<u>Dissertation</u>

In

(From Mar 13th 2021 to Jun 13th 2021)

On

<u>Study on Employee Feedback</u>
<u>of Recruitment &Selection Process</u>

By

Poonam Yadav

PG/19/061

Dissertation submitted in partial fulfillment of the requirements of the degree PG Hospital and Healthcare Management (2019-2021)

International Institute of Health Management

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Acknowledgement

Any attempt at any level cannot be satisfactorily completed without the support and guidance of learned people. I owe a great debt to all the professionals at Fortis Memorial Research Institute, Gurugram for sharing generously their knowledge and time, which inspired me to do best during my summer training.

I would like to express my immense gratitude to **Mr.Varun Kumar (Team Leader, Talent acquisition)** for providing support and guidance for my learning in the organization and for directing my thoughts and objective towards the attitude that drives to achieve and other aspects that won as no wise needs to be acquainted with. It has been a privilege to work under their dynamic supervision in the organization.

I am glad to acknowledge Dr. Pankaj Talreja (Mentor), for incorporating right attitude into me towards learning and for helping and supporting whenever required, I am grateful to them in giving me an opportunity to learn administrative tricks and styles, so that I come to know how the recruitment and selection process in hospital helps to attract potential talent.

Poonam Yadav

PGDHM

IIHMR DELHI

To Whomsoever It May Concern

This is to certify that **Poonam Yadav** student of PGDM (Hospital & Health Management) from International Institute of Health Management Research; New Delhi has undergone internship training at **Fortis Memorial Research Institute** from **13th March to 13th June, 2021.**

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfilment of the course requirements.

I wish her all success in all her future endeavour.

Ms Divya Aggarwal   **Dr. Pankaj Talreja (Mentor)**

Associate Dean, Academic and Student Affairs   Associate Professor

IIHMR, New Delhi   IIHMR, New Delhi

<u>Certificate of Approval</u>

The following dissertation of titled, **Study on Employee Feedback of Recruitment & Selection Process** at **Fortis Memorial Research Institute, Gurugram** is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **PGDM (Hospital & Health Management)** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

Name   Signature

Dr. Manish Priyadarshi

Dr. Siddharth

Dr. Arora

Certificate from Dissertation Advisory Committee

This is to certify that Ms Poonam Yadav a graduate student of the PGDM (Hospital & Health Management) has worked under our guidance and supervision. She is submitting this dissertation of titled, Study on Employees Feedback of Recruitment & Selection Process at Fortis Memorial Research Institute, Gurugram in partial fulfilment of the requirements for the award of the PGDM (Hospital & Health Management).

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

Dr. Pankaj Talreja
Associate Professor
IIHMR, Delhi

Mr.Varun Kumar
Team Leader (Talent Acquisition)
FMRI, Gurugram

Completion of Dissertation

The certificate is awarded to

Ms. Poonam Yadav

In recognition of having successfully completed her
Internship in the department of

Human Resource

And has successfully completed her Project on

Study on Employees Feedback of Recruitment & Selection Process
$(13^{th}$ March to 13th June, 2021)

At

Fortis Memorial Research Institute, Gurugram

She comes across as a committed, sincere & diligent person who has a
strong drive & zeal for learning.

We wish her all the best for future endeavors.

Ms. Shivani Dhir
Head-Training & Development

Ms. Pratima Jain
Unit Head-Human Resources

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **Study on Employees Feedback of Recruitment & Selection Process** submitted by Ms. Poonam Yadav Enrollment No. PG/19/061 under the supervision of Dr. Pankaj Talreja for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from13th March to 13th June, 2021.Embodies of my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Signature

FEEDBACK FORM

Name of the Student: Poonam Yadav

Dissertation Organization: Fortis Research Memorial Institute, Gurugram

Area of Dissertation: Recruitment & Selection

Attendance: 98% out of 100

Objectives achieved: Yes

Strengths: Soft spoken, always do task on time, she has maintained good connect with employees.

Suggestions for Improvement: She needs to learn a lot, if she wants to pursue her career in HR.

Suggestions for Institute (course curriculum, industry interaction, placement, alumni):

More practical exposure to be given to students, training on advance excel and PowerPoint, guest lectures to be arranged for knowledge updating as per latest trends in market

Date :
Place :

Mr. Varun Kumar
Team Leader (Talent Acquisition)
FMRI, Gurugram

Poonam Yadav D report 2

12%	4%	0%	10%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Postgraduate Schools - Limkokwing University of Creative Technology Student Paper	5%
2	Submitted to Indian School of Business Student Paper	2%
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4	Submitted to Institute of Management Technology Student Paper	1%
5	Submitted to Majan College Student Paper	1%
6	Submitted to Panipat Institute of Engineering & Technology Student Paper	1%
7	getwellgo.com Internet Source	1%
8	www.fortishealthcare.com Internet Source	1%

Fortis Memorial Research Institute (FMRI) ,Gurugram

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Acronyms

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Section-2

Acronyms

FMRI	**Fortis Memorial Research Institute**
IRC	**I Recruitment**
ISO	**International Organization for Standardization**
HR	**Human Resource**
NABH	**National Accreditation Board for Hospitals & Healthcare Providers**
NABL	**National Accreditation Board for Testing and Calibration Laboratories**

ORGANIZATIONAL LEARNING

1.1- Introduction

- Fortis was reputable in 1996 with the vision, *'to create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.'*

- Fortis Healthcare is the country's 'fastest' rising healthcare group.

- Fortis has developed from the first hospital at Mohali which opened in 2001 to 43 healthcare services.

- From East to West ,North to South, Fortis truly has India covered - the frontier city of Amritsar, to Ludhiana, Mohali, NCR ,Mumbai, Bangalore, Mysore, Chennai & Kolkata.

- The Fortis brand with its unique logo is a creation of human values of trust, ethics and facilities and excellence healthcare.

- The logo projects the values. The combination of the hands distinctive 'green' with a 'red dot') and the human symbol is totally seamless and is characteristic of 'Fortis' responsive attitude to healthcare. The green colour of hands is characteristic of health, wellbeing, compassion, cherishing and kindness while the red dot gives an instantaneous association to their Indian roots, while it also represents energy, spirituality, courage and symbol of good luck.

- **Vision**- Saving & Enriching Lives

- **Mission** - To be a globally respected healthcare organisation known for Clinical Excellence and Distinctive Patient Care

- **Values**-

  - ✓ **Patient Centricity-** Commit to 'best results and experience' for the patients. Give treatment to the patients and their caregivers with compassion, attention and understanding. Patient needs come first.

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- ✓ **Integrity –** Integrity is one of the core values. It should reflect in everything   they   do.

- ✓ **Teamwork**- Proactively supports each other and operates as one team. Respect and value people at all levels with not the same experiences and   backgrounds.

- ✓ **Ownership-** Responsibility and take pride in their actions. Take wits and go beyond the call of duty and do commitment towards their work.

- ✓ **Innovation** - Continuously improve and innovate to exceed expectations. Team adopts a can-do attitude and challenge themselves to   do   things   differently.

1.2 - Clinical Outcomes at Fortis Healthcare

- ➢ Fortis healthcare is one of the largest integrated, healthcare facilities provider in the country is the 1st hospital group to implement and monitor clinical outcomes in India.

- ➢ The clinical outcome initiative further builds up their commitment to patient centricity by striving towards continuous clinical excellence through improvement and enhancement of their clinical care services.

- ➢ Fortis clinical outcomes are based on depth of disease course and advancement, quality of clinical care being provided, the achievement of the procedures carried out, and actual benefit observed by the patient.

- ➢ Details of the individual process results as measured using internationally conventional parameters and criteria, after that validated by the clinical experts and shows the commitment to transparency in healthcare.

- ➢ Fortis is the 1st to go on board on the journey of publishing clinical outcomes data in the public dominion

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1.3- **About Fortis Memorial Research Institute**

- FMRI is a multi-super-speciality, quaternary care hospital, is considered as one of the best hospitals in Gurugram.

- FMRI has undergone a thorough on-site review of the quality and safety of care being provided and is committed to constantly meeting arduous international standards.

- The hospital has cemented its position as one of the top hospital in gurugram leveraging technology and qualified clinicians to deliver the best in healthcare.

- **MISSION -**To provide quaternary care to the community in a compassionate, dignified, and a distinctive manner.

- **Vision**-To be the ultimate healthcare destination - "Mecca of Medicine"

- This 'Next Generation Hospital' is built on the foundation of 'Trust' and rests on the four strong pillars – Talent, Technology, Infrastructure, Service.

1.4- **Affiliations & Accreditations**

- ➢ FMRI believes that the accreditation of hospital's programs is another big success that strengthens the organization position in the healthcare area and will add to its prominent quality medical services.

- ➢ FMRI is accredited by National Accreditation Board for Hospitals & Healthcare Providers and follows the policies of the board to provide to much desired needs of the patients and to set quality standards in healthcare industry.

- ➢ The blood bank at FMRI is accredited by NABH by its extensive service delivery in the related area.

- ➢ The laboratory services are also accredited by National Accreditation Board for Testing and Calibration Laboratories.

- ➢ The accreditation services are provided for testing, calibration and medical laboratories in accord with International Organization for Standardization (ISO) Standard.

1.5-<u>Technology & Infrastructure</u>

Fortis Memorial Research Institute is a multi-super speciality, quaternary care hospital with a desirable international faculty, superficial clinicians, together with super-sub-specialists and speciality nurses, maintained by cutting-edge technology.

- Da Vinci Robot
- 3-Tesla MRI
- 10 Operation Theatres
- 6 ICUs with 60 beds.
- Comprehensive ECMO and Critical Care Programme
- Elekta Linear Accelerator
- Brain Suite.

- ✓ Located in 11-acre campus has potential to grow to 1000 beds.
- ✓ Total number of operational beds -306.

1.6-<u>Services</u>

FMRI is an advanced Centre of excellence in-

- ➢ Robotic Surgery
- ➢ Neurosciences
- ➢ Oncology
- ➢ Renal Sciences
- ➢ BMT
- ➢ Organ Transplants
- ➢ Orthopaedics
- ➢ Cardiac Sciences and Obstetrics & Gynaecology.

1.7-Organogram of HR department

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                          ┌─────────────┐
                          │  Unit Head  │
                          │     HR      │
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          ┌──────────────────────┼──────────────────────┐
   ┌─────────────┐        ┌─────────────┐        ┌──────────────────┐
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          ├────│   Senior    │   ├───│   Senior    │      └───│   Manager   │
          │    │   Manager   │   │   │   Manager   │          └─────────────┘
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          ├────│   Deputy    │   └───│ Team Leader │
          │    │   Manager   │       └─────────────┘
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          ├────│  Assistant  │
          │    │   Manager   │
          │    └─────────────┘
          │    ┌─────────────┐
          └────│ Team Leader │
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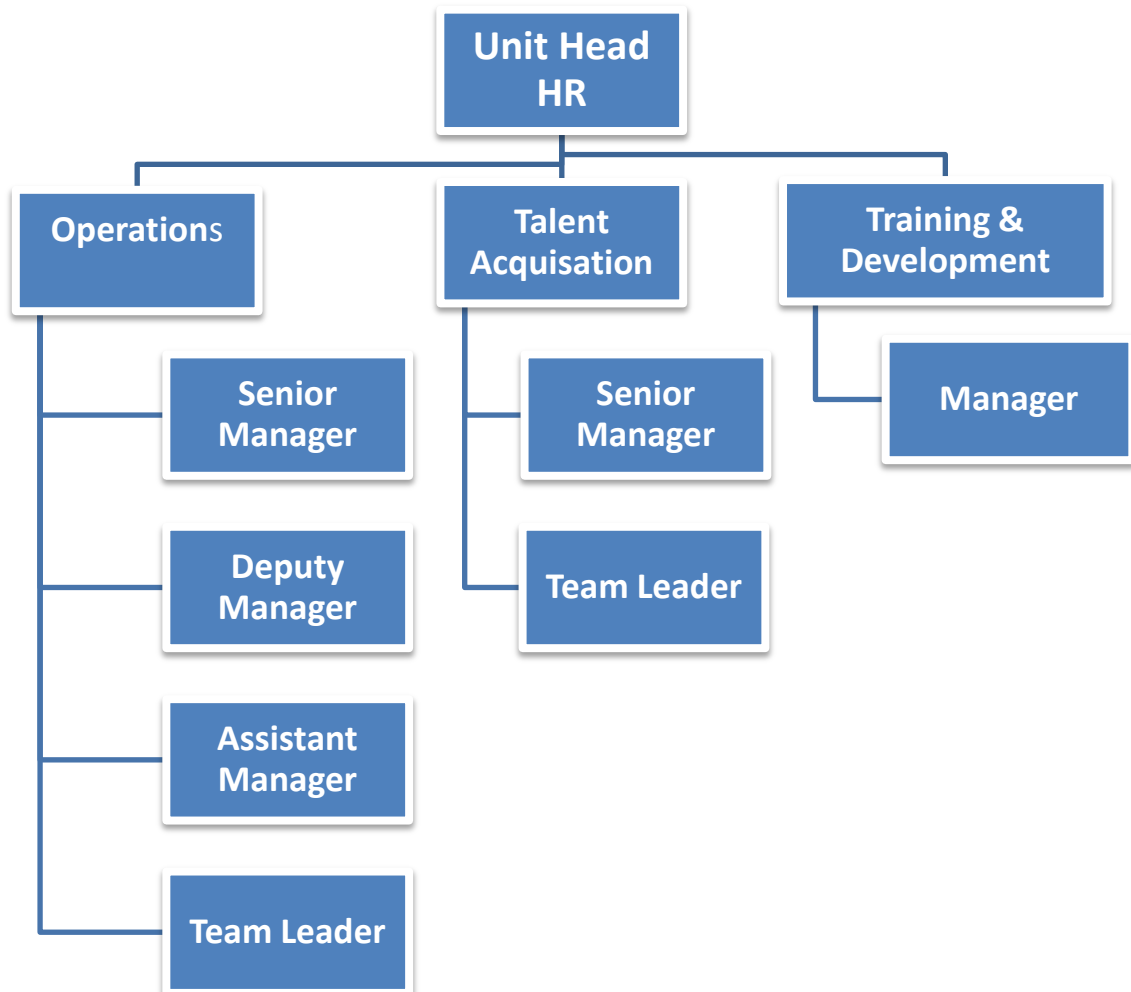
1.8- <u>Organogram of Organization-</u>

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                 │      ZD       │      │
                 │  Coordinator  │      │
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  │Administra-│ │   Head   │ │        │ │    S&M      │ │                 │
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  │  Head SCM │                    │      Sales        │ └───────────────┘
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  ┌───────────┐                                     │ Chief of Nursing │
  │  Head IT  │                                     └──────────────────┘
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  │Head Security│                                   └──────────────────┘
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  │  Head PCS │                                     │   Experience     │
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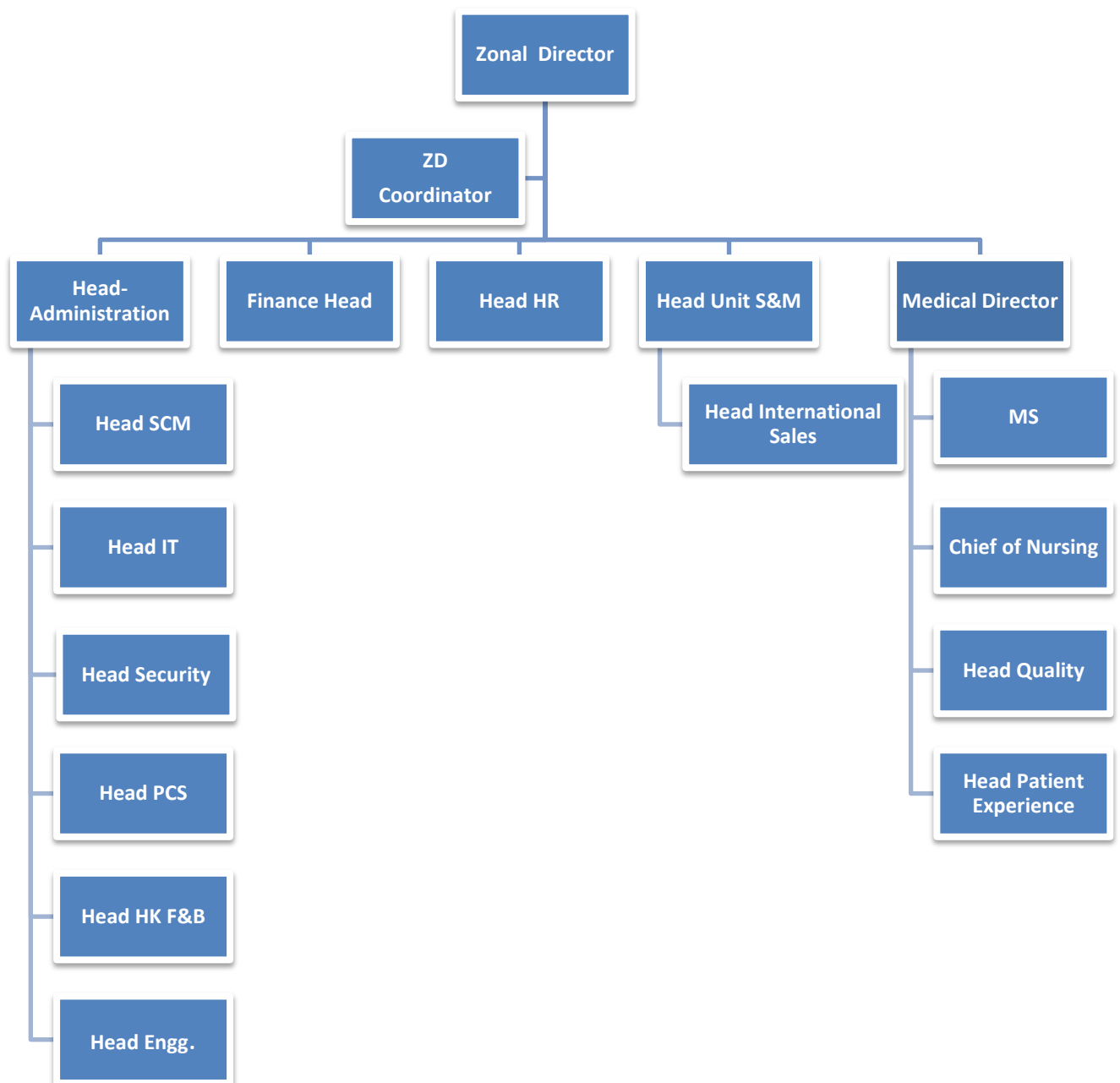
Section 2

Study on the Employee Feedback of Recruitment and Selection Process at FMRI

2.1 Abstract

Good recruitment and selection process result in improved organizational outcomes. With reference to this context, the research paper entitled Recruitment and Selection has been prepared to put a light on Recruitment and Selection process of Fortis Research Memorial Institute. The main objective is to collect and analyse the feedback of employees on recruitment and selection practices. The methodology plays a main role in any research work. The efficiency of any research work depends upon the correctness and effectiveness of the research methodology. The research methodology applied is the descriptive. The data will be collect through the well-structured questionnaire. Target-Population was the employees of different departments of hospital. Sample size was 60. The organization considered walk-in as the most important medium of hiring employees. The employees working in the organization consider the employee references are one of the most reliable source of hiring the new employees.

Keywords: Recruitment, Selection, Reference, Career Opportunity, Hiring.

2.2-Introduction

Recruitment and selection

Successful human resource should identify human resource needs in the organization. Once the needs are identified, the process of recruitment or acquisition function starts. Recruitment is the discovering of potential candidates for actual organizational vacancies or it is a linking activity bringing together those with jobs to fill and those seeking job.

The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. It should also provide information so that unqualified applicants can self-select themselves out of job candidacy.

A good recruiting program should attract the qualified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.
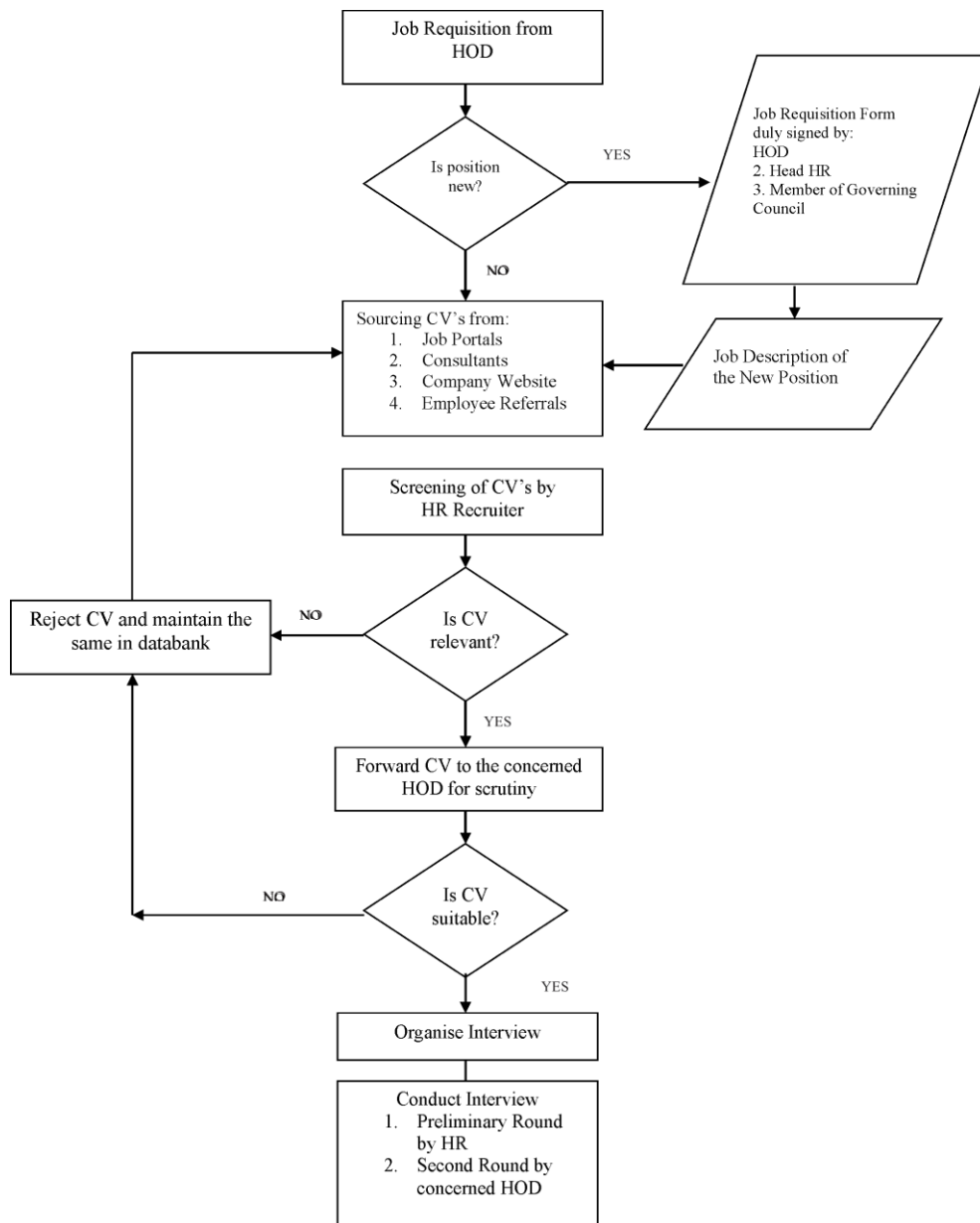
There are various methods of recruitment but they have been categorized under two types-
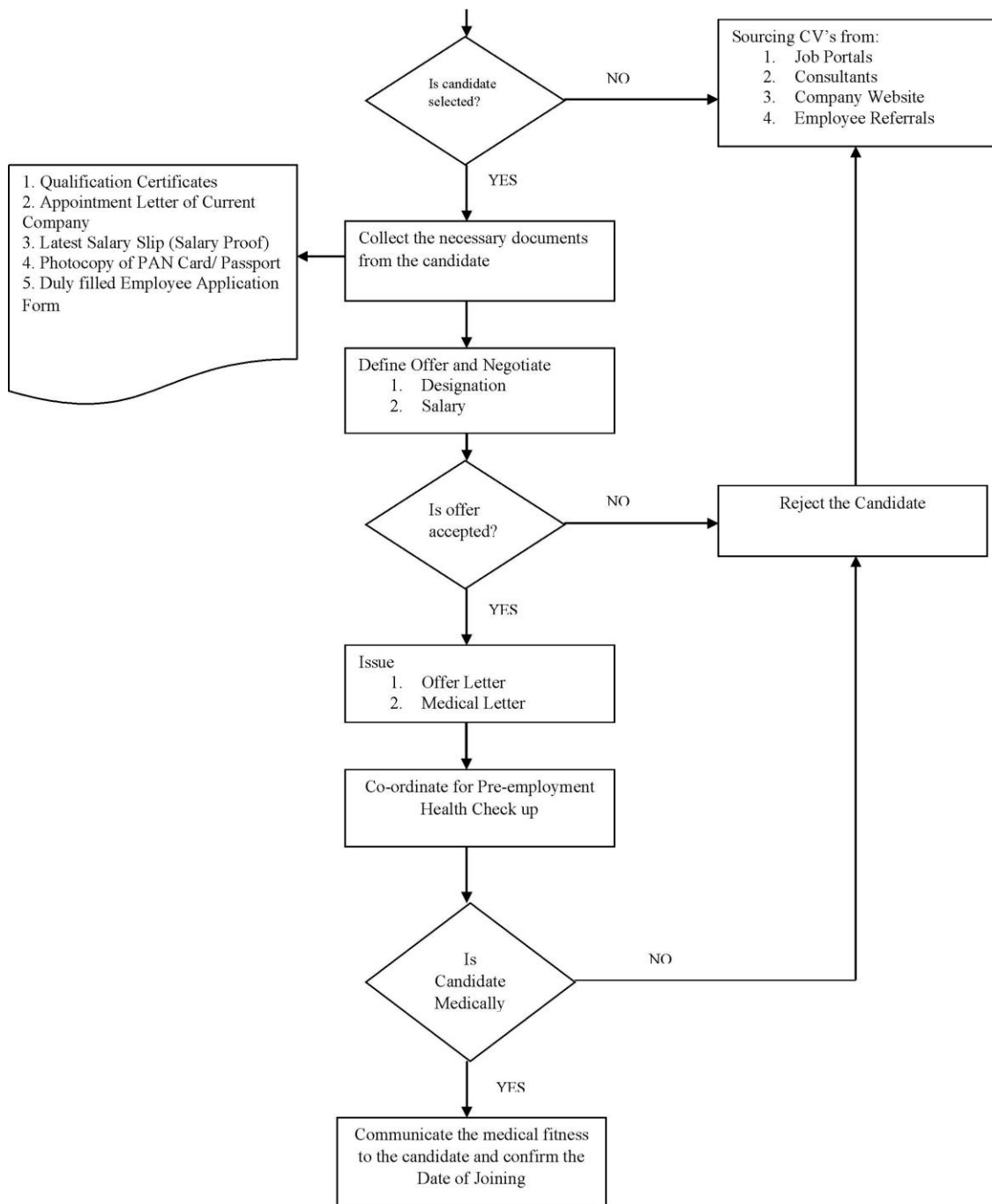
- Internal Recruitment

- External Recruitment

2.3-The Process of Recruitment and Selection

1. Information about the vacant positions is got from the Head of Department (HOD).In case the position is new, the personnel requisition form is filled which is duly approved by the HOD and HR head.

2. If the position is not new resumes are sourced from various job portals site. In case of urgency consultants are also referred.

3. The resumes of the candidates are screened by the HR and applicable resumes are furthered to the concerned HOD for approval. If the resume is found suitable, the interview is scheduled.

4. The candidates are informed about the 1st round of interview over the phone or via e-mail. In this initial screening, the HR judges the candidates on his/her communication skills.

5. The HR officer attaches an assessment sheet to the candidates' resume. The assessment sheet is used for reference in the next round of interview.

6. On the basis of the success/failure in 2nd round, the HR team at hospitals prepares the salary packages. These are proposed packages which are then negotiated and finalized.

7. Further, the candidates are called for the medical check-up to determine whether the candidate is physically fit or not for the offered job.

8. Once the candidate is found to be medically fit to join the hospital, the offer letter is given to the candidate with confirmed date of joining.

2.4-Flow Chart of the Recruitment & Selection

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                    ┌─────────────────┐
                    │ Job Requisition │
                    │    from HOD     │
                    └────────┬────────┘
                             │
                        ◇─────────◇                        ╱─────────────────╲
                       ╱  Is position ╲      YES          │ Job Requisition Form │
                      ◇    new?        ◇────────────────▶ │ duly signed by:     │
                       ╲              ╱                   │ HOD                 │
                        ◇─────────◇                       │ 2. Head HR          │
                             │                            │ 3. Member of Governing │
                             │ NO                         │ Council             │
                             │                             ╲─────────────────╱
                             ▼                                      │
              ┌──────────────────────────┐                         ▼
              │ Sourcing CV's from:       │              ╱─────────────────╲
              │   1. Job Portals          │◀─────────── │ Job Description of │
              │   2. Consultants          │             │ the New Position   │
              │   3. Company Website       │              ╲─────────────────╱
              │   4. Employee Referrals    │
              └──────────────┬───────────┘
                             │
              ┌──────────────────────────┐
              │ Screening of CV's by      │
              │ HR Recruiter              │
              └──────────────┬───────────┘
                             │
   ┌────────────────────┐    ◇─────────◇
   │ Reject CV and      │ NO ╱ Is CV    ╲
   │ maintain the same  │◀──◇ relevant?  ◇
   │ in databank        │    ╲          ╱
   └────────────────────┘    ◇─────────◇
                             │ YES
              ┌──────────────────────────┐
              │ Forward CV to the concerned│
              │ HOD for scrutiny          │
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              NO             ◇─────────◇
   ◀─────────────────────── ╱ Is CV    ╲
                            ◇ suitable?  ◇
                             ╲          ╱
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                             │ YES
              ┌──────────────────────────┐
              │ Organise Interview        │
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              ┌──────────────────────────┐
              │ Conduct Interview         │
              │   1. Preliminary Round    │
              │      by HR                │
              │   2. Second Round by      │
              │      concerned HOD        │
              └──────────────────────────┘
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                                        ┌─────────────────────────────────┐
                                        │ Sourcing CV's from:             │
                     ◇ Is candidate ◇   │   1.  Job Portals               │
                     ◇  selected?   ◇───►│   2.  Consultants               │
                     ◇             ◇ NO  │   3.  Company Website           │
                                        │   4.  Employee Referrals        │
                          │ YES                                            
                          ▼                                                
┌───────────────────────────┐  ┌─────────────────────────────┐
│ 1. Qualification Certificates │ Collect the necessary documents │
│ 2. Appointment Letter of Current │ from the candidate          │
│ Company                       │◄─│                             │
```


1. Qualification Certificates
2. Appointment Letter of Current Company
3. Latest Salary Slip (Salary Proof)
4. Photocopy of PAN Card/ Passport
5. Duly filled Employee Application Form

Is candidate selected? —NO→ Sourcing CV's from:
1. Job Portals
2. Consultants
3. Company Website
4. Employee Referrals

YES

Collect the necessary documents from the candidate

Define Offer and Negotiate
1. Designation
2. Salary

Is offer accepted? —NO→ Reject the Candidate

YES

Issue
1. Offer Letter
2. Medical Letter

Co-ordinate for Pre-employment Health Check up

Is Candidate Medically —NO→ Reject the Candidate

YES

Communicate the medical fitness to the candidate and confirm the Date of Joining

2.5-Oracle Steps during the process of Recruitment

1. Create Vacancy in the system as per the requirement.
2. Next step is to create the candidate, add basic details of candidate.
3. Attached the candidate with the IRC.
4. Create Offer letter of the candidate.
5. Approval of the offer letter by head HR
6. Collect all the documents on the day of joining.
7. Hire the candidate details in the system for future reference.

2.6-Rationale

Better recruitment and selection strategies result in improved organizational outcomes.
With reference to this context, the research paper entitled Study on Employees Feedback of Recruitment & Selection Process at Fortis Memorial Research Institute.

2.7-Objective

The objective is to collect & analyse the feedback of employee on recruitment and selection practice at Fortis Research Memorial Institute.

2.8-Literature Review

Author /Year	Study Name	Silent features
Zirra Clifford Tizhe Oaya Ph.D, Ogbu James Ogbu, Ojo Grace Remilekun Volume 3 Issue 3 August, 2017	Impact of Recruitment and Selection Strategy on Employees' Performance: A Study of Three Selected Manufacturing Companies in Nigeria	• The study revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency.
Neeraj Kumari, Vol 2, No.1, 2012	A Study of the Recruitment and Selection process: SMC Global	• The company considered portals as the most important medium of hiring employees.

Mr.Abhinandan, Miss. Chethana M J, Miss.Supriya Bangera Volume 20, Issue 3. Ver. VII (March. 2018), PP 62-68	HRM Issues and Challenges in Health Care Units in India	• Modern Hospitals, Which Provide The Latest Medical Facilities, Now Employ Thousands Of Personnel Including Medical, Paramedical And Support Staff.
Vinay Ojha . Dr. Gyanesh Sinha April 2016, Volume 4, Issue 4,	The Role of HR in Hospital Administration and Employee Satisfaction	• Many of the challenges facing managers stem from government policies which are at times conflicting, unachievable, and create paperwork and problems instead of solving problems. Until these policies change, managers will continue to face these challenges.
Roma Tripathi, Ankita Srivastava 2017	Recruitment and Selection Process in Healthcare Industry in India	• A hospital needs to have HR standards that are high enough, to act as a magnet to attract talent. Hospitals unlike other industries are having different perspectives towards hiring ca

2.9-<u>Methodology</u>

The methodology plays a dominant role in any research work. The effectiveness of any research work depends upon the correctness and effectiveness of the research methodology. The research methodology applied is the descriptive. The data will be collect through well-structured questionnaire.

- Sampling Technique – Random Sampling
- Sample Size -60
- Study Location- FMRI, Gurugram
- Target-Population- Employees of different departments of hospital.

Inclusion	Exclusion
Fresher Candidates	Senior Level Employees
Employees under Probation	Employees having above 6 months experience in FMRI

2.10- <u>Ethical Consideration-</u>

Ethical approval was obtained from the HR department to conduct the study. Consent was obtained verbally from respondent and confidentiality of their information was assured to them. The data was maintained and used for research purposes only.

2.11- Questionnaire for Employee related to Recruitment & Selection Process FMRI, Gurugram

How did you come to know about the vacancy in organization?
Walk-In
Job Portal
Employee Reference
Consultancy

What was the reason for choosing FMRI as your employer?
Work culture
Pay package
Job security
Career opportunity
Better Prospects

What was the approach of hospital management in recruitment during pandemic time?
Positive
Casual
Negative

Which of the following tests does FMRI use during the process of recruitment?
Written
Personal Interview
Aptitude
Group discussion

Was the job profile clearly explained to you before coming for the interview?
Yes
To some extent
No

Criteria for shortlisting of candidate used by the organization are satisfactory?
Yes
No

Are you satisfied with the recruitment & selection process?
Yes
No

Rate the HR department performance in Recruitment and Selection procedure.
Poor
Adequate
Excellent

Does the organization follow different recruitment process for different grades of employment?
Yes
No

Does the job responsibilities and job description clearly defined to the candidates on the day of joining?
Yes
No

How do you rate your experience during joining to the organization?
Excellent
Good
Average
Bad

Are you comfortable with the HR policies?
Yes
No

Write your feedback in words.

Name of the Department

2.12-Result and Data Analysis-

Findings- From the data given below it is evident that 28 Employee out of 60 came to know about the vacancy in organization through the walk-in whereas 24 came through the Employee reference.

Only 2% employees came through job portal.

How did you come to know about the vaccancy in organization?

Category	Value
Walk In	28
Employee Reference	24
Consultancy	6
Job Portal	2
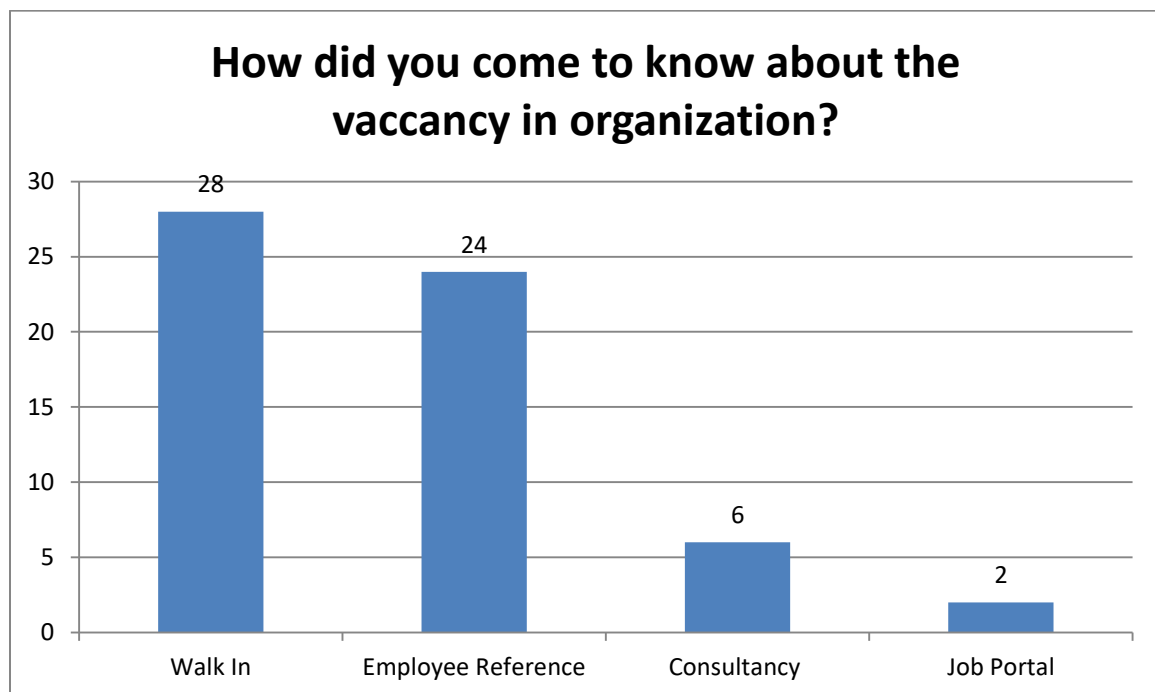
Findings- The reason behind choosing FMRI as their employer is the career opportunity.

What was the reason for choosing FMRI as your employer?

Category	Value
Work Culture	8
Pay Package	10
Job Security	5
Career Opportunity	40
Better Prospects	10
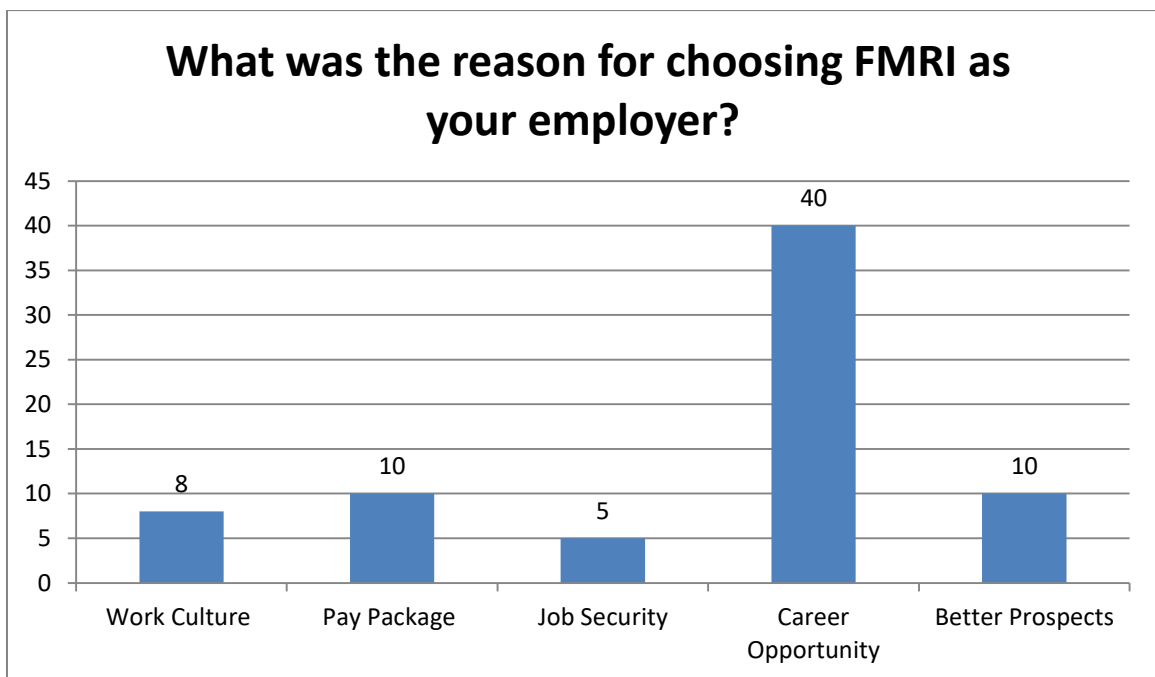
Findings- The approach of hospital management in recruitment during pandemic time was positive.

What was the approach of hospital management in recruitment during pandemic time?

- Positive
- Casual
- Negative

4 2

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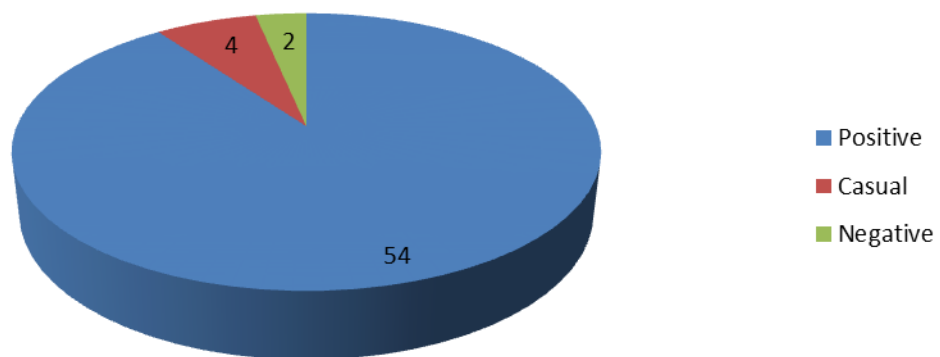
Findings- Written and personal interview tests are mostly used during the process of recruitment.

Which of the following tests does FMRI use during the process of recruitment?

Test	Value
Written	25
Personal Interview	35
Aptitude	0
Group Discussion	0
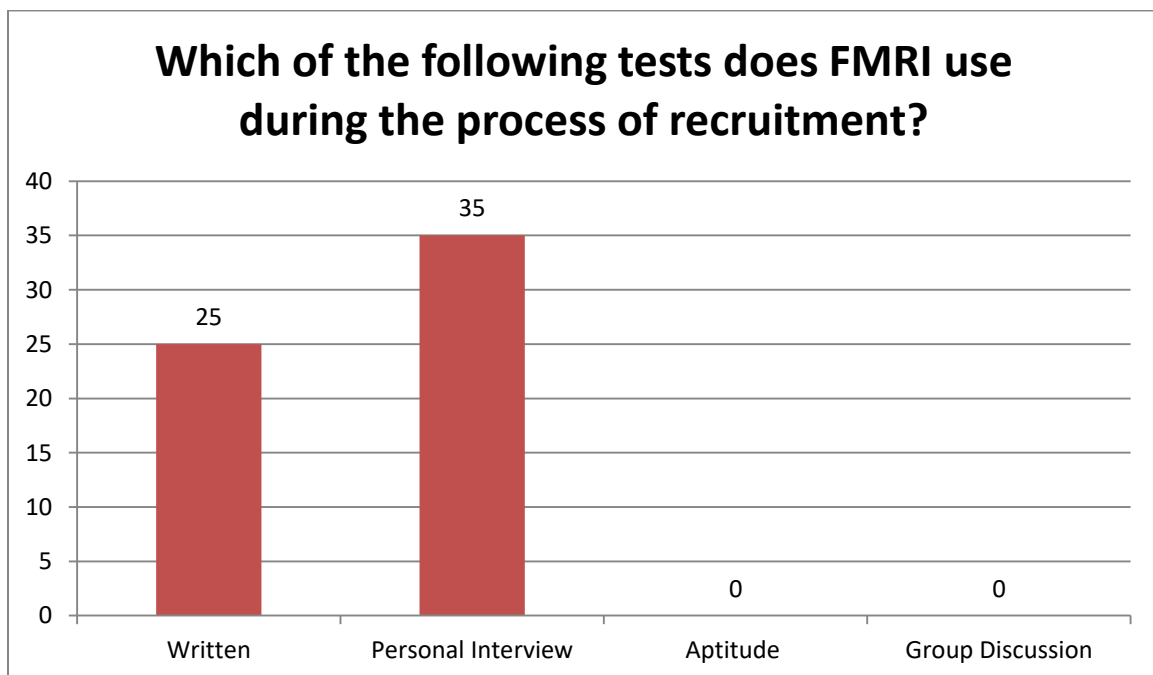
Findings- From the data given below it is evident that 45 employee out of 60 were agreed that the job profile clearly explained to you before coming for the interview.

10 employee were partially agreed to this point and 5 employee denied that the job profile was not clearly explained to them before coming to the interview.

Was the job profile clearly explained to you before coming for the interview?

- ■ Yes
- ■ To some Extent
- ■ No
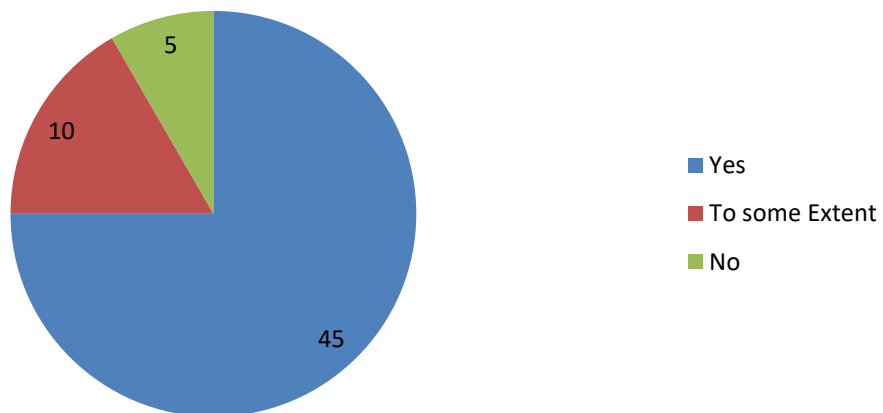
Findings- 56 out of 60 employee were satisfied with the criteria of shortlisting the candidates by the organization.

Criteria for shortlisting of candidate used by the organization are satisfactory?

4

56

■ Yes

■ No
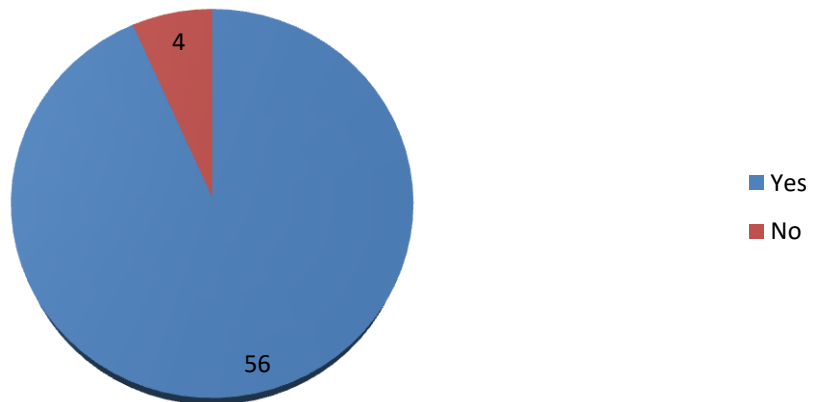
Findings- After analysing the data it was found that employee were satisfied with the recruitment & selection process.

Are you satisfied with the recruitment & selection procedure?

3

57
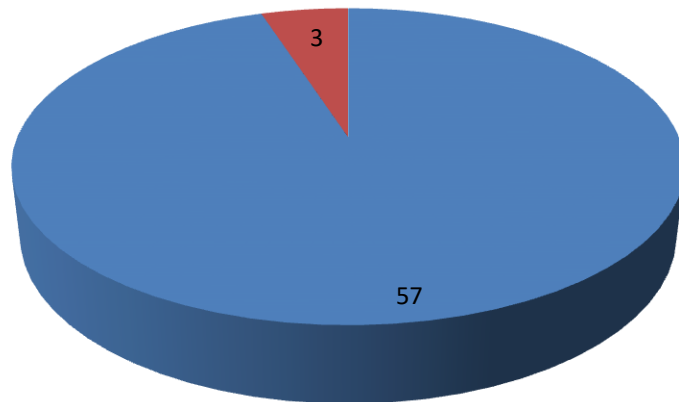
Findings- Out of 60 People 52 were agreed that the organization follow different recruitment process for different grades of employment 8% employee denied that the organization doesn't follow different recruitment process for different grades of employment. .

Does the organization follow different recruitment process for different grades of employment?
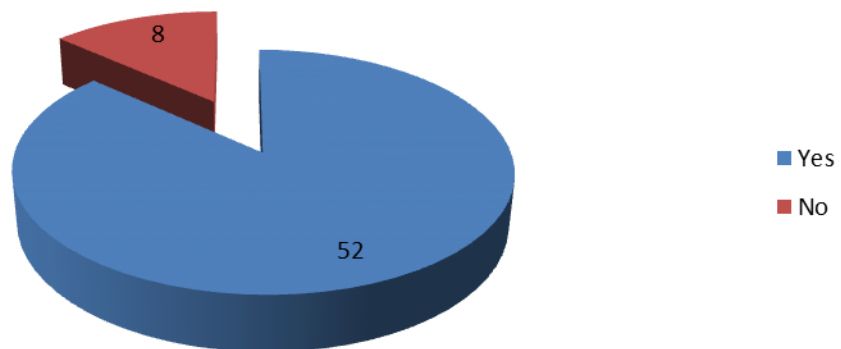
Findings- 55 employees were able to understand the job responsibilities and job description on the day of joining.

Does the job responsibilities and job description clerly defined to the candidates on the day of joining?

5

55

- Yes
- No
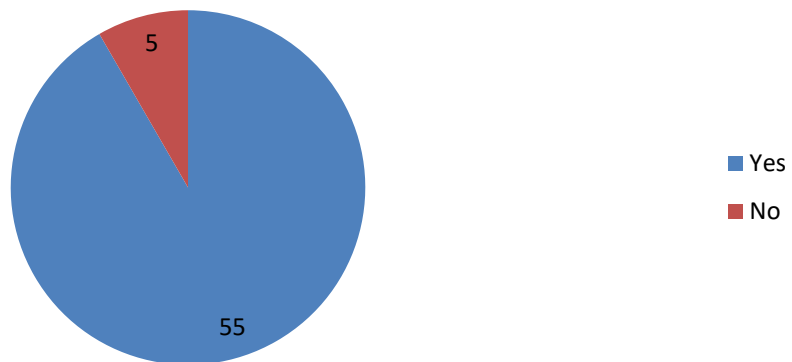
Findings- 25 employee rates their experience excellent during the joining to the organization. Whereas 24 employees shared the experience as a good one and for the 8 employee it was an average experience.

How do you rate your experience during joining to the organization?

Category	Value
Excellent	28
Good	24
Average	8
Bad	0
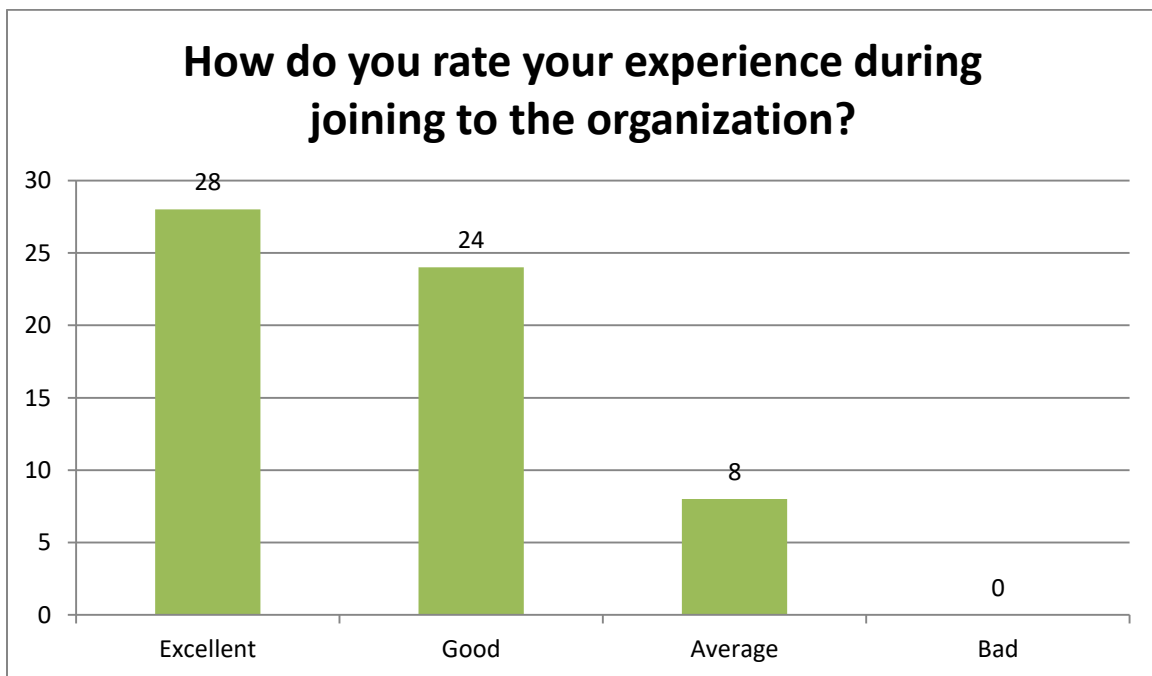
Findings- 56 employee out of 60 was comfortable with the HR Policies.

Are you comfortable with the HR Policies?

6

56

■ Yes
■ No
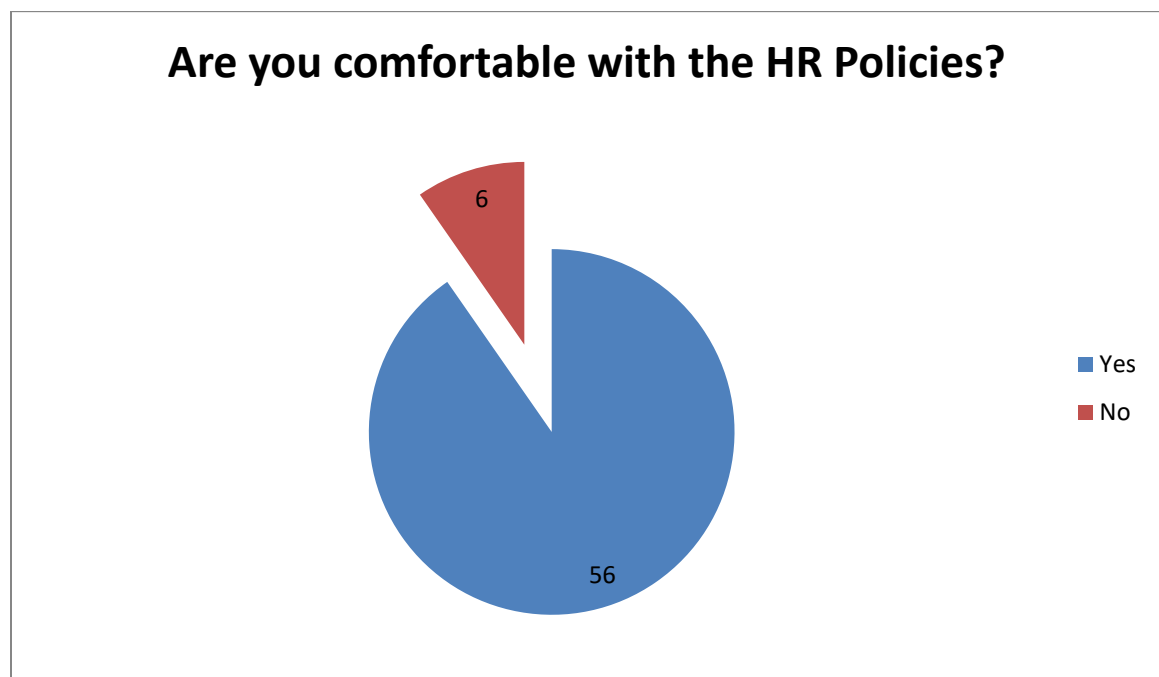
Findings – From the data given below it is evident that 30 employees given the excellent rate to HR department performance in recruitment & selection procedure 25 said it was average and for the 5 employees it was poor.

Rate the HR department performance in recruitment & selection procedure?

	Poor	Average	Excellent
	5	25	30

2.12-Conclusion

➢ With the help of analysis, feedback generated through questionnaire It was found that FMRI is following an effective Recruitment and Selection process to maximum extent.

➢ From the results, it can be concluded that for healthcare organization to be successful, all it takes is suitable recruitment and selection policies which also shape the complete manpower planning.

➢ Human resource as a management tool is a very on the go function. Therefore, planning of human resource is the key to any healthcare provision.

➢ A hospital needs to have HR standards that are high enough, to act as a magnet to attract talent.

➢ Hospitals unlike other industries are having different perspectives towards hiring candidates. The role of this department is very vital for the initial screening which is based on the job description given by the head of the department.

2.13- Recommendations

➢ To fasten up the process of recruitment and selection and to reduce the time consumed in documentation process, the hospital should incorporate the candidate data into the HMIS system i.e. oracle.

➢ During the recruitment process, clearly defining the HR policies should be given priority instead at the time of induction.

➢ To maintain the continuous flow of recruitment in COVID time, the hospital should conduct online interviews on larger scale than before.

➢ The recruiters at FMRI should frequently carry out a survey where they can take inputs from new employees to improve the overall process for better functioning of the department.

2.14- <u>References</u>

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