A COMPARATIVE STUDY OF RECRUITMENT AND SELECTION PROCEDURES OF PUBLIC SECTOR ORGANIZATIONS IN INDIA

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ABSTRACT

Two of the most critical activities within the human resources (HR) domain are recruiting and staffing. This involves identifying and attracting the right people to fill positions, ranging from upper management and key decision-maker roles to entry-level personnel. Finding the right person for each position and doing so in a cost-effective and timely manner is a challenge for any organization, but it is becoming especially difficult for public sector entities.

KEYWORDS:

RECRUITEMENT, SELECTION AND PUBLIC SECTOR ORGANIZATION

1. INTRODUCTION

The main aim of the research is to compare the recruitment and selection procedures of the public sector organizations in India and draw out similarities and differences based on the outcome. While doing so we will get an in-depth knowledge about the criteria and the policies PSUs follow while recruiting the best among the vast and competent human resource available. The research is based on the recruitment and selection policies and procedures adopted in two of the best PSUs in India i.e. BHEL and HAL. The objective of the research on the recruitment and selection procedures in the PSUs of India will be seeked by knowing how these public sector organizations recruit and select the best talent available. The research also throws light on some of the important debates in the field of HR like “should we recruit from internal sources or the external one?”, “should there be induction programme and if yes how should it be conducted and for how long?”. The research seeks to answer these debates which come up while an organization has to recruit the best from an internal source of 106 billion creative minds. The research will also help us in drawing some facts on the common practices in the industry while recruiting and selecting employees. It is not enough to get the right people on the bus and the wrong people off, but the right people must also be in the right seats. Most public sector leaders are familiar with this expression describing the importance of people to the success of an organization. The stakes are often higher in the public sector, where organizations are becoming increasingly reliant on
less people, given the steady decline in resources and the imposition of constraints that define the public sector. The right people with appropriate skill sets and experience enable quality service delivery. Skilled professionals can generate new ideas, improve processes and drive innovation throughout an organization. Unfortunately, the wrong people can do exactly the opposite, and hinder or even damage an organization’s performance. Vacant positions can stretch already overburdened employees, resulting in lower productivity and poor morale. Regardless of advanced IT or similar tools available, organizations primarily rely on people; thus, recruiting and staffing are critical organizational processes.

Two of the most critical activities within the human resources (HR) domain are recruiting and staffing. This involves identifying and attracting the right people to fill positions, ranging from upper management and key decision-maker roles to entry-level personnel. Finding the right person for each position and doing so in a cost-effective and timely manner is a challenge for any organization, but it is becoming especially difficult for public sector entities. This research study sought to understand what public sector HR organizations do to identify and attract qualified applicants, what methods and strategies work well, and what difficulties organizations encounter in these efforts. Public sector organizations often are at a disadvantage when compared to the private sector in recruiting and staffing processes. The private sector typically outmatches the public sector on compensation, including bonuses and various other perks, such as stock options. Previous research indicates that most public sector organizations believe competition for talent with the private sector is increasing and that the ability to offer better compensation packages is a key advantage for private sector firms. Public sector organizations also often find themselves competing against not only private companies, but each other, in attracting potential employees. Smaller organizations in more isolated regions of the country, for example, find that multiple jurisdictions often compete over the same diminishing applicant pool and, in turn, drive up compensation costs across the region. These factors have forced many public sector organizations to develop creative strategies and solutions for recruiting and staffing. Many organizations report positive overall outcomes from temporary workers transitioning to permanent employees. Other organizations are improving their visibility by developing a branding strategy complete with consistent messaging and marketing. Finally, organizations are tapping into professional and cultural networks to reach individuals with specialized skill sets and increase the overall diversity of their workforce.

2. LITERATURE REVIEW

According to EDWIN FLIPPO, “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

The process of finding and hiring the best-qualified candidate (from within
or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.

Recruitment and selection are two of the most important functions of personnel management. Recruitment precedes selection and helps in selecting a right candidate. Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of efficient personnel. Staffing is one basic function of management. All managers have responsibility of staffing function by selecting the chief executive and even the foremen and supervisors have a staffing responsibility when they select the rank and file workers. however, the personnel manager and his personnel department is mainly concerned with the staffing function. Every organization needs to look after recruitment and selection in the initial period and thereafter as and when additional manpower is required due to expansion and development of business activities. Right person for the right job is the basic principle in recruitment and selection. Every organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise. Every business organization/unit needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates are essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit.

**Recruitment** refers to the process of attracting, screening, selecting, and on boarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an “employee offering”.

However, Selection is defined as the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job.

Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job.

**The difference between recruitment and selection:**

Recruitment is identifying and encouraging prospective employees to apply for a job and Selection is selecting the right candidate from the pool of applicants.

- contact the candidate’s present or any previous employer for this purpose.
- The reference persons can also be contacted.
- The most critical stage in selection process.
Helps in making right decisions and avoiding mistakes.

Sometimes, the candidate may exaggerate his current position, achievements, and/or salary.

Hide information like termination from services, criminal record.

Even make false claims to get the job.

A written consent must be obtained from the candidate for contacting any reference or present or previous employer.

A final decision should be made only after proper reference checking and finding the provided information correct.

In case of any discrepancy, the final decision should be reviewed.

The stages of the recruitment process include: job analysis and developing some person specification; the sourcing of candidates by networking, advertising, and other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates’ motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and on boarding of new employees.

Depending on the size and culture of the organization, recruitment may be undertaken in-house by managers, human resource generalists and/or recruitment specialists. Alternatively, parts of the process may be undertaken by either public sector employment agencies, commercial recruitment agencies, or specialist search consultancies.

Internal Recruitment refers to the process of a candidate being recruited within their current workplace, from another team or division of the same organization. An advantage of this is the organization’s familiarity with the employee, their competencies (insofar as they are revealed in their current job) and their trustworthiness. It can also be quicker and lower cost-to-hire someone from another part of the same organization.

A temporary internal recruitment for a period of a few months, after which the employee would normally be expected to return to their previous job, is known as a secondment; someone on a secondment is said to be seconded to the new team. Secondments may also take place between related organizations.

Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for the jobs, from among whom the right people can be selected.

A formal definition states, It is the process of finding and attracting capable applicants for the employment. The process begins when new recruits are
sought and ends when their applicants are submitted. The result is a pool of applicants from which new employees are selected”. In this, the available vacancies are given wide publicity and suitable candidates are encouraged to submit applications so as to have a pool of eligible candidates for scientific selection.

In recruitment, information is collected from interested candidates. For this different source such as newspaper advertisement, employment exchanges, internal promotion etc. are used.

In the recruitment, a pool of eligible and interested candidates is created for selection of most suitable candidates. Recruitment represents the first contact that a company makes with potential employees.

3. NEED FOR RECRUITMENT

Recruitment has become the most challenging human resources (HR) function across all industries today. Why is it so difficult to attract new talent? There are three main reasons. First, industrial activity across the world is at an all-time high, which has created more jobs and thus shrunk the availability of personnel. Second, the oil and gas industry has been hurt over the past 20 years because of its cyclical and public perception. Third, the “baby boomer” generation is approaching retirement and the younger generation is not in sufficient numbers or experienced enough to fill the gap. The need for recruitment may be due to the following reasons / situation: Vacancies due to promotions, transfer, retirement, termination, permanent disability, death and labour turnover. Creation of new vacancies due to the growth, expansion and diversification of business activities of an enterprise. In addition, new vacancies are possible due to job specification. Considering the above realities, there is a dire need for a completely new recruiting strategy to ensure that that the industry’s aggressive growth targets are not choked by these challenges. The need of the hour is to shift from traditional reactive recruiting toward more proactive recruiting, clearly understanding the various factors of the job market.

4. RECRUITMENT PROCESS

Recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. The process comprises five interrelated stages, viz,

- Planning.
- Strategy development.
- Searching.
- Screening.
- Evaluation and control.

The ideal recruitment programme is the one that attracts a relatively larger number of qualified applicants who will survive the screening process and accept
positions with the organisation, when offered. Recruitment programmes can miss the ideal in many ways i.e. by failing to attract an adequate applicant pool, by under/over selling the organisation or by inadequate screening applicants before they enter the selection process. Thus, to approach the ideal, individuals responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for the individuals with the appropriate qualifications and interests, what inducement to use for various types of applicants groups, how to distinguish applicants who are qualified from those who have a reasonable chance of success and how to evaluate their work.

5. SOURCES OF RECRUITMENT

   Internal Sources
   1. Promotion
   2. Transfers
   3. Internal notification
   4. Retirement
   5. Recall
   6. Former employees
   7. Miscellaneous external sources

   External Sources
   1. Campus recruitment
   2. Press advertisement
   3. Management consultancy service (Advertisement) & private employment exchanges
   4. Deputation of personnel or transfer from one enterprise to another
   5. Management training schemes
   6. Walk-ins, write-ins, talk-ins

The sources of recruitment can be broadly categorized into internal and external sources. Internal Recruitment — Internal recruitment seeks applicants for positions from within the company. The various internal sources include:

6. PROBLEMS IN EFFECTIVE SELECTION

   The main objective of selection is to hire people having competence and commitment. This objective’s often defeated because of certain barriers. The impediments, which check effectiveness of selection, are perception, fairness, validity, reliability and pressure.

   Perception - Our inability to understand others accurately is probably the most fundamental barrier to selecting the right candidate. Because most of the time
it is seen that at the time of interview employees are very comfortable in all the question which has been asked from them and depending on it perception has been made about the employee that in future he/she can give business to the company or can be suitable for this job. Here in this way two cases can be raised first might be the employee can be a asset to the organization and second that might be it will turn in to wastage of money as time also.

Selection demands an individual or a group of people to assess and compare the respective competencies of others, with the aim of choosing the right persons for the jobs. Rut our views are highly personalized.

**Fairness** - Fairness in selection requires that no individual should be discriminated against on the basis of religion, region, race or gender. But the low numbers of women and other less privileged sections of the society in middle and senior management positions and open discrimination on the basis of age in job advertisements and in the selection process would suggest that all the efforts to minimize inequity have not been effective.

**Validity** - As explained earlier, is a test that helps predict job performance of an incumbent. A test that has been validated can differentiate between the employees who perform well and those who will not. However, a validated test does not predict job success accurately. It can only increase possibility of success.

**Reliability** - A reliable method is one, which will produce consistent results when repeated in similar situations. Like validated test, a reliable test may fail to predict job performance with precision.

**Pressure** - Pressure is brought on the selectors by politicians, bureaucrats, relatives, friends and peers to select particular candidates. Candidates selected because of compulsions are obviously not the right ones. Appointments to public sectors undertakings generally take place under such pressures.

7. **TODAY’S CHALLENGES AND SOLUTIONS FOR PUBLIC SECTORS**

Organizations – be they public or private – often struggle to attract specialists or individuals with very specific experience. Unfortunately, private sector organizations usually have the bigger compensation packages or various perquisites needed to attract the right person. Public sector organizations, therefore, must be more creative and innovative in their recruitment efforts.

Public sector organizations are adopting a variety of approaches to reach specialists, with the most common being outreach through and relationships with professional associations. Professional organizations allow for immediate access to a broad spectrum of individuals already in the field or industry.

Many organizations indicate it can be difficult to identify and attract candidates that are able to successfully complete the entire battery of tests. Further, it
seems that applicants that do meet the requirements and pass the associated tests are often in a position to entertain offers from other organizations and use this as leverage to obtain increased compensation and benefits.

It is common for jurisdictions in one region to compete for the same limited number of applicants for positions, and in turn, drive up compensation rates for these jobs. This situation puts smaller organizations at a great disadvantage. Faced with a limited applicant pool and increased competition, these smaller organizations, oftentimes the ones with the greatest need, are left with few qualified applicants. Many of these organizations are located in densely populated regions and have better access to potential applicants. In addition, many of these organizations have the ability to attract individuals through higher compensation or better benefits.

Organizations also were asked to describe what methods or strategies work well in terms of achieving diversity goals. The most common response was targeted outreach and advertising, especially in terms of expanding marketing efforts outside of traditional tools, such as daily newspapers or employment Websites. Additional potential applicants by advertising through specialty publications, local newspapers or magazines and radio. Relationships with local and cultural organizations also helped to diversify applicant pools since applicants were able to get to know the organization, and recruiters were able to share information on job openings in a more timely fashion.

Many organizations reported that efforts around improving workforce diversity led them to examine workforce data and jurisdiction demographics. Better information led to a more focused and strategic approach to recruitment, which in turn, resulted in a more diverse applicant pool. Organizations also indicated that an aggressive recruiting policy and the elevation of diversity as a priority helped in their recruiting efforts.

8. CONCLUSION

Public sector organizations face significant staffing challenges. Many report that they are only adequately staffed, and an increasing number report that they are grossly understaffed in critical areas. HR professionals’ training and expertise must be utilized to the fullest extent in order to address these challenges. HR’s importance to the overall success of an organization should not be underestimated.

Furthermore, the constant push to do more with less means that many employees are now wearing more hats in taking on responsibilities outside their core area or scope. All of these issues contribute to the mounting pressure on HR to identify and attract the right person for the right position as quickly as possible. Necessity is the mother of invention, or in this context, the mother of innovation as many responding organizations aptly exemplify in their varied approaches to recruiting. At the same time, the study findings indicate there are things HR could be
Many public sector organizations continue to work without any type of strategic plan for HR, let alone a thoughtful, proactive approach to recruiting and staffing. Much can be inferred from the lack of a guiding plan. Clearly, many organizations are struggling to simply deliver regular services and complete daily transactional activities to keep the organization going. If management does not see HR as providing value or being an asset to the organization, there may be little impetus to take time away from critical activities to complete a formal plan. However, a systematic internal review as part of a planning process is essential to identify what’s working and what’s not in terms of current processes, procedures and services. Business process improvement depends on first understanding the current state and locating areas with potential for improvement.

An effective strategic plan and the priorities and improvements this plan details can drive the collection of more accurate and reliable information. Better information and data will allow HR to act more strategically and have the evidence to justify decisions or new directions. Without a strategic plan, HR may not be collecting the right information or the data necessary to evaluate programs and strategies properly. Numerous organizations cited the strategies or programs that are working well for recruiting and staffing.

Further exploration would likely demonstrate that many organizations have only anecdotal evidence on the success of these solutions rather than hard data. Accurate and timely information is essential for organizations looking to move away from certain transactional tasks to more strategic activities.

A branding strategy is another tool that can positively impact recruiting, staffing and other HR functions. Organizations with a branding strategy already in place clearly recognize the power of a brand in recruiting and retaining skilled personnel.

In all it can be analyzed that RECRUITMENT and SELECTION are very meticulous processes and require expertise to perform them. Nowadays organizations especially PSUs who are receiving hefty competition from private sector have to tap upon the best possible work force available in the market in least cost possible and to perform this task they practice a detailed recruitment and selection process.
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