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Review Of Research



A STUDY OF EXTERNAL RECRUITMENT SOURCES ADOPTED BY ENGINEERING UNITS



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ABSTRACT

When a person is needed to fill a vacant organizational position, the individual may come from inside or outside the organization. Some organizations prefer to recruit from within or other may prefer to recruit from externally. Recruitment policy varies from organization to organization. There are two sources of recruitment i) Internal and ii) External. Internal sources include current work force on pay roll of organizations. Whenever any vacancy occurs, somebody from within the organization is promoted or demoted to fill the vacant post. Organizations usually go to external sources for lower entry lower jobs, for positions whose specifications cannot be met by present personnel for diversifying into new avenues and or merging with organization. Among the advantages of external recruitment, the major advantage is that the introduction of new blood makes the organization dynamic through the inflow of new ideas or viewpoints. This paper focuses on external sources used by engineering units from Satara District to fill up the vacant positions of Human Resources.

KEYWORDS : External Sources, Advertising, Employee Referrals.

INTRODUCTION

Human Resource planning helps to determine the number and type of people an organization needs. Once the determination of human resource requirements has been made the recruitment and selection process can begin. This is one of the most vital function of any organization procurement of efficient and capable employees can significantly contributes to the success of an organization, (1) The term 'recruitment' applies to the process of attracting potential employees of the organization.

To recruit means to enlist, replenish or reinforce. It refers to the process of bringing together prospective employees & employers with a view to stimulate and encourage the former to apply for a job with the latter. The purpose of recruitment is to prepare an inventory of people who meet the criteria laid down in specifications. So that the organization may choose those who are found most suitable for the positions.

(2) "Recruitment" is the process of searching for prospective employees and stimulating them to apply for job in the organization" Flippo .

(3) According to Dale Yoder, recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting the manpower in adequate number to facilitate effective selection of an effective working force, thus , the purpose of recruitment is to locate sources of manpower to meet job requirements and job specification'.

A study by Rudrabasavrag in Indian undertaking (steel units and heavy engineering) found that the methods used to recruit employees were casual collars, newspaper advertisement, employment exchanges, employee recommendation, a relatives and friends, and educational institutions transfers from other undertaking etc.

Deckar and Cornelius in a study related to recruitment sources for clerical, managerial and professional personnel, using employee turnover as a criteria, found significant differences among various recruitment sources, newspapers and college placement offices were in general poorer sources of employees than conventional advertisement in journal and self initiated contacts.

OBJECTIVES:

The following are the objectives of the study:

- 1.To study the different External sources used to fill up the vacant positions in engineering units.
- 2.To study to what extent the use of internet source is made by engineering units in recruiting the Human Resources.

Hypothesis:

Keeping in mind above objectives, some hypotheses were formulated as a base for study.

The hypothesis is as under:

The use of many external sources including internet is made in high proportion by medium and large units than the small scale.

Primary Data:

The Primary data required for this study is collected through the following ways:

Questionnaire:

Detailed and comprehensive questionnaire was prepared for managers for collection of required data. The pilot study was conducted to pretest the validity of the questionnaire. With the help of this pretested questionnaire the method of enquiry was suitably amended and the final draft of the questionnaire was made and necessary information was collected accordingly.

In all, 85 engineering units from Satara District have been surveyed comprising 25% of small scale units and 25% of medium and large scale engineering units respectively. The units who responded to survey are considered for study to draw conclusions.

To study the differences in selection process of Human Resources followed by small scale and medium and large scale EUs, Pearson's chi square test is applied. The actual result of this test is compared with .05 level of significance. If the result of chi square test is $> .05$, it is not significant and if the result is $<$

.05, it is significant.

A comparison between small scale and medium and large scale is made and Chi-square test is applied. The results are shown in table 1. The data in respect of various external sources used by engineering units is presented below.

The table1 states that 70% small scale units responded to the advertising as a external source used for recruitment of human resources as against this, 100% medium and large scale units found to be told the same source. The chi square value is 7.299 with p value of .007 which is < .05, therefore, it is significant. The availability of no. of vacancies and need of different kind of people to the medium and large scale organization require attracting and applying the prospective candidate to have an alternative to select the best among applicants.

75% small scale units opined that they take into account employees referrals as an external source for recruitment of human resources, whereas, 68% medium and large scale units responded to the same source. The value of chi square is not significant.

The employment exchanges as an external source for recruitment of human resources found to be followed by 42% small scale units and 74% medium and large scale units respectively. The value of chi square is significant. As the medium and large scale engineering units have more vacancies to be filled up than small scale, it seems that the same are used by them

12% small scale units and 68% medium and large scale units found to be considered educational/professional institutions as a external source for recruitment of human resources. The chi square value is 25.162 with p value of .000 < .05 which is significant. As the medium and large scale units requires number of candidates to meet their requirements therefore, as compared to small scale units, these units are making use of educational and technical institutions as external source.

Table 1
Different External Sources Used for Recruitment of Human Resources

External sources		Type of Unit			X ²	P value	
		1 Small	2 Medium & Big	Total			
1 Advertising	Count	40	19	59	7.299	.007	SIG
	Column N %	70.2%	100.0%	77.6%			
2 Employment exchanges	Count	24	14	38	5.684	.017	SIG
	Column N %	42.1%	73.7%	50.0%			
3 Employees referrals	Count	43	13	56	.362	.547	NS
	Column N %	75.4%	68.4%	73.7%			
4 Educational/Professional Institutions	Count	7	13	20	25.162	.000	SIG
	Column N %	12.3%	68.4%	26.3%			
5 Trade Unions	Count	0	6	6	-	-	-
	Column N %	.0%	31.6%	7.9%			
6 Any other	Count	2	1	3	-	-	-
	Column N %	3.5%	5.3%	3.9%			
Total	Count	57	19	76	-	-	-
	Column N %	100.0%	100.0%	100.0%			

SIG= Significant, NS= Not Significant

Source: Survey data

A question regarding the use of internet for advertising managers/employees vacancies was put before the units respondents, it is found that the maximum units from medium and large scale units are making the use of internet. However, there is a less proportion in using the internet as a source for

recruitment of Human Resources by small scale engineering units.

FINDINGS:

1.It is observed from table 1 that external sources like advertising by 78%, employee referrals by 74% and employment exchanges by 50% EUs have been used for recruitment of human resources. 26% of engineering units found to be considered educational / professional institutions [campus recruitment] as a source for recruitment. A less responses found to be given to trade unions i.e. 10% by engineering units as a source of recruitment of Human Resources.

2.According to opinions of 130 employees respondents that employee referrals, unsolicited applications and employment exchanges are used as external sources which is stated by 64%, 63% and 35% employees respectively.

CONCLUSION:

The engineering units should make use of national newspapers like Economic Times, Indian Express as well as trade/professional journals for getting right kind of candidates required for the jobs. Besides these, use of tele-advertising and internet may be done for getting highly skilled/trained personnel. Recruitment is considered as one of the most important function in the organizations. Unless the appropriate people are hired, even the best plans, organizational charts and control systems would not yield good results. The process of recruitment has become more time sensitive and e-recruitment has become a common phenomenon.

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