ORIGINAL RESEARCH PAPER

Commerce

A STUDY ON THE ATTITUDE OF THE EMPLOYEES TOWARDS THE RECRUITMENT PRACTICES IN MULTI-SPECIALITY HOSPITAL IN TIRUCHIRAPPALLI CITY

KEY WORDS: HRM, Attitude, Hospital, Recruitment practices.

Ms. R. Marie Sheila — Assistant Professor in Commerce, PG & Research Department of Commerce, Holy Cross College, Trichy –620 002.

Dr. F. R. Alexander Pravin Durai — Associate Professor in Commerce, PG & Research Department of Commerce, St. Joseph's College (Autonomous) Trichy – 620 002.

ABSTRACT

Recruitment is a direct manifestation of the authority and professionalism for the success of any business. Employing the right people at the right time for the business is the most significant part of the organization. It is essential to have a good recruitment process to attract the right kind of employees for the business needs. The recruitment process should be cost effective as well as time effective because recruiting, training can be expensive and time consuming so right choices must be made efficiently. This study is basically undertaken to realize the attitude of the employees about the recruitment practices followed by the employers of Multi-specialty hospitals in Tiruchirappalli in Tamilnadu. The attitude of the employees about the employer's recruitment practices is totally an approach or an outlook what has been followed in the organization. Thus it has become a tool to measure the thoughts or feelings of the employees as a gauge or device for identifying the process of recruitment in the organization for progress of the recruitment process. Individual's attitude towards recruitment practices influences their later behavior too. Thus this research work has been undertaken to measure the attitude of the employees towards the recruitment practices of a private multi-specialty hospital (Y) in Tiruchirappalli city. To analyze this objective in this study a multi - specialty hospital has been selected with 300 and more bed capacity. Primary data was administered to collect data through a well structured questionnaire using Rensis Likert's five point scales from 100 sample respondents using convenience sampling technique by adopting survey method. The sample respondents comprise of Staff nurse, technicians, housekeeping and administrative staff working in the hospital. For the purpose of collecting primary data, a well structured questionnaire was distributed by using Rensis Likert scale (5 point scale) to measure the 15 statements on recruitment practices. Statistical tools like Percentage Analysis, KMO Test and Factor Analysis have been applied for analysis and interpretations of the study.

INTRODUCTION

The significance of the recruitment process remains as one of the most imperative, yet under researched in human resources management. Identifying the right selection of human resources for an organization through recruitment practices is one of the most important practice fields in organizations which have received considerable attention by work and organizational psychologists. Many companies endeavor to do additional work with fewer employees and because of this human resources selection becomes more authentic. Thus, selection is a process when the best candidate is selected among the available candidates to work position, and recruitment procedures is the application of various personnel selection methods: interview, resumes, practical tasks, biographical information, references, written ability, personality, honesty tests, graphology and all relevant methods. Hence a study has been undertaken to measure the attitude of the employees towards the recruitment practices adopted in the multi-specialty hospital (Y) in Tiruchirappalli.

SIGNIFICANCE OF THE STUDY

Recruitment is a constant modus operandi by which the organizations endeavor to increase a team of competent applicants for the accessible vacancies as well as for prospect of the human resources needs. Recruitment practice starts from employee demand process for present or for predictable vacancies. Thus the recruitment practices for an organization attracts and encourage a good number of candidates to apply for the organizational vacancies, to create a talent pool of prospective candidates that enables the selection of best candidates to suit for the organizational needs. Hospital in Steadman's Medical Dictionary is "an institution for the care, cure and treatment of the sick and injured. Hospital is a cost-effective institution with a noteworthy task to oblige in the society, as it is an establishment for momentary work for the ill and wounded. Hence this study has been carried out to analyze the attitude of the employees about the recruitment procedure, undertaken by the multi-specialty hospital to select and appoint the right candidates for the right job. This study has been focused on the hospitals which are the centre point to serve the society with health care for the needy patients who might expect the services when they are ill and wounded. Thus the people like Doctors nurses, technicians, housekeeping administrative staff and others work for the benefit of the patients.

So there is a significant need for the health care employers to appoint or recruit personalities as an immediate want of employees to serve in the hospital for the emergencies of the society. Hence, this study has been undertaken to focus on the attitude of the employees about the recruitment practices in Multi-specialty Hospital (Y) in Tiruchirappalli City.

TIRUCHIRAPPALLI CITY

Tiruchirappalli also called as Trichy, is the fourth largest city of Tamilnadu and the transportation center of the state. It is located on the banks of the River Cauvery on which the first man-made dam Kallanai was built across. The world famous landmark in Trichy is the 85m tall Rock Fort right in the middle of the city, which used to be a military fort during the Pre-British era. Tiruchirappalli is one of the oldest inhabited cities located in the centre of the State of Tamil Nadu. It is a place of historic, cultural and economic importance. The district has a rich and varied cultural heritage. It is also known for its exquisite handicrafts, castings and South Indian musical instruments. The district is well known as an educational centre. There are now 3 Revenue Divisions, 9 Taluks and 14 Community Development Blocks. There are 471 Revenue Villages. Out of this, 431 villages are inhabited in this district. The urban frame includes 1 Municipal Corporation, 3 Municipalities, 17 Town Panchayats and 10 Census Towns in Tiruchirappalli district. Tiruchirappalli Corporation has four zones; the selected zones are Srirangam zone, Ariyamangalam zone, Ponmalai zone and Abishekapuram zone.

SCOPE OF THE STUDY

Recruitment is the progression that hires the superior eligible candidates for career inside the organization or outside for job vacancies in cost and time effective method. According to Edwin B. Flippo, "Recruitment is the process of searching for the potential candidates for employment and stimulating them to apply for job vacancies in the organization". Recruitment brings together the association that bridges the job seekers with employers. The present study has been undertaken to analyze the effectiveness of the recruitment practices followed in multi-specialty (Y) hospital in Tiruchirappalli City, with 300 and more bed capacity have been chosen for the study to categorize the assorted variables which focus on the attitude of the employees towards recruitment practices followed in the hospital. The behavior at work often

depends on how the employees feel about the work environment. Therefore, making sense of how people behave depends on understanding their work attitudes. An attitude refers to the opinions, beliefs, and feelings about aspects of the work place or environment. This study enriches and adds more value to the existing literature and provides useful information on the services/business offered to the patients visiting the hospital for treatment. Tiruchirappalli city has immense potential for development, medical treatment based activities to the needy people residing in nearby places and around or away from the city. Hence, this research paper focus more on the attitude of the employees towards the recruitment practices followed by the management of the multi-specialty hospital (Y) in the city for a better understanding to the society or the public who visits the hospital. Hence this research will help the academicians, research scholars, stakeholders, Government, society/the public, medical experts to understand the procedure of recruitment policies or strategies, through HRM practices, in the course of the growth or development of the hospital services offered to the patients in the present scenario.

REVIEW OF LITERATURE

Dessler, (2000) found in his study that the Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. Dessler listing the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have 47 the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

K. Eresi (June 2001) in his research paper " Personnel Practices in Small Scale Industries of Bangalore City – A Survey", found that majority of units did not have separate personnel department, as they were not aware about manpower planning besides they were recruited on temporary basis though personal contacts and walk-in type. Majority of the units did not have any policy on training and development. He suggested that they might hire a consultant on a "permanent part time basis" which will bring about increasing awareness to implement current knowledge in HRM. The author was of the opinion that Indian entrepreneurs should give –up their old method of management and thoughts. In order to sustain in cut-throat competition, they have to manage their business on scientific basis by analyzing their business problems. They must change their attitude towards employees, as they are their real assets. Also they should implement HRD techniques to utilize their potential.

Dess and Jason, (2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job 53 descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role. Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as Burton, (2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because

they have a clearer idea of what the job really involves. The study reviewed five studies in which average labor turnover of those recruited by advertising was 51 percent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 percent. One hypothesis proposed to account for this was the "best information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects.

According to **Kaplan and Norton, (2004)** a common problem in recruitment and selection is poor HR planning. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team. Whitmell Associates, (2004) observed that the extent of recruitment and selection strategy integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequately qualified people, and to a great extent this uncertainty involves the quality of employees. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with the business.

Gary Dessler (2003), renowned professor of Florida International University, in his book entitled "Human Resource Management" lays specific emphasis on Information Technology in HRD and its use in effectiveness of recruitment, selection, placement of an employee on the job, training, development, performance appraisal, career planning activities for employees, compensation and maintenance of employees in the organization by highlighting "HR's roles", "HR Net" along with the "Strategic overview" and "Strategic HR". The author had explained these activities along with live pictures, online interaction though computers and internet. The book would have been more informative with the touch of organization development and change, team building, quality of work life, quality circles, communication of personal policies, workers participation in management, etc.

Whitmell Associates, (2004) observed that the extent of recruitment and selection strategy integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequately qualified people, and to a great extent this uncertainty involves the quality of employees. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with the business.

Swapnil Sawant (2004), director, Work Sphere Architects (India) Pvt. Ltd., in his article "Space Age" emphasized on quality of work life parameter of HRD. He reported that every organization should create an inspiring environment that would motivate people to perform better. In order to boost efficiency and maximize employee comfort, a 6,500 sq. ft. area should accommodate just go people with decent common facilities like conference room, meeting room, cafeteria, server room, an electric room and a reception.

Rebecca R. Kehore and Patrick. M. Wright (2010) conducted a study on the Impact of High Performance HR Practices on Employees' Attitudes and Behaviors. Jennifer L. Schultz,

Metropolitan State University and Jeanne L. Higbee, University of Minnesota 2010 has studied on An Exploration of Theoretical Foundations for Working Mothers' Formal Workplace Social Networks. Gilad Chen and Richard J Klimoshi (2007) Management and Organization Department, Robert H. Smith School of Business, University of Maryland, College Park, USA has studied on Training and development of human resources at work. Nancy E. Waldec and Zachary M. leffakis (2005) conducted a study relating to HR Perceptions and the provision of workforce training in an Advanced manufacturing technologies (AMTs) environment: the study indicates that the perceptions of HR managers regarding technology-driven workforce need to explain a large portion of the variance for both individual and process development activities.

OBJECTIVES OF THE STUDY
1. To analyse the demographic profile of the sample respondents
2. To examine the attitude of the employees towards the recruitment practices in multi-specialty hospital (Y) in Tiruchirappalli City.

RESEARCH METHODOLOGY
This research is descriptive in nature which examines the attitude of the employees towards the recruitment practices in multi-specialty hospital in Tiruchirappalli City. The population of the Tiruchirappalli Corporation, as per 2011 census the population is 9,16,857 approximately. Tiruchirappalli Corporation has four zones; the selected zones are Srirangam zone, Ariyamangalam zone, Ponmalai zone and Abishekapuram zone. To analyze this objective in this study a multi - specialty hospital has been selected with 300 more bed capacity. Primary data was administered to collect data through a well structured questionnaire using Rensis Likert's five point scales from 100 sample respondents using Convenience sampling technique by adopting survey method. The sample respondents comprise of Staff nurse, technicians, housekeeping and administrative staff working in the hospital. Secondary data has been obtained from the hospital sources, journals, articles, newspapers, websites and magazines, unpublished thesis and websites. The collected data has been analyzed with the help of statistical packages namely SPSS 20 by using statistical tools such as KMO/ Bartlett's Test, Factor analysis has been applied for this study.

LIMITATIONS OF THE STUDY
• The study is limited to only one hospital (Y) in the geographical region of Tiruchirappalli City/Corporation only.
• The analysis is purely based on the opinion provided by the sample respondents, since they belong to the private hospital more hesitations were there among them to collect the required data.
• For the purpose of this study the brand name of the institution has not been declared owing to many reasons, thus due care and diligence has been undertaken to protect the reputation of the hospital.

ANALYSIS AND INTERPRETATIONS
Demographic profile of the respondents
The main objective of this study was to determine the demographic profile of the sample respondents, and the attitude of the employees towards the recruitment practices in multi-specialty hospital in Tiruchirappalli City (Y) in Tiruchirappalli City. The data collected from the sample respondents have been analyzed and interpreted for discussions. Reliability Test has been used together with KMO and Bartlett's Test and Factor Analysis to measure the above objective, in the study area.

Reliability Analysis
Reliability analysis may be used to construct reliable measurement scales, to improve existing scales, and to evaluate the reliability of scales already in use. Specifically, Reliability and Item Analysis will aid in the design and evaluation of sum scales, that is, scales that are made up of multiple individual measurements (e.g., different items, repeated measurements, different measurement devices, etc.). It can compute numerous statistics that allows the researcher to build and evaluate scales following the so-called classical testing theory model. From the above discussion, one can easily infer a measure or statistics to describe the reliability of an item or scale. Specifically, we may define an index of reliability in terms of the proportion of true score variability that is captured across subjects or respondents, relative to the total observed variability. In equation form, we can say:

Reliability $= \sigma 2$(true score) / $\sigma 2$(total observed)

Cronbach's Alpha: The proportion of true score variance that is captured by the items by comparing the sum of item variances with the variance of the sum scale. Specifically, can be computed:= $(k/(k-1)) * [1 - \Sigma(s^2 i)\alpha / s^2 sum]$

If the sum scale is perfectly reliable, it would expect that the two halves are perfectly correlated (i.e., *r = 1.0*). Less than perfect reliability will lead to less than perfect correlations.

TABLE : 1 RELIABILITY TEST

No. Of Cases	Reliability Cronbach's Alpha or Coefficient Alpha
100	0.978

It is observed that the reliability of coefficient alpha ( ) for the 100 cases of 70 item is 0.978 (scale range between 0.0 to1.0) which shows the reliability of the given factors.

TABLE :2 Demographic profile of the respondents: (Percentage Analysis)

No	Socio-Economic Characteristics	Category	No.of Respondents	Percentage (%)
1.	Age	Up to 25 years	43	43
		26-50 years	35	35
		Above 50 years	22	22
		Total	100	100
2.	Gender	Male	43	43
		Female	57	57
		Transgender	0	0
		Total	100	100
3.	Occupation	Staff Nurses	20	49
		Technicians	15	15
		Housekeeping helpers/ANMs	49	20
		Admin staff	16	16
		Total	100	100
4.	Marital Status	Married	75	74
		Unmarried	24	25
		Divorce	1	1
		Total	100	100
5.	Monthly Income	Less than ₹ 25,000	34	34
		₹25001 – ₹50,000	40	40
		Above ₹ 50,000	26	26
		Total	100	100
6.	No. of Dependents	Less than 2 members	31	31
		3-4 members	37	37
		Above 5 members	32	32
		Total	100	100
7.	Type of Family	Nuclear	42	42
		Joint	58	58
		Total	100	100
8.	Experience	Less than 10 years	25	25
		11-20 years	28	28
		Above 20 years	47	47
		Total	100	100

Source: Primary Data

The above Table 2 shows the demographic profile of the sample respondents.

AGE
Majority 43 percent of the respondents are in the age category of up to 25 years, 35 percent of the respondents are in the age group of 26-50 years and 22 percent are in the age group of above 50 years.

A maximum of respondents **43 percent** are in the age group of up to 25 years

GENDER
Majority 57 percent of the respondents belong to female members, and the remaining 43 are male members. Thus a majority of **57 per cent** of the sample respondents belong to female group.

OCCUPATION
Majority of the respondents' 49 percent are Housekeeping helpers/ANMs, 20 percent are Staff Nurses, 16 percent are Administrative staff and 15 percent are Technicians.

Majority **49 percent** of the sample respondents are Housekeeping helpers/ANMs.

MARITAL STATUS
Majority of the respondents are married with 75 percent, 24 percent constitute unmarried category, 1percent constitute divorced category.

Maximum **75 percent** of the sample respondents are married.

MONTHLY INCOME
Majority of the respondents earn between ₹25,000 -   ₹ 50,000 with 40 percent, 34 percent earn less than 25,000 and 26 percent earn above ₹50,001.

Majority **40 percent** of the sample respondents earn between ₹25,000 -   ₹50,000.

NO. OF DEPENDENTS
Majority of the respondents have 3 to 4 members with 37 percent, 32 percent have more than 5 members and 31 percent has less than 2 members.

Majority **37 percent** of the sample respondents have 3 to 4 members of dependents.

TYPE OF FAMILY
Majority of the respondents have joint family type with 58 percent and 42 percent have nuclear family type.

Majority **58 percent** of the sample respondents are from joint family type.

WORK EXPERIENCE
Majority of the respondents with above 20 years of work experience consists of 47 per cent, 28 per cent of the sample respondents hold 11-20 years of work experience, and 25 percent of the sample respondents hold less than 10 years of work experience .

Majority **47 percent** of the sample respondents have above 20 years of work experience.

FACTOR ANALYSIS
To measure the attitude of the employees towards the recruitment practices in multi-specialty hospital (Y) in Tiruchirappalli City, Rensis Likert's summated Scaling Technique was adopted by using 15 statements prepared from search of previous studies /Literature. These statements were framed relating to the general overview about the attitude of the employees towards the recruitment practices in the private multi-specialty hospitals, namely, Recruitment conducted under the hospitals are relevant to

their job profile, Recruitment method covers the recent policies and procedure for work, employees, employer and the society. Recruitment practices provides good and effective support for innovation and technology updation, Recruitment practices is satisfactory and employees are well developed in their work practices, Employees are trained by the resourceful practices and trainers to face day to day work, Recruitment practices help employees to have an excellent support within colleagues, employer and the society, Recruitment practices enrich the employees to work with ambition and leads them to provide a satisfactory service to the patients, Recruitment practices helps to get support system for reaching the vision and mission of the hospital, Recruitment practice enriches the employees to acquire new experience and try the experimentation, Recruitment practice facilitates to understand the self, colleagues, superiors, employers, patience and public, Recruitment method helps the employees to follow togetherness, co-ordination and improve the skill to attain pre-determined goals very safely, Recruitment methods makes one feel confident as an employee, a friend, and to guide and co-worker, Recruitment through outsourcing creates value, flexibility and competitive advantage, Poaching/Raiding proves to be the latest mantra for the strength of the hospital, E-Recruitment easily brings prospective employees based on requirements, were considered for the study.

The sample respondents were asked to indicate their response with each statements checking one of the following direction – intensifying descriptions using five-point scale. The various responses are assigned scale values. In this study 5,4,3,2,1 scale values were used to measure the above statements.

A rating of 5 indicates " Strongly agree" a rating of 4 indicates that the statement is "Agree", a rating of 3 indicates that the statement is "Neutral ", a rating of 2 indicates "Disagree" and a rating of 1 indicates that the statement is "Strongly disagree" about the sericulture farming. Factor Analysis have been applied to measure the above statements.

In order to provide a more prudent interpretation of the results, 15-item scale was then Factor-analyzed using the Principal Component method with Varimax rotation.

Factor analysis
Factor analysis attempts to identify the underlying variables, or factors, that explain the pattern of correlations within a set of observed variables. Factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables. In the current study rotation factor, analysis is performed to measure the attitude of the employees towards the recruitment practices in multi-specialty hospital (Y) in Tiruchirappalli City.

Attitude Of The Employees Towards The Recruitment Practices – (Kmo And Bartlett's Test)

Individual statements to measure the attitude of the of the respondents was examined using factor analysis and the reliability of the samples collected was tested for internal consistency of the grouping of the items.

TABLE : 1
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.650
Bartlett's Test of Sphericity	Approx. Chi-Square	157.702
	Sig.	0.000**(S)

KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values between 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From table, it is seen that Kaiser – Meyer – Olkin measure of sampling adequacy index is 0.650 and hence the factor analysis is appropriate for the given data set. Bartlett's Test of Sphericity is used to examine the

hypothesis that the variables are uncorrelated. It is based on chi-Square transformation of the determinant of correlation matrix. A large value of the test statistic will favor the rejection of the null hypothesis. In turn this would indicate that factor analysis is appropriate. Bartlett's test of Sphericity Chi-square statistics is 157.702, showing the statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.

Requesting principal component analysis and specifying the interpretation obtained output of factor analysis. There are two stages in factor analysis. Stage 1 is the factor extraction process, wherein the objective is to identify how many factors are to be extracted from data. This popular method is called principal component analysis. In stage 2, there is also method to fixed number of factors to extract. Higher the eigen value of a factor, higher the amount of variance explained by the factor. The six factors were extracted as 68.82 percent of the variance.

TABLE: 2
FACTOR ANALYSIS – ROTATED COMPONENT MATRIX

Variable No.	Variable	Factor loadings				
		1	2	3	4	5
1	Recruitment conducted under the hospitals are relevant to their job profile.	0.752				
2	Recruitment method covers the recent policies and procedure for work, employees, employer and the society.		0.642			
3	Recruitment practices provide good and effective support for innovation and technology updation.	0.696				
4	Recruitment practices are satisfactory and employees are well developed in their work practices.		0.732			
5	Employees are trained by the resourceful practices and trainers to face day to day work.		0.664			
6	Recruitment practices help employees to have an excellent support within colleagues, employer and the society.				0.542	
7	Recruitment practices enrich the employees to work with ambition and lead them to provide a satisfactory service to the patients.				0.669	
8	Recruitment practices helps to get support system for reaching the vision and mission of the hospital.			0.687		
9	Recruitment practice enriches the employees to acquire new experience and try the experimentation.			0.677		
10	Recruitment practice facilitates to understand the self, colleagues, superiors, employers, patience and public.				0.742	
11	Recruitment method helps the employees to follow togetherness, co-ordination and improve the skill to attain pre-determined goals very safely.			0.711		
12	Recruitment methods make one feel confident as an employee, a friend, and to guide and co-worker.		0.803			
13	Recruitment through outsourcing creates value, flexibility and competitive advantage.					0.598
14	Poaching/Raiding proves to be the latest mantra for the strength of the hospital.					0.901
15	E-Recruitment easily brings prospective employees based on requirements.					0.816

The next issue of measurement was to examine the fifteen statements relating to the attitude of the employees towards multi-specialty hospitals (Y) in Tiruchirappalli city. A principal component analysis with varimax rotations was undertaken and five very clear factors emerged. All factor loadings were over 0.5.

Factor one consisted of two items have loading of 0.752 and 0.696 respectively on factor indicating that factor one is a combination of these two variables which was named as "attitude - I".

Factor two consisted of four items have loading of 0.642,0.732, 0.664 and 0.803 respectively on factor indicating that factor two is a combination of these four variables which was named as "attitude = II".

Factor three consisted of two items have loading of 0.687 and 0.711 respectively on factor indicating that factor three is a combination of these three variables which was named as "attitude = III".

Factor four consisted of three items have loading of 0.677,0.598 and 0.901 respectively on factor indicating that factor four is a combination of these three variables which was named as "attitude = IV".

Factor five consisted of four items have loading of 0.542, 0.669, 0.742 and 0.816 respectively on factor indicating that factor five is a combination of these four variables which was named as "attitude – V".

CONCLUSION
A recruitment strategy creates practical and transparency of purpose in the procedure of attracting and selecting capability for the industry and aligns talent acquisition goals to the business goals. India, being the second majority densely inhabited country in the world, has numerous restrictions in triumph out to the entire population especially on healthcare and education. Having superior excellence employees is the number one aspiration for any employer. An excellent recruitment progression can diminish the time implicated in the penetrating, interviewing, hiring and training. It can streamline these processes and make to search for feasible candidates much more proficient. It is incredibly imperative to construct an optimistic image to patients, peers and competitors. The private hospitals decide the staff pattern and other facilities for the employees quite different from the Government hospitals. Compared to Government hospitals, there is no chance to follow uniform system in place, and policies, rules in recruitment practices. Though the employees of the multi-specialty hospital are satisfied with the present recruitment strategy there is an urgent need from the central & state government to bestow them with job opportunities by providing more career actions to the right person for the right job in government department to serve the needy in the society. Hence the Government should introduce a wide range of Acts with respect to the appointment of staff, and all the facilities offered to them in both private and public sectors.

References
1. http://www.ibeforg/home.aspx Healthcare Sector, January 16, 2007.
2. http://planningcommission.nic.in/reports/genrep, Srinivasan R, Healthcare in India-Vision 2020.

3. Planning Commission Reports. Ramankutty V., Development of Kerala's Health Services: the Need for Broadening the base of Policy Making, Rethinking Development: Kerala's Development Experience. New Delhi: Concept Publishing, 1999, pp.430-33.
4. http://www. cmie. com/ WHO Technical Report, "Application of System Analysis and Health Management" 1976 Series 596, P 7-8.
5. Healthcare: Immense Potential, Outlook Arena, August 3, 2002.
6. The Economics of Hospitals in Developing Countries. Part I: Expenditure Patterns, Health Policy and Planning, No:5 (2), 107-117, 1990
7. World Bank, India: Policy and Finance Strategies for Strengthening Primary Health Care Services, Report No.13042-IN.
8. Population and Human Resources Division; South Asia Country Department II (Bhutan, India, Nepal), 1995. Stedman's Medical Dictionary (17th ed) William Wood and Company, New York, USA, 1930. Dorland's Illustrated Medical Dictionary (3 0"' Edition), W.A. Newman Dorland. W B Saunders Publishers, June 2003 ISBN: 0-7216-0146.
9. Directory of Hospitals in India, Central Bureau of Health Intelligence, Ministry of Heath and family Intelligence, New Delhi, 1988.
10. Kunjikannan T.P. & Aravindan K. P, Changes in the Health Status of Kerala: I987-1997. Thiruvananthapuram: Centre for Development Studies, Discussion Paper No. 20, pp.26-36, 2000.
11. Ramaswamy K, & Renforth W., Competitive Intensity and Technical Efficiency in Public Sector Firms: Evidence from India. International Journal of Public Sector Management, 9 (3), pp. 4-17, 1996.
12. Government of India, National Health Policy 2002, Ministry of Health and Family Welfare, New Delhi, 2002. http://www.infochangeindia.org/index.jsp March 14, 2007.
13. Bhat Ramesh, Private Health Sector in Asia: Issues and Implications. William Newbrander, 1999. Government of India, National Human Development Report 2001,
14. Planning Commission, New Delhi, 2002. ibid.17 Uplekar M. & George A., Access to Healthcare in India: Present Situation and Innovative Approaches: Centre for Development Studies, Thiruvananthapuram. Discussion Paper No.12, 1994.
15. Decenzo and Robbins Personnel/Human Resource Management, 3'" Edition, Prentice Hall of India (P)Ltd, N.Delhi 1 10001, 1989. Sunil Maheshwari, Ramesh Bhatt & Somen Saha Directions for Reforms in the Health Sector: Reflections from a State in a Developing Country, Research Paper — Indian Institute of Management, Ahmedabad, 2005.
16. Basavanthappa B.T., Nursing Administration. Medical Publishers (P) Ltd., 2003. New Delhi:
17. Jaypee Brothers. Soumya Viswanathan: Planning Manpower Outsourcing - Key to boost Profitability Indian Express - Healthcare Management Mumbai, 16"' to 31st December 2002 .
18. Indian Healthcare Sector-Key Trends in Indian Hospital Segment, a report of INGRES, a division of ICRA Ltd, 26, Kasturba Gandhi Marg, N.Delhi110001. (January 2004).
19. Anil Rajpal and Sachin Kaushik, HR management is one of the keys to success of hospitals. Healthcare Management, 1-15th December 2002.
20. Ghei P.N. & Khokhar A.K., Selected Readings in Hospital Administration. New Delhi, 1990, Indian Hospital Association (ed.). Howard Barnum & Joseph Kutzin, Public Hospitals in Developing Countries: Resource use, cost,_/inancing, Johns Hopkins University Press, 1993, p.259.
21. Narender Kapoor N, Interpersonal Relations in Hospitals. Vanna Bros. Paibul Suriyawongpaisal, Potential Implications of Hospital Autonomy on Human Resources Management. A Thai Case Study Department of Community Medicine, Ramathibodi Hospital and Medical School, Rama VI Road, Bangkok. Richard
22. G.A.Feachem, Health Systems: More Evidence, More Debate. Bulletin of the World Health Organisation, 78(6), 2000. Suresh Kulkami, Estimating Cost of Government Healthcare Services in India . Journal of Services Research, Vol. 2, 2002.
23. Verma D.P.S. & Renu Sobti, Patient's Perception of Medical Services. Journal of Services and Research, Vol. 2, 2002. www.prd.kerala. gov. in/