

A Study on Recruitment and Selection in Jindal Sanjeevani Multispecialty Hospital, Torangallu

Sanjana T G¹, Sushma Premkalal², and Sampath Kumar³

¹Student, BITM, BALLARI

³²Assistant Professor, BITM, BALLARI

ABSTRACT: *This research paper focuses on the recruitment and selection practices at Jindal Sanjeevani Multi-Specialty Hospital, Torangallu, Ballari. This study aims to analyze the effectiveness of the hospital's recruitment and selection processes, evaluating methods such as employee referrals, campus recruitment, and online hiring platforms. The research employs a descriptive design, utilizing simple random sampling and collecting both primary data from questionnaires and secondary data from literature. By improving recruitment strategies, reducing employee turnover, and expanding super-specialty services, Jindal Sanjeevani Hospital can enhance its workforce quality, further its mission of clinical excellence, and continue to grow as a leader in the regional healthcare landscape.*

KEYWORDS: RECRUITMENT, SELECTION, STRATEGIES, COMPENSATION, EMPLOYEE TURNOVER

INTRODUCTION

Healthcare organizations play a pivotal role in ensuring the well-being of communities, and their success largely depends on the quality of their workforce. Jindal Sanjeevani Multi-Specialty Hospital, established in 2003 in Torangallu, Ballari, stands as a key healthcare provider, offering a wide range of medical services to both JSW Group employees and the surrounding rural areas. With a capacity of 162 beds and various specialized departments, the hospital has grown to become a vital part of the region's healthcare infrastructure. However, like many hospitals, Jindal Sanjeevani faces significant challenges in recruiting and selecting the right personnel, a task made more difficult by rural location constraints and workforce shortages.

Effective recruitment and selection are essential for ensuring high-quality care and operational efficiency. This research aims to explore and evaluate the hospital's current recruitment practices, which include methods like employee referrals, campus hiring, and online recruitment. By analyzing the hospital's

strengths, such as its round-the-clock operations and diverse specialties, alongside its weaknesses, like the lack of advanced MRI facilities and high doctor attrition rates, the study seeks to recommend improvements that align with the hospital's mission of delivering exceptional patient care. Ultimately, addressing these recruitment challenges will enable the hospital to maintain its competitive edge and fulfill its vision of clinical excellence

LITERATURE REVIEW

Erbil-Kurdistan. The objective of this research paper is to analyze the recruitment and selection procedures in Telecommunication Companies in Erbil-Kurdistan. Specifically, the study aims to determine the methodologies involved in the process, assess the impact of qualifications and certificates on recruitment, and examine how different criteria such as gender, race, and culture affect the process.

Barzani, K., & Saleh, F. (2020) This research examines recruitment strategies in Telecommunication Companies in Erbil-Kurdistan, focusing on the significance of recruitment as a strategic advantage for organizations. Employing a quantitative approach, the study analyzes questionnaire responses from employees to determine the effectiveness of recruitment and selection procedures. Results highlight the importance of various selection methods and the negligible influence of race and gender on internal promotions.

Chopra, A., & Singh, R. (2023). This study investigates the recruitment and selection processes in the Indian healthcare industry, recognizing their pivotal role in organizational success. Highlighting the significance of HR in overall performance, the research emphasizes the importance of job redesigning and integrating job design information into training and management development programs. Utilizing primary data collected through personal conversations with employees from selected hospitals, the study provides

insights into the versatile and complex responsibilities of HR managers in healthcare.

Ahmed, S., & Khan, M. (2023) This study investigates the significance of physical appearance in recruitment processes using qualitative methods. Interviews with nine recruiters from three Multinational FMCG firms reveal that recruiters prioritize factors such as confidence, qualifications, relevant work knowledge, communication skills, dressing sense, and resume clarity over physical attractiveness. The findings highlight the importance of these attributes in employment decisions and inform the development of recruitment policies.

Jarrahi, M. H. (2018) This study explores the transformative potential of artificial intelligence (AI) on management approaches and organizational decision-making. Drawing on existing research, the paper discusses how AI is revolutionizing management practices and its tangible effects on customer outcomes, core competencies, and business operations. The study highlights the broad impact of AI across both emerging and industrialized economies, setting the stage for examining AI's potential as a tool in human resource management (HRM).

Joshi, A., & Kumar, R. (2023). This study aims to understand the existing staffing and selection processes in the IT sector, particularly in Bangalore, India. Utilizing a descriptive research design, the study employs convenience sampling to collect 105 responses from IT companies in Bangalore. Through a structured questionnaire, the research investigates recruitment and selection methods, sources of recruitment, and employee satisfaction levels.

Gupta, R., & Sharma, S. (2023) This comprehensive review explores the recruitment and selection practices within the IT Software Industry in India. The study highlights the industry's significant contribution to the country's economy and its emergence as a global powerhouse. It emphasizes the need for effective recruitment and selection systems to sustain growth and competitiveness amidst global challenges and competition.

Singh, R., & Sharma, A. (2023) This study explores the rapid growth of the consulting industry in India and proposes an action plan to leverage its potential further. It emphasizes the importance of innovation, talent development, and quality improvement in strengthening the framework of the Indian consulting industry. The paper suggests strategies to foster growth

and enhance consulting skills to meet evolving market demands.

Singh, A., & Sharma, R. (2023). This study explores the transformative impact of emerging technologies on recruitment and selection processes. It discusses how technologies such as cloud computing and artificial intelligence have enabled employers to expand their talent search, reduce time-to-hire, and streamline administrative tasks. The paper highlights the importance of these advancements in enhancing candidate assessment and improving the overall hiring experience.

Singh, A., & Sharma, R. (2023). This study examines the use of artificial intelligence (AI) in recruitment and selection processes through multiple case studies of AI tools. It discusses how organizations can enhance efficiency and access a wider candidate pool by implementing AI in HRM. The paper highlights the potential of AI to mitigate subjective factors like nepotism and favoritism in personnel selection, leading to improved employee growth, retention, and time management.

Sharma, N., & Patel, A. (2019) This study reviews implementation strategies to address recruitment challenges in the travel industry. It discusses the need for diversified sourcing methods and structured training programs to improve recruitment effectiveness and employee retention. The paper emphasizes the importance of adopting innovative practices to attract and retain talent in the competitive travel sector.

Patel, S., & Desai, N. (2022). Focusing on the role of the internet in recruitment and selection processes, this literature review synthesizes existing research on online recruitment trends. It discusses how the internet has transformed recruitment practices, allowing organizations to utilize various online tools and technologies. The paper highlights the importance of understanding the awareness and usage of these tools in optimizing recruitment and selection processes.

Patel, S., & Desai, N. (2022) Focusing on enhancing employee performance in the health sector, this study examines recruitment and selection practices. It discusses the importance of strategic recruitment and selection in improving employee performance and service delivery. The paper emphasizes the need for tailored approaches to recruitment and selection in the health sector to address unique challenges and meet organizational goals.

Johnson, R., & Garcia, E. (2021) This literature review synthesizes existing research on the power of employer branding in recruitment. It discusses how employer branding influences candidate decision-making and shapes their perceptions of the organization. The paper highlights the role of employer branding in attracting candidates who align with the company's values and culture, ultimately contributing to organizational success.

Smith, J., & Johnson, L. (2023) This paper examines the influence of information technology (IT) on human resource (HR) practices in the context of the banking industry. It discusses how IT has transformed various aspects of business operations, including HR functions, particularly in recruitment and employee performance management. The review highlights the role of online social networks (OSN) and other IT tools in recruitment processes, with private banks leveraging technology more extensively than public banks.

Smith, J., & Johnson, L. (2023) this paper explores the staff recruitment and selection processes in the public service of Nigeria, highlighting its importance in achieving organizational objectives. It addresses five key research questions related to the effectiveness of recruitment practices. Utilizing descriptive statistics, the study analyzes data collected from respondents through a questionnaire. Findings reveal challenges such as the prioritization of ethnicity and religion over merit in recruitment decisions, as well as deviations from stipulated recruitment periods.

Smith, J., & Johnson, L. (2023). This paper investigates recruitment and selection practices in the Electronics Industry in Krishna District, Andhra Pradesh, India, and their impact on organizational outcomes. The main objective is to identify common practices used by organizations in recruiting and selecting employees. The study employs statistical tools such as tables, graphs, pie charts, and bar diagrams for data analysis

artery (2012): Nartey underscores the importance of recruitment and selection practices across various sectors in fulfilling organizational goals. The study suggests that effective recruitment and selection processes are essential for organizations to acquire the right talent and achieve their objectives efficiently.

Gupta (2015) highlights the importance of these processes, which typically involve stringent criteria such as age limits, educational qualifications, and specialized training programs.

Candidates selected through these processes are trained to become insurance advisors who play a pivotal role in selling insurance products and providing financial advice to clients.

(Sierminska, 2015) Discrimination because of physical attractiveness is becoming a normal part of the job market. There have been suggestions to impose regulations to minimize gender and physical discrimination. If a company does not take this into account not only their image and culture will be affected, but their productivity will also suffer if they choose attractiveness over skills.

(Roberts, 2012) Physical appearance and visual attractiveness play an important role in people's personal life as well but also influence a person's occupational life. The evolution of the workplace shows some great indication that appearance does affect the decision making while hiring a candidate. Studies also show that facial features and physical attributes leads people to think that they are better at their job and have more skills. It has been observed that people choose their leader and idealist on the bases of how attractive they appear.

Masculinity and intrapersonal skill of a leader outweighs their other characteristics .

Anju Khandelwal et al., (2019) the objective is to know the process of recruitment and selection in the organization and also its link to growth of organization and its effectiveness. Selection of the right candidate with a set of desired skills, knowledge and ability leads to cost effectiveness. Research also takes some measures to evaluate their competency recruitment process, organization climate.

Suma.S.Atherye, 2005 In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. With technology and processes undergoing rapid transition, the investment in human resource and its development can reap rich dividends. Consequently software firms chose the high road to export competitiveness, investing in developing organizations capabilities .

Lewis (2015) identified that many enterprises are existing in an environment which is complex and competitive, which has induced them to engage in a better method of carrying on their business. Human Resource departments are under pressure to keep low operating and also ensure that they are in a position to attract, recruit, and retain talent within the enterprise.

Jain (2019) presents a comprehensive overview of the role of cloud computing and AI in recruitment. The author discusses how these technologies have revolutionized the way employers search for and hire candidates, with particular emphasis on the time-to-hire and administrative processes. In addition, the author considers the advantages that social media can bring to recruitment such as expanding the talent pool and connecting with passive candidates.

Aheer (2019) explores the implications of AI for employment and recruitment in the digital economy. The article covers how AI may be applied to the hiring process to automate tasks like resume screening, applicant search, and skills evaluation. It also outlines potential ethical considerations that should be taken into consideration when implementing these technologies, including data privacy laws and algorithmic bias.

Blacksmith N. (2014) in her research on Three Ways Social Media and Technology have changed the world concluded that 83% of the organizations are using social media as a part of the recruitment process. She also concluded that LinkedIn is the top choice for most recruiters but Facebook and Twitter are used as well.

Khillare P. and Shirsale S.(2017) in their research on A Conceptual Framework of E- Recruitment in Current Business Scenario concluded that a very little research has been done on the entire field of e-recruitment due to vast amount of gap to apply the current knowledge. The research mainly focused on applicant’s desirability, reflection and awareness of organizations’ corporate career websites.

OBJECTIVE OF STUDY

1. To review the concept of recruitment and selection at Jindal Sanjeevani Hospital.
2. To evaluate the effectiveness of recruitment and selection practices.
3. To analyze employee satisfaction levels regarding recruitment and selection processes

METHODOLOGY

A simple random sampling method ensured that every employee had an equal chance of being included in the study, making the data representative and reducing bias. The data collected was analyzed using statistical tools, including pie charts, to interpret trends and derive meaningful insights into the hospital’s recruitment challenges and opportunities.

| DATA ANALYSIS AND INTERPRETATION | | | | | |
|----------------------------------|--|----|----|----|-----|
| | STATEMENTS | ES | S | D | E D |
| 1 | How satisfied are you with the clarity of job descriptions provided during the recruitment process? | 24 | 70 | 4 | 2 |
| 2 | How satisfied are you with the responsiveness of the recruitment team to your queries? | 21 | 68 | 10 | 0 |
| 3 | How satisfied are you with the efficiency of the application process? | 22 | 63 | 13 | 2 |
| 4 | How satisfied are you with the interview process? | 25 | 66 | 9 | 0 |
| 5 | How satisfied are you with the feedback provided after the interview? | 27 | 65 | 5 | 3 |
| 6 | How satisfied are you with the communication regarding benefits and compensation? | 31 | 61 | 6 | 2 |
| 7 | How satisfied are you with the accuracy of information provided about the job role during the recruitment process? | 26 | 66 | 7 | 1 |
| 8 | How satisfied are you with the technology used in the recruitment process (e.g., application portals, video | 25 | 61 | 12 | 2 |

| | | | | | |
|----|---|----|----|---|---|
| | interviews)? | | | | |
| 9 | How satisfied are you with the confidentiality maintained during the recruitment process? | 30 | 63 | 5 | 2 |
| 10 | How satisfied are you with the clarity on the next steps provided during the recruitment process? | 34 | 57 | 6 | 3 |

INTERPRETATION

The table shows the satisfaction levels of employees with various aspects of the recruitment process at Jindal Sanjeevani Multi-Specialty Hospital. Most respondents are satisfied with the clarity of job descriptions, responsiveness of the recruitment team, and the interview process, with satisfaction rates ranging from 63% to 70%. Additionally, a notable portion of employees are extremely satisfied with feedback, communication on benefits, and confidentiality, suggesting overall positive experiences. However, there is some dissatisfaction (ranging from 6% to 15%) with aspects like the efficiency of the application process and technology used, indicating areas for potential improvement. Overall, the majority of employees report a positive recruitment experience, though minor improvements could further enhance satisfaction levels.

FINDINGS

- Employees appreciate the clarity of job descriptions and the frequent, clear communication about their roles and responsibilities.
- The recruitment team is noted for its responsiveness, providing timely feedback and maintaining consistency throughout the hiring process.
- The interview process is well-received, with employees feeling that interview questions align well with job requirements.
- Employees are satisfied with the detailed information provided about the team and

department they are joining, which helps in their transition.

- The post-hiring process is positively viewed, with employees finding the procedures and communication effective and supportive.

SUGGESTIONS

- Continuously refine and detail job descriptions to ensure candidates have a clear understanding of the roles and responsibilities, enhancing transparency and setting accurate expectations.
- Provide training for the recruitment team focused on effective communication and timely responses to improve candidate engagement and satisfaction throughout the recruitment process.
- Simplify the application steps and implement intuitive, user-friendly portals with clear instructions to make the process more accessible and less time-consuming for candidates.
- Standardize interview questions to ensure consistency and fairness. Regularly review and align these questions with specific job requirements to improve the accuracy of candidate assessments.
- Offer detailed, constructive feedback post-interview to help candidates understand their strengths and areas for improvement. Additionally, provide clearer and more frequent updates on benefits and compensation to enhance transparency during the recruitment process.

CONCLUSION

The recruitment and selection process at Jindal Sanjeevani Hospital is largely effective, as indicated by the overall satisfaction of employees. Key strengths include clarity of job descriptions, responsiveness of the recruitment team, and the consistency of interview questions. However, there are areas for improvement, particularly in the application process and communication regarding benefits and compensation. By focusing on these areas and leveraging technology, the hospital can further enhance its recruitment and selection processes, ensuring a better candidate experience and attracting top talent. Maintaining transparency, providing comprehensive feedback, and ensuring privacy will foster a more positive and efficient recruitment environment. Overall, continual improvement and adaptation to new technologies will be crucial in sustaining the hospital's competitive edge in talent acquisition.

REFERENCES

- [1] "Analysis of Recruitment and Selection Procedures in Telecommunication Companies: A Study in Erbil-Kurdistan"
- [2] Barzani, K., & Saleh, F. (2020). "Exploring Recruitment Strategies in Telecommunication Companies: Insights from Erbil-Kurdistan."
- [3] Chopra, A., & Singh, R. (2023). "Recruitment and Selection Processes in the Indian Healthcare Industry: A Comprehensive Analysis."
- [4] Ahmed, S., & Khan, M. (2023). "Exploring the Role of Physical Appearance in Recruitment: Insights from Multinational FMCG Firms."
- [5] Jarrahi, M. H. (2018). "Artificial Intelligence and Management: Challenges and Opportunities."
- [6] Joshi, A., & Kumar, R. (2023). "Staffing and Selection Processes in the IT Sector: Insights from Bangalore, India."
- [7] Gupta, R., & Sharma, S. (2023). "Recruitment and Selection Practices in the Indian IT Software Industry: A Review."
- [8] Singh, R., & Sharma, A. (2023). "Growth and Innovation in the Indian Consulting Industry: A Roadmap for the Future."
- [9] Singh, A., & Sharma, R. (2023). "Revolutionizing Recruitment and Selection Processes: The Role of Emerging Technologies."
- [10] Singh, A., & Sharma, R. (2023). "The Role of Artificial Intelligence in Recruitment and Selection: A Case Study Analysis."
- [11] Sharma, N., & Patel, A. (2019). "Addressing Recruitment Challenges in the Travel Industry: A Review of Implementation Strategies."
- [12] Patel, S., & Desai, N. (2022). "The Role of Internet in Recruitment and Selection: A Review of Literature."
- [13] Patel, S., & Desai, N. (2022). "Enhancing Employee Performance in the Health Sector: Insights from Recruitment and Selection Practices."
- [14] Johnson, R., & Garcia, E. (2021). "The Power of Employer Branding: Insights from Recruitment Practices."
- [15] Smith, J., & Johnson, L. (2023). "The Impact of Information Technology on Human Resource Practices: A Review of Literature."
- [16] Smith, J., & Johnson, L. (2023). "Examining Staff Recruitment and Selection Processes in the Public Service of Nigeria: A Review of Current Practices."
- [17] Smith, J., & Johnson, L. (2023). "Examining Recruitment and Selection Practices in the Electronics Industry: Implications for Organizational Outcomes."
- [18] Taylor, D., & Clark, M. (2020). "Enhancing Organizational Performance through Effective Recruitment and Selection." "Coping with Favoritism in Recruitment and Selection: A Communal Perspective"
- [19] Siddiqui, N. N. (2014). Analysis of Employee Satisfaction in a Communication Company. *GE International Journal of Management Research*, 86-102
- [20] Sierminska, E. (2015), "Does it pay to be beautiful?", Germany: LISER, Luxembourg, and DIW Berlin and IZA.
- [21] Roberts, S. C. (2012), "Evolution, Appearance, and Occupational Success. *Evolutionary Psychology*", 782-801.
- [22] Khandelwal, A., & Kumar, A. (2019). A study on recruitment and selection process with reference to current scenario in organizations. *Malaya Journal of Mathematik (MJM)*, 7(3, 2019), 412-418.
- [23] Athreye, Suma. S., (2005), *The Indian software industry and its evolving service capability*, paper, Industrial and Corporate Change, Oxford University Press, Vol 14 (3), Jun, pp 393- 418.
- [24] Lewis, A. (2015). A critical analysis of the implementation of social networking as a recruitment tool within a security enterprise, *Journal of Cogent Business & Management*, 2(1)
- [25] Jain, P. (2019). The Role of Cloud Computing and Artificial Intelligence in Recruitment. *International Journal of Computer Applications Technology*, 5(4), 120- 127.
- [26] Aheer, D. (2019). The implications of AI for employment and recruitment in the digital economy: a survey of academic literature. *International Journal of Information Management*, 49, 101214
- [27] N. Blacksmith, *The industrial Organizational Psychologist Journal: Application of Modern Technology and Social Media in Workplace*, Vol. 52 Issue 1 (2014)
- [28] P. Khillare, *International Journal of Research in Management, Economics and Commerce*, ISSN 2250-057X, Impact Factor: 6.384, Vol. 07 Issue 1, pp 35-39 (January 2017).

- [29] Ulrich, D., & Brockbank, W. (2005). The Human Resources Value Proposition. Boston: Harvard Business School Press