

Chapter 6 Recruitment

Chapter Highlights

Recruitment Defined, Sources of Recruitment, Internal Source of Recruitment, External Sources of Recruitment, Advantages and Disadvantages of Recruitment from within the Organisation and Outside, Alternatives to Recruitment, Constraints of Recruitment Efforts, Recruitment Scenario in Bangladesh-A Critical Analysis, Questions to Answer, Indicate True or False.

6.1 Recruitment Defined

Recruitment is a 'linking function'—joining together those with jobs to fill and those seeking jobs. It is a 'joining process' in that it tries to bring together job seekers and employer with a view to encourage the former to apply for a job with the latter. The objective of recruitment is to develop a group of potentially qualified people. To this end, the organisation must project the position in such a way that job seekers respond. To be cost effective, the recruitment process should attract qualified applicants and provide enough information for nonqualified persons to self-select themselves out.

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6.2 Sources of Recruitment

There are two broad sources of recruitment—internal and external. A brief description of each source follows :

1. Internal Sources of Recruitment : Existing employees of an organization provide the internal sources in the main. Whenever any vacancy arises, someone from within the organisation is upgraded, transferred, promoted or even demoted. Retrenched employees, retired employees, dependents of deceased employees may also constitute the internal sources. The major internal sources of recruitment are as under.

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a. Promotions and Transfers : The most important source of filling vacancies from within is through transfers and promotions. A transfer is a lateral movement within the same grade, from one job to another. They may lead to changes in duties and responsibilities, working conditions, etc. but not necessarily salary. Promotion, on the other hand, involves movement of employees from a lower level position to a higher level position accompanied by (usually) changes in authority, duties, responsibilities, status and remuneration. Organisations generally prepare a central pool of persons from which vacancies can be filled in. Such persons are usually posted to various departments, depending on internal requirements.

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b. Job Postings : Job posting is another way of hiring people from within. In job posting, the organisation publicises job openings on bulletin boards, electronic media and similar outlets. One of the important advantages of this method is that it offers a chance to highly qualified applicants working within the company to look for growth opportunities within the company without looking for external opportunities.

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Employee referral means recommendation from a current employee regarding a job applicant.

c. Employee Referrals : Employee referral means using personal contacts to locate job opportunities. It is a recommendation from a current employee regarding a job applicant. The logic behind employee referral is that "it takes one to know one". Employees working in the organisation, in this case, are encouraged to recommend the names of their friends working in other organisations for a possible vacancy in the near future. In fact, this has become a popular way of recruiting people in the highly competitive IT industry now-a-days. Companies offer rewards also to employees whose recommendations are accepted—after the routine screening and examining process is over—and job offers extended to the suggested candidates. As a goodwill gesture, companies also consider the names recommended by unions from time to time.

2. External Sources of Recruitment : The sources of recruitment that are used to hire people from outside the organisation may be many but a few most important among them are discussed below :

a. Advertisements : When an organisation desires to communicate to the public that it has a vacancy, advertisement is one of the most popular methods used. However, the media of advertisement preferred is often determined by the type of job.

As of fact the higher the position in the organisation, the more specialized the skills, or the shorter the supply of that resource in the labor force, the more widely dispersed the advertisement is likely to be. The search for a manager, for example, might include advertisements through internet, in national dailies, specialised journals, etc.. On the other hand, the advertisement for lower level jobs is usually confined to the local dailies.

Many organisations prefer what is referred to as a blind advertisement in which identification of the organizations is not disclosed. Respondents are usually asked to reply to a post office box number. This is especially preferred when the position that the organization wishes to fill is expected to draw an extraordinary number of applications. Using the blind ad relieves the organization from having to respond to any individual who applies. Only those individuals the organization wishes to see are notified; the remaining are not as if the application was never received. This method is appropriate when (a) the organization intends to reach a large target group and (b) the organisation wants a fairly good number of potential candidates who are geographically dispersed to apply for the advertised vacancies. Let's briefly examine the wide variety of alternatives available to a company as far as ads are concerned :

i. Internet ads : In this age of globalization prospective candidates for specialised jobs in large organizations, specially MNCs, may be attracted through internet ads. Such ads do have world wide access to highly qualified people having internet connections.

Many organisations prefer what is referred to as a blind advertisement in which identification of the organizations is not disclosed.

ii. Newspaper ads: Ads in news papers may be published without much of a lead time. It has flexibility in terms of information and can conveniently target a specific geographic location. On the negative side, newspaper ads tend to attract only those who are actively seeking employment at that point of time, while some of the best candidates who are well paid and challenged by their current jobs may not be aware of such openings. As a result, the company may be bombarded with applications from a large number of candidates who are marginally qualified for the jobs, adding to its administrative burden.

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iii. Television and radio ads: These ads are more likely to reach individuals who are not actively seeking employment, they are more likely to stand out distinctly, they help the organisation to target the audience more selectively and they offer considerable scope for designing the message creatively. However, these ads are expensive. Also, because the television or radio is simply seen or heard, potential candidates may have a tough time remembering the details, making application difficult.

b. Employment Agencies : There are three forms of employment agencies—public employment agencies, private employment agencies, and management consulting firms.

i. Public Employment Agencies : Most public agencies tend to attract and list individuals who are unskilled or have had minimum training. This, of course, does not reflect on the agency's competence. Rather, it reflects the image of public agencies. Such agencies are perceived by prospective applicants as having few high-skilled jobs, and employers also tend to see such agencies as having few high-skilled applicants. Therefore, public agencies tend to attract and place predominantly low-skilled workers.

Most public agencies tend to attract and list individuals who are unskilled

ii. Private Employment Agencies : How does a private agency, which has to charge for its services, compete with state agencies that give their services almost free? Clearly, they must do something different from what the public agencies do, or at least give that impression.

The major difference between public and private employment agencies is their image. That is, private agencies are believed to offer positions to applicants of a higher caliber. Private agencies also provide a more complete line of services. They advertise the position, screen applicants against the criteria specified by the employer, and usually provide a guarantee covering six months or a year as protection to the employer should the applicant not perform satisfactorily.

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The private employment agency's fee can be totally absorbed by either the employer or the employee, or it can be split. The alternative chosen usually depends on the demand-supply situation in the community involved.

Headhunters are actually specialized private employment agencies.

iii. Headhunters : The third agency source consists of "head hunting", management consulting or executive search firms. Agencies of this type are actually specialized private employment agencies. They specialize in middle-level and top-level executive placements. In addition to the level at which they recruit, the features that distinguish executive search agencies from most private employment agencies are their fees, their nationwide contacts, and the thoroughness of their investigations.

Executive search firms canvass their contacts and do preliminary screening. They seek out highly effective executives who have the skills to do the job, can effectively adjust to the organization, and most important, are willing to consider new challenges and opportunities.

Companies generally receive unsolicited applications from job seekers at various points of time.

c. Unsolicited Applicants /Walk-ins : Companies generally receive unsolicited applications from job seekers at various points of time. The number of such applications depends on economic conditions, image of the company and the job seeker's perception of the types of jobs that may be available, etc. Such applications are generally kept in a data bank and whenever suitable vacancy arises, the company would intimate the candidate to apply through formal channel.

This can be a source of employees when individuals are needed on a temporary basis.

d. Temporary Help Services : This can be a source of employees when individuals are needed on a temporary basis. Temporary employees are particularly valuable in meeting short-term fluctuations in personnel needs. The firms that take resort to such type of recruiting source also enjoy the benefit of avoiding the burden of excess employees.

In campus recruitment the recruiters visit reputed educational institutions with a view to pick up job aspirants having requisite technical or professional skills.

e. Campus Recruitment : It is a method of recruiting by visiting and participating in university campuses and their placement centres. Here the recruiters visit reputed educational institutions with a view to pick up job aspirants having requisite technical or professional skills. Job seekers are provided information about the jobs and the recruiters, in turn, get a snapshot of job seekers through constant interchange of information with respective institutions. A preliminary screening is done within the campus and the shortlisted students are then subjected to the remainder of the selection process.

Organisations like the chambers of commerce and industries, engineers' institutions, management associations, etc. may act as external sources of recruitment.

If campus recruiting is used, steps should be taken by the Human Resource Department to ensure that the recruiters are knowledgeable about the jobs that are to be filled and are capable of employing effective interviewing skills.

f. Professional Organisations : Organisations like the chambers of commerce and industries, engineers' institutions, management associations, etc. may act as external sources of recruitment. These organisations publish rosters of job vacancies and distribute these lists to members. It is also common practice to provide placement facilities at regional and national meetings where individuals looking for employment and companies looking for employees can find each other.

□ **Advantages and Disadvantages of Recruitment from within the Organisation and Outside :**

→ The advantages and disadvantages of recruiting from within an organisation may be :

Advantages	Disadvantages
1. Suitable : Management can pick the right candidates having requisite skills.	1. Inefficiency : It may prove to be a blessing for inefficient candidates.
2. Reliable : Management has knowledge about the suitability of the candidate.	2. Inbreeding : It discourages entry for talented people. Existing employees may fail to inject necessary dynamism to enterprise activities.
3. Motivational : A policy of preferring people from within motivates them to work hard and earn promotions.	3. Bone of contention : It may lead to infighting among employees aspiring for limited, higher-level positions in an organisation.
4. Economical : The cost of recruiting is minimal.	4. Limited Choice : Management is forced to select candidates from a limited pool.

→ The advantages and disadvantage of recruiting candidates from outside an organisation may be :

Advantages	Disadvantages
1. Injection of fresh blood : People with special skills and knowledge could be hired to pave the way for innovative ways of working.	1. Time consuming : It takes time to advertise, screen and to select suitable employees.
2. Wide choice : The organisation has the freedom to select candidates with requisite qualifications.	2. Expensive : Hiring costs could go up substantially in tapping multifarious sources of recruitment.
3. Motivational force : It helps motivating employees to work hard and compete with external candidates.	3. Demotivating : Existing employees who have put in considerable service may have the feeling that their services have not been recognised and may be demotivated.
4. Long term benefits : Creation of a competitive atmosphere would compel people to give out their best and earn rewards, etc.	4. Uncertainty : There is no guarantee that the organisation, ultimately, will be able to hire suitable candidates.

6.3 Alternatives to Recruitment

Since recruitment and selection costs are high some companies try to look at alternatives to recruitment specially when market demand for firm's products and services are sluggish. Removing government employees is also extremely difficult even if their performance is marginal. Some of the options in this regard are :

In this case individuals work for the leasing firm as per the leasing agreement

To meet a sudden increase in demand for its products and services, sometimes, the firm may go for subcontracting

1. Employee leasing : Hiring permanent employees of another company who possess certain specialised skills, on lease, to meet short-term requirements (although not popular in Bangladesh) is another recruiting practice followed by firms in developed countries. In this case individuals work for the leasing firm as per the leasing agreement/arrangement. Such an arrangement is beneficial to small firms because it helps avoid expenses and problems of personnel administration.

2. Subcontracting : To meet a sudden increase in demand for its products and services, sometimes, the firm may go for subcontracting, instead of expanding capacities immediately. Expansion becomes a reality only when the firm experiences increased demand for its products for a specified period of time. Meanwhile, the firm can meet increased demand by allowing an outside specialised agency to undertake part of the work to mutual advantage.

6.4 Constraints of Recruitment Efforts

Some constraints on recruiting efforts as under, may limit HR managers' freedom to recruit and select a candidate of their choice.

1. Attractiveness of the job : If the position to be filled is attractive, recruiting a large and qualified pool of applicants will not be difficult. On the other hand, if the job is viewed as boring, hazardous, anxiety-creating, low-paying, lacking in promotion potential, will seldom attract a qualified pool of applicants.

2. Image of the organisation : If the image of the organisation is perceived to be low, the likelihood of attracting a large number of applicants is reduced. On the other hand if the image is high/positive, the company is expected to attract a large number of potential candidates to apply.

3. Governmental influence : An employer cannot avoid legal restrictions on following discriminatory recruiting policy based on non-job-related factors such as religious or social background, gender or physical appearance.

4. Internal organisation policies : Policies such as "promote from within whenever possible", may give priority to individuals inside the organisation. Although this is promising once one is hired, it may reduce the number of applications.

5. Recruiting costs : Recruiting efforts by an organisation may sometimes become expensive. Continuing a search for long periods of time may not be possible because of budget constraints. Accordingly, when an organisation considers various recruiting sources, it does so with some sense of effectiveness in mind.

6.5 Recruitment Scenario in Bangladesh—A Critical Analysis

Recruitment is one of the crucial elements of human resource management because, organizations are run by people. It is concerned about ensuring selection of right kind of people, in the organization. Recruitment is made when a new post is created or an existing post falls vacant. New posts are created when the activities of the firm are expanded or diversified. At times, an existing post may fall vacant due to resignation or termination or death of an existing employee. Recruitment means making it known that posts are going to be filled in. This is done through publicity and advertisement. The kind of people, their level of education, kind of experience required and the qualifications demanded are also publicized. Therefore, recruitment means informing that new people are going to be appointed. This feature is very often found in the newspapers through advertisement. The objective of this information circulation is to bring the fact of job availability to the notice of job-seekers. This is like a producer of products informing his customers about the availability of products in his shop indicating their features and qualities. This is an invitation to jobless people to try their luck. The circular or advertisement, however, specifies kind of candidates who can apply. When Public Service Commission gives advertisement of holding competitive examinations, it is recruitment. Advertisements by colleges and universities for filling up positions in different categories, also fall in this category.

Now the question is how the information of job vacancy will be advertised or circulated. Generally people are recruited from several sources. An organization can tell its own people that there will be recruitment and they can ask their relations or friends to apply. In this way, many organizations give special privileges to the children of their existing employees. In Bangladesh, wards of freedom fighters get special treatment in this respect. Tribal people also get this facility. District quota practiced in Bangladesh, constitutes one kind of recruitment favour for people of certain regions.

Many firms issue formal notices in the official notice board. However, this information does not get widely circulated. Many candidates often miss the circulation. Employment opportunities in the public sector offices have got to be advertised compulsorily. Newspaper advertisement is preferred so that many people can see it. The belief is that, in a democracy, every job seeker has a right to try for job in public sector offices if he has the requisite qualifications, expertise and experience. Non advertisement amounts to nepotism and favouritism. Private sector firms are not always in favour of advertising. They prefer friends, relations and wards of top executives. Private firms normally follow secretive policy as regards recruitment.

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Many of their activities are concealed. They can not have confidence on people not related to them. In some countries, services of employment exchanges are utilized. Here unemployed people get themselves registered.

Recruitment has problems in an unemployment ridden country like Bangladesh. When advertised posts are ten only, thousands of applications are submitted, even from candidates who do not satisfy the minimum requirement. Processing of this huge number of applications is time consuming. At the moment, Corporations, Public service Commission, Universities, Bankers' Recruitment Committee and other recruiting agencies demand postal pay order or bank draft for discouraging inferior candidates and for reducing their number. People call it employment tax. Incompetent candidates can apply particularly when terms and conditions are not clearly specified in the advertisement. Clear cut advertisement saves the valuable time of busy HR executives and reduces the harassment of the candidates. Often advertiser requires people with experience for which many talented and capable candidates can not apply. This may encourage third class candidates to apply and start lobbying. Many responsible persons have been found to issue false job experience certificates. For entry, there is an age limit which is now thirty two years for competitive public service examinations. But due to session jams, obtaining Masters Degree within that age limit has become difficult. This prevents many talented youth from applying.

An organization should decide whether advertisement should at all be given. If advertisement is considered necessary, the next question is where to give advertisement—in the notice board? in the newspaper? in the television? in a journal or in a magazine? Contents of advertisement will indicate the kinds of candidates the firm wants. Some organizations resort to blind advertisement. They give a postal box number without disclosing the identity of the firm. This reduces degrees of lobbyism or use of influence by social and political high-ups. But blind advertisement has its own disadvantages since competent candidates are unwilling to jump into unknown sea.

The executive recruitment firms have been doing flourishing business in the United States. A number of private recruitment agencies have appeared in India. Reportedly they are rendering good services. The practice is very limited in Bangladesh. RAPPORT Bangladesh Ltd., a Management Training organization, at times, renders this executive recruiting service. Public sector enterprises and even some of the big and prudent private sector enterprises engage the services of some outside agencies for helping in their recruitment process and for maintaining neutrality. Institute of Business Administration, University of Dhaka, has been active in this consulting service. In developed countries specialized recruiting agencies have emerged. They take trouble of complying with all the formalities related to recruitment. They are remunerated sometimes by the first months' salary of the person for whom they can arrange the desired job.

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Some organizations resort to blind advertisement in order to avoid tadbir

In developed countries specialized recruiting agencies have emerged

Bangladesh is now an important manpower exporter. Quite a few privately owned recruiting firms have appeared for helping job seekers in Middle East and South Asian countries. According to newspaper reports, a lot of corruptive practices are employed and our youths are often cheated and harassed. Surprisingly these manpower exporters have been licensed by the Government. There is also a Government company for regulating and streamlining export of human beings to foreign countries. Here is a prospect which deserves Government attention because of the foreign exchange earning potential of manpower export business. According to newspaper reports, our youths do not get the promised job. They are also not posted according to their professional or technical competence. We have Embassies in these countries. There are officers for promoting export of manpower. They should try to collect information about the technical and professional skills having higher demand in these countries. We can use the information for training up required kind of manpower for which there is higher demand in the manpower importing countries. We should also know why youth of other countries are given preferences even in the Middle-Eastern countries. We can utilize this information to improve our competitive strengths in these job markets. One of the former Foreign Ministers raised this question in a workshop held in Dhaka in the early nineties.

We can use the information for training up required kind of manpower for which there is higher demand in the manpower importing countries.

In Bangladesh, we invite graduating students through advertisement. But in developed countries like USA and Canada, recruiting agents of the corporations visit the university campuses and take interviews of the passing out graduates for selecting the kind of graduates for whom vacancies exist in their corporations. This is called campus recruitment. American universities have summer vacations covering a period of four months. Students work for financing their education. Campus recruitment has not yet emerged in this county. Institute of Business Administration (IBA) of Dhaka University and also the Business School of private universities require their graduating students to remain attached to a business firm for about 3 months to study how the firm's operations are conducted, how the executives are interacting among themselves and with the clients and on the basis of their observation, they write out an internship report. The process makes the students intimately known to the firm and the relationship is cemented for which the firm absorbs them in their pay roll.

Campus recruitment has not yet emerged in this county.

Recruitment is a vital test for hunting out right kind of personnel without making any discrimination due to colour, race or religion. It is really an invitation to the people at large to try their luck of securing an opportunity to serve. Getting an opportunity to apply is the democratic right of an individual. Unless the message of invitation reaches the concerned people, they cannot attend by responding to the invitation. The media of advertisement to be selected will depend upon the kind of candidate sought. All kinds of messages do not reach all people.

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For specialized jobs, advertisement is required to be published in specialized journals. Again the jobs to be performed will have to be studied carefully and described objectively and unambiguously, so that proper man specification can be prepared in the light of information required.

In some organizations application bank or printed application form is to be filled up; whereas in some cases applicants are required to apply in plain paper. The two types do not furnish identical type of information. In Bangladesh, reference checking is in use as a form of information gathering technique. Sometimes character certificates of gazetted officers are wanted. These have become mere formalities. Candidates known to gazetted officers are few in number. Granting of a character certificate has become a ritual. We often issue certificates without knowing the candidates personally, although we know these certificates and references may be considered at the time of selection.

Recruitment is a process of selectivity and it requires intelligence and experience in preliminary examination as to whether the applicants will be called for written test held for selection purpose. Papers submitted by the applicants also require to be examined cautiously and carefully to see if these are complete in all respects and if the conditions laid down in the advertisement have been fulfilled. Again choosing advertising media requires competent recruiters. Virtually all trades, industries and professions have today at least one specialized journal which concerned firms should subscribe, read carefully and preserve systematically so that these are readily available at the time of use.

Job analysis and recruitment are closely related. Recruitment manager has to give careful attention to job analysis and job description. In preparing recruitment profile, the recruiter has to carefully examine both long term and short term needs of the company. Seniority and experience accumulated by the candidates also call for deeper analysis. In a progressive economy, executives dealing with recruitment policy should consider guaranteed annual wages, public policy and employment of handicapped personnel, labour hoarding, labour piracy and fair employment practice rules. Entry of women in the labour force and recruitment of elderly people deserve special consideration.

The recruitment manager should give due attention to internal and external sources. External source comprises of advertisement, employment centers, educational institutions, vocational and professional bodies, unsolicited applications, talent hunting, etc. Internal source comprises of promotional potential of currently employed persons, recommended panel of current group of employees and labour unions.

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According to Pigors and Myers, recruitment is a crucial hiring procedure. Chronologically recruitment may come before requisition in filling any given vacancy because employment department may take the application in advance of actual hiring requisition. Employment manager keeps in touch with the former employees so that he may inform them about suitable openings. Close co-operation between the employment manager and recruitment manager is very much crucial. To be brief, recruitment process consists of the functions of : (a) discovering the sources of manpower, and (b) attracting an adequate number of prospective employees to permit meaningful selection. The task of recruitment manager is in reality, collection of information about job seeker's age, family background, regional background, educational status, marital status, health condition, physical appearance and psychological background.

As already stated, human resource is the most valuable resource for the successful operation of an organization. It is also the most costly resource. Both recruitment and selection involves cost. Human resource is an asset which has opportunity cost. One will accept the offer of employment where benefits are optimum according to one's calculations. Whenever a job seeker sees an advertisement inviting applications, s/he reads it carefully, cautiously and minutely and calculates what will come to her/his pocket in the form of money or money's worth. S/he may also calculate social values and social status attached to the advertised post.

There is job-waiting time starting from the time when one completes one's education and the time by which one becomes age-barred. In course of waiting, s/he reads all forms of advertisements, namely daily news papers; weekly and monthly journals; attends radios and televisions; goes through special journals; contracts employment exchanges, friends, relatives and recruiting agents. S/he makes comparative analysis of the job title, salary scale, and allowances like house rent, medical benefit, provident fund, group insurance benefits, house building loan facility, gratuity, pension, etc. These are financial factors. S/he also considers transferability of the job, travel involved, modes of transportation available, cultural facilities available like clubs, recreation centres, etc. Further, s/he considers daily working hours, weekly holidays, sickness benefits, maternity benefits as well as facilities for children's education and social amenities for her/his spouse. All these facilities are roughly quantifiable or rankable in financial terms. Most important is growth prospect in the job, training facility offered by the firm, its transfer policy and scope of leaving the job if better chances are available.

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Advertisement for a job is a contract proposal which the proposee analyses and interprets from different angles

Every job has its own distinct characteristics. Some offer attractive pay but subject the employees to rigorous work for long hours. Some jobs have lesser number of leaves compared to others

Some job seekers give priority to sympathetic behaviour, democratic treatment and personal behaviour

There have been people who offer handsome gifts for getting posted in some particular department or particular station

Job seekers consult their well wishers, teachers and others whom they consider more knowledgeable. There are employment specialists and counselors who offer advisory services for payment. Take the case of a marriage proposal in our country. Whenever a guardian gets a proposal for her/his son or daughter from somewhere, s/he starts thinking about the suitability of the proposal. S/he starts consulting with her/his family members, friends and well wishers. In the city of Dhaka, marriage counselling organizations have sprung up. They have published literature which interested parties can procure, study and analyze. Advertisement for a job is a contract proposal which the proposee analyses and interprets from different angles.

Today career planning is emerging. Guardians are busy in analyzing the present and future merits and demerits and prospects of different lines of education. Prospect of an engineer is different from that of a medical doctor. Some youths give up teaching in government college and join a private bank where salary prospects are much higher. Many youths in Bangladesh have left govt. jobs for joining private sector enterprises. The reverse has also been true. The temperament, working habit and desire for social life are different for different kinds of people. Every job has its own distinct characteristics. Some offer attractive pay but subject the employees to rigorous work for long hours. Some jobs have lesser number of leaves compared to others. In some organizations, working easy way is possible, supervision being less strict, the environment resembling that of a country club where no time of arrival or of departure are being enforced. In some sections, promotion is rapid whereas in others promotion comes very slowly. In some organizations, pressure of work is so high that office files have to be taken at home for completion. A secretary of the Govt. attached to the President or Prime Minister cannot return home before midnight.

Some job seekers give priority to sympathetic behaviour, democratic treatment and personal behaviour. In some organizations, bosses are haughty, crude, demanding and undemocratic which many people do not like. If the right kind of employee centered behaviour is extended, subordinates stick to their job, develop commitment and work wholeheartedly. This kind of situation has been found to be true in the doctoral studies of Habibullah.

Today both the policy makers and development partners are talking about transparency and accountability of the job. Abdullah Farouk once defined teaching to be a job where no one gets a promotion for good teaching and no one loses his job for bad performance. There are people in the society who judge the success or performance of an officer by the amount of money made by him or her for construction of palatial buildings, running of Pajero cars, getting children educated in the USA or making pleasure trips to Hollywood or Disneyland. Money making is an art and those who can practice it artistically are acclaimed as being heroes. There have been people who offer handsome gifts for getting posted in some particular department or particular station. Rate of purchase and sale of job is reportedly rather high. Money has a magic. At one time business people used to enjoy this. Today service holders are also enjoying it. This is unfortunate and this hampers national development.

In reality, we are talking about opportunity cost which in accounting term is widely considered by the people of the Planning Commission. When resources are limited, these have got to be invested where from the highest rate of return is expected. If Rahmatullah has three hundred bighas of land in Gazipur, he can use it for alternative purposes. For example, he can build a cotton mill there, he can dig pond for pisciculture, he can grow rice or develop a poultry farm. If he has knowledge of accounting, he will calculate which form of investment brings for him the highest rate of return. A talented graduate may face the same kind of situation. He can join Govt. job or can go for business. He can also leave the country for higher studies abroad. This is a matter of calculation for him. He is confronted with cost benefit analysis like any other job seeker.

A job seeker will place his demand structure on the basis of his calculation whereas a job provider will have his own set of calculations. If unemployed graduates flock to his factory gate everyday in search of jobs, job provider should not spend money by way of advertisement. If there are ten applicants when thirteen people are to be taken, the employer may not hold a written test but rather call a meeting of the selection committee which means saving of money.

Cost and constraints are both involved in the labour deficit and labour surplus economy. Bangladesh is a labour surplus economy where millions of unemployed people roam in search of job. Habibullah had been involved with organizations where a private company advertised the post of a managing director. There were retired Govt. Secretaries, retired Army Generals and currently employed multi-national corporate executives and even former Ministers. There were big, big letters of recommendations. The selection committee included experienced American experts. The team had to go through a kind of mental torture in selecting the chief executive of this corporation. Meeting and talking and avoiding big shots of the society in handling lobbying was a real constraint for the members of the selection committee.

Lobbying has started emerging as a social disease. In a social meeting of a sector corporation, the chairman of the corporation was approached and pressed seriously by the youths of his own area. Their argument was that they passed out the written examination and interview cards were in their pockets. The Chairman owed an obligation to the people of his locality and they were reminding him only of his obligation. The poor chairman sought their advice how he should solve the problem when the number of posts to be filled in was seven and thirteen (out of the successful candidates) got the recommendations from big social leaders. He simply kept himself out of the chairmanship position of the selection committee. These are indicative of social costs having impact on cost of operation of the organization.

A talented graduate has to make a cost benefit analysis before accepting a job.

A job seeker will place his demand on the basis of his calculation and a job provider will have his own calculations.

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We have so far discussed cost of selection of new hands to fill up vacant posts. Very often members of selection committee have got to sit and tear their hair in selecting employees for promotion. Normally organizations have rules and regulations. In some of our sector corporations, testing is made out of 100 marks, some marks are earmarked for formal education, some marks for training, some marks are for seniority defined as length of service in the cadre, some marks are for average grades obtained in three years average of annual confidential report and only 15–20 percent of marks are kept for the interview performance. All the members present may ask questions or hear the reply of questions asked by others and thus the interview marks are awarded. This award is generally on the basis of consultation. At one time, in Bangladesh Chemical Industries Corporation, individual members of the selection committee used to give marks individually and the average was taken. It has a cost on the part of a candidate because personal bias may affect his marking. The same process is reported when a candidate is selected for transfer. An officer in the bad book of the boss may be transferred several times a year. Movement from one station to another with family and furniture has a cost for the organization and also a cost of inconvenience on the part of the candidate.

Cost of securing a job is excessive in Bangladesh because openings are very limited and applicants are unlimited.

Cost control and efficiency are critical to continued existence of the organization. So cost effective operation is the order of the day. Every operation related to recruitment and selection has got to be scrutinized carefully and ensure that minimum cost method is used as per rules. Cost of securing a job is excessive in Bangladesh because openings are very limited and applicants are unlimited. This will continue so long as the big gap exists between the demand for and supply of labor. So a candidate has to apply time and again. He has to go for interview to different parts of the country by spending time and money. Even for purchase of application forms, he has to pay a lot. The application processing cost is also realised from him through instruments like postal order. He has to pay travelling cost for visiting the place of interview. There are lots of ways like this in which his pocket is sucked. For the preparation of written and viva examination, he has to buy reference books and guide books which again involves money.

On the part of the employer, there is a hidden cost of recruitment particularly when absenteeism and turn over are high

On the part of the employer, there is a hidden cost of recruitment particularly when absenteeism and turn-over are high. A jute mill in Bangladesh has got to use 'bodli' (substitute) workers when a regular worker remains absent. The bodli worker is a new hand without any experience and exposure to machine operations. He enters into the job with the help of someone known to him and this well wisher takes the trouble of training him and showing him the methods of job performance. It takes a lot of time for the bodli worker to reach the efficiency level of the regular worker. The bodli worker pays a part of his initial wages to his trainer. Apparently, his output level during the training period is low which means production loss to the mill.

In the same way, when a manager or an executive leaves the organization out of frustration or on the availability of better prospect elsewhere, it takes months to get the posts advertised and perform the selection process. Until the vacant post is filled in, someone may be given the charge to run the show. But he may not be as efficient as the regular executive or manager. Again, the in-charge may try his best to prove himself to be a good substitute for the regular boss but he suffers from uncertainty because there is no guarantee that his contributions will be considered duly. In either case, the firm suffers in terms of production.

QUESTIONS TO ANSWER

1. Define recruitment. Discuss in short the sources of recruitment.
 2. Briefly describe the advantages and disadvantages of recruitment from both within and outside the organization.
 3. (a) What are the alternatives to recruitment? Elaborate each of them.
(b) Discuss the constraints of recruitment efforts.
 4. Critically discuss about the recruitment scenario in Bangladesh.
- Indicate True or False.**
- a. Recruitment brings together the manager and his subordinates.
 - b. Recruitment does not require any publicity.
 - c. Usually people are recruited from only one source.
 - d. Transfer of employees may be treated as an external source of recruitment.
 - e. Employee referrals help using personal contacts to locate job opportunities.
 - f. Advertisement helps limited publicity of job vacancies.
 - g. Public employment agencies tend to attract mainly low-skilled workers.
 - h. Private employment agencies are believed to offer positions of higher levels.
 - i. Executive search firm seek out highly effective executives.
 - j. Inbreeding is one of the disadvantages associated with recruiting from within.

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