


Original Research

Challenges in Recruitment Process: A Study of Non-Government Hospitals in Bangladesh

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Abstract

Non-government hospitals have to deal with many corporate and individual clients. Therefore, the hospitals require employees of all levels. Recruitment and selection are the process of attracting and hiring the suitable candidates. Hospital authorities are always concerned with selecting the best candidate for vacant positions. Judgment sampling is used and opinions of human resource professionals are recorded. Non-parametric one sample Wilcoxon Signed Rank test is conducted on the data collected from the human resource departments. The study finds that lack of qualified and experienced candidates is a major challenge in employee recruitment. It is realized that misrepresentation of qualities and varying salary expectations of potential employees creates difficulties in selection process. It is also evident that there is deficiency of training for hiring process for the recruiters. The study is limited to kinds of instructions and cannot emphasize the policy of confidentiality of the organizations in some cases. More research about the challenges might help the different organizations regarding hiring process. The study has helped the non-government hospitals to identify major challenges in the recruitment process. It has highlighted the factors that need to be focused on hiring new employees.

Keywords: Challenges; Recruitment; Non-Government Hospitals.

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Introduction

Throughout the last few years Bangladesh has been experiencing a rapid and significant change in the health sector. Not only in our country, all over the world the dimension of health service industry has been changing rapidly mainly due to the technological innovation and globalization. But most importantly covid-19 has completely changed the set-up of health service industry. Now the condition is such that hospitals must compete in the marketplace both with local institutions as well as foreign ones.

Hospitals require different kinds of employees to deliver their services properly. They need medical technicians to administrative employees to provide treatment and care to their patients and corporate clients. Delivering medical treatment is a very delicate task and therefore it requires recruitment of proficient employees. Recruitment is a proactive process of sourcing requisite skills and experience (Zinyemba, 2014). Hospital needs to remain vigilant while recruiting employees as they perform duties that may involve risk of lives. Non-government hospitals are very cautious in recruitment as their reputation remains at stake. Private hospitals have to beat government hospitals through quality of service as governments' hospitals deliver services at a relative lower cost as they are funded by the government (Chou et al., 2014). Therefore, non-government hospitals focus heavily on hiring best candidates.

Companies with limited resources face the challenge of competing with bigger companies while hiring highly qualified employees (Zinyemba, 2014). Hospitals face the daunting task of bringing together people of different skills and backgrounds. The recruitment team of hospitals conduct the duty of setting different competencies into a structured system. They design the hiring map to fill the expertise, knowledge and skills required to function properly in healthcare industry. To complete the whole process of building an effective and efficient work-force the recruitment team has to navigate through challenges of attracting, evaluating and on-boarding employees, balancing internal and external pressure and covering up the deficiencies of their own organization.

Objective of the study

The objective of the study is to discern the process of recruitment and to find out the challenges of recruitment faced by the non-government hospitals in Bangladesh.

Literature Review

The term recruitment has been defined from different points of view by researchers (Samwel, 2018). Recruitment has been called as the process of searching the candidates and stimulating them to apply for jobs (Devi & Banu, 2014). It has also been declared as the system of hiring the right kind of candidates for the right job (Kumari, 2012). From another perspective, recruitment has been defined as the procedure of creating a group of qualified candidates for the vacant positions that arise in the organization (Stoilkovska et al., 2015). Recruitment consists of the activities of attracting the candidates, assessing potential candidates and on-boarding the preferred candidates (Turner, 2017).

Recruitment has been identified as one of the most important human resources activities for existence and development of organization (Vardarlier et al., 2014).

Considering the importance of recruitment, research on recruitment has increased dramatically and such attention is definitely warranted (Breugh, 2008). Recruiting suitable candidates is essential for the purposes of satisfying immediate operational needs and fulfilling future long-term strategic objectives (Turner, 2017). Seventy percent of companies pointed-out recruit as one of top priority activities in human resources division (Scullion, 1992). Organizations have been advised to be careful in recruiting employees as they provide the competitive advantage in the race of generating revenues (Devi Bhoganadam & Srinivasa Rao, 2014).

Recruitment in hospitals is quite interesting as they require different kinds of employees. Hospitals recruit five kinds of medical professionals including nurses, physician assistants, doctors, administrative staff and medical technicians (Chou et al., 2014). Doctors, nurses, technicians, administrative staff and even front desk personnel play a role in the complete treatment procedure of patients (Grill, 2015). These days hospitals also need to hire employees for purposes other than just medical activities to remain competitive. Hospitals are urged to recruit candidates who identify with their objectives, goals and missions (Douglas, 1997).

To conduct recruitment efficiently is one of the most challenging and strategic organizational processes (Pessach et al., 2020). The changing technology creates difficulties in recruitment process and there are also problems of lack of transparency and lack of interview skills among employers (Samwel, 2018). Lack of specific information regarding salary makes job advertisements less attractive (Sarpong, 2019). The cost of advertising need to be reduced in developing countries like Bangladesh (Absar, 2012). Recruitment becomes a difficult task due to pressure of recommendations and it has advised that training of recruiters is to be emphasized (Kumari, 2012). Questions have been raised about recruitment policies in the context of gender and nationality discriminations (Centre, 2015). Cost of advertising, misrepresentation of qualifications, nepotism and favoritism, geographical location of a company, change in business model of the organization and political interference pose challenges of recruitment and selection (Zinyemba, 2014). The battle to attract qualified candidates is becoming more and more difficult for small and medium enterprises and their recruitment process may not be systematic as they are mostly conducted by one person which often leads to blunders of selection (Abraham et al., 2015).

Methodology

The study is exploratory in nature. Exploratory method of research has been used as the results are unknown and the target is to find the answers and not just analysis of the known outcomes (Bryman, 2012).

A structured interview is conducted for the study. The questionnaire is developed using five point Likert scale. Judgmental Sampling technique has been used to select the professionals whose opinions and answers are relevant to the study. Primary data has been collected on a four months' time duration in first phase that started on August, 2021 to

December, 2021 and in Second phase, the data has been collected on a two months' time duration that started on January, 2022 to February, 2022.

The population of the study are the Human Resource (HR) professionals working in non-government hospitals and handling the responsibilities of recruitment. A total of 38 HR professionals from 23 different non-government hospitals were interviewed based on convenience and their willingness. The sample size has remained short due to the fact that only one or two personnel from human resource department takes active part in hiring process. But the sample represents majority of HR professionals working in recruitment process of non-government hospitals. Twenty-three respondents are selected from each hospital for in-depth interview with the management level who are directly involved in policy making and implementation at the Human Resource (HR) department.

It is eminent that the reliability test statistics of the study (Cronbach's alpha) is 0.696 as shown in Table 1. This is not less standard than 0.70 (Cho & Kim, 2015) and that means that the alpha is very much acceptable.

Tanble 1. Reliability Statistics

Cronbach's Alpha	No. of Items
0.696	10

Hypothesis

The study sets the following alternative hypothesis

- i. H₁: Cost of advertising is a challenging issue in recruitment
- ii. H₂: Candidates' misrepresentation of qualities is a challenge
- iii. H₃: Lack of qualified and experienced candidates creates difficulties in recruitment
- iv. H₄: Over qualified candidates becomes a reason of concern in selection process
- v. H₅: Meeting salary expectations creates difficulties in hiring the preferred candidate in certain cases
- vi. H₆: Certain HR policies creates impediments in hiring new employees
- vii. H₇: Lack of training for specializing in hiring process is a matter of concern in recruitment
- viii. H₈: Geographical location sometimes poses certain difficulties in recruitment
- ix. H₉: Political Interference presents problems in recruitment
- x. H₁₀: It is a matter of concern whether any option for internal recruitment / promotion or to go external recruitment.

Recruitment Process of Non-Government Hospitals in Bangladesh

Recruitment and selection is a kind of challenging work for human resource management (Blaga, 2020). The goal of recruiting is to increase the number and quality of personnel available to assist the company in achieving its aims and objectives. Selection is referred to as a negative process since it involves eliminating or rejecting as many individuals as possible in order to find the best candidate for the job (Zinyemba, 2014).

Human resource planning, also referred to as "manpower planning and replacement," is placing the appropriate number and kind of people in the appropriate locations at the appropriate times to carry efficient out tasks.

Thus, it is a significant aspect for Non-Government Hospitals. They maintain following procedures for their recruitment and selection process.

Reviewing the Applicants

Tracking candidates with applications and examining resumes are the following phases in the recruitment and selection process. The sample Non-Government Hospitals follow Applicant tracking systems (ATS). These are becoming very much helpful to employers with such technology aids in the management for every exposed position.

Telephonic Interview

It is crucial to do a preliminary phone interview to learn more about the applicant's background, employment history, and experience. The goal of this phone interview is to ascertain whether or not the candidate possesses the necessary abilities and credentials for the open position. Initial interviews will identify candidates who manifestly do not fulfill the position's minimum standards.

Direct Interview and Assortment

The recruitment process's most crucial step is the interview. Consequently, it's crucial to get ready for the interview in advance. Prepare one or two questions that will let you know if an applicant possesses each ability needed for the position. One can compare more readily later if you ask all applicants the same questions.

Additionally, Private Hospitals also used to add notes on their resumes before any difficulties they wanted to clarify. They used to exclude the resumes of applicants who lacked the necessary credentials after all interviews had been done in order to reduce the number of candidates. Finally, they do a second interview with the finalists or might ask colleagues to conduct interviews with them for a second opinion.

Prolonging an Employment

When they have determined which applicant is most suited for the position, they then extend the employment offer. The Hospitals also let the applicant know about any pre-employment requirements like background checks, drug testing, license information, or any other exams or documents.

Selected Panel

Hospitals basically try to avoid many complications regarding recruitment & selection part in order to save times, cost along with many other things. They use to create employee panel (selected) after recruitment and selection session. If any selected one does not want to join where placement is needed, then the Hospitals use to call from panel.

A draft employment offer may be passed back and forth from Hospital to the candidate until both parties are satisfied when hiring for positions where it negotiates the terms of employment, pay and benefits, and other matters. To formalize the parameters of the agreement with the prospective employee, an employment offer should always be made in written form.

Some Additional Process of Recruitment

When Hospitals get the desired candidate (s) for any concern position for any department then it goes for the further actions. Actions like negotiating many things such as salary as compensation along with all the benefits from here he or she will get, any further discussing issues like his or her tentative joining for the Hospital. If does not match with the candidate(s) then HRD of different Hospitals use to go for next picking from the panel instead of further recruitment in order to save the time and cost. Before joining it is the core requirements to the candidates to take medical checkup. If there any problem(s) carrying the candidates then Hospitals do not offer the job to that candidate(s).

In house Progression of Employees

The human resource department (HRD) maintains the precise procedure in order to recruit and select the employees. HRD with the help of the concern department use to take help in order to make plan for seeking right candidates among the numbers. As before mentioned hospitals try to make in-house progression and later fulfill up that vacant position by promoting and then recruiting new candidates if requires.

Focused Group Discussion (FGD) of HRD with Concern Department

However, in the case of very new position or post it is become challenging for HRD in order to manage and hire the exact candidates from thousands. In order to ensure the replacement of vacant position everything is done through enormous planning. It should be mentioned that to recruit and select it's easier to work for regular or common vacant position instead any very new.

If any new position and post related anything occurs then at very firstly HRD of Non-Government Hospitals make a plan with the concern department. If there are job description(s) and all requirements available that the Hospitals looking for then it is become easier. However, it is become challenging if the entire scenario new for the organization. FGD occurs for any vital or big and important position where precise discussion required very often. It should be mentioned that FGD not only happen in larger phase it can be happened within the department or within the couple of departments.

Data Analysis and Findings

The data represented is collected from the HR professionals of sample Hospitals regarding the challenges of recruitment process.

HR professionals were requested to rate their extent of agreement towards 10 factors. Table 1 describes their extent of agreement in 5-point Likert-type scale (1= Strongly disagree, 2=Disagree, 3= Neutral, 4= Agree, 5=Strongly agree).

Descriptive Statistics

The effect of some variables on the recruitment challenges have been found in this study. The respondents agree the four statements. On the other hand, neutral and disagreed with six statements.

Table 2. Descriptive Statistics

Variables	Mean	Standard Deviation	Practice level of Challenges
Cost of advertising is a challenge	2.5789	1.0035	Neutral
Quality misrepresentation is a challenge	3.9474	.9284	Agree
Lack of qualified candidates is a challenge	4.2632	.7947	Agree
Over qualified candidates is a challenge	3.4737	.7254	Neutral
Salary Expectations is a challenge	3.7105	.9273	Agree
HR policy is a challenge	2.8158	1.1355	Neutral
Lack of recruitment training is a challenge	3.7895	.9907	Agree
Geographical location is a challenge	2.8947	1.3313	Neutral
Political interference is a challenge	2.7105	1.2060	Neutral
Internal promotion is a challenge	2.8421	1.0007	Neutral

Source: The researchers, Based on analysis of survey data through SPSS software.

From the Table 2., it is found that the Quality misrepresentation, Lack of qualified candidates, Salary Expectations, Lack of recruitment training, are found the challenges of recruitment (respondents agree about the fact, these four factors scored close to 4.00 which supported the challenges in recruitment process) other than cost of advertising, HR policy, Geographical location, Political interference and promotion.

Test of hypotheses

The research hypotheses were tested in the form of alternative hypothesis. Since, the research variables are measured in Likert-scale and sample size is small, so non-parametric one-sample Wilcoxon Signed Rank test was applied.

Table 3. Hypothesis Test Summary

Hypothesis	Significance	Decision
Cost of advertising is a challenge	.000	Not Accepted
Quality misrepresentation is a challenge	.569	Accepted
Lack of qualified candidates is a challenge	.054	Accepted
Over qualified candidates is a challenge	.000	Not Accepted
Salary Expectations is a challenge	.054	Accepted
HR policy is a challenge	.000	Not Accepted
Lack of recruitment training is a challenge	.178	Accepted
Geographical location is a challenge	.000	Not Accepted
Political interference is a challenge	.000	Not Accepted
Internal promotion is a challenge	.000	Not Accepted

Source: The researchers, Based on analysis of survey data through SPSS software.

According to Table 3., the hypothesis median was taken 4 which represents ‘Agree’ in the five-point Likert scale. The p-value of quality misrepresentation of candidates is .569 which is greater than .05. Therefore, the alternative hypothesis has been accepted. Similarly, lack of qualified candidates having p-value of .054 and salary expectation having p-value of .054 have been accepted in the form of alternative hypothesis as they are larger than .05. Lack of recruitment training has p-value of .178 which is again larger than .05. So, it has also been accepted in the form of null hypothesis. But the other alternative hypotheses of cost of advertising, over qualification, HR policy, geographical location, political interference and internal promotion could not be accepted as their p-value is smaller than .05. Each of those factors have p-value of .000 which is very significant against the logic of null hypothesis being accepted.

Findings

The challenges mentioned in the previous literature regarding recruitment were tested in the context of non-government hospitals of Bangladesh. Some of the factors have been found to be significantly challenging in the recruitment process of non-government hospital while some others have been proved to have absolutely no effect at all. The non-government hospitals do suffer from a lack of qualified and experienced candidates when it decides to go for recruiting new employees. Candidates are found to state to possess qualities and capacities which they do not actually have. The cut-throat competitive market and delicate socio-economic situations create a challenge of having to satisfy salary expectations for preferred candidates to fill gaps of expertise and skills. And the recruiters themselves feel the need for specialized recruitment training which is not being conducted at present in many organizations.

Some socially prevalent ideas of challenges to recruitment have been proved to be null and void in this study. Problems of geographical location and political interference are found to have no significant impact in recruitment process. Cost of advertising seems to not bother modern non-government hospitals with the advent of modern technologies and new found mediums of communication. While there is a conception that over-qualification creates difficulties in recruitment but in reality, the effect is almost

insignificant in the context of non-government hospitals. The internal policies of non-government hospitals also do not erect any significant challenge in view of the HR professionals.

Conclusion

Some non-government hospitals are prominent names in the health-service industry of Bangladesh. The reputation of the hospital is dependent on the capability of the employees to provide expected service. Therefore, selection of the best candidate as an employee is one of the most crucial parts of running the organization successfully. Human resources have direct impact on the change, success and development of an organization (Blaga, 2020). Human Resources Department has to identify the misrepresentation of qualities by potential candidates.

Human resources are the greatest assets of an organization. To keep pace in an ever-changing world, the people hired must be accomplished. So far, the literature has not been able to determine all the relevant variables challenging in the recruitment process. But some factors have been proved to be effective. The study found that the factors of salary expectation, lack of qualified employees, lack of training for specializing in recruitment and misrepresentation of qualities by job seekers are real challenges in the recruitment process. On the other hand, the factors mentioning cost of advertising, Human Resource policy, geographical location, over qualified job seekers, political interference and internal promotion do not impose real challenges in the recruitment process.

This study presents only the insight of non-government hospitals. In this context, the limitation of this study can be overcome by additional sectors with a greater number of participants.

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