



บทที่ 3

การสรรหาทรัพยากรบุคคล (Recruitment)



The process of attracting individuals on

- * timely basis
- * sufficient numbers
- * appropriate qualifications
- * encouragement to apply for jobs with an organization



Environment of recruitment

Internal

- Human Resource Planning
- Promotion policies
 - Promotion from within (PFW)
 - Promotion from outside (PFO)

External

- Unemployment
- Labour market Condition
- Legal Considerations
- Corporate Image

Factors influence job choice

- Pay level
- Challenges
- Responsibility
- Job security
- Advance opportunity
- Geographic location
- Benefits



Recruitment Sources

Internal source



Recruiting Methods

- Job posting
- Job bidding
- Employee referrals
- Promotion
- Career path plan

Recruitment Sources

Recruiting Methods

External Sources



- Advertising
- Educational institutions
- Self-employed workers
- The unemployed
- Old individual
- Military personnel
- Competitors and other firms
- Job fairs
- Employment agencies
- Executive Search Firms
- Professional associations
- Walk-in applicants
- Event recruiting



Pros of Internal and External Recruiting

Promoting from Within

Potential Advantages

- ❖ Easier to assess applicants since more information is available
- ❖ Less costly and quicker than an external search
- ❖ Promoted employee is already familiar with organization policies, culture, etc.
- ❖ Signals to employees that career opportunities exist in organization
- ❖ Improve employee morale and organization loyalty
- ❖ Lower costs for some jobs
- ❖ Less likely to make major changes and “upset the apple cart”

Hiring Externally

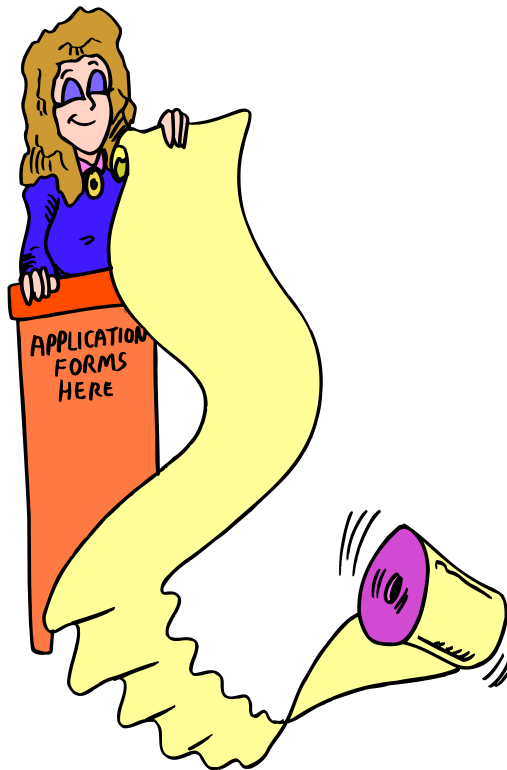
Potential Advantages

- ❖ Provides new ideas / fresh perspectives
- ❖ May bring new insights from other industries
- ❖ Initiate a turnaround
- ❖ Hiring experienced employee can reduce training needed
- ❖ Internal politics may be avoided (e.g., less upsetting to present organizational hierarchy)
- ❖ Allows rapid growth
- ❖ Increase diversity
- ❖ Only hire at one level
- ❖ Bigger talent pool / more applicants

Cons of Internal and External Recruiting

Promoting from Within	Hiring Externally
<i>Potential Disadvantages</i>	<i>Potential Disadvantages</i>
❖ Narrowing of thinking and stale ideas (inbreeding) ❖ May not help turn company around ❖ Training will be needed and learning curve will occur for the job duties ❖ Internal politics will occur (e.g., possible discontent of rejected applicants; new subordinates discount new boss' knowledge and expect special treatment; etc.) ❖ Difficult to do with rapid growth ❖ Affirmative action goals may be more difficult to achieve ❖ Ripple effect ❖ Smaller talent pool / fewer applicants	❖ Less information available on applicants ❖ Search takes longer and costs more ❖ Outsider takes time to become familiar with current systems and organization culture ❖ Destroys incentive of present employees to strive for promotion ❖ Can hurt employee morale and loyalty ❖ May have to pay more for the job ❖ Current organization members may fight new ideas

Recruitment Process

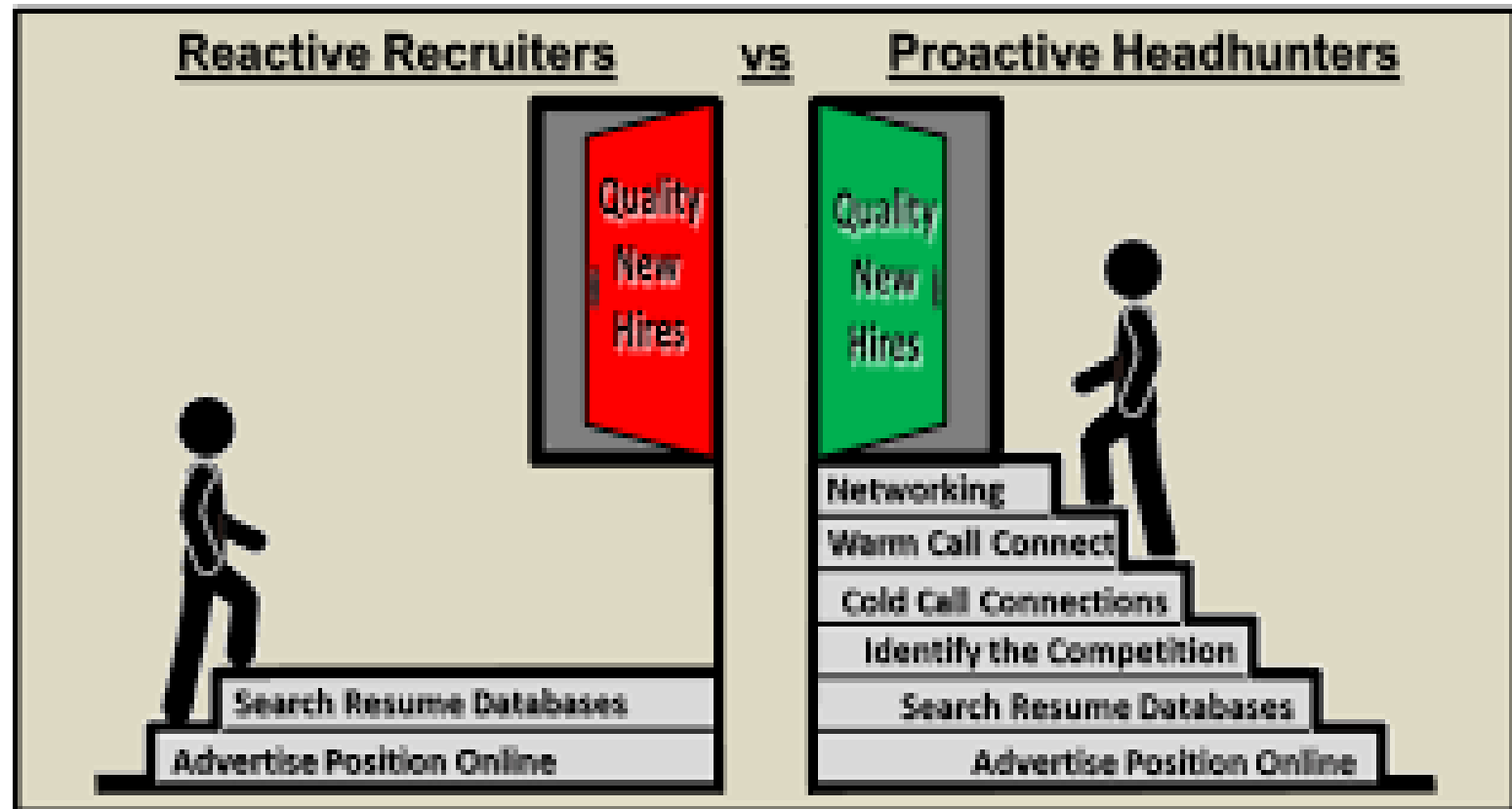


1. HR Planning
2. Personnel Requisition
3. Job identified
4. Job analysis information
5. Manager's comments
6. Job requirement
7. Methods of recruitment
8. Satisfactory pool of recruit

Alternatives to recruiting



- Outsourcing
- Contingent workers
- Professional employer organizations
- Employee leasing
- Overtime
- Gig worker





After the recruiting process,
the evaluation is required to
review the problems /obstacles.