Recruitment & Selection with Special Reference to M.P. Birla Hospital & Priyamvada Birla Cancer Research Institute

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Abstract: *This study focuses on the multi-specialty NABH Accredited hospital located in Satna, it evaluated employees perceptions of recruitment and selection procedure by analyzing the hospital's policies, techniquesand practices. The study reveals that a significant majority of employees are satisfied with the recruitment and selection methods, highlighting strengths in clarity of jobs, interviewer expertise and the alignment of interview question with job roles. However, there are areas for improvement particulary in enhancing the transparency of selection criteria and the feedback provided to candidates.The research suggestspossible measures to further refine these processes, ensuring that the hospital continues to attract and select best talent while maintaining high standards of patient care and organizational performance.*

Key Words : *Recruitment, Selection, Hospital, Assessment Methods, HRM.*

1. INTRODUCTION:

Human Resources are the real assets of any organization. The study and management of these resources are termed as Human Resource Management (HRM). Recruitment and Selection processes form the foundation of an organization's human resource management. These factors are the combination of administrative functions and strategically procedures, as they determine the quality of human capital within an organization. In today's era the most happening function as of now is Human Resource Management (HRM).

A. ***Recruitment:-*** It is referred as the systematic structured process of attracting, identifying, and engaging with potential candidates. The main objective of recruitment process is to build a pool of job seekers from whom the right people for the right jobs can be selected.

B. *Selection:-* It is one of the critical decision-making process that determines which candidates are most suitable to fill prominent specific job roles based on their experience, qualifications and adaptability with organization culture.

1.1. Personnel Management Vs. Human Resource Management:

These two terms are often use interchangeably, but they represent different approaches towards managing people in an organization. Personnel Management is a traditional approach, primarily concerned with the administrative functions of managing the workforce. This approach considers employees more as resources which need to be managed in a bureaucratic manner, whereas, Human Resource Management is a modern approach that consider employees as organization's assets. HRM is proactive in nature, emphasizing the development of practices and policies which aligns the workforce with organization long term goals.

1.1 Significance of Recruitment and Selection:

Recruitment and Selection are vital for organization success as they determine the quality and fit of the workforce. Effective recruitment attracts a pool of qualified candidates, while a well-structured selection process ensures that the best individuals are chosen for each job role. The alignment of skills and

competencies with job requirements boosts organizational performance, minimizes turnover, and reduces associated costs. By investing in theses processes, organizations build a strong, capable team that balances their long-term objectives and maintains a competitive position in the market.

1.2 Recruitment and Selection- Hospital Industry:

From the viewpoint of hospital industry, the process of recruitment and selection are crucial due to the specialized requirements of healthcare roles and high standards required for patients care. The recruitment process in this sector involves firm criteria and continuous assessments to ensure that candidates meets technical as well as organization's standards for patient safety and quality care. Selection method includes comprehensive interviews, practical assessments, and a strict background checks to verify clinical abilities and personal verification. One of the major aspects of healthcare industry is its emotional factor, the often challenging dynamics infuriates the emotional nature of healthcare worker as they assess emotional resilience which increases their stress level.

2. OBJECTIVE & SCOPE:

A. *Objective of the Study***:-** The aim of this study is to find out the Recruitment & Selection process of a Multi-specialty NABH Accredited hospital. Certain objective of this study are-

- To assess the various policies, techniques and practices of recruitment and selection within the hospital.
- To evaluate employees notion about the procedure of recruitment and selection.
- To assess the feedback process during recruitment.
- To analyze the method use for selection.
- To suggest possible measure to improve recruitment and selection process.

B. *Scope of the Study:-* The research is a descriptive research of recruitment and selection process at M.P. Birla Hospital & Priyamvada Birla Cancer Research Institute. The research has covered following dimensions-

- The study focuses on the interviewee along with the interviewer during the process.
- The research has covered various department of the hospitals. HR, IT, Store, Pharmacy, Accounts, Quality, Radiology, MRI, Security, Registration, Blood Bank and Nursing Department.
- It examines the criteria for selecting candidates including methods of assessment, questioning round and required qualification.
- It evaluates assessment job offer process and transparency in selection criteria.

3. LITERATURE REVIEW:

According to Thomas, K., & Ely, R. (2020)
Harvard Business Review, 98(6), 102-113
Defined recruitment as the process through which organizations attract a diverse pool of candidates ensuring that workforce includes a wide range of perspectives that embodies different viewpoint and experiences which is crucial for driving innovation and inclusiveness.

Chapman, D.S., & Mayers, D.T. (2022)
In their research publication on Recruitment and Selection Shaping Talent and Culture, they emphasize that the process does not revolve only around filing vacancies but involves strategic tools for shaping an organization's culture and long term success.

Kumari, N., & Malhotra, R. (2020)
International Journal of Human Resource Studies, 10(3), 30-45
It focuses on significant impact of effective recruitment and selection process on organization performance as the organization which invest in strategic and structured recruitment practices are more likely to attract high-quality candidates who will contribute for efficient productivity and employee retention.

Singh, J., & Gupta P. (2021)
Journal of Health Organization and Management, 35(4), 567-580

They quoted that in healthcare industry, recruitment and selection are not merely administrative tasks but are crucial processes to choose and attract individuals with the necessary skills, experience and qualifications so the right individuals are placed in roles where they can make a significant impact on patient outcomes and overall healthcare delivery.

Jones, T. M, & Felps, W. (2019)
Journal of Business Ethics, 160(3), 649-663
It propose a ethical framework which shed lights on ethical implications of recruitment and selection practices, by featuring the importance of transparency, fairness and the avoidance of biases to build trust and ensure a healthy candidate experience.

4. RESEARCH METHODOLOGY:

Research Methodology is a structured framework of overall approach and perspective of research process to collect information and data for the purpose of making decisions. It refers to general principle which will guide the research. It includes both present and historical information.

4.1 Sample Designing:- It involves representing a subset from a larger population to receive relevant research findings.

Sample Method   : Questionnaire
Sampling Area   : M.P. Birla Hospital & Priyamvada Birla Cancer Research Institute, Satna
Sample Size   : 50 respondents

4.2 Collection of Data:-
- **Primary Data-** The data which is collected by researcher for the very first time . These data plays a very pivotal role in understanding the recruitment and selection process at M.P. Birla Hospital.
- **Secondary Data-** Data which is already collected and analyzed previously by someone else is referred to as secondary data.

Method of Data Presentation   -   Tabular Presentation
Method of Sample Analysis   -   Percentage Analysis

5. DATA ANALYSIS & INTERPRETATION:

5.1 The organization provides adequate information about the company and the position during the recruitment process.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	21	42%
2.	Agree	26	52%
3.	Neutral	2	4%
4.	Disagree	0	0
5.	Strongly Disagree	1	2%

Interpretation:-94% are satisfied with the recruitment information provided, while the organization can improve by addressing the 2% which are not satisfied.

5.2 The interviewers are well knowledgeable about the role.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	28	56%
2.	Agree	21	42%
3.	Neutral	0	0
4.	Disagree	0	0
5.	Strongly Disagree	1	2%

Interpretation:- 98% employee agree with the interviewers knowledge while 2% does not, indicating a little room for improvement.

5.3 The recruitment process is timely and efficient.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	18	36%
2.	Agree	24	48%
3.	Neutral	7	14%
4.	Disagree	0	0
5.	Strongly Disagree	1	2%

Interpretation:- A section of 84% believes that the process is timely and efficient while 2% disagrees, indicating organization commitment towards its interviewees.

5.4 The job offer process is clear and handled professionally.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	23	46%
2.	Agree	22	44%
3.	Neutral	4	8%
4.	Disagree	0	0
5.	Strongly Disagree	1	2%

Interpretation:- 90% of employees agree with the professionalism of job offer process while 8% stays neutral and 2% disagrees, indicating positive perception of the process.

5.5 The interview questions were relevant to the job role.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	31	62%
2.	Agree	15	30%
3.	Neutral	1	2%
4.	Disagree	2	4%
5.	Strongly Disagree	1	2%

Interpretation:- 92% of employees find interview questions relevant while 6% does not find it relevant, indicating a scope to review the gap in the interview questions.

5.6 The process effectively identifies suitable candidates for the organization.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	25	50%
2.	Agree	22	44%
3.	Neutral	2	4%
4.	Disagree	0	0
5.	Strongly Disagree	1	2%

Interpretation:-94% of the employees is satisfied with the process whereas 2% still does not agree indicating the existence of effective process of recruitment and selection.

5.7 The selection process includes appropriate assessments for the position.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	21	42%
2.	Agree	25	50%
3.	Neutral	3	6%
4.	Disagree	0	0
5.	Strongly Disagree	1	2%

Interpretation:- 92% employees find selection process appropriate while 2% does not feel the same indicating a prominent structured selection process.

5.8 The selection criteria are transparent and well communicated.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	28	56%
2.	Agree	16	32%
3.	Neutral	5	10%
4.	Disagree	0	0
5.	Strongly Disagree	1	2%

Interpretation:- 88% of employees agrees and believes in the selection transparency while 2% disagree, indication that organization can be more liberal in selection criteria.

5.9 I am satisfied with the overall recruitment & selection process.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	24	48%
2.	Agree	21	42%
3.	Neutral	2	4%
4.	Disagree	2	4%
5.	Strongly Disagree	1	2%

Interpretation:- 90% of employees are completely agree with the process where as 6% still disagree indicating the room for improvement in the process.

5.10   Feedback is provided to the candidates in a constructive manner.

S.No.	Responses	No. of Respondents	Percentage of Responds
1.	Strongly Agree	26	52%
2.	Agree	18	36%
3.	Neutral	4	8%
4.	Disagree	1	2%
5.	Strongly Disagree	1	2%

Interpretation:- 88% of employee find the feedback process constructive while 4% disagrees with it indicating the need of slight change towards the approach of providing feedback.

6. FINDINGS & SUGGESTIONS:

Findings-
- 94% agrees with the information provided, 4% stays neutral and 2% disagrees.
- 98% agrees with the interviewers knowledge, 2% disagrees.
- 84% agrees with time and efficiency of recruitment process, 14% neutral and 2% disagrees.
- 90% validates the professionalism of handling job offer, 8% being neutral and 2% shows disagreement with the same.
- 92% agrees with compatibility of interview questions with that of job role, 2% neutral and 6% disagrees.
- 94% agrees with the suitable finding of right candidate through the process, 4% neutral and 2% shows disagreement.
- 92% agrees with the appropriateness of the assessment, 6% stays neutral and 2% disagrees with it.
- 88% agrees with the fairness and transparency, 10% are neutral and 2% are disagree with the transparency and communication.
- 90% completely agrees with the recruitment and selection process, 4% neutral and 6% disagrees with the process.
- 88% agrees with the constructive feedback, 8% find it neutral and 4% disagrees with the structured feedback.

Suggestions-
- Enhance the clarity and comprehensiveness of information shared to ensure 6% neutral or disagreed employees are satisfied.
- Conduct periodic training for interviewers to strengthen their knowledge and address 2% employees concern.
- Optimize time management and review recruitment process to reduce 16% neutral and disagreement.

- Address the gap of job offer process to minimize 10% neutral and disagreeing feedback.
- Update interview questions on regular basis to ensure that they align with the job roles.
- Regularly assess the process of finding the right candidate to address the concerns of 6%.
- Refine assessment method to enhance effectiveness of assessment to reduce 8% employees neutral or disagreed response.
- Focus on improving the communication and transparency throughout the process.
- Continue refining the recruitment and selection process to address 10% neutral and disagreed employee.
- Work on providing more structured feedback to reduce the 12% of employees who were neutral or disagreed with the feedback process.

6. LIMITATIONS:

- The study is based on a limited number of respondents which is 50 which may fully not represent the entire employee population of M.P. Birla Hospital.
- The hospital staff works in various shifts, this study majorly focuses on day shift.
- The data is collected during a short span of time and it may subject to fluctuations of employees view towards recruitment and selection process in the organization.
- The study only examines specific aspects of recruitment process, it does not consider it ignores factors like long term job satisfaction and employee retention.
- The data may not be true as employees have fear of management if they provide negative feedbacks for the organization.
- The study covers majority of departments of the hospital but it lacks few departments.
- The recruitment needs gets fluctuate based on patient volume or sudden staff shortage making it difficult to assess process uniformly.
- Factors like change in healthcare policy or budget constraints are not evaluated during the study.

7. CONCLUSION:

The study is concerned with the recruitment and selection process at M.P. Birla Hospitals & Priyamvada Birla Cancer Research Institute, Satna. The study indicates hospital strength in aspects of knowledgeable interviewers, clear job offer process, relevant interview questions. However, there are gaps which need improvements like enhancing the transparency of selection criteria or feedback provided to candidates.

Key Findings Include:-
- 94% are satisfied with the recruitment information provided.
- 88% of employees agrees with fairness and transparency.
- 92% are agreed with the relevancy of interview questions with the job role.
- 90% of the survey population are satisfied with the overall recruitment and selection process.

It is necessary to address the gaps in the process despite various positive findings. The concern of minority who are either neutral or disagreed at some aspects cannot be ignore the preventive measures need to be taken to resolve such shortcomings, comprehensively employs are in majority are satisfied with recruitment and selection procedures in hospitals.

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