

COURSE: RECRUITMENT, TRAINING AND DEVELOPMENT

LECTURE 2: SCOPE OF RECRUITMENT

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Lecture learning outcomes:

At the end of the lecture you will be able to:

- i. Understand the concept of recruitment.**
- ii. Know the various internal and external sources of recruitment.**
- iii. Explore merits and demerits of internal and external sources**

SCOPE OF RECRUITMENT

- Recruitment is a process of identifying, screening, shortlisting and hiring potential resource for filling up the vacant positions in an organization.
- It is a core function of Human Resource Management. Recruitment is the process of choosing the right person for the right position and at the right time.
- Recruitment also refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements.

SCOPE OF RECRUITMENT

More so, it is the process of searching for prospective employees and stimulating them to apply for jobs in an organisation. It deals with:

- a) Identification of existing sources of applicants and developing them.
- b) Creation/identification of new sources of applicants.
- c) Stimulating the candidates to apply for jobs in the organisation.
- d) Striking a balance between internal and external source

Recruitment needs are of three types

- a) Planned as per the needs arising from changes in organization and retirement policy.
- b) Anticipated-Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external environment.
- c) Unexpected-Resignation, deaths, accidents, illness give rise to unexpected needs.

Sources of recruitment

Internal Sources

- This is done by promoting employees from within an organization to fill upcoming positions.
- Organizations can post job vacancies on the boards, websites and emails to employees to see and those interested can apply.
- This can also be done through promotion, transfer and in certain cases demotion. When a higher post is given to a deserving employee, it motivates all other employees of the organization to work hard

Internal Recruitment

- a. **Transfers:** Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility, or prestige. The numbers of persons do not increase with transfers.
- b. **Promotions:** Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay.
- c. **Present Employees:** The present employees of concern are informed about likely vacant positions.

Advantages of internal recruitment

1. Existing employees will not need orientation
2. Are familiar with the organizational culture, processes and activities
3. Improves morale because when an employee from inside the organization is given the higher post, it helps in increasing the morale of all employees.
4. No Error in Selection because when an employee is selected from inside, there is a least possibility of errors
5. It promotes loyalty, No training costs, Encourages self-development

Disadvantages of Internal Sources:

- a) It discourages capable persons from outside to join the concern.
- b) It is possible that the requisite number of persons possessing qualifications for the vacant posts may not be available in the organization.
- c) For posts requiring innovations and creative thinking, this method of recruitment cannot be followed.
- d) If only seniority is the criterion for promotion, then the person filling the vacant post may not be capable.

External Recruitment

- All organizations have to use external sources for recruitment to higher positions when existing employees are not suitable.
- More persons are needed when expansions are undertaken.

External Sources of recruitment

- a) Advertisement,
- b) Employment Exchanges
- c) Schools, Colleges and Universities gives direct recruitment from educational institutions for certain
- d) Recommendation of Existing Employees
- e) Factory Gates where workers present themselves at the factory gate in search of employment.
- f) Casual Callers
- g) Central Application File
- h) Labour Unions can recommend candidates
- i) Former Employees

Advantages of External Recruitment

- a) Availability of Suitable Persons, Brings New Ideas, Economical:
- b) The required abilities such as will, skill, talent, knowledge etc., are available from external sources.
- c) The candidates are new in the organization hence are not exposed to negative organizational culture or preconceived notions or reservations.
- d) Selection from employees from external sources saves the organization the costs
- e) External employees will be placed in the minimum pay scale.
- f) The existing employees benefit from broadened personality and experience.
- g) The entry of qualitative persons from outside will be in the long-run interest of the organization.

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Demerits of External Sources

- a) **Demoralization:** External recruitment often denies current employees the chance for promotions and benefits, this may demoralize them
- b) **Lack of Co-operation:** The current employees may not support or co-operate with the new employees
Expensive: External recruitment involves costly advertisements in the media, written tests and conducting interviews.
- c) **Problem of maladjustment:** New entrants may not temperamentally adjust with the new positions.

Centralized recruitment

- This is where HR department at the head office performs all recruitment functions and decisions. Centralized form of recruitment is commonly seen in government organizations.

- **Benefits of the centralized form of recruitment are:**

- 1) Every department sends requisitions for recruitment to their central office

- 2) Less administration costs.

- 3) Better utilization of professionals.

- 4) Consistency and uniformity in recruitment.

- 5) Interchangeability of staff.

- 6) Reduces favoritism.

Decentralized recruitment

Merits of Centralized Recruitment:

a) The cost of recruitment per candidate is low because of large number of persons recruited, It has the benefit of centralized promotion and transfer procedure, The services of specialists can be made available for recruitment, It brings uniformity in selection, Since there is uniformity, it becomes easy to transfer persons from one plant to another, The line managers of various plants (or zones) can concentrate on their work, as they are relieved of recruitment, It ensures effective and suitable placement of candidates, where businesses are diverse and geographically spread business areas and offices.

Merits of decentralized Recruitment

- i. The units are well aware of the needs of jobs and also of social and cultural background of available candidates.
- ii. There may be certain areas where suitable candidates are available, The recruitment can be done as and when needed, The units will have full information about recruitment processes and feedback from the employment market
- iii. The units will be free to use any method to stimulate prospective candidates to apply for the job, The units can exercise better control over persons who are recruited by them as compared to those who recruited by central agency.

Advantages of Decentralization

- Decentralization enables top management to concentrate on long term vision and direction of the firm since authority and decision making is distributed hence they are left only the important decisions to make.
- Decentralization enables branches and sections to be independent operationally hence they are able to develop.
- Decentralization brings different ideas together from other employees and the local managers who as a result get motivated into taking the position of performing the activities comfortably. Decentralization offers a chance for every talented employee to make a contribution in decision making and as a result the firm advances through their well informed decisions.

Advantages of Decentralization

- Increased transparency which is evident in decentralization leads to making lesser mistakes and errors, Decentralization also reduces incidences where someone is punished because of mistakes
- Decentralization grants an opportunity of detecting any incoming hindrances to success or the current issues affecting the performance of the organization, Decentralized setup works best for the substandard teams where they acquire knowledge and skills that contribute to advancing of an organization. Decentralized authority will make a decision which subsequently renders rapid response to such changes.

Disadvantages of Decentralization

- Inclusion of different decisions from the employees starting with the one at the highest rank to the one at the lower rank interferes with the organizational goal.
- Decentralization portrays undesirable characteristic of unhealthy competition
- A new organization cannot pick so fast in a decentralized setup since the necessities and talents needed for picking it up in the market does not form a strong foundation for reliance.
- Those in authority in a decentralized setup tend to find it hard in running and managing an organization due to the problem they encounter when handling a team which is not only independent but also which is not conscious of the organizational standards and policies.

Disadvantages

- Decentralization produces a large number of generalists and a small number of specialists. As a result, however, this inconveniences the organization through the cost incurred when seeking consultation from an external specialist.
- Decentralization holds back the power of assessing and evaluating of performances in different levels of an organization and further makes it problematic in allocation of work.

Factors affecting recruitment.

- Recruitment is an important function of the Human Resource Management in an organization, and it is governed by a mixture of various factors. Proactive HR Professionals should understand these factors influencing the recruitment and take necessary actions for the betterment of the organization. When the market condition changes, the organization also needs to monitor these changes and discover how it affects the resources and analyze these functions for making recruitment an effective process.

Internal factors

- Organizations have control over the internal factors that affect recruitment functions. These internal factors are:
- **Size of Organization:** The size of the organization is one of the most important factors affecting the recruitment process.
- **Recruiting Policy:** Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process.

Internal factors

- **Image of Organization:** Organizations having a good positive image in the market can easily attract competent resources.
- **Image of Job:** Just like the image of organization, the image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.

External factors

- **Demographic factor** : Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status
- **Labor market** : Labor market controls the demand and supply of labor.
- **Unemployment rate**: If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high.

External factors

- **Labor laws:** Labor laws reflect the social and political environment of a market, which are created by the central and state governments.
- **Legal considerations :** These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.
- **Competitors:** When organizations in the same industry are competing for the best qualified resources, there is a need to analyze the competition and offer the resources packages that are best in terms of industry standards.

Principles of Recruiting

- A well-defined strategy. A strategy that is clearly defined and communicated paves a way through which a clarity is made on the target candidates, variety of messages, primary sources and the closing approaches. There should be clear strategy on the who, what, when, and how). Poorly defined and communicated strategy leads to weak hires and wasted resources
- Pipeline Approach. A pipeline here refers to a stream of applicants. Recruiting process needs to set up skilled pipeline with the approach of continuous sourcing, workforce planning, and branding.

Principles of Recruiting cont...

- Competitive Recruiting approaches differ in effectiveness and the most efficient approaches are preferable as well as being highly demanded by firms so as to win to best candidate in the field. Because competitors will quickly copy the most effective approaches, a continuous side-by-side assessment of “yours versus theirs” is necessary.
- Employment branding. This is the most effective recruiting approach by which the external image is built so as to create splendid environment of work.

Principles of Recruiting

- .Global. A recruiting process should have a great capability of attracting potential applicants world-wide but not only locally.
- Target employed “non-lookers.” Effective recruiting processes should aim at employing the best identified employees presently working at organizations which are your competitors.
- 7. Speed. Swift choices and decisions should be made when a top candidate creates awareness of job switch.

Principles continued....

- Sourcing is critical. Making proper use of sources such as employee referrals, contribute in arousing candidate's interests and in addition increasing the chances of making a quality hire. It is important to choose a correct source for a correct candidate and in this case, different sources work best on specific types of candidates.
- Data-based decisions. Making decisions should be based on objective data, screening tools and on sources in order to eliminate the risks of experiencing biases.

Principles cont.....

- Build a recruiting culture. The most strategic recruiting process forms a foundation for every employee in the firm to act as a recruiter. Therefore, a recruiting culture means every manager and every employee is a recruiter where each of them interacts widely with the external environment.
- A candidate-centric approach. Having the knowledge of a candidate's requirements, Prioritize jobs and targets. A fruitful recruiting process pays attention to positions with maximum business impact such as innovators, game changers and the leading performers in the market.

Conclusion

- Recruitment is a special activity which should be done by the personnel staff while selection of applicants is done in unison by everyone in the firm.
- The personnel specialists contribute in securing the firm's human resources. Whereas selection is shared widely throughout the organization, recruitment is very much a specialized activity.

SUMMARY

- The main objective of the recruitment process is to invite and attract many latent employees to get interested in the vacancies available in the organization. In addition, it should aim at convincing them to apply for those vacancies while on the other hand, the selection activities aim at pinpointing the most appropriate applicants and influence them to submit to the available vacancy.

References

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