New Tools in Recruitment, Retention and Promotion

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INTRODUCTION
The organizations in India have a problem laughing at them with three faces. Those faces are quick job placements, retaining the potential employees and promotion of the employees respectively. The recruiters feel somewhat easy to get potential candidates for jobs through different recruitment sources but the requirement is not filled at that moment. The recruiters find it hard since that long gap of not getting proper candidate affects the smooth functioning of that organization.

This in turn makes them to seek help from private recruitment consultancies who also find it tough to get candidates at that instant. Even though if they get candidates at the right time, it is very difficult for the employers to retain them and the problem finally ends in the promotion of the employees. This paper analyses and suggests some new tools for employers to handle these three problems simultaneously.

RECRUITMENT
“Recruitment involves searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs”.
By Dowling and Schuler, 1990.

QUICK JOB PLACEMENTS THROUGH MOBILE HIRING METHOD
A placement agency called “LOCATION VALUE” in Tokyo, Japan is using phone handsets’ GPS to quickly match workers to temporary jobs. As usual people applicants send their resumes to company mentioning their interest in area they want to work – by Kyodo news Agency. The applicant accesses the phone website called “OTETSUDAI (meaning - help) NETWORKS” of the company.

This method can be adopted in India with some slight modifications according to the Indian people’s culture and habits so that this gives the recruiters in Indian organizations their required candidates at that moment. Any placement agency or any company in India can use this method. This avoids wasting of time and energy in conducting interviews and other formalities from the company’s side.

The applicants who are in need of a full time job or part time job and who have mobile phones with Global Positioning System (GPS) facility can send their resumes to the consultancies mentioning their qualification, experience and geographical area of interest they want to work. These consultancies will have a tie up with the employers through (GPS) facility in their mobile phones. The consultancy can create an official phone website in mobile handsets’ GPS to quickly match workers to the jobs.

When the employer gives his requirements for urgent vacancies, the consultancies which are searching for candidates will locate the applicants and inform them about the job available for their profile using the same GPS built in their cell phones and promptly contacts prospective employers about the qualified candidates. The employers can view the profile and track records on the particular consultancy’s phone site and dispense with short face to face interview before landing the workers for their jobs. The applicant accesses the phone website of the company. The applicant gets an e mail offering a job by her wish

If the registration fees for applicants to register them in that GPS network are made free, then the consultancy people can expect a large number of applicants to register themselves so that they can have a handful of data base. In turn the consultancy will charge the company an amount per hire. Usually this type of service enables appointing candidates to low level employees, contract employees, daily waged people, restaurants, shopping malls, etc. To hire workers for a short term jobs, the opportunities can be given to house wives and students who want to work in short hours near their homes or studying institutions like schools or colleges.

ADVANTAGES OF SYSTEM
1. It helps the recruiters to find the qualified candidates easily.
2. The information conveyed to the candidate about the job vacancy will be in a speedy manner.
3. This system saves more time and energy from the employer’s side.
4. Both the employer and the consultancy people will be the beneficiaries.
5. The applicants can also select their work station near by their home or educational institutions so that they commute without tension.
6. House wives who are willing to work part time but do not register in job portals, this will be a boon to them.
DRAWDACKS OF THIS SYSTEM
1. GPS facility is not available with all models of mobile phones.
2. Sometimes the information reaching the candidate will be delayed due to technical faults in mobile phones.
3. This system will be applicable only to temporary jobs.

RETAINING THE EMPLOYEES
In previous years, a heavy increase in the attrition rate was grabbing the headlines of all news papers. Though the reason may be the economical crisis in western countries, it gave a severe blow to the Indian workers especially in the field of IT sector. The organizations cannot solve the crisis and their boat faced a tough situation to sail in that economic crisis storm.

In order to overcome this situation and to retain the employees, the top ranked IT industries followed a human approach which showed good results. If those approaches are implemented to all organizations with small changes according to the nature of the industry then the employers will have a problem free works.

NEW TOOLS / APPROACHES TO EMPLOYEE RETENTION
1. Currently, the employee retention in all the organizations has increased but this is not a good sign. The reason is pessimistic macro – economic outlook of the employees makes them more risk averse.
2. The next main reason is that the festival season falls between October to December in India and in western countries. Hence the hiring process has taken a backseat.
3. Though the above said reasons are favorable towards employee retention they create a negative impact. So, the employees need psychological solutions to stick to their companies. Here are some psychological tools for employee retention.
4. When an organization is forced to downsize its employees, they can create a “JOB BANK OF PROJECTS” that assembles those selected workers who can be temporarily employed to work until the labor is picked up again to original work.
5. The industries can temporarily stop or limit their spate of lateral hiring method i.e., hiring from other companies which psychologically makes the employee not to go for quitting.
6. The industries can add more motivators to the job enrichment activities such as change in incentive structures and performance related pay systems (PRP) which makes the employee to retain in the organization.
7. The employers can always look for ways and means to further enhance their value propositions to prospective and existing employees.
8. The employers can have a beyond-the-limit focus from top and can percolate down into all levels of organization so that their problems too will be heard and rectified.
9. The company can follow a management philosophy of “Employees First” so that it bounds employees towards their organization.

DRAWDACKS OF THIS METHOD
1. This method may be a failure sometimes due to the nature of the organization.
2. Since the culture of employees vary with companies this may not give effective results.

EMPLOYEE PROMOTION
Promotion, on the other hand, involves movement of employee from a lower level position to a higher-level position accompanied by (usually) changes in duties, responsibilities, status and value. Organizations generally prepare badly lists or a central pool of persons from which vacancies can be filled for manual jobs. Such persons are usually passed on to various departments, depending on internal requirements. If a person remains on such rolls for 240 days or more, he gets the status of a permanent employee as per the Industrial Disputes Act and is therefore entitled to all relevant benefits, including provident fund, gratuity, retrenchment compensation.

NEW TOOL FOR PROMOTION
1. The employers can consider not only the nature and conditions of the external labor market, but also the presence of qualified personnel who are available to fill vacancies through internal promotions will be a better idea.
2. Generally, the companies recruit candidates from outside for top level vacancies and indoor candidates for low level vacancies. But this can be changed such that, if the company promotes the indoor candidates for higher positions.
3. Promotion from indoor can boost employee commitment and provide managers a longer-term perspective when making business decisions.
4. Promotion from indoor is safe, since you're likely to have a more accurate assessment of the person's skills than you would otherwise.
5. Promotion from indoor candidates may also require less orientation and training than outsiders which reduces time and energy in training.
6. Promotion from indoor reduces the pressure from pressure groups such as unions, politicians and NGO’s which in turn reduces friction between them.
7. Promotions from indoor employees are viewed as being able to handle increased or different responsibilities, they would be considered to have potential (either latent or visible).

CONCLUSION

From the pen of Prof. K. Ashwathappa, “In our country, selection of blue-collared and white-collared employees is unsystematic. However in the case of managerial personnel, the process is fairly systematic”.

If the new tools and suggestions are implemented in Indian organisations, the concept of “exploring the unexplored” is possible such that the recruiters can find more potential candidates, employees can be retained without any damage on the company’s name and promotion models accepted by all. Necessity is the mother of invention. So it is the right time for the Indian to move towards the innovative change so that they can have a healthy growth and a healthy name in the current business era.

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