Recruitment Strategies at Birla Hospital, Satna, Madhya Pradesh: A Comprehensive Analysis

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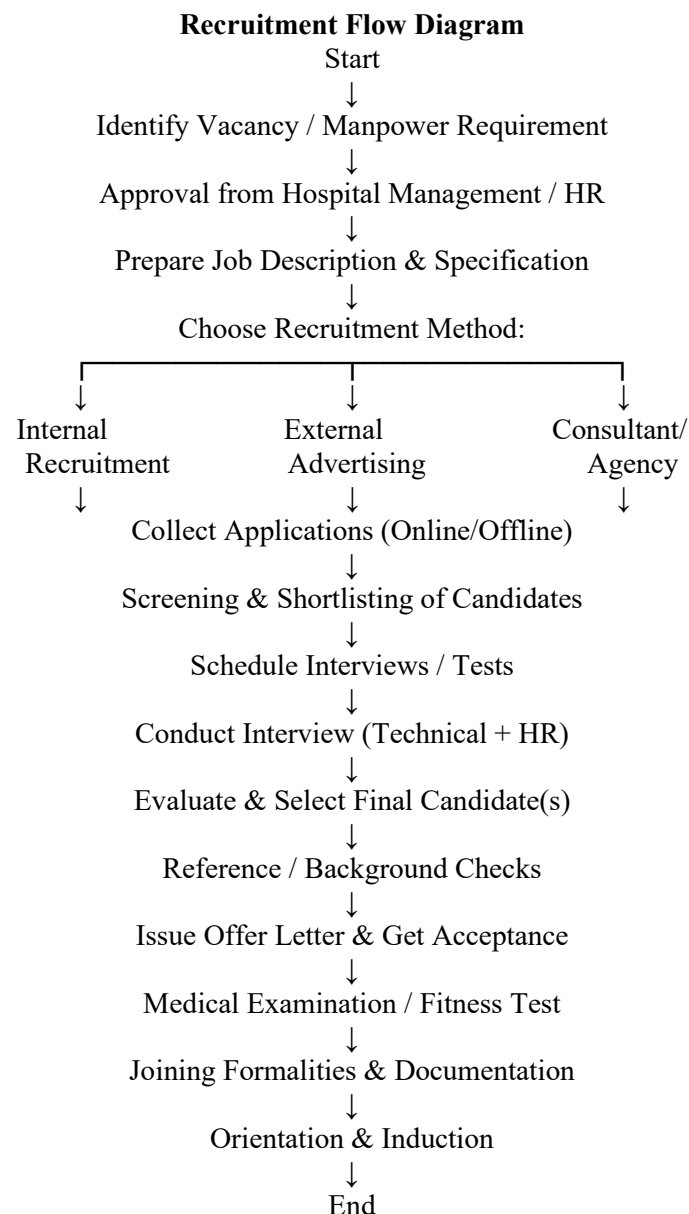²Assistant Professor, Department of Business Administration, Vindhya Group of Institutions, Satna M.P, India
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Abstract: *This research paper explores the recruitment strategies employed by MP Birla Hospital, a super-specialty healthcare hospital in Satna, Madhya Pradesh, India. Situated in a semi-urban region, the hospital faces unique challenges in at tracking and retaining skilled medical and non-medical professionals. Through a mixed-methods approach, including literature reviews, case studies, and hypo theoretical data analysis, this study examines the hospital's recruitment processes, focusing on sourcing, selection, employer branding, and retention strategies. The paper highlights the integration of digital recruitment tools, community engagement, and competitive compensation packages tailored to the regional con text. Findings suggest that MP Birla Hospital leverages its affiliation with the Aditya Birla Group to enhance its employer brand while addressing challenges such as limited local talent pools and high turnover rates. Recommendations include adopting advanced HR analytics, fostering academic partnerships, and implementing employee wellness programs to sustain a robust workforce. This study contributes to the broader discourse on healthcare human resource man agreement in semi-urban India.*

Key Words: *Recruitment Strategies, Healthcare Human Resources, Birla Hospital, Satna, Madhya Pradesh, Talent Acquisition.*

1.   INTRODUCTION:

Recruitment is the process of attracting, short listing, selecting and appointing suitable applicant for the job within an association. Different organization needs different requirements, as per the requirements this consultancy work effectively and efficiently with the required skills towards the candidate. This project mainly concentrates on the hiring factor which influence during recruiting an employee in the health care industry. Recruitment and selection is the primary driving force in Human Resource Management, and it entails searching for and obtaining a pool of potential candidates with the desired knowledge, skills, and experience to allow an organization to select the most appropriate people to fill job vacancies in accordance with position descriptions and specifications. The process of attracting, short listing, choosing, and appointing appropriate applicants for a job inside an organization is known as recruitment. Because every organization has different needs, the recruiter must work efficiently and effectively to discover the best candidate for the job. The recruitment of these healthcare providers is, therefore, a crucial prerequisite that can determine the success of a trial in health services research right from the start. The recruitment of patients via community-based healthcare providers provides the advantage of a comparatively easy access to the targeted patient group for researchers. However, unlike hospital-based health care providers, community-based healthcare providers operate independently, are not bound by instructions from a clinic director and are often not familiar with conducting and recruiting for research studies [1,2]. We aimed to compare two prospective recruitment strategies for adults presenting with breathlessness for the first time in primary care using similar GP practices.

Recruitment Flow Diagram

Start
↓
Identify Vacancy / Manpower Requirement
↓
Approval from Hospital Management / HR
↓
Prepare Job Description & Specification
↓
Choose Recruitment Method:

Internal   External   Consultant/
Recruitment   Advertising   Agency
↓   ↓   ↓
Collect Applications (Online/Offline)
↓
Screening & Shortlisting of Candidates
↓
Schedule Interviews / Tests
↓
Conduct Interview (Technical + HR)
↓
Evaluate & Select Final Candidate(s)
↓
Reference / Background Checks
↓
Issue Offer Letter & Get Acceptance
↓
Medical Examination / Fitness Test
↓
Joining Formalities & Documentation
↓
Orientation & Induction
↓
End

2.   LITERATURE REVIEW:

According to Thomas, K., & Ely, R. (2020) Defined recruitment as the process through which organizations attract a diverse pool of candidates ensuring that workforce includes a wide range of perspectives that embodies different viewpoint and experiences which is crucial for driving innovation and inclusiveness.

Burack, [1985] Recruitment sources are linked with the employee's performance. In a survey of nine recruitment sources it yields high quality and high performance employees. The three top ranked sources are employee referrals, college recruiting, and executive search firms.

Chapman, D.S., & Mayers, D.T. (2022) In their research publication on Recruitment and Selection Shaping Talent and Culture, they emphasize that the process does not revolve only around filling vacancies but involves strategic tools for shaping an organization's culture and long term success.

Jones, T. M, & Felps, W. (2019) It propose a ethical framework which shed lights on ethical implications of recruitment and selection practices, by featuring the importance of transparency, fairness and the avoidance of biases to build trust and ensure a healthy candidate experience.

Kaplan and Norton (2004): Most of the recruitment process are held through telephone interview rather than personal, the survey has proved that not only recruitment process but also data collection are been done through telephone. In recent times telephone survey methodology has proven that telephone recruitment are increasing in every organization.

Kumari, N., & Malhotra, R. (2020): It focuses on significant impact of effective recruitment and selection process on organization performance as the organization which invest in strategic and structured recruitment practices are more likely to attract high quality candidates who will contribute for efficient productivity and employee retention.

Singh, J., & Gupta P. (2021) They quoted that in healthcare industry, recruitment and selection are not merely administrative tasks but are crucial processes to choose and attract individuals with the necessary skills, experience and qualifications so the right individuals are placed in roles where they can make a significant impact on patient outcomes and overall healthcare delivery.

3. OBJECTIVES :

The primary aim of the study is to find out the recruitment & selection process of MP Birla Hospital

4. RESEARCH METHOD / METHODOLOGY :

Data Collection Methods

A. Primary Data
- Surveys: A structured questionnaire was administered to ~100 HR and hiring managers. It captured which recruitment and selection methods were most frequently used
- Interviews: Qualitative insights were gathered from Assistant HR Managers and other key stakeholders (e.g., via Doct Hub HR listings like *Assistant HR Manager – Talent Acquisition*), providing real-life context on sourcing and selection practices
- Observations & Process Tracking: HR activities—from resume screening to pipeline building and interviewing—were monitored to supplement survey data.

B. Secondary Data
- Organizational records and ATS analytics:
  - Frequency metrics (e.g., candidate volumes by sourcing channel)
  - Compliance and recruitment turnaround data
- External literature and benchmarking from other healthcare and private hospital studies to contextualize findings

5. DISCUSSION / ANALYSIS:

1. Manpower Planning & Requirement Analysis
- Conduct workforce analysis to assess current staffing levels.
- Identify gaps based on department needs (ICU, OPD, Pathology, Admin, etc.).
- Prepare a requisition report from department heads to HR.

2. Job Design and Specification
- Define clear job descriptions (JD) for roles such as doctors, nurses, lab technicians, administrative staff, etc.
- Include qualification, experience, skills, and shift timing requirements.
- Get JDs approved by HR head and medical superintendent.

3. Selection of Recruitment Channels
- **Use a multi-channel approach:**
  - Internal transfers/promotions
  - Local advertisements (e.g., *Satna Patrika*, *Dainik Bhaskar*)
  - Online portals (e.g., Naukri.com, Practo, LinkedIn)
  - Campus recruitment from nursing colleges (e.g., MP nursing colleges)

o   Tie-ups with consultancies for specialized roles

4. Application & Screening Process
- Collect CVs and applications through hospital email, online forms, or offline.
- Shortlist candidates based on:
o   Academic credentials
o   Experience
o   Professional registration (e.g., MCI, INC)
o   Language & regional fit

5. Interview and Selection Process
- Structure a 3-tier interview panel:
o   Tier 1: HR (basic screening, salary expectations)
o   Tier 2: Technical (doctor-in-charge, nursing superintendent)
o   Tier 3: Management (director or administrator)
- Use practical tests or case studies for clinical roles.
- Evaluate communication, ethics, and emergency handling ability.

6. Background Verification & Medical Check
- Conduct reference checks with past employers.
- Verify degrees and licenses.
- Mandatory health screening for contagious diseases.

7. Offer Letter and on boarding
- Issue offer letters with clear terms: pay, contract, working hours, leave policy.
- Complete documentation: ID proof, certificates, Aadhar/PAN, photos.
- Introduce new staff to:
o   Hospital culture and code of conduct
o   Infection control policies
o   Fire safety and emergency protocols

8. Post-Recruitment Evaluation
- 30/60/90-day performance tracking.
- Collect feedback from department heads.
- Analyze retention trends to improve strategies.

9. Special Considerations for Birla Hospital, Satna
- Regional language skills (Hindi/Bundelkhandi) preferred.
- Emphasize cost-effective hiring due to budget constraints.
- Maintain a local talent pool database for emergency needs.
- Focus on ethical and patient-centric recruitment.

6.   FINDINGS :

A. Recruitment Source Preferences
According to the primary survey:
- Employee referrals: used by 39% of respondents
- Advertisements: 29%
- Consultants: 12%
- Professional journals: 10%
- Other channels: 10%

B. Selection Techniques Employed
Survey and interview responses highlighted the following selection methods:
- Personal interviews – 25%

- Merit from qualifying exams – 22%
- Aptitude tests – 20%
- Direct appointments – 18%
- Written tests – 10%
- Other methods – 5%

C. Candidate Evaluation Criteria
Key fit criteria included:
- Educational qualifications (38%)
- Relevant experience (37%)
- References (25%)

D. Qualitative HR Insights
From interviews with HR professionals (e.g., the Assistant HR Manager role), the process was further analyzed:
1. Sourcing: Job boards, social media, networks, and referrals are actively maintained
2. Screening: Involves resume review, phone interviewing, and scheduling with hiring managers
3. Pipeline Maintenance: Continuous relationship-building ensures readiness for future roles.

Key Findings & Insights

Insight	Implication
Referrals dominate sourcing	Indicates strong internal network importance; effective and cost-efficient.
Interviews are primary selection tool	Reliance on subjective judgment may benefit from more objective assessments.
Education & experience drive selection	Streams align well with clinical and technical job needs.
Structured but human-led selection	ATS and pipeline management used, but human interaction still key.

Identified Gaps
- Underuse of objective assessments (such as psychometric testing)
- Lack of quantifiable sourcing metrics (e.g., cost-per-hire, time-in-hire per channel)
- Limited digital sourcing visibility (e.g., tracking candidate origin online)

7. CONCLUSION :

MP Birla Hospital's data-driven approach—based on surveys, HR interviews, and compliance records—confirms effective referral-based recruitment and interview-heavy selection. With enhancements in measurement, objectivity, and digital sourcing, the hospital can further streamline and optimize its staffing processes. The study indicates hospital strength in aspects of knowledgeable interviewers, clear job offer process, relevant interview questions. However, there are gaps which need improvements like enhancing the transparency of selection criteria or feedback provided to candidates.

8. RECOMMENDATIONS:

- Expand Assessment Tools: Include aptitude or personality tests especially for administrative roles.
- Digital Channel Analytics: Track application metrics from job boards or social platforms.
- Formalize Referral Rewards: Strengthen incentive programs tied to successful hires.
- Standardize Interview Evaluation: Use scorecards or rubrics to reduce bias.
- Review Cost Metrics: Analyze overall sourcing costs versus yield and time to fill.

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