

## **COURSE: RECRUITMENT, TRAINING AND DEVELOPMENT**

### **LECTURE 4: TYPES OF RECRUITMENT**

**LECTURER: DR LUCY KARIMI KIRIMA**

#### **Lecture learning outcomes:**

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

- i. Discuss types of recruitment**
- ii. Evaluate pros and cons of each type of recruitment.**
- iii.**

#### **TYPES OF RECRUITMENT**

Recruitment is a crucial part of developing and maintaining an effective and efficient team. A good recruitment strategy will cut down the wastage of time and money, which would have incurred for extensive training and development of unqualified resources.

##### **Internal sources of recruitment**

Internal sources of recruitment refer to hiring employees within the organization internally. In other words, applicants seeking for the different positions are those who are currently employed with the same organization. At the time recruitment of employees, the initial consideration should be given to those employees who are currently working within the organization. This is an important source of recruitment, which provides the opportunities for the development and utilization of the existing resources within the organization. Internal sources of recruitment are the best and the easiest way of selecting resources as performance of their work is already known to the organization. Various internal sources of recruitment include:

- a) Promotion-Promotion refers to upgrading the cadre of the employees by evaluating their performance in the organization. It is the process of shifting an employee from a lower position to a higher position with more responsibilities, remuneration, facilities, and status. Many organizations fill the higher vacant positions with the process of promotions, internally.
- b) Transfers-Transfer refers to the process of interchanging from one job to another without any change in the rank and responsibilities. It can also be the shifting of employees from one department to another department or one location to another location, depending upon the requirement of the position. This can also be internal shifting of an employee from one branch to another.
- c) Recruiting former employees -This is a process of internal sources of recruitment, wherein the ex-employees are called back depending upon the requirement of the position. This process is cost-effective and saves plenty of time. The other major benefit of recruiting former employees is that they are very well versed with the roles and responsibilities of the job and the organization needs to spend less on their training and development.

- d) Internal Advertisements (Job Posting)- Internal Advertisements is a process of posting/advertising jobs within the organization. This job posting is an open invitation to all the employees inside the organization, to apply for the vacant positions. It provides equal opportunities to all the employees working in the organization. Hence, recruitment is done from within the organization and it saves a lot of cost.
- e) Employee referrals-This is an effective way of sourcing the right candidates at a low cost. It is the process of hiring new resources through the references of employees, who are currently working with the organization. In this process, the present employees can refer friends and relatives for filling up the vacant positions. Organizations encourage employee referrals, because it is cost effective and saves time as compared to hiring candidates from external sources. Most organizations, in order to motivate employees, reward them with a referral bonus for a successful hire.
- f) Previous Applicants-This is hiring team from the profiles of previous applicants from the organizational recruitment database. These applicants are those who applied for jobs in the past.

### **Pros and Cons of Internal Sources of Recruitment**

Internal sources of recruitment, i.e., hiring employees within the organization, has its own set of advantages and disadvantages.

#### **The advantages are as follows:**

- It is simple, easy, quick, and cost effective.
- No need of induction and training, as the candidates already know their job and responsibilities.
- It motivates the employees to work hard and increases the work relationship within the organization.
- It helps in developing employee loyalty towards the organization.

#### **Disadvantages are as follows:**

- It prevents new hiring of potential resources. Sometimes, new resources bring innovative ideas and new thinking onto the table.
- It has limited scope because all the vacant positions cannot be filled.
- There could be issues in between the employees, who are promoted and who are not.
- If an internal resource is promoted or transferred, then that position will remain vacant.
- Employees who are not promoted, may end up being unhappy and demotivated.

### **External sources of recruitment**

External sources of recruitment refer to hiring employees outside the organization externally. The applicants seeking job opportunities in this case are those who are external to the organization.

External employees bring innovativeness and fresh thoughts to the organization. Although hiring through external sources is a bit expensive and tough, it has tremendous potential of driving the organization forward in achieving its goals.

### **Various external sources of recruitment.**

- Direct recruitment-This refers to the external source of recruitment where the recruitment of qualified candidates are done by placing a notice of vacancy on the notice board in the organization. This method of sourcing is also called as factory gate recruitment, as the blue-collar and technical workers are hired through this process.
- Employment Exchanges-As per the law, for certain job vacancies, it is mandatory that the organization provides details to the employment exchange. Employment exchange is a government entity, where the details of the job seekers are stored and given to the employers for filling the vacant positions. This external recruitment is helpful in hiring for unskilled, semi-skilled, and skilled workers.
- Employment Agencies- Employment agencies are a good external source of recruitment. Employment agencies are run by various sectors like private, public, or government. It provides unskilled, semi-skilled and skilled resources as per the requirements of the organization. These agencies hold a database of qualified candidates and organizations can use their services at a cost.
- Advertisements -Advertisement are the most popular and very much preferred source of external source of recruitment. The job vacancy is announced through various print and electronic media with a specific job description and specifications of the requirements. Using advertisements is the best way to source candidates in a short span and it offers an efficient way of screening the candidates' specific requirements. Advertisement is one of the costliest way to recruit candidates, but when time and number are important, then advertisement is the best source of recruitment.
- Professional associations -This can help an organization in hiring professional, technical, and managerial personnel, however they specialize in sourcing mid-level and top-level resources. There are many professional associations that act as a bridge between the organizations and the job-seekers.
- Campus recruitment-This is an external source of recruitment, where the educational institutions such as colleges and universities offers opportunities for hiring students. In this process, the organizations visit technical, management, and professional institutions for recruiting students directly for the new positions.
- Word of Mouth Advertising- Word of mouth is an intangible way of sourcing the candidates for filling up the vacant positions. There are many reputed organizations with good image in the market. Such organizations only need a word-of-mouth advertising regarding a job vacancy to attract a large number of candidates.

### **Pros and Cons of External Sources of Recruitment**

External sources of recruitment, i.e., hiring employees outside an organization, has both its benefits and drawbacks.

**The benefits are as follows:**

- It encourages new opportunities for job seekers.
- Organization branding increases through external sources.
- There will be no biasing or partiality between the employees
- The scope for selecting the right candidate is more, because of the large number of candidates appearing.

**The disadvantages of recruiting through external sources are as follows:**

- This process consumes more time, as the selection process is very lengthy.
- The cost incurred is very high when compared to recruiting through internal sources.
- External candidates demand more remuneration and benefits.

The HR department should be flexible enough to choose between internal or external methods of recruitment, depending upon the requirement of the organization

**References**

Personnel and Human Resource Management. P.Subba, R., Himalaya Publishing House, 2016

A Handbook of Human Resource Management Practice. Armstrong Michael. A, London, England, 2006