



Research Paper

A Study on the Effectiveness of Recruitment and Selection Policy (Post Covid) In One of the Leading Hospitals in Kolkata

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ABSTRACT:

People form an integral part in any organization. The efficiency and quality of its manpower determines the functioning of the organization. Therefore, the organization need to choose the right person for the right job. This is where HR comes to play in the picture. The HR plays an important role in the workplace in case of talent acquisition also known as recruitment and selection. Hiring is the strategic function of the HR department. RECRUITMENT is a systematic process of searching for potential applicants who are then encouraged to apply for an anticipated vacancy. SELECTION is a process of hiring employees among shortlisted candidates and providing a job in the organization. The organization makes use of various tools and methods to make sure that they have recruited the most potential candidates from the pool of selected applicants. Each organization has their methods of hiring employees. With the onset of CO-VID and the world in shambles certain organizations have changed their hiring policies. It is uncertain how tomorrow might play out to be. The govt. could be imposing lockdown on a very short notice which in turn effects the functioning of the organization. This causes a stress load on the HR department both from the internal and external. In the end it all falls on the HR to maintain the smooth functioning of the organization. Thus, to understand and know the practical application of employee recruitment and selection an analysis on one of the leading healthcare organization is undertaken.

KEYWORDS: recruitment, selection, human resource.

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I. INTRODUCTION:

1.1 Definition:

Recruitment: attracting and obtaining as many applications as possible from eligible job seekers.

Selection: process for which candidates for employment are divided into two classes those who are to be offered employment and those who are not.

1.2 About the Study:

Recruitment and selection are the most critical and significant human resource function. People play an integral part in every organization. The success of an organization depends on the efficient manpower working in it. In today's competitive corporate world, it is highly recommended to choose the right person for the right job. Employee well selected and well placed would not only contribute to the efficient running of the organization but offer significant potential for future replacement. The process of hiring begins with the job analysis, job design, Human Resource Planning (HRP) which helps to determine the number and type of people the organization requires. Hiring is an ongoing process and not confined to formative stages of the organization. If during the process of recruitment and selection a solid foundation is laid then the organization wouldn't stumble during the tremors or else it would suffer a huge damage with light wind blow. Here's a note able saying that goes "employees leave the organization in search of greener pasture; some retire some die in the saddle more importantly the organization grows and diversifies taking into more and new men and women" Hiring only stops when the organization ceases to exist. However, recruitment and selection do have their pitfalls and shortcomings which in turn suffocates the organization in the long run. Common shortcomings are that certain organization keep their job opening and vacancy secretive and reserved for their close family and friends thus reducing the pool of potential candidates. And with the world in a chaos with the onset of SARS-COVID certain organization tends to recruit people of the nearby locality, and it also sums up an individual's

fear to catching COVID thus rejecting most job offers and interviews thus lessening the risk unless one is guaranteed the job. Another shortcoming is that to fill up the gap left in the organization the organization tends to recruit the available manpower sources which substantially affects the organization on either a long or short run. The pitfalls though may not be covered satisfactorily in the study.

1.3 The objectives of the study include:

1. To evaluate the recruitment and selection procedures in the selected healthcare organization.
2. To identify the abnormalities associated with the current recruitment and selection policies.
3. To provide suggestions that will improve the organizations reputation through fair unbiased and effective hiring practices.

II. REVIEW OF LITERATURE:

According to **Edwin B Fillipo (1979)** “recruitment is the process of searching candidates for employment and stimulating them to apply for the jobs in the organization.

According to **Korsten (2003) and Jones et al. (2006)**, human resource management theories emphasis on techniques of recruitment and selection and outline the benefit of the interviews, assessment and psychometric examinations as employee selection process. They further stated that the recruitment process may be internal or external or maybe also conducted online. Typically, this process is based on the levels of recruitment and policies, job postings details, advertising job application and interview process, assessment, decision making, formal selection and training (Korsten 2003)

According to **David A de Cenzo** the recruitment needs are of three types:

- a) Planned needs- arises from the changes in the organization and retirement policy thus creating vacancy.
- b) Anticipated needs- organization can predict by studying the recent trends both in external and internal environments.
- c) Unexpected needs- these needs arise due to various reasons like deaths, resignation, accident, illness, relocation etc.

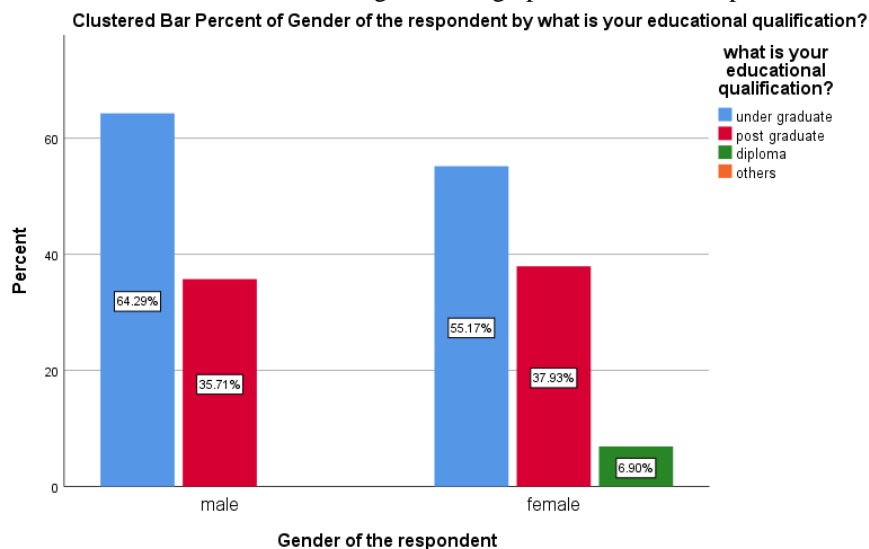
III. RESEARCH METHODOLOGY:

Research methodology is defined as the specification of methods for acquiring the information needed. Primary data were collected through survey method by distributing questionnaires. Simple percentage analysis was followed to analyze the gathered data. The other tools used were statistical tools such as SPSS software.

- a) Sampling unit: surveys were taken from employees of a leading hospital in Kolkata
- b) Sample size: a total of 100 employees were chosen for the study
- c) Sampling technique: convenience sampling

IV. ANALYSIS:

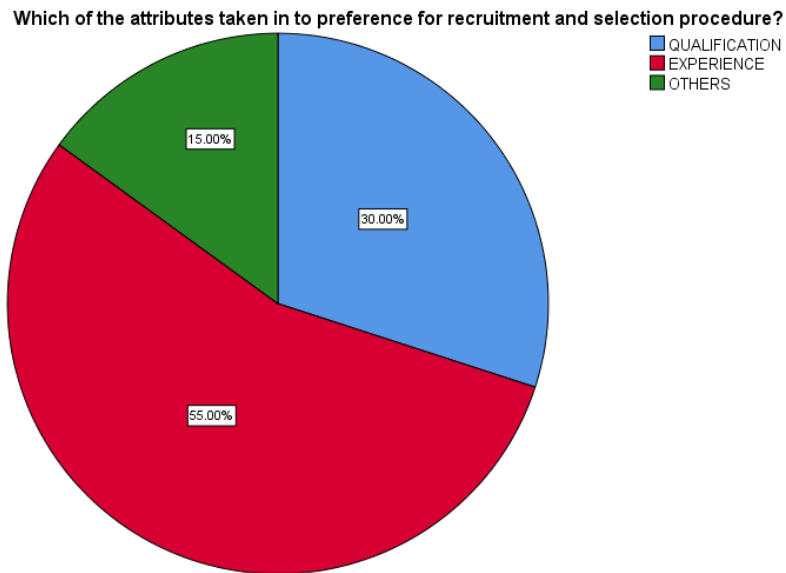
CHART- I Chart showing the demographic data of the respondents.



The above Charts- I shows that among the respondents that participated in the study majority of the male and female participants were under graduates about 64% of male and 55.17% of female. The rest 35.71% in male and 37.93% in female were post grad. About remaining 6% of female did diploma.

CHART- II

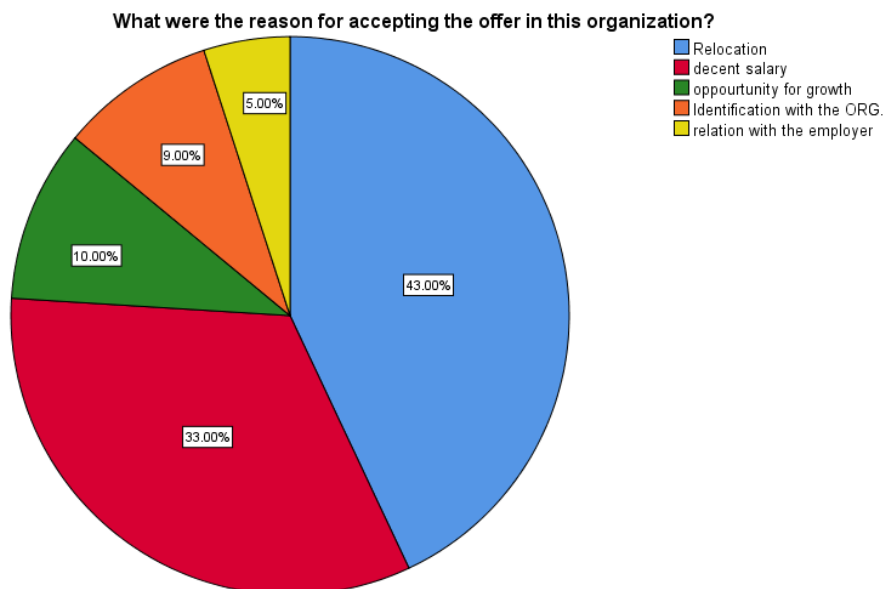
Chart- II shows the respondents opinion to the question “Which attribute was taken into preference”



The above chart interprets that majority of the respondents about 55% stated that expertise was the attribute which was given preference in the organization. 30% have stated that qualification was required as well. And the remaining gave others as their opinion.

CHART- III

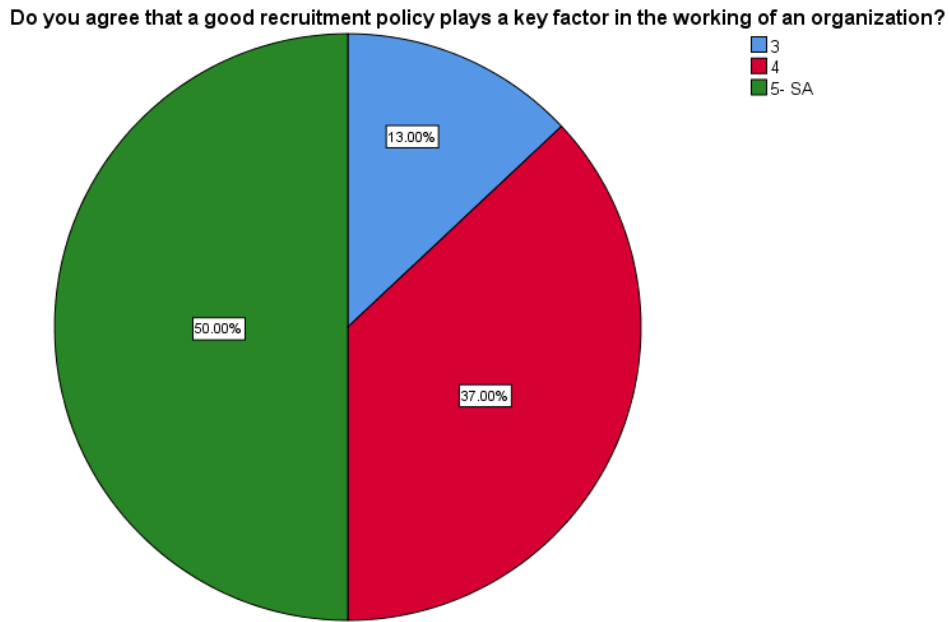
Chart- III shows the respondents opinion to the question “what were the reason for accepting the offer in this organization



From the above chart it is interpreted that majority of the respondents 43% about accepted the offer due to relocation. About 33% responded that they accepted the offer cause of decent salary 10% look for oppourtunity to grow 9% were identifiable with the organization. 5% had relation with the employer.

CHART-IV

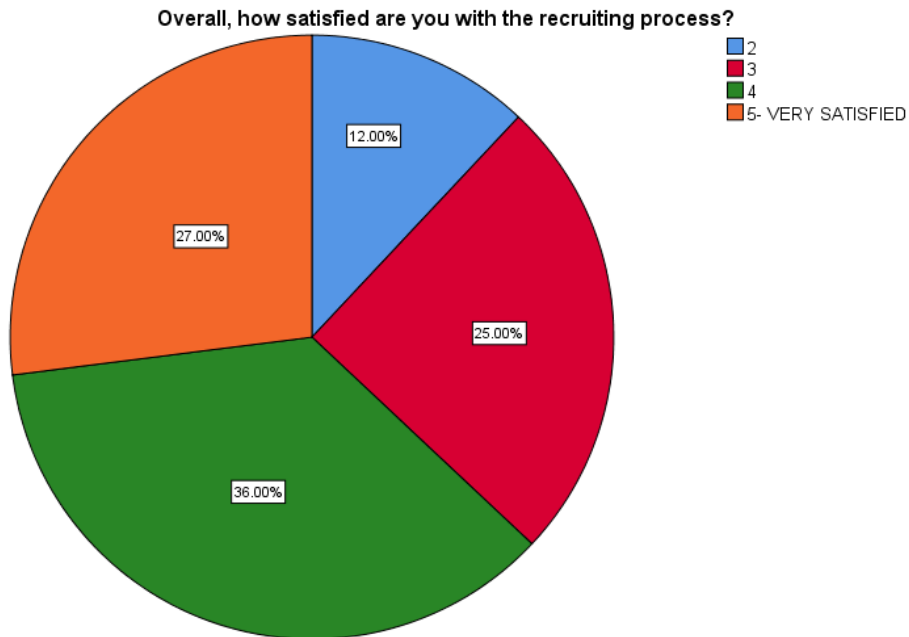
Chart showing the respondents opinion to the question “Do you agree that a good recruitment policy plays a key factor in the working of the organization?”



The above Chart-IV it is interpreted that 50% of the respondents strongly agree that a good recruitment policy plays a major role in the smooth workflow of an organization. 37% quite agree with the statement. And 13% stand neutral to the statement.

CHART-V

Chart showing the respondents opinion for the question “Are you satisfied with your organization recruitment policy?”



From chart V It is interpreted that 27% of the respondents are highly satisfied with their organizations recruitment policy whereas 36% say they are just satisfied. 25% of the respondents are neutral and 12% seems dissatisfied.

V. MAJOR FINDINGS AND RECOMMENDATIONS

- ❖ From the research it was concluded that majority of the applicants about 43% accepted the job offer due to relocation as an aftereffect of COVID.
- ❖ Recruitment tools and techniques play a major role in attracting more potential candidates such as advertising a decent salary. About 33% agreed to it.
- ❖ The recruiting demographics play a little less role in the recruitment and selection policy.
- ❖ Majority are aware that a good recruitment policy plays a major role in the smooth functioning of the organization.
- ❖ Experience in the field has a larger impact in the selection of new potential candidates.

The recommendations include: -

- ❖ The recruiter should provide the applicants with clearer specific and realistic information of the organization not just the positives.
- ❖ The applicant should be provided information on the aspect of jobs that are necessary.
- ❖ To improve the applicant pool quality and size the employer needs to make use of all the available sources such as social media (insta, fb, linkedin etc.) not just traditional means
- ❖ The warmth of the recruiter too plays a major role in the applicant accepting the job offer.
- ❖ Employers can use computerized system to support their recruitment process.

V. CONCLUSION

In short Human Resource department plays a major role in the functioning of the organization in a long run. From the analysis and feedback gathered by the questionnaires the organization does follow effective recruitment and selection policy to the max. If the recruitment and selection was effective then there would also be less turnover. Failure in effective recruitment policy can result in high turnover. The interviewer should be aware of what he needs to look for in a candidate to ensure the selection of the best. Lastly the interviewer needs to effectively eliminate the less required candidates for the org.

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