RECRUITING PROCESS IN HIGHER EDUCATIONAL INSTITUTIONS

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Abstract

This research examines the recruitment and selection practices followed in Higher Education Institutions (HEIs). Today education is the corner stone of societal reforms in Pakistan and effective teachers are the backbone of educational reforms. HEIs need significant developmental measures and this paper will provide recommendations to improve the recruitment and selection process promoting the competent and talented teachers so that higher education sector can play its part in economic growth. Past decades, the corporate needs help from educational institute placement cell for employee recruitment. Nowadays, the process is by various sources like direct walk-in, online mode, consultancies, etc. Especially, the engineering educations, the unemployment ratio is equal to the out candidates; However, the domain selection, position, is not fully depends on the candidates profile. Various reviews are studied to analyze the recruitment process of Educational Institutions. Based on the industry reports, the IT and BPO sectors are reviewed for various educational institutes. Nowadays, educational institutions are offering various courses and training for recruitment process. The written test, group discussion and technical interview is analyzed with number of candidates; after, the personal interview session will desired the selected candidates.

***Keywords**: Higher Education, recruitment practices, performance.*

Introduction

Human resources in educational institutions are the far reaching aspects. The placement, recruitment and selection process in final year students are trained with various courses. The educational institutions are updating various training to select the placement recruitment process for reputed organization. The point of this paper is to break down all the guidelines, lawful bases and events of the enrollment cycle and the determination of new employees in the training part in the organization. Industry needs to settle on a reasonable choice while enrolling and choosing that there shouldn't be any biasness in the procedure or in the process. Recruitment is the way toward mapping with large pool of qualified candidates on work. This includes making arrangements for human asset to work configuration, work portrayal, work investigation, making mindfulness among others. A portion of the cycles incorporate screening process and resumes, testing and surveying work tests, meeting, checking references and foundation. Organization rules to select the employees improve the probability of recruiting people who have the correct aptitudes and capacities to be effective at their occupations. Choice is additionally the Human Resource the board employments strategies to pick qualified and able representatives from an large campus of candidates. Public Sector

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associated with state funded colleges need to guaranteed about the student's placement and selection process to convey their commands of instructing, research and other consular administrations. Careless recruiting happens when representatives with criminal records or different issues discover their way into organizations as representatives. That is the reason it is consequently imperative to guarantee the viability of the placement and selection procedures. For successful enrollment utilizing the inward source, the board ought to evaluate and assess workers for an extensive timeframe to distinguish their possibilities and selections whether they are good for the activity.

Scope of the work

Most of the corporate practices are presently being followed by many institutions. However it is necessarily not yielding the right candidate chosen for the right job. Thus, this research work aims at finding gaps in the existing process through the following steps:

- Understanding the market trends in higher education institutes.
- Highlighting the challenges faced in the operational areas in the existing process
- Reviewing the avenues of recruitment

Objectives

- To understand the recruitment practices followed by selected higher educational institutions.
- To identify the challenges faced in existing recruitment processes.
- To suggest alternative approaches that can be adopted for attracting talent.

Literature review

Pawan Sharma, Dr.Rajnichopra (2020) Internationalization of education encompasses the methods and strategies employed by academic frameworks and organisations and individuals to adapt to international scholarly context. The primary motives for internationalization prefer a different approach to securing information and languages, and in improving curriculum of education by incorporating universal content and other reasons. Particular activities, The attempts to analyze international activities and guarantee top-quality education are crucial for the world's advanced educational system. The current education system across the world has experienced two significant shifts.

Alen Azari, (2019) has presented the review analysis of recruitment and selection process of educational sectors like teachers. Here this process mainly focusing HR revealing progress of staff recruitments and studied with various aspect of development process of HR recruitment process in educational institute staff. The analysis examines both theoretical and scientific approaches on HR recruitment. Here the unemployed and employed categories are numbered based on the school principal, commission, department executives, political person's recommendation, and other influence people's recommendation. These statuses are analyzed to obtain various aspects of reviews.

Isaac Christopher Otoo, et. al. (2018) has discussed the effectiveness in placement recruitment process. Here the higher educational institution in Ghana database is gathering the data from as 128 samples. The internal source of recruitment focusing promotion, transfer, advertisement with internal mode, recall, and second time recruitment; the external

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source of recruitment utilized the HR consultant, executive recruitment, public advertisement, and recommendation. HR planning helps to find the effective analysis about graduate recruitment process. This approach studied the two challenges on the HR management domain and it is analyzed as public sector selection from higher educational institutions and identification of vacancies based on the interview feedback.

Janes O Samwel, (2017) has presented the influence of recruitment and selection process in manufacturing companies. Assembling and manufacturing Companies need skilled and spurred individuals to endure and to keep up their upper hand. Notwithstanding the money related and financial emergency, the war of looking for ability, capable and best representative is still among these organizations.

Concept of Recruitment in HE

Recruitment can be viewed from different perspectives based on the types and contexts of the organizations. Recruitment policies and practices also depend on what type of organization it is and how the organization views the concept of recruitment. In this paper we will only concentrate on the recruitment policies and practices from the universities' perspectives. Recruiting staff has become a significant issue in higher education institutions because of the contemporary changes e.g. globalization, massification, mobility in higher education sector. Globalization of higher education is forcing the universities to increase technical and information literacy, make collaboration with other universities and create good branding. Massification of higher education has caused a boost in the participation rate of school leavers and adult learners in higher education that created challenge for the governments to allocate full public funding for the universities. In this situation, universities now must rely on the industry and public agencies for additional funding. All changes and external pressures shifted the universities from 'teaching organization' to 'learning organization'. This new shift made the universities to reform their staffing policies because it is not possible for the universities to become 'learning organizations' without strong staff motivation, excitement and commitment.

"HR Policy presents specific guidelines to HR managers on various matters concerning employment. It states the intent of the organization about recruitment, selection, training, promotion, compensation and other aspects of human resource management". The effective Humane Resource (HR) Policy is the key to the high quality educational experiences as it can improve quality, commitment, and performance of academic and non-academic staff within the universities. They also argued that educational institutions need effective HR policy because it provides a proactive and strategic background that can manage the rapid and complex change within education. However, making effective HR policy is still problematic and challenging in the university perspective because concepts of professionalism, professional autonomy and collegial approaches to decision-making within the universities resist the idea of 'teachers to be managed as resource'.

Methods of recruitment

There are two methods of recruitment internal and external recruitment:

a) Internal Recruitment:

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First approach is that manager presents the transfer plan of the particular person to the supervisor to whom that particular employee is currently reporting if both parties agree to the transfer plan the promotion is made for specific key position. This approach is not much appreciated as it is considered to be unfair and biased by other candidates those who are seeking leadership opportunities. Job posting and searching employer"s skill inventories and succession plans are the two other ways Herman suggested to recruit internally.

b) Skill inventory:

Employees already working in the organization they can be promoted by checking their personal records, application forms and performance. If they have not been given job according to their skills or education level they can be promoted according to their potential and capabilities. Training can also be provided to currently working employees to get promotion to upgraded leadership positions those who have specific skills and potential can be approached for career advancement.

c) Job posting:

Job posting means listing all the job specifications and attributes like qualifications, supervisor, schedule, and salary. It facilitates the transfer and promotion of qualified candidates within the organization.

d) Informal search:

The manager of the department and human resource manager together discuss the vacancies and employees that can be promoted or considered suitable for higher leadership positions. They can take interview of those employees and make a job offer to the most appropriate employee who is really interested and deserving.

e) External recruitment:

Many vacancies are filled from outsiders. Even when an company own candidates if transferred or promoted elsewhere in the company there comes a vacant position, which should be filled externally.

f) Advertising:

The most popular method of recruitment is giving advertisement thus creating a pool of qualified.

Methodology

This study is descriptive in nature. Institutions of higher learning i.e., both technical & professional institutions have been surveyed to understand the hiring strategies and practices adopted by each of them. Sample size comprised of 60 members. One on one discussions with 30 members of the HR team and the 30 members of Department/Functional area headsof various institutions were conducted to analyzein depth of all steps followed in recruitmentprocess.Primary data was collected with the help of questionnaire and one on one discussions whereas secondary data is collated by reviewing the current market trends in education sector as well as literature available on challenges faced by institutions of higher learning..

Data Analysis & Interpretation

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To understand the recruitment process in detail a questionnaire probing areas such as Job analysis, sources of recruitment, selection process, planning for recruitment was designed. HR/Admin Dept as well as Dept heads of selected institution were contacted for filling the questionnaire in a schedule mode. The data collected through questionnaire was subject to in depth analysis of the recruitment cycle at Institutions of higher learning including pre-recruitment, recruitment and post selection process.

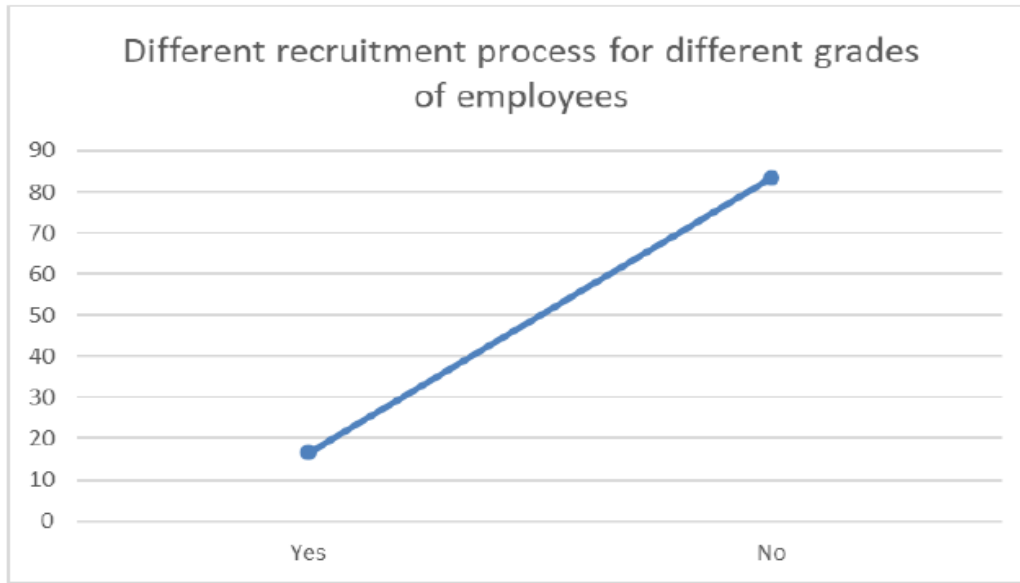**1) Recruitment process in institutions of Higher learning**
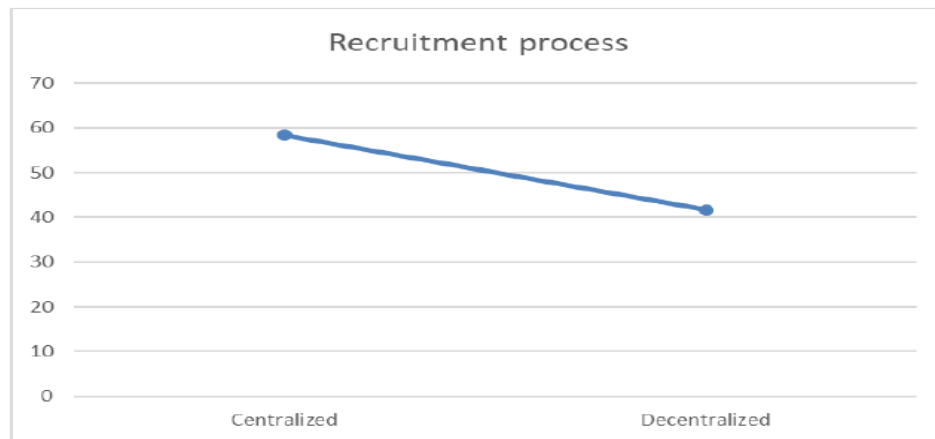
58% of the respondents cited that the recruitment process in their respective organizations are centralized and only 42% agreed that the process was decentralized which means that comparatively smaller no. of institutions gave their departments freedom of hiring the faculty with specific skill sets as per the requirements of their course.

2) Types of position
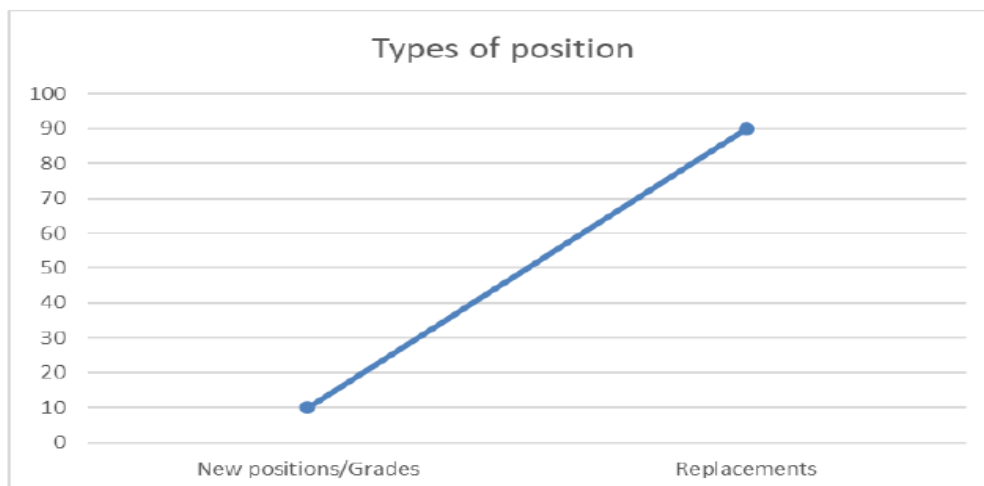
90% of the respondents stated that the open positions were majorly replacement hiring. Only 10% of the respondents stated that new positions were created which means that expansion plans or introducing new courses in the curriculum were not frequently done.

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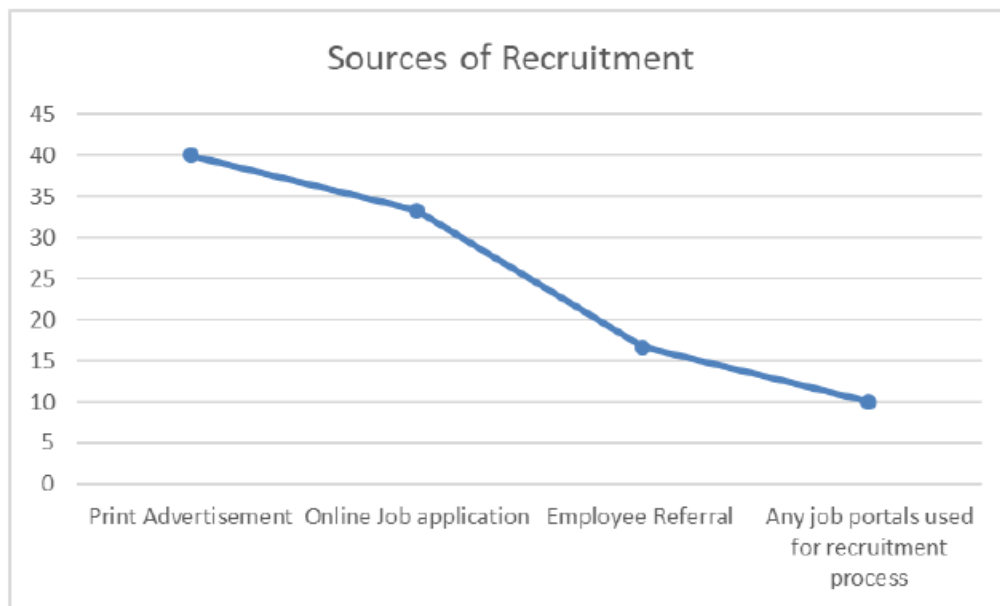**3) Different recruitment process for different grades of employees**

Only 17% of the respondents agreed that the recruitment strategies were different for different grades of employees which means that entry level faculty as well as experienced faculty were treated differently whereas majority 83% of the institutions followed the same recruitment process across all grades.

4) Formal job analysis of open positions
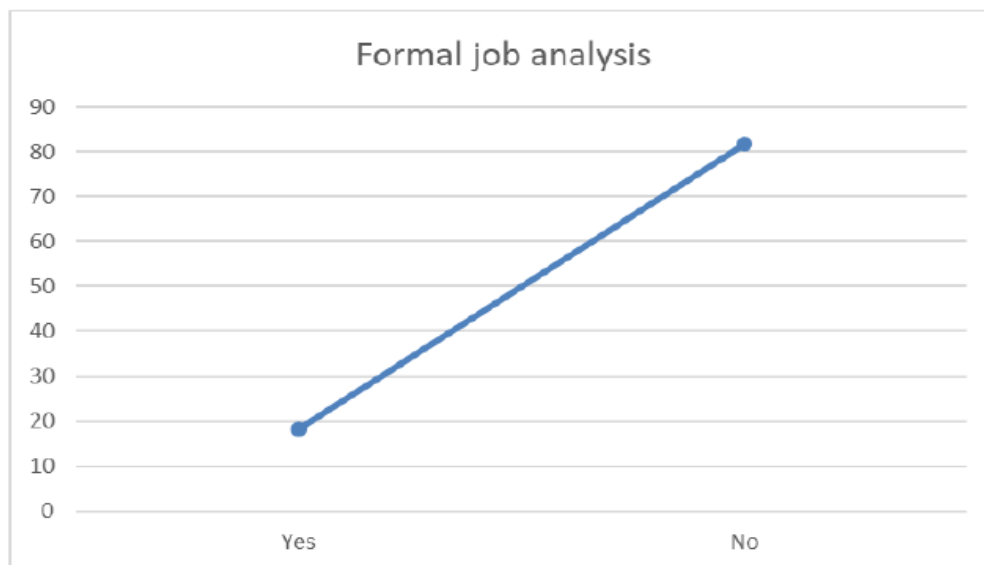
82% of the respondents opined that all major jobs were not subject to formal job analysis whereas 18% of the respondents stated that in their institutions formal job analysis in terms of job requirements were done.

5) Various sources of recruitment

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Sources of Recruitment

Data suggests that 40% of the hiring in educational institutions happen through Print advertisement and 33% through online job application on the institution's website. A small number that is 17% through employee referral and 10% only through job portals.

Conclusion

After going through a lengthy task of recruiting the right person for the job, it is essential to ensure that the person stays with the organization. The new employee's impression of the organization will be made on how well they have been treated on their first day at the office. It is very important that institution inducts the new employee on their first day or within the first week. Well-planned induction enables new employees to become fully operational quickly and should be integrated with the recruitment process. The aim should be to create an environment that people would really like to join, and once they are there, they wouldn't particularly want to leave. Investment in human resources has become ever more crucial and requires a new emphasis on staffing policies.

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