



A STUDY ON THE EFFECTIVENESS OF THE RECRUITMENT PRACTICES IN MULTI-SPECIALITY HOSPITAL IN TIRUCHIRAPPALLI CITY

R. Marie Sheila, Assistant Professor in Commerce, PG & Research Department of Commerce, Holy Cross College, Trichy

Dr. F. R. Alexander Pravin Durai, Associate Professor in Commerce, PG & Research Department of Commerce, St. Joseph's College (Autonomous), Trichy

Abstract: Recruitment forms the first phase in the procedure which continues with selection and ceases with the placement of the candidate. This study is fundamentally to comprehend the effectiveness of the recruitment practices followed by the employers of the organizations for the better meant of the knowledge and service. The effectiveness of recruitment has become progressively more accepted as a gauge for identifying the process of recruitment in the organization and as a device for developing recruitment process. Thus this research work has been undertaken to measure the effectiveness on the recruitment practices of a private multi-specialty hospital (X) in Tiruchirappalli city. To analyze this objective in this study a multi - specialty hospital has been selected with 300 + bed capacity. Primary data was administered to collect data through a well structured questionnaire using Rensis Likert's five point scales from 100 sample respondents using convenience sampling technique by adopting survey method. The sample respondents comprise of Staff nurse, technicians, housekeeping and administrative staff working in the hospital. For the purpose of collecting primary data, a well structured questionnaire was distributed by using Rensis Likert scale (5 point scale) to measure the 15 statements on recruitment practices. Statistical tools like Percentage Analysis, KMO Test and Factor Analysis have been applied for analysis and interpretations of the study.

Keywords: Effectiveness, Recruitment, Human resource planning, Health care

INTRODUCTION

Recruitment is the initial footstep in procurement function. The significance of manpower scheduling in every business is escalating owing to augmentation of international competitiveness and boost in labour market elasticity. Employment function is one of the significant parts of an organization's Human Resource Planning. It serves gratifying organizations' want by enabling it to have a set of aggressive, provoked, supple and more



adoptable human resources which can guarantee sustained procedure for execution of organizations' purpose. Knowledgeable human resources at the accurate positions are decisive for the organization and represent central part capability. Thus recruitment is a process which leads the organization to obtain deliberate advantage out of it.

SIGNIFICANCE OF THE STUDY

Recruitment is a persistent procedure by which the organizations venture to enlarge a team of competent applicants for the accessible vacancies as well as for prospect of the human resources needs. In broad sense, the recruitment practice starts from employee demand process for present or for predictable vacancies. Thus the recruitment practices for an organization attracts and encourage a good number of candidates to apply for the organizational vacancies, to create a talent pool of prospective candidates that enables the selection of best candidates to suit for the organizational needs. Hospital is a cost-effective institution with a noteworthy task to cooperate in the society, as it is an establishment for momentary work by the ill and wounded. Hence this study has been carried out to analyze the recruitment procedure, undertaken by the multi-specialty hospital to select and appoint the right candidates for the right job in order to do the health care services for the needy patients who might expect the services from the hospital when they are ill and wounded. Thus the people like Doctors nurses, technicians, housekeeping administrative staff and others work for the benefit of the patients. So there is a significant need for the health care employers to appoint or recruit personalities as an immediate want of employees to serve in the hospital for the emergencies of the society. Thus, this study has been undertaken to focus on the effectiveness of recruitment practices in Multi-specialty Hospital (X) in Tiruchirappalli City.

TIRUCHIRAPPALLI CITY

Tiruchirappalli better called as Trichy, is the fourth largest city of Tamilnadu and the transportation center of the state. It is located on the banks of the River Cauvery on which the first man-made dam KALLANAI was built across. The world famous landmark in Trichy is the 85m tall Rock Fort right in the middle of the city, which used to be a military fort during the Pre-British era. Tiruchirappalli is one of the oldest inhabited cities located in the centre of the State of Tamil Nadu. It is a place of historic, cultural and economic importance. The district has a rich and varied cultural heritage. It is also known for its exquisite handicrafts,



castings and South Indian musical instruments. The district is well known as an educational centre. There are now 3 Revenue Divisions, 9 Taluks and 14 Community Development Blocks. There are 471 Revenue Villages. Out of this, 431 villages are inhabited in this district. The urban frame includes 1 Municipal Corporation, 3 Municipalities, 17 Town Panchayats and 10 Census Towns in Tiruchirappalli district. Tiruchirappalli Corporation has four zones; the selected zones are Srirangam zone, Ariyamangalam zone, Ponmalai zone and Abishekapuram zone.

SCOPE OF THE STUDY

Recruitment is the succession that identifies as well as hires the best-qualified candidates from within or outside of an institute for career vacancies, in a most timely and cost effective method. According to Edwin B. Flippo, "Recruitment is the process of searching for the potential candidates for employment and stimulating them to apply for job vacancies in the organization". Recruitment involves the movement that links the job seekers with employment/service providers. The present study has been undertaken to analyse the effectiveness of the recruitment practices followed in multi-specialty (X) hospital in Tiruchirappalli City, with more than 300 +bed capacity have been selected for the study to identify the various variables which focus on the effectiveness of the human resources practices followed in the hospital. This study enriches and adds more value to the existing literature and provides useful information on the services/business offered to the patients visiting the hospital for treatment. Tiruchirappalli city has immense potential for development, medical treatment based activities to the needy people residing in nearby places and around or away from the city. This study gives more awareness on the recruitment practices followed by the management of the multi-specialty hospital in the city for a better understanding to the society or public visiting the hospitals. Hence this research will help the academicians, research scholars, stakeholders, Government, society/the public, medical experts to understand the procedure of recruitment policies or strategies, through HRM practices, in the course of the growth or development of the hospital services offered to the patients in the present scenario.

REVIEW OF RELATED LITERATURE

Hiltrop (1996) was successful in demonstrating the relationship between the HRM practices, HRM-organizational strategies as well as organizational performance. He conducted his



research on HR manager and company officials of 319 companies in Europe regarding HR practices and policies of their respective companies and discovered that employment security, training and development programs, recruitment and selection, teamwork, employee participation, and lastly, personnel planning are the most essential practices

In the opinion of **Bratton and Gold (1999)**, recruitment and selection practices are essential characteristics of a dialogue driven by the idea of "front-end" loading processes to develop the social relationship among applicants and an organization. In this relationship, both parties make decisions throughout the recruitment and selection and it would be crucial for a company to realize that high-quality job seekers, pulled by their view of the organization, might be lost at any level unless applications are provided for realistic organization as well as work description.

Work of Bratton & Gold (1999) suggest that organizations are now developing models of the kind of employees they desire to recruit, and to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection. Nonetheless, the researchers have also seen that such models, largely derived from competency frameworks, foster strength in companies by generating the appropriate knowledge against which the job seekers can be assessed. However, recruitment and selection are also the initial stages of a dialogue among applications and the company that shapes the employment relationship.

Taher et al. (2000) carried out a study to critique the value-added and non-value activities in a recruitment and selection process. The strategic manpower planning of a company, training and development programme, performance appraisal, reward system and industrial relations, was also appropriately outlined in the study. This study was based on the fact that efficient HR planning is an essence of organization success, which flows naturally into employee recruitment and selection. Therefore, any organization is encouraged to develop real-time recruitment strategies that must attempt to generate a pool of appropriately qualified and well-experienced individuals so as to effectively initiate the selection strategies and decisions.

Stefane M Kabene, Carole Orchard, John M Howard, Mark A Soriano, Raymond Leduc (2000) addresses the health care system from a global perspective and it studied Challenges in the health care systems in Canada, the United States of America and various developing



countries are examined, with suggestions for ways to overcome these problems through the proper implementation of human resources management practices. Finally he concluded that Proper management of human resources is critical in providing a high quality of health care.

According to Korsten (2003) and Jones et al. (2006), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2003).

Khatri, Naresh; Wells, Jack; McKune, Jeff; Brewer, Mary (2005) qualitative study examines strategic human resource management (HRM) issues in a university and a community hospital. The findings indicate that the hospitals lacked a clear understanding of their strategic intent and objectives; as a result, their human resource (HR) practices lacked coherence and direction.

Alan M. Saks (2006) examined the psychological processes for the effects of recruitment source and organization information on newcomers' job survival. Formal sources of recruitment were compared to informal sources, and a model based on the realism and met expectations hypotheses for the effects of information accuracy received from one's recruitment source and the organization on job survival was tested. Employees recruited through informal sources of recruitment (employee referrals, rehires, and self initiated walk-ins) were found to have greater job survival in comparison to employees recruited through formal sources of recruitment (newspaper and radio advertisement, and posters), and reported receiving more accurate job information from their recruitment source, greater met expectations, and ability to cope. The results of a path analysis indicated that the accuracy of information received from one's recruitment source and the organization was significantly related to several of the hypothesis. Effective human resources management strategies are greatly needed to achieve better outcomes from and access to health care around the world.

Naresh Khatri (2006) discussed, the current human resource (HR) management practices in health care are consistent with the industrial model of management. Drawing from the



resource-based theory, he argues that HRs are a potent weapon of competitive advantage for health care organizations and propose a five-dimensional conception of HR capability for harnessing HRs in health care organizations. The significant complementarities that exist between HRs and information technologies for delivering safer and better quality of patient care are also discussed.

James Buchan (2006) clearly indicated that it is not only the organizational context that differentiates the health sector from many other sectors, in terms of HRM. Many of the measures of organizational performance in health are also unique. As noted in the discussion, "performance" in the health sector can be fully assessed only with indicators that are sector-specific. These can focus on measures of clinical activity or workload (e.g. staff per occupied bed, or patient acuity measures), on measures of output (e.g. number of patients treated) or, less frequently, on measures of outcome (e.g. mortality rates; rate of post surgery complications). The challenge for researchers and policy analysts in the health sector is to bridge the current knowledge gap – between what we know from the general evidence base on HRM inputs and performance, and what we know from the health-specific evidence base focusing on sector-specific outcome measures.

Jones et al. (2006) suggested that examples of recruitment policies in the healthcare, business or industrial sector may offer insights into the processes involved in establishing recruitment policies and defining managerial objectives. Successful recruitment techniques involve an incisive analysis of the job, the labour market scenario/ conditions and interviews, and psychometric tests in order to find out the potentialities of job seekers. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility. Other approaches to selection outlined by Jones et al. (2006) include several types of interviews, role play, group discussions and group tasks, and so on.

Price (2007), in his work Human Resource Management in a Business Context, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the existing competition among business enterprises for recruiting the most potential workers is on the pathway towards creating innovations, with management decision making and employers attempting to hire



only the best applicants who would be the best fit for the corporate culture and ethics specific to the company

As discussed by **Jackson et al. (2009)**, Human resource management approaches in any business organization are developed to meet corporate objectives and materialization of strategic plans via training and development of personnel to attain the ultimate goal of improving organizational performance as well as profits. The nature of recruitment and selection for a company that is pursuing HRM approach is influenced by the state of the labour market and their strength within it. Furthermore, it is necessary for such companies to monitor how the state of labour market connects with potential recruits via the projection of an image which will have an effect on and reinforce applicant expectations.

Snell, 2012, highlighted that the condition of the labor market plays a big role in determining the recruitment sources for the organization. During periods of high unemployment, organizations may be able to maintain an adequate supply of qualified applicants from unsolicited resumes alone. A tight labor market, one with low unemployment, may force the employer to advertise heavily and/or seek assistance from local employment agencies.

Ekwoaba et al 2016 studied that nowadays, one of the most positive significance of developments in all organizations is the increase in importance given to the Human Resource department. People are valuable to the organizations because they offer a lot of perspectives, values and attributes to the life of the organizations and when people are managed effectively, the distinguished quality belonging to the people can be of considerable benefits to the organization projects, or for small and medium enterprises.

OBJECTIVES OF THE STUDY

1. To analyse the demographic profile of the sample respondents
2. To examine the effectiveness of the recruitment practices of a Multi-specialty hospital in Tiruchirappalli City.

RESEARCH METHODOLOGY

This research is descriptive in nature which examines the effectiveness of the recruitment practices of a Multi-specialty hospital in Tiruchirappalli City. The population of the Tiruchirappalli Corporation, as per 2011 census the population is 9,16,857 approximately. Tiruchirappalli Corporation has four zones; the selected zones are Srirangam zone, Ariyamangalam zone, Ponmalai zone and Abishekapuram zone. To analyze this objective in



In this study a multi - specialty hospital has been selected with 300 + bed capacity. Primary data was administered to collect data through a well structured questionnaire using Rensis Likert's five point scales from 100 sample respondents using convenience sampling technique by adopting survey method. The sample respondents comprise of Staff nurse, technicians, housekeeping and administrative staff working in the hospital. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. Secondary data has been obtained from the hospital sources, journals, articles, newspapers, websites and magazines, unpublished thesis and websites. The collected data has been analyzed with the help of statistical packages namely SPSS 20 by using statistical tools such as KMO/ Bartlett's Test, Factor analysis and Cluster stimulation in Factor Analysis.

LIMITATIONS OF THE STUDY

- The study is limited to only one hospital in the geographical region of Tiruchirappalli City/Corporation only.
- The analysis is purely based on the opinion provided by the sample respondents, since they belong to the private hospital more hesitations were there among them to collect the required data.
- For the purpose of this study the brand name of the institution has not been declared owing to many reasons, thus due care and diligence has been undertaken to protect the reputation of the hospital.

ANALYSIS AND INTERPRETATIONS

Quantification and Measurement

To measure the effectiveness of the recruitment practices, in a private multi-specialty hospital, (X) in Tiruchirappalli City, Rensis Likert's summated Scaling Technique was adopted by using 15 statements prepared from search of Literature and profile of the sample respondents. The sample respondents were asked to indicate their response with each statements checking one of the following direction— intensifying descriptions using five-point scale. The various responses reassigned scale values. In this study 5,4,3,2,1 scale values were used to measure demographic profile and the various variable relating to the effectiveness of the recruitment practices followed in the hospital, in Tiruchirappalli City.



A rating of 5 indicates “SA=Strongly agree” to the recruitment practices, a rating of 4 indicates that the statement is “A= Agree”, a rating of 3 indicates that the statement is “N= Neutral”, a rating of 2 indicates that the statement is “DA= Disagree”, a rating of 1 indicates that the statement is “SDA= Strongly Disagree”. Source of information were also collected from the sample respondents with the support of 15 statements to choose the option provided in the statements for the recruitment practices followed by the employer in the workplace.

Demographic profile of the respondents

The main objective of this study was to determine the demographic profile of the sample respondents, and the effectiveness of the recruitment practices followed in the multi-specialty hospital (X) in Tiruchirappalli City. The data collected from the sample respondents have been analyzed and interpreted for discussions. Reliability Test has been used together with KMO and Bartlett's Test and Factor Analysis with Cluster stimulations to measure the above objective, in the study area.

Reliability Analysis

Reliability analysis may be used to construct reliable measurement scales, to improve existing scales, and to evaluate the reliability of scales already in use. Specifically, Reliability and Item Analysis will aid in the design and evaluation of sum scales, that is, scales that are made up of multiple individual measurements (e.g., different items, repeated measurements, different measurement devices, etc.). It can compute numerous statistics that allows the researcher to build and evaluate scales following the so-called classical testing theory model. From the above discussion, one can easily infer a measure or statistics to describe the reliability of an item or scale. Specifically, we may define an *index of reliability* in terms of the proportion of true score variability that is captured across subjects or respondents, relative to the total observed variability. In equation form, we can say:

$$\text{Reliability} = \sigma_{\text{true score}}^2 / \sigma_{\text{total observed}}^2$$

Cronbach's Alpha: The proportion of true score variance that is captured by the items by comparing the sum of item variances with the variance of the sum scale. Specifically, can be computed: $= (k/(k-1)) * [1 - \sum (s_i^2) / s_{\text{sum}}^2]$

If the sum scale is perfectly reliable, it would expect that the two halves are perfectly correlated (i.e., $r=1.0$). Less than perfect reliability will lead to less than perfect correlations.



TABLE : 1.1 RELIABILITY TEST

Reliability Statistics		
No. Of Cases	No. of Items	Reliability Cronbach's Alpha or Coefficient Alpha
100	70	0.978

It is observed that the reliability of coefficient alpha (α) for the 100 cases of 70 item is 0.978 (scale range between 0.0 to 1.0) which shows the reliability of the given factors.

TABLE 1.2 Demographic profile of the respondents: (Percentage Analysis)

No	Socio-Economic Characteristics	Category	No. of Respondents	Percentage (%)
1.	Age	Up to 25 years	43	43
		26-50 years	35	35
		Above 50 years	22	22
		Total	100	100
2.	Gender	Male	43	43
		Female	57	57
		Transgender	0	0
		Total	100	100
3.	Occupation	Staff Nurses	20	49
		Technicians	15	15
		Housekeeping helpers/ANMs	49	20
		Admin staff	16	16
		Total	100	100
4.	Marital Status	Married	75	74
		Unmarried	24	25
		Divorce	1	1
		Total	100	100
5.	Monthly Income	Less than ₹ 25,000	34	34
		₹ 25001 – ₹ 50,000	40	40
		Above ₹ 50,000	26	26
		Total	100	100
6.	No. of Dependents	Less than 2 members	31	31
		3-4 members	37	37
		Above 5 members	32	32
		Total	100	100
7.	Type of Family	Nuclear	42	42
		Joint	58	58
		Total	100	100
8.	Experience	Less than 10 years	25	25
		11-20 years	28	28
		Above 20 years	47	47
		Total	100	100

Source: Primary Data



The above Table 1.2 shows the demographic profile of the sample respondents.

AGE

Majority 43 percent of the respondents are in the age category of up to 25 years, 35 percent of the respondents are in the age group of 26-50 years and 22 percent are in the age group of above 50 years.

A maximum of respondents **43 percent** are in the age group of up to 25 years

GENDER

Majority 57 percent of the respondents belong to female members, and the remaining 43 are male members. Thus a majority of 57 per cent of the sample respondents belong to female group.

OCCUPATION

Majority of the respondents' 49 percent are Housekeeping helpers/ANMs, 20 percent are Staff Nurses, 16 percent are Administrative staff and 15 percent are Technicians.

Majority **49 percent** of the sample respondents are Housekeeping helpers/ANMs.

MARITAL STATUS

Majority of the respondents are married with 75 percent, 24 percent constitute unmarried category, 1 percent constitute divorced category.

Maximum **75 percent** of the sample respondents are married.

MONTHLY INCOME

Majority of the respondents earn between ₹25,000 - ₹50,000 with 40 percent, 34 percent earn less than ₹25,000 and 26 percent earn above ₹50,001.

Majority **40 percent** of the sample respondents earn between ₹25,000 - ₹50,000.

NO. OF DEPENDENTS

Majority of the respondents have 3 to 4 members with 37 percent, 32 percent have more than 5 members and 31 percent has less than 2 members.

Majority **37 percent** of the sample respondents have 3 to 4 members of dependents.

TYPE OF FAMILY

Majority of the respondents have joint family type with 58 percent and 42 percent have nuclear family type.

Majority **58 percent** of the sample respondents are from joint family type.



WORK EXPERIENCE

Majority of the respondents with above 20 years of work experience consists of 47 per cent, 28 per cent of the sample respondents hold 11-20 years of work experience, and 25 percent of the sample respondents hold less than 10 years of work experience.

Majority **47 percent** of the sample respondents have above 20 years of work experience.

FACTOR ANALYSIS

Factor analysis is used to resolve a large set of measured variables/ statements in terms of relatively new categories, known as factors. This technique allows to group variables/ statements into factors and the factors so derived may be treated as new variables (latent variables) and their value is derived by summing the values of the original variables which have been grouped into the factor. Thus, Factor Analysis helps to reduce the complexity of large number of observed variables into new (latent) variables which summarise the commonality of all the variables.

KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.826
	Approx. Chi-Square	3933.712
Bartlett's Test of Sphericity	Df	105
	Sig.	.000

Bartlett's Test of Sphericity is used for testing the appropriateness of the factor model. The test is based on a chi square transformation of the correlation matrix. The chi square value shows that the variables are appropriate for factor analysis. A higher value of Kaiser-Meyer-Olkin statistics indicates that the sample is adequate to explain the correlation between the pairs of variables with the other variables. In the present study, Kaiser-Meyer-Oklin (KMO) Measure of Sampling Adequacy (MSA) and Bartlett's test of Sphericity were applied to verify the adequacy or appropriateness of data for factor analysis. The test is based on a chi square transformation of the correlation matrix. In this study, the value of KMO for overall matrix was found to be excellent (0.826) and Bartlett's test of Sphericity was highly significant ($p<0.05$). A higher value of Kaiser-Meyer-Olkin statistics indicates that the sample is adequate to explain the correlation between the pairs of variables with the other variables and the Bartlett's Sphericity test was effective, as the chi-square value draws significance at five percent level. The results thus indicated that the sample taken was appropriate to proceed with a factor analysis procedure. Besides the Bartlett's Test of



Sphericity and the KMO Measure of sampling Adequacy, Communality values of all variables were also observed.

COMMUNALITIES

No	Variables	Extraction Values
1	Recruitment practices are very fair and the employees are highly satisfied with the present work climate.	.980
2	Revamping of Human resource planning is necessary in my organisation/hospital.	.977
3	Competence of the employees is adequate for effective performance.	.967
4	Effective Job Analysis system exists in our hospital.	.958
5	Very dynamic recruitment method is adopted by our management.	.936
6	Employer keenly observes the level of awareness of the employees about the Recruitment practices.	.936
7	Right person is selected for the right job in our hospital.	.928
8	Employees are paid well for their designation and experiences.	.926
9	Adequate information is given about the available vacancy.	.924
10	Cordial relationship exists between employer and employees.	.898
11	In our hospital employees work with zeal and vigour.	.894
12	Employees are recognised in the present position in a healthy way.	.875
13	Recruitment method adopted is quite suitable and conducive.	.859
14	Employees are contentedwith recruitment planning methods of the management.	.812
15	Existing employees are given preference in recruitment.	.639

Extraction Method: Principal Component Analysis

The amount of variance a variable share with all other variables included in the analysis can be inferred from the communalities table. Variable with higher extraction values show higher association with other variables. Variable such as Recruitment practices are very fair and employees are highly satisfied with the present work climate, Revamping of Human resource planning is necessary in my organisation/hospital, Competence of the employees is adequate for effective performance, Effective Job Analysis system exists in our hospital, Very dynamic recruitment method is adopted by our management, Employer keenly observes the level of awareness of the employees about the Recruitment practices, Right person is selected for the right job in our hospital, Employees are paid well for their designation and experiences, Adequate information is given about the available vacancy, Cordial relationship exists between employer and employees, In our hospital employees work with zeal and



vigour, Employees are recognised in the present position in a healthy way, Recruitment method adopted is quite suitable and conducive, Employees are contented with recruitment planning methods of the management, and Existing employees are given preference in recruitment show very low extraction value which show low correlation value.

Component	Total Variance Explained			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.508	83.385	83.385	12.508	83.385	83.385
2	1.002	6.679	90.063	1.002	6.679	90.063
3	.585	3.902	93.966			
4	.370	2.467	96.432			
5	.161	1.071	97.503			
6	.130	.865	98.368			
7	.072	.477	98.845			
8	.065	.431	99.276			
9	.042	.277	99.553			
10	.030	.198	99.752			
11	.019	.127	99.878			
12	.010	.064	99.943			
13	.006	.042	99.984			
14	.002	.010	99.995			
15	.001	.005	100.000			

Extraction Method: Principal Component Analysis.

The above illustrates that the principal component analysis and rotated factor loading method is used for stimulating factors. From the above table, it is observed that out of 15 factors, 2 factors were identified by the rotation method. The total percentage of variance in the factors shows 90.063 percent.

Rotated Component Matrix ^a		
	Component	
	1	2
Effective Job Analysis system exists in our hospital.	.908	.366
Right person is selected for the right job in our hospital	.899	.346
Adequate information is given about the available vacancy	.860	.432
Competence of the employees is adequate for effective performance.	.836	.519
Recruitment practices are very fair and Employees are highly satisfied with the present work climate.	.835	.531
Very dynamic recruitment method is adopted by our management.	.821	.512
Employees are recognised in the present position in a healthy way	.807	.472
Existing employees are given preference in recruitment	.614	.511



Employer keenly observes the level of awareness of the employees about the Recruitment practices	.327	.890
Very dynamic recruitment method is adopted by our management.	.441	.861
Employees are contentedwith recruitment planning methods of the management.	.346	.832
Revamping of Human resource planning is necessary in my organisation/hospital.	.568	.809
In our hospital employees work with zeal and vigour	.547	.771
Adequate information is given about the available vacancy.	.636	.721
Recruitment method adopted is quite suitable and conducive	.600	.707
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Clustering of stimulating factors for effective recruitment practices.

Factor	Particulars	Rotated Factor Loadings
I	Effective Job Analysis system exists in our hospital. V1	.908
	Right person is selected for the right job in our hospital V2	.899
	Adequate information is given about the available vacancy V3	.860
	Competence of the employees is adequate for effective performance V4	.836
	Recruitment practices are very fair and employees are highly satisfied with the present work climate. V5	.835
	Very dynamic recruitment method is adopted by our management. V6	.821
	Employees are recognised in the present position in a healthy way V7	.807
	Existing employees are given preference in recruitment V8	.614
II	Employer keenly observes the level of awareness of the employees about the Recruitment practices V9	.890
	Very dynamic recruitment method is adopted by our management. V10	.861
	Employees are contented with recruitment planning methods of the management. V11	.832
	Revamping of Human resource planning is necessary in my organisation/hospital. V12	.809
	In our hospital employees work with zeal and vigour V13	.771
	Adequate information is given about the available vacancy. V14	.721
	Recruitment method adopted is quite suitable and conducive V15	.707

The above table depicts that clustering of stimulating factors for effective recruitment practices in multi-specialtyhospital in Tiruchirappalli City.The next issue of measurement



was to examine the fifteen effective recruitment practices for the employees of the multispecialty hospital. A principal component analysis with varimax rotations was undertaken. The above table shows that variable V1- V8 is clustered together as Factor I and it is named as "FIRST FACTOR". The next variables V9- V15 are constituted as Factor II and it is named as "SECOND FACTOR". Hence, the factor that stimulates the effective recruitment practices with its rotated factor loadings are shown as follows: In the First factor the variables like Effective Job Analysis system exists in our hospital. **V1 – (.908)**, Right person is selected for the right job in our hospital **V2 – (.899)**, Adequate information is given about the available vacancy **V3 – (.860)**, Competence of the employees is adequate for effective performance **V4 – (.836)**, Recruitment practices are very fair and employees are highly satisfied with the present work climate. **V5 – (.835)**, Very dynamic recruitment method is adopted by our management. **V6 – (.821)**, Employees are recognised in the present position in a healthy way **V7 – (.807)**, Existing employees are given preference in recruitment **V8 – (.614)**.

In the second Factor variables like Employer keenly observes the level of awareness of the employees about the Recruitment practices. **V9 – (.890)**, Very dynamic recruitment method is adopted by our management. **V10 – (.861)**, Employees are contented with recruitment planning methods of the management. **V11 – (.832)**, Revamping of Human resource planning is necessary in my organisation/hospital. **V12 – (.809)**, In our hospital employees work with zeal and vigour **V13 – (.771)**, Adequate information is given about the available vacancy. **V14 – (.721)**, and Recruitment method adopted is quite suitable and conducive **V15 – (.707)** are shown in the above table.

CONCLUSION

A recruitment strategy creates practical and transparency of purpose in the procedure of attracting and selecting ability for the industry and aligns talent acquisition goals to the business goals. India, being the second majority densely inhabited country in the world, has numerous restrictions in triumph out to the entire population especially on healthcare and education. Having superior excellence employees is the number one aspiration for any employer. An excellent recruitment progression can diminish the time implicated in the penetrating, interviewing, hiring and training. It can streamline these processes and make to search for feasible candidates much more proficient. It is incredibly imperative to construct



an optimistic image to patients, peers and competitors. The private hospitals decide the staff pattern and other facilities for the employees quite different from the Government hospitals. There is no chance to follow uniform system in place, and policies, rules in recruitment practices. Though the employees of the multi-specialty hospital are satisfied with the present recruitment strategy there is an urgent need from the central & state government to bestow them with job opportunities by providing more career actions to the right person for the right job in government department to serve the needy in the society. Hence the Government should introduce a wide range of Acts with respect to the appointment of staff, and all the facilities offered to them in both private and public sectors.

REFERENCES

1. <http://www.ibeforg/home.aspx> Healthcare Sector, January 16, 2007.
2. <http://planningcommission.nic.in/reports/genrep>, Srinivasan R, Healthcare in India-Vision 2020.
3. Planning Commission Reports. Ramankutty V., Development of Kerala's Health Services: the Need for Broadening the base of Policy Making, Rethinking Development: Kerala's Development Experience. New Delhi: Concept Publishing, 1999, pp.430-33.
4. <http://www.cmie.com/> WHO Technical Report, "Application of System Analysis and Health Management" 1976 Series 596, P 7-8.
5. Healthcare: Immense Potential, Outlook Arena, August 3, 2002.
6. The Economics of Hospitals in Developing Countries. Part I: Expenditure Patterns, Health Policy and Planning, No:5 (2), 107-117, 1990
7. World Bank, India: Policy and Finance Strategies for Strengthening Primary Health Care Services, Report No.13042-IN.
8. Population and Human Resources Division; South Asia Country Department II (Bhutan, India, Nepal), 1995. Stedman's Medical Dictionary (17th ed) William Wood and Company, New York, USA, 1930. Dorland's Illustrated Medical Dictionary (30th Edition), W.A. Newman Dorland. W B Saunders Publishers, June 2003 ISBN: 0-7216-0146.
9. Directory of Hospitals in India, Central Bureau of Health Intelligence, Ministry of Health and family Intelligence, New Delhi, 1988.



10. Kunjikannan T.P. & Aravindan K. P, Changes in the Health Status of Kerala: 1987-1997. Thiruvananthapuram: Centre for Development Studies, Discussion Paper No. 20, pp.26-36, 2000.
11. Ramaswamy K, &Renforth W., Competitive Intensity and Technical Efficiency in Public Sector Firms: Evidence from India. International Journal of Public Sector Management, 9 (3), pp. 4-17, 1996.
12. Government of India, National Health Policy 2002, Ministry of Health and Family Welfare, New Delhi, 2002. <http://www.infochangeindia.org/index.jsp> March 14, 2007.
13. Bhat Ramesh, Private Health Sector in Asia: Issues and Implications. William Newbrander, 1999. Government of India, National Human Development Report 2001,
14. Planning Commission, New Delhi, 2002. ibid.17Uplekar M. & George A., Access to Healthcare in India: Present Situation and Innovative Approaches: Centre for Development Studies, Thiruvananthapuram. Discussion Paper No.12, 1994.
15. Decenzo and Robbins Personnel/Human Resource Management, 3rd Edition, Prentice Hall of India (P)Ltd, N.Delhi 1 10001, 1989. Sunil Maheshwari, Ramesh Bhatt &SomenSaha Directions for Reforms in the Health Sector: Reflections from a State in a Developing Country, Research Paper — Indian Institute of Management, Ahmedabad, 2005.
16. Basavanhappa B.T., Nursing Administration. Medical Publishers (P) Ltd., 2003. New Delhi:
17. Jaypee Brothers. Soumya Viswanathan: Planning Manpower Outsourcing - Key to boost Profitability Indian Express - Healthcare Management Mumbai, 16th to 31st December 2002 .
18. Indian Healthcare Sector-Key Trends in Indian Hospital Segment, a report of INGRES, a division of ICRA Ltd, 26, Kasturba Gandhi Marg, N.Delhi110001. (January 2004).
19. Anil Rajpal and Sachin Kaushik, HR management is one of the keys to success of hospitals. Healthcare Management, 1-15th December 2002.
20. Ghei P.N. &Khokhar A.K., Selected Readings in Hospital Administration. New Delhi, 1990, Indian Hospital Association (ed.). Howard Barnum & Joseph Kutzin, Public



Hospitals in Developing Countries: Resource use, cost, financing, Johns Hopkins University Press, 1993, p.259.

21. Narender Kapoor N, Interpersonal Relations in Hospitals. Vanna Bros. PaibulSuriyawongpaisal, Potential Implications of Hospital Autonomy on Human Resources Management. A Thai Case Study Department of Community Medicine, Ramathibodi Hospital and Medical School, Rama VI Road, Bangkok. Richard
22. G.A.Feachem, Health Systems: More Evidence, More Debate. Bulletin of the World Health Organisation, 78(6), 2000. Suresh Kulkami, Estimating Cost of Government Healthcare Services in India . Journal of Services Research, Vol. 2, 2002.
23. Verma D.P.S. &RenuSobti, Patient's Perception of Medical Services. Journal of Services and Research, Vol. 2, 2002. www.prd.kerala.gov.in/