that 3 out of them will end up being good employees. Hence, for a recruitment plan to do well, it needs to attract 3 of these employees who are capable of performing well in their jobs. Practically, it is not possible for any recruitment plan to attract only the 3 best performers. However, recruitment plans do their best to attract the maximum possible candidates in the base rate group that can make the recruitment efforts fruitful.

#### 1.4.8. Factors Affecting Recruitment

Recruitment is mainly affected by following two types of factors:





1) **External Factors:** These factors or forces are those factors which cannot be controlled by the organisation. A variety of external factors which affect recruitment are as follows:

- i) **Supply and Demand:** A significant factor in the recruitment process is the manpower supply, both inside and outside the organisation. If demand of the professionals in the company is more and supply of professionals in the market is low, then the company will have to rely on internal sources by training and developing employees.
- ii) **Unemployment Rate:** Growth of the economy is another factor that affects the availability of applicants. Lack of jobs in the company and surplus labour in the market can give rise to a situation of unemployment.
- iii) **Labour Market:** Employment conditions in the area where the organisation is situated, affects the recruiting activities of the organisation. Ordinary attempts like displaying job vacancies on notice boards or announcement in the official meetings, etc., will attract more candidates than needed at the time of recruitment.
- iv) **Image/Goodwill:** Employer's image can also act as a hindrance for recruitment. The activities of the organisation are the basis for building organisational image. It becomes easier to attract and retain employees for an organisation if it has a positive image and goodwill as an employer than for an organisation with negative image.
- v) **Political-Social-Legal Environment:** Recruitment practices are directly influenced by various government regulations which keep out favouritism in hiring and employment. **For example,** legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped, etc., have been introduced by the Government of India. In addition, trade unions play significant role in recruitment. This hampers the management's freedom to choose the potential candidates. Recruitment sources can be limited by union's regulations if the candidate does not fulfil the criteria set by the union.
- vi) **Competitors:** The recruitment function is also influenced by the recruitment policies of the competitors. Generally, organisations change their recruitment policies to match up with the competitors' policies, so that they can compete in the market.

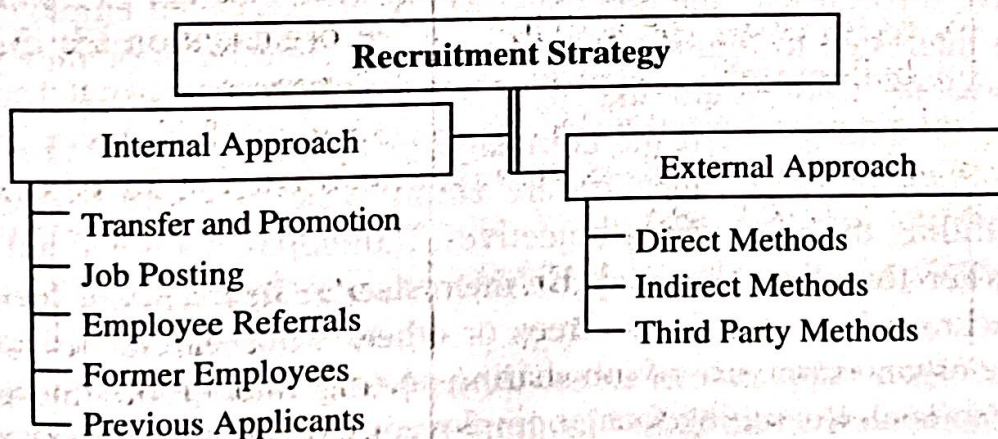


2) **Internal Factors:** The factors that can be regulated by the organisation itself are called internal factors. There are various internal factors in the organisation which influence the recruitment programme:

- i) **Human Resource Planning:** How many employees are to be recruited and what qualification they should have is decided with the help of effective human resource planning.
- ii) **Recruitment Policy:** The aims of recruitment are stated in the recruitment policy of the organisation. It also gives an outline for the execution of recruitment programme.
- iii) **Size of Firm:** Another vital factor that affects the process of recruitment is the size of the organisation. If the organisation is planning to increase its operations and expand its business, it will plan for hiring more employees to carry-out its functions.
- iv) **Cost:** Recruitment expenses are borne by the employer, therefore, organisations try to make use of that source of recruitment which gives more output in less cost.

### 1.4.9. Recruitment Strategy

There are two main strategy of recruitment, which are as follows:



#### 1.4.9.1. An Internal Approach

This is the process of filling job openings by choosing from the pool of existing workforce in the organisation.

Following strategy can be used while recruiting internally:

- 1) **Transfer and Promotion:** Transfers and promotions are ways of filling organisational job vacancies internally. Internal movement within the same grade, from one job to another is called as **transfer**. Whereas, the movement of an employee from a lower level position to a higher level position alongwith the changes in work responsibilities, status and value is termed as **promotion**.



- 2) **Job Posting:** It is an in-house method of recruitment in which notices of vacant jobs are posted at important places of the organisation such as employee lounges, cafeterias, elevators, etc., and employees are provided with a large amount of time to apply for the available jobs. Nowadays, job posting is being used as one of the most creative way of recruitment in organisations. Various organisations consider job posting as an in-built part of an effective career management system. Thus, it is considered to be the easiest and most commonly used method by employers to inform employees about job openings.
- 3) **Employee Referrals:** Using of personal contacts to fill a job opportunity is known as employee referral. It is a reference from an existing employee regarding a candidate, be it a friend or a close relative. It is considered to be an "it takes one to know one" approach. A major problem with this method is that it encourages favouritism, i.e., candidates of one's community or caste is selected, who may or may not be suitable for the job.
- 4) **Former Employees:** Former employees are increasingly becoming a feasible source of recruitment as the employers mostly contact former employees. They are more trusted as an internal source because they have relation with the company. Many of the retired employees may be interested to return to work on a part-time basis or may propose someone who would like to work for the organisation. At times people who have left the company for upbringing their family or to complete college education are enthusiastic to return to work after fulfilling their individual objectives. Individuals who had left the job earlier for other jobs may be interested to return for a high salary package. For attracting retirees or others who had worked earlier in the organisation, use of job sharing and flexitime programmes can be beneficial. Recruiting former employees is beneficial in the sense that organisation already knows about their work ethics.
- 5) **Previous Applicants:** Not only the internal sources but also those who have applied for jobs earlier can be contacted again. It is a fast and cheap way to fill unpredicted or unexpected job vacancies. Candidates who have attended "walk-in" may also be considered. Earlier walk-ins are likely to be more appropriate for filling unskilled and semi-skilled jobs. **For example**, a firm which required two cost accountants may contact the previous qualified applicants. This particular action can fulfil the needs of the firm and in turn will also help those individuals who are dissatisfied with their present job at other organisation.



## Merits of Internal Sources

Merits of internal sources of recruitment are as follows:

- 1) **Familiarity:** The organisation and its members know each other very well. The organisation is aware of the capability and skills of the candidates as they are insiders. On the other hand, employees are also aware of the workplace environment and requirements of the vacant jobs.
- 2) **Better Utilisation of Internal Talent:** Dependence on internal recruitment makes it possible for the company to use the competencies of its employees in a better manner. For example, some extraordinary employees may be worthy of promotion, or some may perform better on switching to other jobs.
- 3) **Economy:** The cost of recruiting internal employees is nominal and there is no need for the company to spend huge amount of money and time on informing and reminding its employees to apply for the job.
- 4) **Motivational Value:** Employees feel motivated and encouraged through internal recruitment. The employees work efficiently in anticipation of getting promotion and transfer.

## Demerits of Internal Sources

Demerits of internal sources of recruitment are as follows:

- 1) **Restricted Choice:** Internal recruitment has a narrow base. It limits the alternatives and freedom of the firm in selecting the most appropriate candidates for the vacancies. Because of that the company may not be able to choose the best option available outside the organisation.
- 2) **Inbreeding:** Too much dependence of the company on internal recruitment signifies that the company does not want to hire fresh applicants present outside. Existing employees may lack dynamism, even if they are promoted or transferred they may continue to work and behave in the similar ways as that of the previous post.
- 3) **Absence of Competition:** Employees possibly assume an automatic promotion on the basis of seniority as there is a lack of competition from competent candidates present outside. Therefore, they may have no desire to prove them again and again.
- 4) **Conflict:** Chances of conflict and hostility among employees who aspire for promotion to the available vacancies may increase. The efficiency of those who are not promoted drop and they become dissatisfied.



### 1.4.9.2. An External Approach

Organisations can fulfil the job positions from outside through the following strategy:

1) **Direct Methods:** In these methods, the recruiters are sent to educational and professional institutions in order to build public contacts and exhibits. Various direct methods are:

i) **Campus Recruitment:** Campus recruitment is a method in which recruiters visit the campus and placement cells of educational institutions such as engineering and management colleges in order to get the qualified candidates. Recruiters get a large number of candidates to choose from and candidates can select the job post which suits them from the available job options.

ii) **Scouting:** Scouting is a method in which representatives are sent by the human resource department to those places where recruitment activities are going on. They get in contact with the prospective candidates who are searching for jobs. Applicants go through an initial interview. Job fairs, indoctrination seminars are some of the other ways of this particular method.

iii) **Recruitment at the Factory Gate:** It is a method of direct recruitment in which a notice is posted outside the factory gate, stating the information regarding the job vacancies.

2) **Indirect Methods:** Indirect methods include the following:

i) **Advertisements:** In modern times, this medium has become equally vibrant, energetic and creative as consumer advertising. The advertisements usually provide a brief outline of the job responsibilities, compensation package, growth opportunities in the organisation, etc. This method is suitable when the organisation wants to reach a large target group and desires a good number of qualified individuals who are cosmopolitan in distribution.

ii) **Employees Trade Associations/Clubs:** Meetings, conferences, seminars, and other social functions of employee trade associations/clubs are more ways of spotting suitable candidates.

iii) **Professional Associations:** Professional associations/bodies of major professionals like Doctors, Engineers, Auditors, Chartered Accountants, and Managers also provide abundant opportunities to discover potential candidates for technical, scientific and managerial cadre vacancies.



iv) **Other Reputed Firms:** Nowadays, it has become a trend to recruit human resources from well-known firms. Few companies and firms have established good reputation on productivity, efficiency, and industrial harmony. Many firms have made efforts to discover appropriate candidates from such firms for filling job positions.

3) **Third Party Methods:** Third party methods, which are most common, are as follows:

i) **Private Employment Agencies:** They are used extensively and charge very little fee from an applicant. They concentrate on specific occupations such as general office help, salesmen, technical workers, accountants, computer staff, engineers and executives. These private agencies work as middlemen between employees and employers.

ii) **State or Public Employment Agencies:** These are also known as **Employment or Labour Exchanges**. They provide a clearinghouse for jobs and job information alongwith a wide range of services such as counselling, jobs searching, and information about the labour market, workers and pay rates.

iii) **Schools, Colleges and Professional Institutions:** All these provide opportunities for recruiting their students. These general and technical/professional institutions provide blue-collar, white-collar and managerial personnel.

iv) **Professional Organisations or Recruiting Firms or Executive Recruiters:** They keep entire information records about employed executives. These consulting firms suggest highly competent individuals for managerial, marketing, and production engineers' posts.

v) **Trade Unions:** Trade unions offer manual and skilled workers in ample quantity. In few organisations, formal agreements are made to give priority to the candidates recommended by the trade unions during the recruitment process.

vi) **Casual Labour or Applicant at the Gate:** Many industries are dependent on the casual labourer who daily marks his presence on factory gate or employment office.

vii) **Unconsolidated Applications:** There are certain job posts for which small numbers of candidates apply. In such a case, organisations can search the application forms of those candidates who have approached the organisation for the vacancies available by their own efforts.



viii) **Voluntary Organisations:** These organisations such as private clubs and social organisations might also supply employees like who are physically handicapped, widowed or married women, aged persons, retired people, etc.

ix) **Computer Data Banks:** When a company needs a specific type of employee, job descriptions and job specifications are uploaded into a computer, where they are matched with the resume data stored therein.

### Merits of External Sources

Merits of external sources of recruitment are as follows:

- 1) **Wide Choice:** Organisations can freely choose candidates from a huge pool of applicants.
- 2) **Injection of Fresh Talent:** People with unique skills and knowledge can be selected to energise the present employees and incorporate creative methods of working.
- 3) **Motivational Force:** Internal employees are encouraged to work hard and compete with external candidates in search of career growth. A competitive atmosphere like this would assist an employee to work to the best of his abilities and as hard as he can.
- 4) **Long-Term Benefits:** If competent individuals will join the organisation, they can discover new ideas. This can create a competitive atmosphere which would force employees to give out their best, earn benefits, get promotions, etc.

### Demerits of External Sources

Demerits of external sources of recruitment are as follows:

- 1) **Expensive:** Using various sources of recruitment is not an easy work, hiring costs could rise considerably.
- 2) **Time-Consuming:** Advertising, screening, testing and selecting the right employees is a time-consuming process. The whole procedure needs to be repeated if the right candidate is not found.
- 3) **Demotivating:** Present employees who have given a lot of time in service may oppose the process of filling up vacancies from outside the organisation. The feeling that their services have not been valued by the organisation demotivates them, and they start losing interest in performing the job.
- 4) **Uncertainty:** There is uncertainty that the organisation will be able to hire the right candidates. It may end up hiring unsuitable candidates who may not be able to adjust into the new settings.



### 1.4.9.3. Industry Specific Strategy

Various recruitment techniques and strategies are used by organisation, HR managers and other recruitment experts. Some most commonly used recruitment techniques are publishing announcements for internal promotion, advertising in local newspapers, personal references, use of governmental employment agencies etc.

Some big organisations also use social media and new media strategies to target talented candidates. Some industry specific strategies are described below:

- 1) **Job Advertisements:** One of the most important methods of recruitment for businesses is job advertisement which is published in local national and online journal. The principle is to advertise in those places which are more likely to attract the individual required by the organisation. **For example,** technical businesses advertise in specific trade publications and websites which have high traffic. Some important information is usually contained through promotions and advertisements such as the place to apply for a job, job title, description, compensation package and instructions.
- 2) **Internal Bulletins and Personal Recommendations:** Sometime businesses use internal bulletins to alert the employees for the vacant positions of the organisation. Generally, there are two reasons for doing so, one is to encourage them to apply for improvement, and other is to take referrals from employees. It may be effective way of separating some of the best candidate for the job. In this way, both existing employees and the referenced people already have a relationship with someone associated with the company. By following these strategies, organisation can save both its time and money. Some organisations also give bonuses for referrals that become employees of the organisation.
- 3) **Employment and Recruitment Agencies:** Sometimes organisation use recruitment agencies for the purpose of recruitment as their recruitment strategy. The employment or recruitment agencies can save the businesses from the difficulty of examining the external resume, initial assessment, qualification and examining references. The employment agencies provide these services in return of some fees. These agencies possess expertise in some areas, like financial services professionals, teachers, office workers, executives, etc.
- 4) **Government Employment Agencies:** The government employment agencies provide advertising service for the development of the employment. The government provides training and it also has a division which works for in connection with those



organisations which needs staff. Often, state's employment development department possess both online and printed listings, where organisations can advertise recruitment for free.

- 5) **Social and New Media:** For the purpose of recruitment both social and new media can be proved as beneficial because these media are having global connections. In this platform people get introduced and connected with various professionals. It is possible to use popular social networking websites, introduce and collaborate with many qualified professionals. Social media or social website used for leisure activities can also be a possible source.

#### **1.4.10. Legal and Ethical Consideration in Recruitment**

The success of a business hinges largely on the quality of its employees. This explains why the recruiting process is very important to any company and must be handled carefully. When hiring new employees, there are many legal and ethical issues that might arise. Legal and Ethical issues that arise when recruiting employees

- 1) **Discrimination:** This is by far the commonest legal issue that is related to recruitment. Many business owners and recruiters discriminate against candidates who are of a particular race, tribe, nationality, gender, marital status, religion, health status, and educational background. Although there are strict laws against this, culpable recruiters aren't brought to book because most victims themselves are not aware that they have been discriminated against. A good way to know if you are sending signals of discrimination is when you are asking questions that go beyond the ordinary—such as whether a female job applicant is pregnant or not.
- 2) **Nepotism:** This is when recruiter favour applicants who are their close relatives—regardless of whether they are qualified for the position or not. Most of the time, nepotism results from the urge to “help” jobless relatives. And this urge usually overrides any sense of objectivity and fairness on the part of the recruiter.
- 3) **Painting a Wrong Picture of the Employer:** In a job vacancy notice or advert, the employer is free to highlight the various benefits of working for their organisation as a way to attract quality employees that will be an asset to the organisation. However, many recruiters or business owners present exaggerated benefits as a way of enticing high quality and experienced candidates. This is plain deceit. And it's legally questionable.
- 4) **Hijacking Employees from Competitors:** In a desperate bid to crush the competition, some companies set out to hire their competitor's most valuable employees. They do this by attaching



irresistible benefits to the position and make every move to make their target employees aware of the job position. Once the target employee shows interest in the position and applies for it, the application is instantly accepted.

- 6) **Recruiting Non-skilled Employees:** Many recruiters are guilty of speeding up the hiring process in order to beat the deadline set by the company's management. Since all elements of scrutiny and common sense will be lost, such "under-pressure" recruiters end up hiring incompetent candidates.
- 5) **Requesting an Application Fee from all Applicants:** Though it's not common for employers or recruiters to demand a specified application fee from job applicants, some companies do this as a way of enriching their own purse. This unethical practice is common in countries where unemployment and indiscipline are both rife.
- 7) **Trying to Offer the Least Possible Pay:** Another common unethical hiring practice is asking the least amount a job applicant would be willing to accept if chosen for the job. The recruiter's aim here is to compel recruiters to request for pay that falls far below market standards—in a bid to cut costs as much as possible.
- 3) **Unethical Employee Referral Practices:** While a popular and successful tool to hire quality candidates, employee referral programs can create ethical issues of which HR should be aware. These issues can arise when senior-level employees make a referral and expect a hire, regardless of merit; a referred candidate is hired, and there is a sense that the referring employee is indebted to the hiring manager for "doing him or her a favor"; and special interests, such as a client referral, carry weight over merit.

Some essential factors for businesses to consider for ethical recruiting:

- 1) **Never Place Misleading Job Advertisements:** This includes misrepresenting the requirements of a particular position. It also refers to working conditions and the current or projected state of the organisation.
- 2) **Interview Correctly to Ensure Proper Matching:** It is vital for agencies to interview candidates thoroughly to match them with the right job. This includes giving guidance to candidates and helping them understand the offer and its associated career implications.
- 3) **Treat all Candidates Equally:** An important ethical factor, it is essential not to discriminate on the basis of gender, race, origin, religion or political views. Always review candidates based on their merits. It is critical for HR professionals to be honest, consistent and objective throughout the recruiting process.



- 4) **Solicit only Information that is Necessary:** For instance, information like the city a candidate was born does not matter or have an impact when it comes to their ability to perform a certain role. Where they currently reside, however, does have implications of where they are able to commute to on a daily basis.
- 5) **Maintain Confidentiality on the use and Storage of Candidate Information:** Confidentiality is essential. This includes obtaining the candidate's consent to release their details to a specific client or for a specific position. Conduct yourself in a transparent fashion, ensuring that a candidate fully understands the possible risks involved if going to work for a competitor to their current employer.
- 6) **Never Practice Redirection:** This is when a recruiter takes feedback from a hiring manager after a candidate's interview and sends it to the candidate. If the candidate can address the hiring manager's worries, it increases the likelihood that they'll be chosen for the job and the recruiter will secure their fee. It may be effective, but it's highly unethical.
- 7) **Inform Candidates Appropriately of the Selection Decision:** Always let a candidate know within a specified and communicated time-frame whether they got the job or not. Do not leave them hanging.

#### 1.4.11. Organisational Best Practices

Following points can be summarised as the best practices in Recruitment.

- 1) **Use Recruitment Marketing Strategies:** A big trend for recruitment best practices in current time is recruitment marketing: approaching recruiting candidates like a business markets to customers. In a candidate-driven market, the candidates have become the customers. Recruiters should focus on attracting candidates in the same way that businesses use marketing funnels. The marketing funnel for recruitment marketing includes:
  - i) Awareness, where the candidate is made aware of the brand.
  - ii) Consideration, where the candidate considers the benefits.
  - iii) Interest, where the candidate becomes vested in the prospect.
- 2) **Make Use of Social Media:** Social media continues to be a major player in recruitment for 2021, and it's still underutilised. As social media evolves, with platforms going in and out of favor, so too should your recruitment processes.
  - i) **Instagram:** Instagram is trending toward being the number one social media platform, which means it's potentially fertile ground for recruiters in 2021. However, Instagram is currently



one of the least used platforms for recruiters, with only 13% of recruiters and hiring managers saying they regularly look at it, compared to 87% who regularly use LinkedIn. This means that it's a space with untapped potential.

- ii) **Facebook:** According to **Hootsuite**, 68% of Americans have Facebook accounts. While there's a limited demographic that uses Facebook -35% of Facebook's ad audience is under the age of 25- it's still a viable field to include in your best recruitment practices in 2021.
- 3) **Employ Inbound Recruiting:** Inbound recruitment is an offshoot of recruitment marketing, in that the recruiter increases brand awareness in order to move the candidate into the recruitment marketing funnel. Inbound recruiting methods should include creating relevant content and building accurate candidate personas. This is a long-term approach to recruiting that will enable your company to build a talent pool from which you can source future employees.
- 4) **Focus on Employer Branding:** Employer branding is an essential element of marketing to candidates. Long before a candidate becomes interested in an open position, they become aware of the brand. This is why excellent employer branding is so crucial; if the brand is identified as negative in any regard, the candidate's mindset is against the employer even before the recruitment process has a chance to begin. Reputation plays a key role, which means that online reputation management comes under the purview of the recruitment professional. This trend for 2021 marks a shift in paradigm, blending the roles of the marketing and recruitment teams. In a recent study, 75% of candidates research an employer's brand before making any application for the job.
- 5) **Enhance Candidate Experience:** The candidate's experience during all the stages of recruitment plays an important role in how far they will go in the process. Candidates who enjoy a positive experience are more likely to continue through the recruitment marketing funnel, more likely to apply, and more likely to make favorable referrals to the company.
- 6) **Utilise an Applicant Management System:** Some ways to enhance the candidate experience are to use talent-management software tools like **The Applicant Manager (TAM)**. Using an applicant management system is one of the top recruitment best practices in current time.

TAM helps both recruiters and candidates by streamlining the entire recruitment process from applicant management and hiring to onboarding. This ensures that each candidate has the best possible experience, no matter where they are in the marketing funnel.



### 1.4.12. Importance of Hiring

Importance of hiring is as follows:

- 1) **Determines Present and Future Requirements:** It involves identifying and preparing potential job applicants for higher job positions. It is significant for every organisation to find out the existing and future needs of the organisation as per the human resource planning and job analysis activities.
- 2) **Creates and Increases Applicants Pool:** Recruitment develops a pool of talented candidates to facilitate the selection of the most suitable candidates for the organisation. It helps to gather an appropriate number of acceptable applicants for each job position at minimum cost. It has been observed that the worth of selection to an organisation rises with the increase in the pool of potential candidates. Infact, a larger group of qualified applicants indicates that there are more suitable applicants available for the vacant job positions. A selection programme, therefore, has an excellent possibility of recognising only well-qualified individuals. Conversely, if the recruitment programme attracts a small number of applicants in comparison to the number of available positions, then a situation of repeating the entire recruitment process may occur.
- 3) **Increases Success Rate of Selection:** By lowering the percentage of applicants who are either less qualified or who have the undesired KSAs (knowledge, skills, and abilities) for the recruiting organisation, recruitment increases the success rate of the selection process. Staff time, materials, and physical facilities are needed by this kind of processing. If the recruitment programme brings applicants who do not match the requirements of the vacant job positions, the results can be terrible. The expenses done on assessing the inappropriate candidates can go in vain. Furthermore, the extra time required for persistent human resource recruitment and selection increases the organisational expenses as well.
- 4) **Meets Organisation's Obligations:** The objective of recruitment is to meet the organisation's legal and social obligations concerning the demographic composition of its workers. An organisation's compliance with various laws and directives has frequently been judged by the demographic features of those recruited and selected. The demographic features of selected candidates are directly proportional to the features of the applicant pool. If recruitment programme fails to provide the desired pool of applicants, then, it is quite obvious that the selection programme will not be able to fulfil the required set of skilled personnel.