



SYSTEM OF RECRUITMENT AND THE CHALLENGES IN RECRUITMENT PROCESS IN EDUCATION SECTOR

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Abstract: *Education is one of the fundamental institutions of society. It is one of those subjects whose virtue is considered self-evident. Education performs many functions in the life of a man and in the society. Education enables a citizen to become efficient to achieve the legitimate goals of his life. The enterprise of society depends upon educating young people to become responsible, thoughtful and productive. This is an intricate and challenging task requiring not only the deep understanding of different fields of knowledge but also of ethic principles, moral values, aesthetics and social relations. Recruitment is a function that requires business perspective, expertise, ability to find and match the best potential candidate for the organisation, diplomacy, marketing skills (as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organisation. HR professionals – handling the recruitment function of the organisation- are constantly facing new challenges. The biggest challenge for such professionals is to source or recruit the best people or potential candidate for the organization. The major challenges faced by the HR in recruitment are: Adaptability to globalization, Lack of motivation, Process analysis, Strategic prioritization. With the population growth rate of 1.5%, there is tremendous pressure on the education system to provide quality education and improve the literacy rate. The education system, despite its considerable achievements in the last 60 years, is still marred by shortcomings, both at the elementary and higher levels. One of them is the problem of recruitment of deserving candidates for a particular position. It is of utmost importance that institutions should design and pursue policies/mechanisms so as to compete well in market place to attract the skilled employees. The purpose of this paper is to find out the problems faced by educational institutions during recruitment process.*

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INTRODUCTION

Recruiting is one of the least scientific of all business functions. Very few recruiting departments take that time to track which recruiting tools are the most effective. For many job openings the recruiter/hiring manager receives too many applicants to be able to easily sort through. The quality of the hiring process sets the tone for a mutually satisfying relationship between the institute and the candidate and communicates to the candidate the spirit and values of the institution. The values that infuse these guidelines can be applied to any hiring process, whether that process involves the use of placement agencies or is fully managed by the institution. Some of the real challenges in Recruitment in the current scenario are:

1. Sources of recruitment
2. Availability of the exact Skill set what we require
3. Recruitment cost
4. Timeliness in Recruitment
5. Compensation Offered

The Recruitment Challenges due to the unique characteristics of the energy industry, many organizations around the world face recruitment challenges. Below are some scenarios encountered:

- Learn HR department - Smaller or startup teams typically have a skeleton recruitment team, or one that is managing multiple competing priorities. During recruitment drives mandated by the line business, such organizations are sometimes swamped and unable to either find or hire the right candidates.
- Domain knowledge issues - As companies expand to new geographies or business lines, the in-house team may have limited knowledge of these domains. Local norms, talent sources, compensation scales etc may be different. Companies may spend precious time and effort in determining the right approach and recruitment methodology, and yet be unable to deliver due to limited on-the-ground presence.
- Weak employment branding - Small Organizations operating in an established market in the energy sector are faced with the issue of lack of brand visibility among prospective candidates. Even for more established organizations, candidates may



also sometimes form the wrong impression about the company prospects, job requirements or assignment destination leading to missed opportunities.

- Vendor management constraints - Organizations looking to set up operations in a new geography are faced with the problem of scouting for and dealing with multiple recruitment vendors. Scouting for new vendors proves to be a time consuming and commercially expensive exercise.
- Difficulty in sourcing unique roles - HR departments of small and large organizations in the energy sector face a major bottleneck when hiring for senior roles or for roles that are unique, particularly in techno-commercial fields. These roles are mission critical in nature and demand niche skill sets which are not easy to source

RESEARCH METHODOLOGY

Aims and Objectives

The objective of this paper is to identify the major problems related to the system of recruitment in educational institutions and the challenges faced. The finding of this study may be helpful for the management of these institutions and the policy makers for developing a more effective and better education system. The paper examines various arguments, cases and recommendations highlighting the issues and concerns.

Scope

The scope of this paper is limited to the identification and the study of the major issues concerning recruitment in education institutions.

Methodology

Secondary data is used for the purpose of research. This paper is based on research compiled from numerous articles, working papers and case laws.

Framework of the institutions:

Attracting and developing employees with assured pipeline of qualified people is essential for success of any organization which we called as talent management. The excellence of educational sector depends on the kind of people able to enlist and retain of its faculties, it is the faculty that sets the tone of an educational institution to move forward. The hiring of faculty has become a major challenge for higher educational institutions. Institutional research is a research activity carried out in colleges and universities to collect and analyze data concerning students, faculty, staff, and other educational facilities. The primary



purpose of institutional research is to promote institutional effectiveness. It does this by providing information for institutional planning, policy formation, and decision-making within the college or university. Every institution follows certain rules for recruitment of faculty.

The Institutions Obligations:

1. The institution has its stated procedure governing its hiring process and a strategic recruiting plan that includes strategies for seeking candidates who will add to the racial, cultural, and gender diversity of the institution.
2. The institution identifies means by which to advertise the position to various pools of potential candidates, including those not currently employed and makes current staff aware of openings.
3. The institution creates a complete job description for each available position. This description outlines the main responsibilities and expectations of the position, as well as any significant other activities that may be asked of the candidate.
4. The hiring and interview process includes the people who will be directly involved with the candidate in his or her new position.
5. The institution and its representatives follow the laws that govern hiring practices and focus fairly and consistently with every applicant on the talent, skills, and abilities needed for the job, disclosing all information that is necessary for the candidate to make a well-informed decision.
6. When inviting a candidate the institution explains who is to be responsible for expenses and what the visit will entail.
7. The school keeps all candidates informed about the hiring schedule and decision timeline.
8. When making an offer to a candidate, the institution provides all relevant information, including compensation, job expectations, and working conditions.
9. The school affords candidates a reasonable period of time to consider an offer.
10. When the selected candidate accepts the job, the school contacts the other candidates to notify them that the position has been filled.



The Candidate's Obligations

1. The candidate discloses all information that is necessary for the school to make a well-informed decision.
2. The candidate accepts an invitation to visit at the school's expense only if he or she is seriously interested in a position.
3. The candidate responds to an offer within a reasonable period of time.
4. The candidate notifies the current employer as soon as reasonably possible of any plans to work for another employer.
5. The candidate does not accept more than one job at any time and seeks a release from any obligation with a current employer before signing a contract with a new employer.

RECRUITMENT

Recruitment function:

The function of recruitment is to locate the sources of manpower to meet job requirements and specification. Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidate.

Effective supply of varied categories of candidates for filling the jobs will depend upon the key HR Practices and several factors such as the state of labour market, reputation of the enterprise and allied factors. The internal factors include wage and salary policies, the age composition of existing working force, promotion and retirement policies, turnover rates and the kind of personnel required. External determinants of recruitment are cultural, economic and legal factors.

Recruitment has been regarded as the most important function of personnel administration. Unless the right type of people are hired, even the best plans, organisation charts and control systems will be of no avail. An institution cannot prosper, grow, or even survive without adequate human resources. Need for trained manpower in recent years has created a pressure on the organizations/institutions to establish an efficient recruitment function.

RECRUITMENT PURPOSE

The general purpose of recruitment is to provide a pool of potentially qualified candidates to meet organisational need. Its specific purposes are to:



- a) Determine the present and future requirements of the organisation in conjunction with the personnel planning and job analysis activities.
- b) To Increase the pool of job candidates with minimum cost.
- c) Help increase the success rate of the selection process by reducing the number of underqualified or overqualified job applicants.
- d) Help reduce the probability that job applicants, once recruited and selected, will leave the organisation only after a short period of time.
- e) Meet the organisation's legal and social obligations regarding the composition of its workforce.
- f) Start identifying and preparing potential job applicants who will be appropriate candidates.
- g) Increase organisational and individual effectiveness in the short and long term.
- h) Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

PROBLEMS ENCOUNTERED

India has a large and constantly growing potential workforce across different disciplines. So, is matching the right job with the right candidate a difficult task. More often than not, the hiring process turns out to be very complicated and results in sub-standard staff joining the workforce. It is important to understand a candidate's level of expertise in the context of the job being applied for. Some of the problems faced are:

- 1) Mapping between Job requirement and Candidate's skills.
- 2) Lot of Manual process, like sending mail to client, sending mail to Applicant and following up for the same.
- 3) Increase in staff mobility due to globalization of business environment.
- 4) Multiple candidate sourcing channels due to shortage of talents.
- 5) Increased number of applications due to economic down turn. Incoming applications in various formats.
- 6) Time Consuming manual screening and reviewing of resumes. Candidate only tells you what he wants you to know
- 7) Wasting a substantial amount of time on interviewing unqualified candidates



- 8) Some times even the candidates who are not eligible apply for the job
- 9) Difficulty in keeping track on the hiring cost

CONCLUSION

System of recruitment is an ongoing process in any organization or institution. Every institution has a different procedure of recruitment while in education institutions we need to follow the criteria of the regulatory bodies formed for the purpose. We need to meet up the challenges qualified and experienced staff. Written evaluation tests are often a good test of subject matter expertise. Resources spent in developing such test material are well worth the effort. Networking sites are playing an important role in changing the way that organizations manage their talent in several ways: Firstly, organizations today are able to reach out prospective employees and communicating to them better easier while building their employer branding; Secondly, they are also able to create a linkage with their own employees, both because employees can connect and talk to each other helping in creating a linkage with each other and also because employers can communicate to them using these forums. Thirdly, networking sites have become channels to observe and listen what others are saying about the organization; finally, is also helping organizations to manage their alumni networks more efficiently. Job portals like naukri.com brought about a revolution in the recruitment process. E-recruitment of workers has become a popular way to reduce costs while attracting qualified candidates. E-recruitment is defined as the recruitment and selection of qualified candidates through internet search engines. This process is usually initiated from a company's website or homepage. The most obvious benefit to e-recruiting is in the cost saving benefits, and organizations are now adopting more flexible HR systems. Using e-recruitment software in search of top candidates helps in:

- Improving the image and profile of the institution.
- Reducing recruitment costs.
- Reducing administrative burdens.
- Employing better tools for the recruitment team.



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