

A STUDY ON RECRUITMENT AND SELECTION With refernce to Care Hospital, Visakhapatnam.

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The importance of human capital and human asset cannot do ignored; rather it is that line of business that could lead any organization to attain heights. This is the factor that makes difference between one organization and another. Getting the right person at the right place and then retaining him is the main area of concern in today's corporate world. Hence, the emphasis is being laid to device policies and programs in such a manner that it leads to retention of the desired manpower and thus contributes towards organizational development. Each organization is now thriving to attain the best person i.e. the knowledgeable worker and leverage their wisdom towards the achievement of the organizational objectives. Nobody wants to have the third best or the second best, but to have he best person in the organization it becomes very difficult to retain them.

Certain great leaders who have made their mark in corporate world by their actions say that every organization can acquire the same machinery, the same infrastructure etc. but what makes the difference in one organization to another is the manpower it possess which cannot be copied down.

Considering the aspect of sourcing, no organization should ever think that once it has acquired the best talent created favorable conditions to retain them they would not require going in for sourcing activities. Hence this should be kept in mind that sourcing is a continuous process, on outgoing one and will have its existence till the organization functions. Unless and until a person is sourced from outside, how will the organization get

the best. To have the best it is essential to acquire it from outside. There has been tremendous change in the technology and for the organization to surviving in this changing scenario; it has become very essential that they keep up with the pace with the changes in the technology, the change in the culture etc.

NEED FOR THE STUDY

In the past scenario, people hired were not a tough job. When manpower was required, it was available at the immediate stage. Now, in this present scenario, getting manpower hired is a tough job for the management. The management has to start its hiring process much in advance to the actual time needed to require.

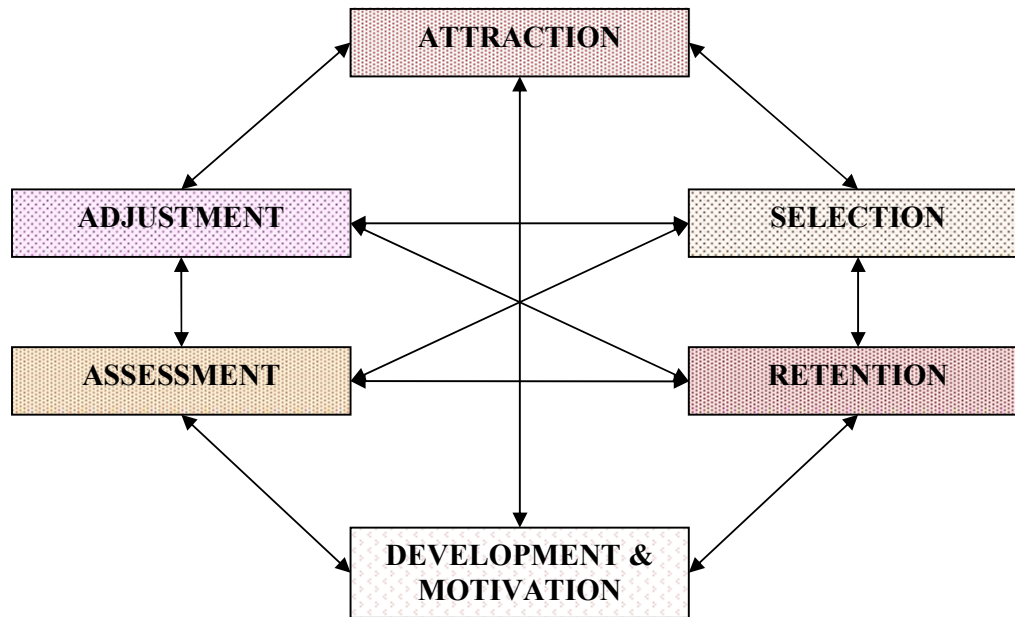
Hence the needs are directed towards identifying present recruitment and selection policies and its effectiveness in terms of number of people hired.

OBJECTIVES OF THE STUDY

- To understand the nature of recruitment and selection for acquiring suitable personnel.
- To identify the sources of manpower supply with a view to acquire the best possible candidates.
- To identify how interviews contribute to the effectiveness of selection process.
- To study and gather information on sources and technologies of recruitment and selection practices adopted by the company.
- To gather information on recruitment and selection procedures from respondents.
- To put on suggestions on how to improve the presently followed recruitment and selection procedure.
- To attract people with multi dimensional skills & experiences that suits the present and future organization strategies.
- To search for talent globally and not just within the company.
- To determine, whether an applicant meets the job specifications who most likely to perform well in that job.
- To infuse fresh blood at all levels of organ

RESPONSIBILITIES OF HRM

The responsibilities are not distinct or compartmentalized. They are inter-related.



Recruitment: -

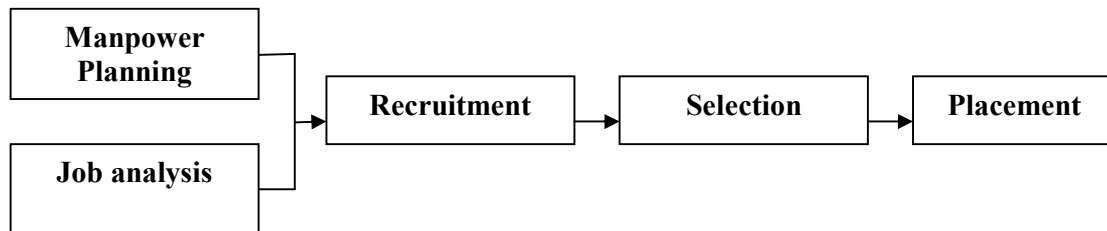
Towards the growth of an organization in this competitive business world every one needs the effective & resultant Manpower. Manpower is the utmost important and therefore requires sound Recruitment & Selection process.

Recruitment is the process concerned with the identification of sources from where the personnel can be employed and motivating them to offer themselves for employment.

- Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected”.
- “Recruitment is a form of competition. Just as corporations compete to develop, manufacture, and market the best product or service, so they must also compete to

identify, attract and hire the most qualified people. Recruitment is business, and it is a big business”.

Thus, recruitment process is concerned with the identification of possible sources of human resource supply and tapping those sources. In the total process of acquiring and placing human resources in the organization, recruitment falls in between different sub processes as shown in Figure.



Selection:

Selection can be conceptualized in terms of either choosing the fit candidates, or rejecting the unfit candidates, or a combination of both. Selection involves both because it picks up the fits and rejects the units. Therefore, sometimes, it is called a negative process in contrast to positive programme of recruitment.

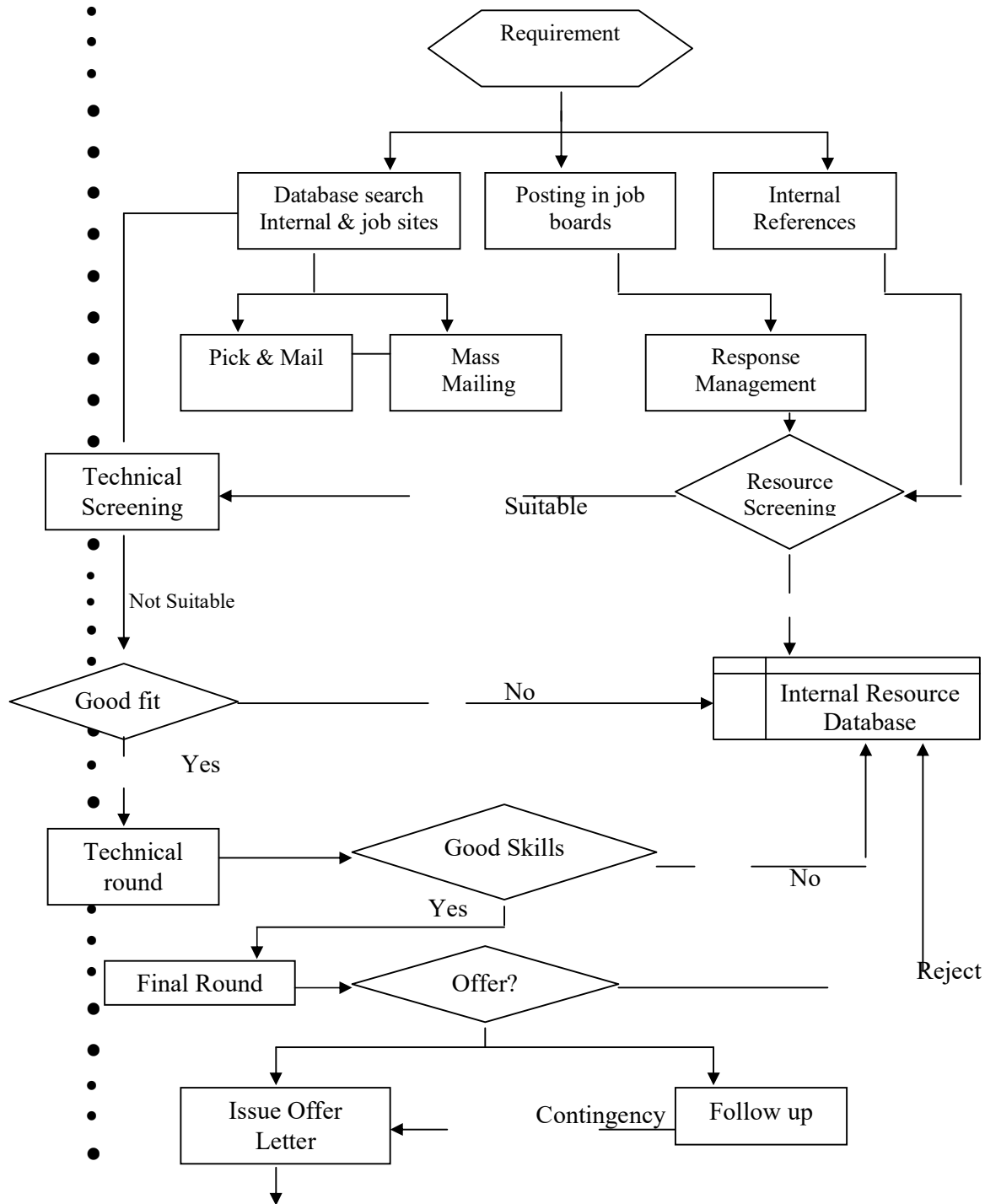
Objectives of Recruitment:

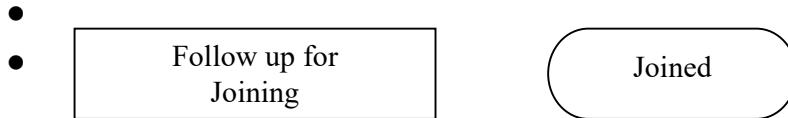
- To attract people with multi-dimensional skills and experiences that suits the present and future organizational strategies.
- To induct outsiders with a new perspective to lead the company.
- To infuse fresh blood at all levels of the organization.
- To develop an organizational culture that attracts competent people to the company.
- To search or head hunt people whose skills fit the company’s values.
- To devise methodologies for assessing psychological traits.
- To seek out non-conventional development grounds of talent,
- To search for talent globally and not just within the company.
- To design entry pay that competes on quality but not on quantum,
- To anticipate and find people for positions that does not exist yet.

• **Factors Affecting Recruitment:**

- Both internal and external factors affect recruitment. The external factors include supply of and demand for human resources, employment opportunities and/or unemployment rate, labor market conditions, political, legal requirement and government policies, social factors, information systems etc.

• **Recruitment flow Chart**

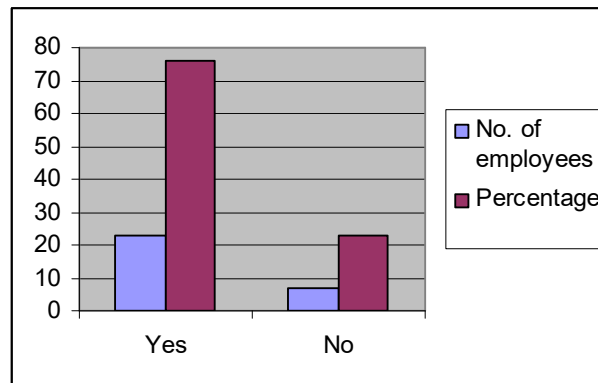




Results and Discussions:

Table 4.1 Respondents awareness towards Care Recruitment Policy.

Source	No. of employees	Percentage
Yes	23	76
No	7	23



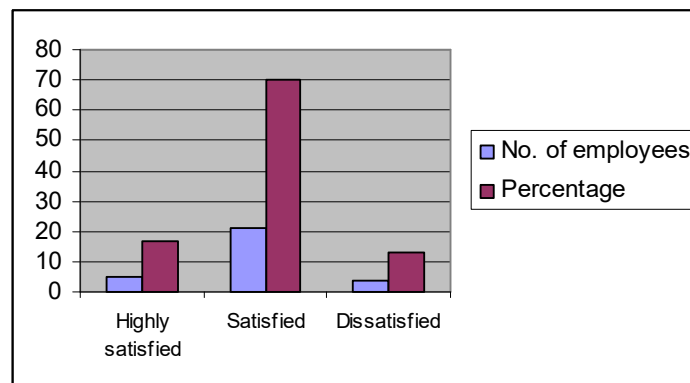
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 76% of employees are aware of the policy of the organization and 23% of employees are unaware of the recruitment policy of the organization.

Interpretation: Most employees of the organization are aware of the organisation's recruitment policy.

Table 4.2 Respondents satisfaction against selection of employees.

Source	No. of employees	Percentage
Highly satisfied	5	17
Satisfied	21	70
Dissatisfied	4	13



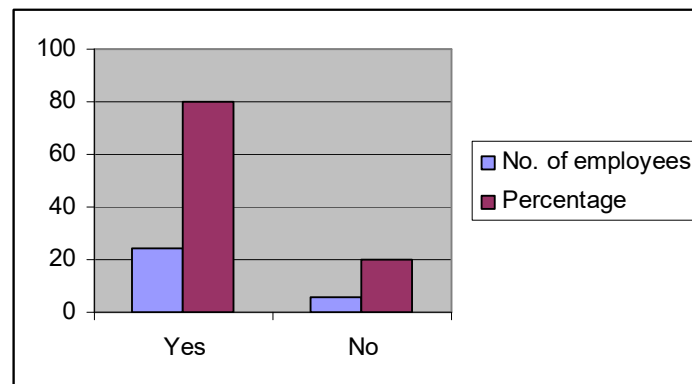
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 17% of the employees are highly satisfied, 70% of the employees are satisfied and 13% of the employees are dissatisfied by the policy “selecting the right person for the right place at the right time” of the organization.

Interpretation: Most of the employees are satisfied by the policy “selecting the right person for the right place at the right time” of the organization.

Table 4.3 Respondents identification of job vacancies in a formal process

Source	No. of employees	Percentage
Yes	24	80
No	6	20



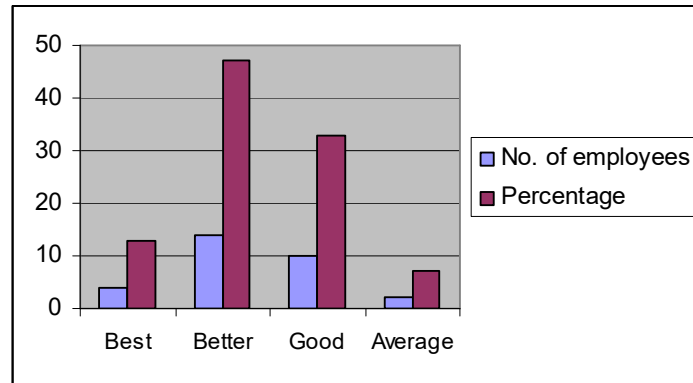
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 80% of the employees agree that there is a formal process for identifying the job vacancies and 20% of the employees do not agree with this statement.

Interpretation: Most of the employees say that there is a formal process for identifying the job vacancies in the organization.

Table 4.4 Respondents opinion of Care Recruitment Policy compared with other hospitals

Source	No. of employees	Percentage
Best	4	13
Better	14	47
Good	10	33
Average	2	7



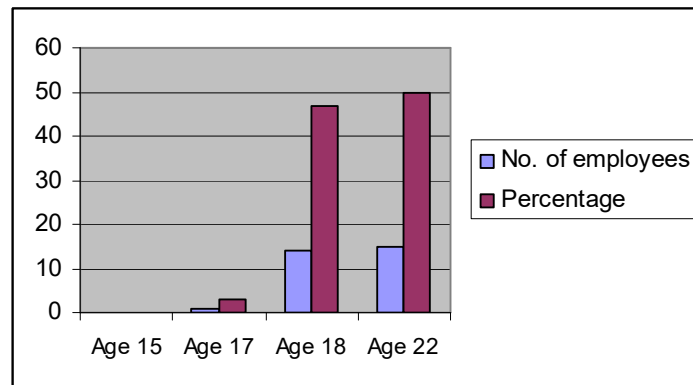
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 13% of the employees feel that Care recruitment policy is best when compared to others 47% of the employees feel its better, 33% of the employees feel its good and 7% of the employees feel its average when compared to other hospitals.

Interpretation: Most of the employees say that the recruitment policy in care is better when compared to other hospitals.

Table 4.5 Respondents opinion regarding the correct age for association of work according to the organizational rules

Source	No. of employees	Percentage
Age 15	0	0
Age 17	1	3
Age 18	14	47
Age 22	15	50



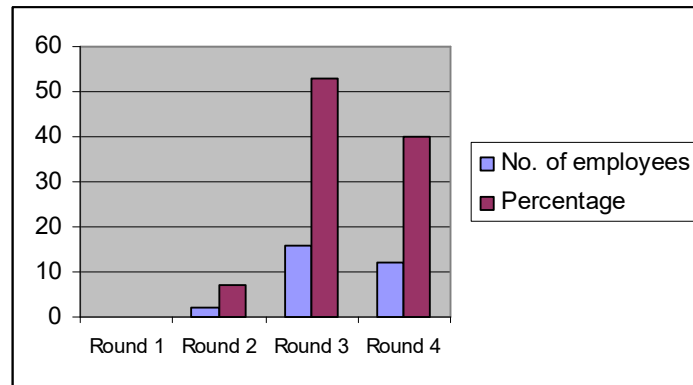
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 50% of the employees feel that 22 is the correct age for a person to work in the organization according to the organization rules, 47% feel that its 18 years and 3% feel that its 17 years.

Interpretation: Most of the employees know the correct age for an associate to work in the organization according to organization rules i.e 22 years.

Table 4.6 Respondents opinion on rounds undergone to place in an organization.

Source	No. of employees	Percentage
Round 1	0	0
Round 2	2	7
Round 3	16	53
Round 4	12	40



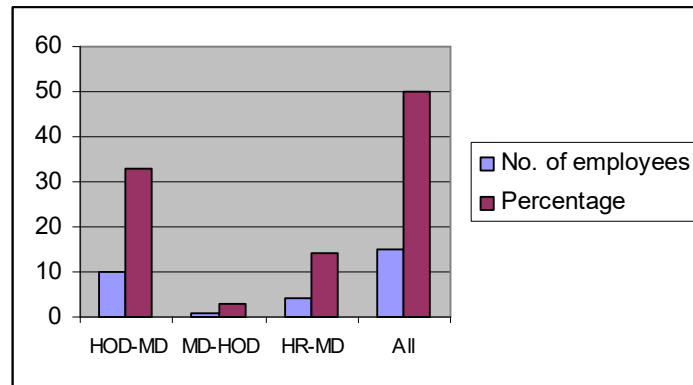
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 53% of the employees have gone through 3 rounds of interview, 40% of the employees have gone through 4 rounds and 7% of the employees have gone through 2 rounds of interview.

Interpretation: Most of the employees have gone through 3 rounds of interview in this organization.

Table 4.7 Respondents opinion in the involvement of the authorities for the selection process

Source	No. of employees	Percentage
HOD-MD	10	33
MD-HOD	1	3
HR-MD	4	14
All	15	50



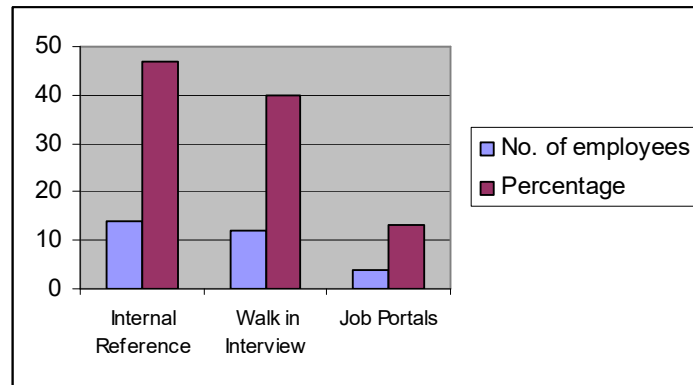
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 50% says that all the authorities are involved in the selection process, 33% says that the selection process involves HOD-MD, 14% of employees says that the selection process involves HR-MD and 3% of the employees says that the selection process involves MD-HOD.

Interpretation: Most of the employees extensively say that the authorities involved in the selection process of CARE HOSPITALS are all.

Table 4.8 Respondents method of recruitment.

Source	No. of employees	Percentage
Internal Reference	14	47
Walk in Interview	12	40
Job Portals	4	13



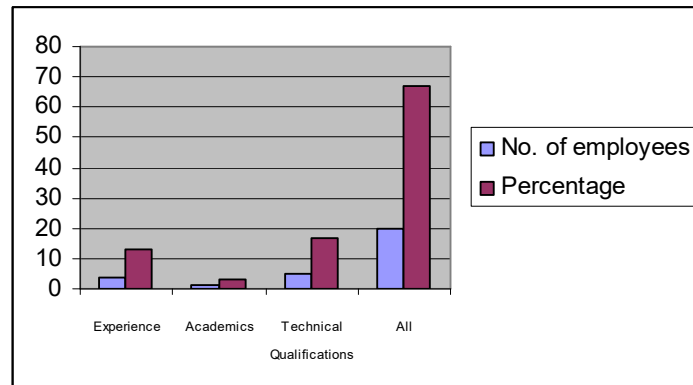
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 47% of the employees are recruited through internal reference, 40% of the employees are recruited through walk in interviews and 13% of the employees are recruited through job portals.

Interpretation: Most of the employees say that the employees are recruited through internal reference.

Table 4.9 Respondents primary priority during selection.

Source	No. of employees	Percentage
Experience	4	13
Academics	1	3
Technical Qualifications	5	17
All	20	67



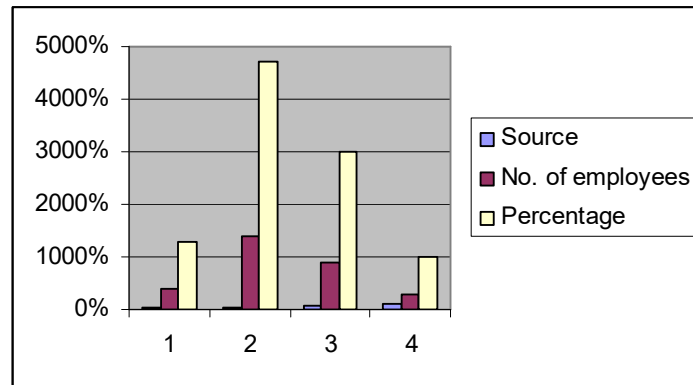
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 67% of employees feel that all the abilities are given primary priority during selection, 17% of the employees feel that technical qualifications are given primary priority, 13% of the employees feel that experience is given primary priority and 3% of the employees feel that academics are given primary priority during selection at CARE hospitals.

Interpretation: Most of the employees say that all the elements are given primary priority during selection at CARE HOSPITALS.

Table 4.10 Respondents percentage of candidates taken as per specification and requirement?

Source	No. of employees	Percentage
30%	4	13
50%	14	47
80%	9	30
100%	3	10



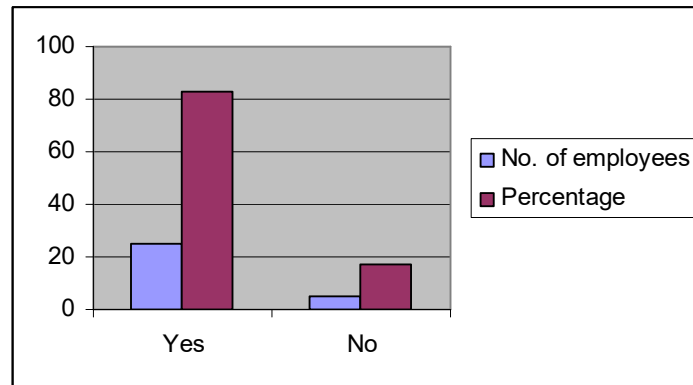
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 47% of the H.O.D feel that they get the candidates as per their specification and requirement, 30% of the H.O.D feel that they get the candidates as per their requirement and specification, 13% of the H.O.D feel that they get the employees as per their specification and requirement and 10% of the H.O.D feel that they get the employees as per their specification and requirement.

Interpretation: Most of the H.O.D say that they the employees as per their specification and requirement at CARE HOSPITALS.

Table 4.11 Respondents requisition forms gives clear job descriptions and job specifications for each positions

Source	No. of employees	Percentage
Yes	25	83
No	5	17



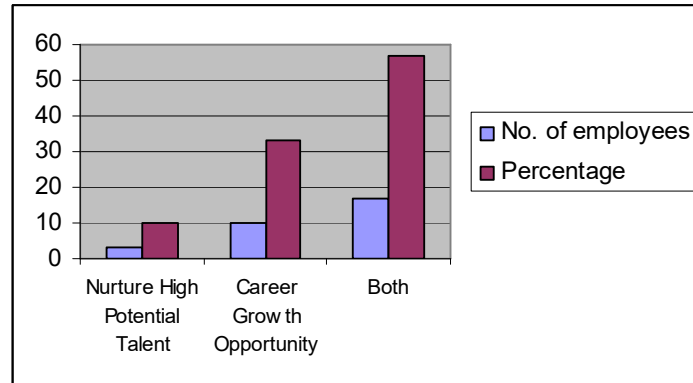
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 83% of the employees feel that the requisition forms give the clear job descriptions and job specification for each position, and 17% of the employees feel that the requisition form does not give the clear job description and job specification for each position in CARE HOSPITALS.

Interpretation: Most of the employees say that the requisition forms give the clear job description and job specification for each position at CARE HOSPITALS.

Table 4.11 Respondents conscious focus of the organization

Source	No. of employees	Percentage
Nurture High Potential Talent	3	10
Career Growth Opportunity	10	33
Both	17	57



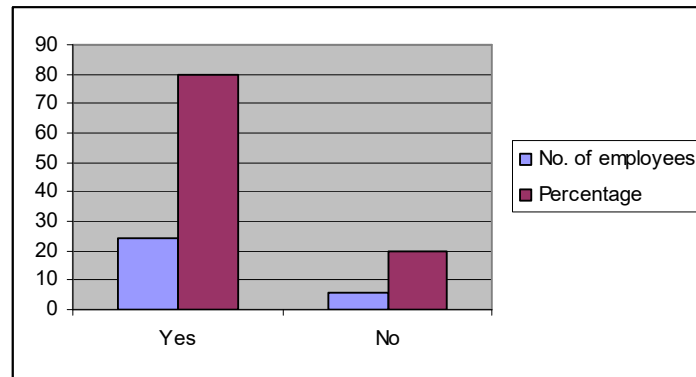
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 57% of the employees say that conscious focus of the organization is both i.e nurture high potential talents and career growth opportunity, 33% of the employees say that the conscious focus of the organization is career growth opportunity and 10% of the employees say that the conscious focus of the organization is nurture high potential talent.

Interpretation: Most of the employees say that the conscious focus of the organization is nurture high potential talent and career growth opportunity at CARE HOSPITALS.

Table 4.13 Respondents necessity for Pre-Employment tests.

Source	No. of employees	Percentage
Yes	24	80
No	6	20



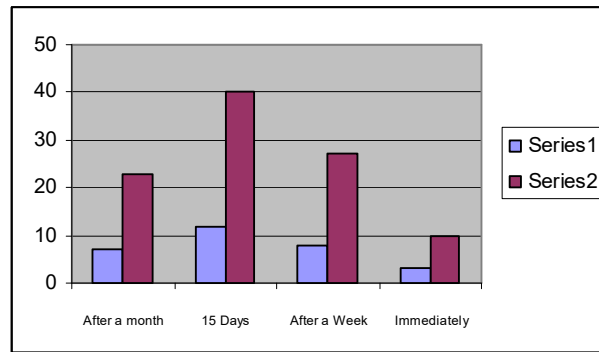
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 80% of the employees feel that Pre-Employment test is necessary for all the employees and 20% of the employees say that the Pre employment test is not necessary for all the employees.

Interpretation: Most of the employees say that the Pre employment test is necessary when a new associate joins at CARE HOSPITALS.

Table 4.14 Respondents induction conducted within when a associate join

Source	No. of employees	Percentage
After a month	7	23
15 Days	12	40
After a Week	8	27
Immediately	3	10



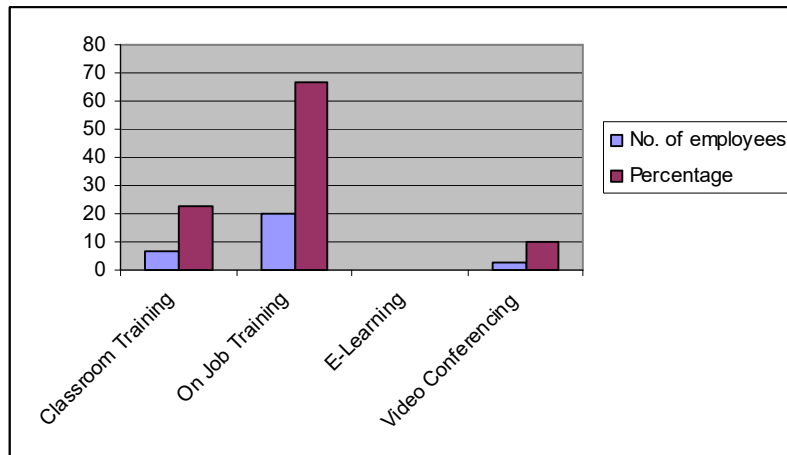
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 40% of the employees say that the induction programme is conducted after 15 days, 27% of the employees say that the induction programme is conducted after a week, 23% of the employees say that the induction programme is conducted after a month and 10% of the employees say that the induction programme is conducted immediately.

Interpretation: Most of the employees say that the induction programme is conducted with in 15 days at CARE HOSPITALS.

Table 4.15 Respondents best method of training for easy understanding of associate

Source	No. of employees	Percentage
Classroom Training	7	23
On Job Training	20	67
E-Learning	0	0
Video Conferencing	3	10



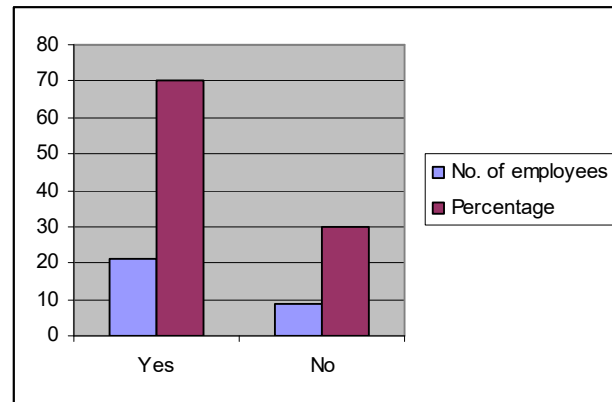
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 67% of the employees say that on job training is the best method of training, 23% of the employees say that classroom training is the best method of training, 10% of the employees say that video conferencing is the best method of training for the easy understanding of an associate.

Interpretation: Most of the employees say that on job training is the best method of training for the easy understanding of an associate.

Table 4.16 Respondents dependent of a deceased associate is eligible for consideration of appointment in the organization, provided the deceased was employed with CARE hospitals at the time of death

Source	No. of employees	Percentage
Yes	21	70
No	9	30



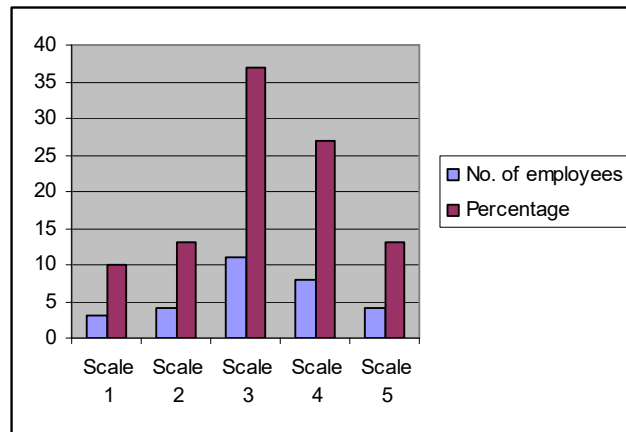
Source: From the questionnaire given to the employees.

Analysis: The above table reveals that 70% of the employees say yes for consideration of appointment for dependent of a deceased associate and 30% of the employees say no for consideration of appointment for dependent of a deceased associate.

Interpretation: Most of the employees say that a consideration of appointment for a dependent of a deceased associate is necessary.

Table 4.17 Respondents rating on a scale of 1 to 5, about the HR/recruitment and selection process.

Source	No. of employees	Percentage
Scale 1	3	10
Scale 2	4	13
Scale 3	11	37
Scale 4	8	27
Scale 5	4	13



Source: From the questionnaire given to the employees.

Analysis: The above table reveals effectiveness of HR recruitment and selection process. 37% of the employees rated it on 3rd position of scale, 27% of the employees rated it on 4th position of scale, 13% of the employees rated it on 5th position of scale, 13% of the employees rated it on 5th position of scale and 10% of the employees rated it on 1st position of scale.

Interpretation: Most of the employees say that HR recruitment and selection process is very effective in CARE HOSPITALS.

Conclusion:

The recruitment and selection process is based on securing services of capable person, utilization of human resources, and providing the career growth for the employees in the organization. The candidates are selected on the basis of written test and Interview. The candidates are subject to prescribed level of medical fitness. Then the employees are provided training which improves their skills, knowledge, etc. Training process will help the employees to perform well and exhibit their talent. Therefore, although one of the most

demanding and tiring of all management activities is recruitment and selection process which is often a determining factor in a success.

References:

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