



RECRUITMENT, SELECTION AND PLACEMENT

CHAPTER 5

RECRUITMENT

- ▶ Recruitment is the process of identifying the sources for prospective candidates to stimulate them to apply for jobs in the organization. It involves seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.
- ▶ The process of recruitment:
 - ❖ Identifies different sources of labour supply
 - ❖ Assesses their validity
 - ❖ Chooses the most suitable sources or sources
 - ❖ Invites applications from the prospective candidates for the vacant jobs.



Sources of recruitment

Internal
sources

External
Sources

```
graph TD; A[Internal Sources] --- B[Transfers]; A --- C[Promotions]; A --- D[Re-employment of Ex-employees]
```

Internal Sources

Transfers

Promotions

Re-
employment of
Ex-employees

INTERNAL SOURCES OF RECRUITMENT

- ▶ Transfers: It involves shifting of an employee from one job to another without reference to changing responsibilities and compensation.
- ▶ Promotion: it is a transfer of an employee to a job that carries higher pay and status.
- ▶ Re-employment of Ex-employees: It is economical to employ the retired and retrenched personnel to meet the short term HR needs

MERITS OF INTERNAL SOURCES

- ▶ The internal candidates have intimate knowledge of the organization structure and can handle new jobs easily.
- ▶ Promotion increases the morale of the employees
- ▶ Promotion ensures sincere efforts on the part of the employees as they know that they may be promoted to higher positions
- ▶ The cost of training the insiders for the senior posts will be less
- ▶ Reliance on internal sources will enable the enterprise to make best use of the capabilities of its employees
- ▶ The cost of internal recruitment is very low

DEMERITS OF INTERNAL SOURCES

- ▶ Better qualified outsiders may not be reached by the management.
- ▶ The mobility of manpower is restricted. Once a man joins a organization, he will stick to the organization.
- ▶ In promotion, there might be clash between factors like seniority and ability. Such decisions by managers may lead to favouritism.
- ▶ The spirit of competition among the employees is hampered if they are sure about the time bound promotion.
- ▶ Further growth of business is hindered by the limited latent of the insiders. The entry of fresh talent into the organization will be restricted.

EXTERNAL SOURCES OF RECRUITMENT

Direct Recruitment

Advertising

Casual Callers

Employment Exchange

Employment Agencies

Management Consultants

Educational Institutes/ Campus Recruitment

Recommendations/ Referrals

Labour Contracts

Web Publishing and Telecasting

MERITS OF EXTERNAL SOURCES

Qualified Personnel

Wider Choice

Fresh Talent

Competitive Spirit

DEMERITS OF EXTERNAL SOURCES

Dissatisfaction among Existing Staff

Lengthy Process

Costly Process

Uncertain Response

RECENT TRENDS IN RECRUITMENT

Outsourcing

Poaching and Raiding

Website and E-recruitment

Internships

Walk-in Interviews

SELECTION

- ▶ Selection is the process of choosing from among the candidates the most suitable person for the current position or for the future position.
- ▶ Selection is the process of choosing the right person for a particular job. It leads to employment of workers.
- ▶ Selection is a negative process as it involves rejection of unsuitable persons.
- ▶ Selection is a critical process in the employment program of any organization as it involves a heavy investment of time and money to get right types of people.
- ▶ Induction and training cost of new employees is also high.

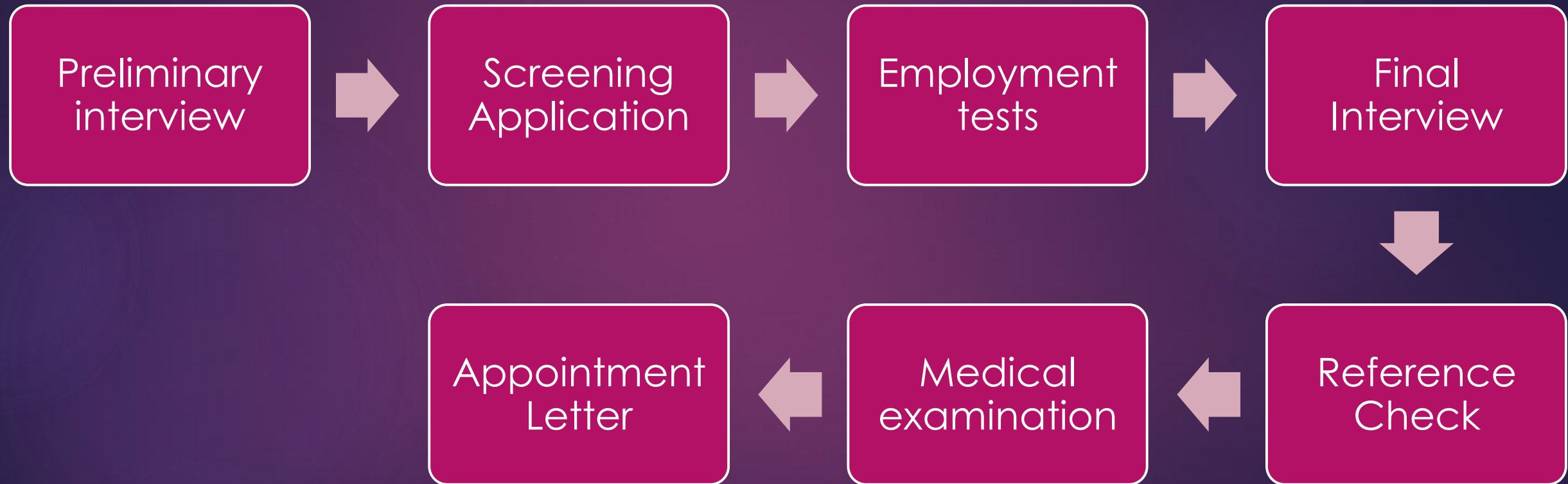
DIFFERENCE BETWEEN RECRUITMENT AND SELECTION

Basis	Recruitment	Selection
Meaning	Process of searching candidates for vacant jobs and making them apply for the same	Process of selection of right types of candidates and offering them jobs
Nature	It is positive process as it stimulates people to apply for jobs	It is negative process as it leads to rejection of unsuitable jobs
Aim	Its aim is to attract more and more candidates for the vacant jobs	Its aim is to pick up the most suitable people for the vacant jobs
Procedure	The firm notifies the vacancies through various sources and distributes applications form to candidates	The firm asks the candidates to pass through a number of stages such as filling of form, employment tests etc.
Contract of Service	No contractual relation is created. Recruitment implies communication of vacancies only.	Selection follows recruitment and it leads to a contract of service between the employer and the employee
Number	There is no restriction upon the number of candidates	Only a certain number of candidates are selected.

BENEFITS OF SELECTION

- ▶ Proper selection and placement of personnel go a long way towards building up a suitable workforce.
- ▶ Competent employees will show higher efficiency and enable the organization to achieve its objectives.
- ▶ The rate of industrial accidents will be considerably low if suitable employees are placed on various jobs.
- ▶ When people get jobs of their taste and choice, they get higher job satisfaction.
- ▶ The morale of the employees of the organization who are satisfied with their jobs is often high

STEPS IN SELECTION



EMPLOYMENT TESTS

- ▶ Individuals differ with respect to physical characteristics, capacity, level of mental ability, likes and dislikes and also with respect to personality traits.
- ▶ The differences among the individual candidates can be analyzed with the help of various psychological and trade tests.
- ▶ These tests can provide important information about the candidate as regards his intelligence, aptitude, interest, analytical skills, decision-making skills, personality, etc.

SIGNIFICANCE OF EMPLOYMENT TEST

- ▶ Tests tend to eliminate biasness in the selection of personnel.
- ▶ Tests can identify talents of individuals which might otherwise be overlooked.
- ▶ Tests reduce the costs of selection and placement because large number of applicants can be evaluated within the least possible time.
- ▶ Psychological tests can measure the aptitude of candidates and predict their success.
- ▶ Tests provide a healthy basis for comparing applicants' background. They compel the interviewers to think through their evaluation more carefully.

LIMITATION OF EMPLOYMENT TESTS

- ▶ Test measure only a part of the total information needed to make an accurate selection. In practice, companies use a combination of test and interview and the other methods to maximize the accuracy in selection.
- ▶ Sometimes, tests cannot make prediction of chances of success of an applicant because he was nervous.
- ▶ No test can measure with guarantee the complex combination of characteristics required in numerous positions.

CLASSIFICATION OF EMPLOYMENT TEST

- ▶ **Intelligence Tests:** These tests are used to judge the mental capacity of the applicants. They measure the individuals learning abilities, i.e., ability to understand instructions and also ability to make decision judgement.
- ▶ **Aptitude test:** Aptitude tests measure an applicant's capacity and his potential for development.
- **Cognitive test:** measures mental and intellectual aptitudes.
- **Motor tests:** measures physical dimensions such as manual dexterity or hand-eye co-ordination.
- ▶ **Proficiency test:** these tests are used to test the level of knowledge and proficiency of the applicants. Also known as performance, occupational or trade test.
- ▶ **Interest tests:** It identify the pattern of interests, i.e. areas in which the individual shows special concern, fascination and involvement. These tests suggest what types of jobs may be satisfying to the employees.
- ▶ **Personality Test:** it probes the qualities of an individual's personality as a whole, the combination of aptitude, interest and usual mood and temperament. It is difficult to devise and use personality tests because they are concerned with discovering clues to an individual's value system. His emotional reactions, maturity etc.

EMPLOYMENT INTERVIEWS

- ▶ According to Jucius Michael, “An interview is a face to face, oral, observational and personal appraisal method.”
- ▶ Interviewing the candidates is an important aspect of selection process.
- ▶ The final selection partly depends on the performance of the candidate in different tests and partly on his performance in the final interview.
- ▶ The candidates overall personality is judged in the interview.
- ▶ The interview may last for 10-20 minutes or even more.
- ▶ Various questions are asked from the candidate in order to judge his ability, knowledge, capacity and so on.

SIGNIFICANCE OF EMPLOYMENT INTERVIEWS

- ▶ There is a face-to-face contact between the employer and the candidate. The employer can assess the personality traits of the candidate.
- ▶ The candidate can seek more information about the employer and the job. This creates better understanding in the mind of the candidate.
- ▶ The communication skill of the candidate can be judged in the interview. His way of thinking is known.
- ▶ Interviewing is very important where the candidate has not to go through employment tests.
- ▶ Many companies do not follow elaborate selection procedure as it is costly and time-consuming. They can rely on interview if it is properly planned and interviewed.

KINDS OF EMPLOYMENT INTERVIEWS

- ▶ **Preliminary interview:** This is conducted to find out the worth of the candidate. It should be conducted carefully so as to avoid eliminating desirable candidate.
- ▶ **Background information Interview:** This is conducted to know more about the background of the candidate in terms of his experience, health, likes and dislikes etc.
- ▶ **Patterned or Structured Interview:** In this series of questions are phrased in advance which are related to the strategic part of the applicants background. In this interview standard questions are asked as they are written, the order may be varied but not the phrasing.
- ▶ **Unstructured or Non-directed interview:** Here direct and specific questions are not asked by the interviewer. An atmosphere is created in which the candidate is free to talk on the subject selected by the interviewer. Interviewer is the passive listener.
- ▶ **Stress Interview:** In this type, stress environment is created in the interviewer room. The applicant is intentionally put under stress by interrupting him at various points, criticizing his/her viewpoints and sometimes keeping silence after the candidate has finished speaking.

LIMITATION OF EMPLOYMENT INTERVIEWS

- ▶ Interview is an expensive device and sometimes, it is interpreted as having greater meaning and validity than is justified.
- ▶ Interviewers can test only the personality of the candidate and not his skills and ability for the job.
- ▶ The interviewer may not be an expert and thus, not in a position to extract the desired information from the candidate.
- ▶ This device depends too much on the personal judgement of the interviewer which may not always be accurate. Biasness may affect the results of the interviews

COMMON MISTAKES IN EMPLOYMENT INTERVIEWS

- ▶ **Halo Effect:** In this type of error, a single prominent trait or characteristic of the candidate affects the judgement of the interviewer.
- ▶ **Leniency or Harshness:** Leniency implies the tendency to assign higher scores to all the candidates. It is normally associated with lack of interest in rating. Harshness implies tendency to give lower scores to all. This may be due to exaggerated expectations.
- ▶ **Projection:** This error arises when interviewer expects his own traits in a candidate.
- ▶ **Stereotyping:** Here the interviewer judges a candidate on the basis of the characteristics of the group he belongs to like cultural background, religious background, family background etc.
- ▶ **Constant Error:** This occurs because the interview of the previous candidate unduly influences the interviewer in favour or against the next candidate.

GUIDELINES FOR EFFECTIVE INTERVIEWING

- ▶ The interviewer should be competent, trained and experienced and understand the nature and requirements of the job under consideration.
- ▶ Adequate information about the interviewee must be obtained before the interview.
- ▶ Privacy and sufficient time must be provided to each interviewee.
- ▶ Interviewee must be made to feel at ease so that he does not hesitate in giving relevant facts about himself.
- ▶ Questions to be asked in the interview must be related to the requirements of the job and they must be prepared well in advance.
- ▶ Interviewers must be straight forward and frank instead of being shrewd and clever.
- ▶ Arguments and personal remarks should be avoided by the interviewers.
- ▶ The feelings of the candidate should not be hurt.
- ▶ Personal prejudices about the candidates must not be allowed to affect the selection of the right kind of person.
- ▶ Proper record of interview must be kept after the candidate has left the interview.

GROUP DISCUSSION

- ▶ Group discussion is primarily used to know social framework, personality, behavior, interests and various social traits of specific candidates simultaneously.
- ▶ In situations where leadership ability is an important factor, group interviews are conducted.
- ▶ In group interview and situation test, judgement is made on the basis of actual behavior of each individual in the group.
- ▶ In group discussion, specific problem is given to a group consisting of 8-12 candidates who are asked to involve themselves in discussion.
- ▶ The observer sitting at one corner does not offer his views and opinions, but simply directs and guides the discussion.
- ▶ In this situation some individuals tend to initiate and lead the discussion while the others participate very little.
- ▶ Group discussions are really good where an individual has to work in co-operation with other members of a group after being selected.

PLACEMENT

- ▶ Placement may be defined as the determination of the job to which a selected candidate is to be assigned, and his assignment to the job.
- ▶ It includes the initial assignment of new entrants and the transfer and promotion of the existing employees.
- ▶ It is matching of what the supervisor has the reason to think he can do with the job demands; it is matching of what he imposes (in strains, working conditions) and what he offers in the form of payroll, with promotional possibilities.

SIGNIFICANCE OF PLACEMENT

- ▶ Reduced labour turnover rate
- ▶ Reduced absenteeism rate
- ▶ Increased safety of workers and lower accidents
- ▶ Increased morale of workers
- ▶ Better human relations in the organisations

CONSIDERATIONS IN PLACEMENT

- ▶ Job Requirements
- ▶ Suitable Qualifications
- ▶ Adequate Information to the job incumbent
- ▶ Commitment and Loyalty
- ▶ Flexibility

INDUCTION

- ▶ Induction is concerned with introducing or orienting a new employee to the organization. It is a welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organization.
- ▶ The new employee, on his joining the organization, must be helped to get acquainted and adjusted with the fellow employees and the work environment.
- ▶ Some large organizations show to the new employees motion pictures depicting their history and operations and also their values and ethical principles.

OBJECTIVES AND SIGNIFICANCE OF INDUCTION

- ▶ To build up the new employee's confidence in the company and in himself, so that he can become an efficient employee
- ▶ To give the new employee information and knowledge of the company, its organization structure and products.
- ▶ To give him information that he needs, such as the time to break, where to find canteen, the wash room, etc. what leave he is entitled to and how to apply for it and so on.
- ▶ To foster a close and cordial relationship between the newcomers and the old employees and their supervisors.
- ▶ To ensure that the newcomers do not form false impression and negative attitude towards the organization or the job.
- ▶ To promote among employees a feeling of 'belonging' and loyalty to the company.

BENEFITS OF INDUCTION

- ▶ It reduces the new employee's anxiety and provides him an opportunity to know about the organization and its people.
- ▶ It helps the new employees in knowing the expectations of the organization and its executives.
- ▶ It fosters a uniform understanding among the employees
- ▶ It builds a positive attitude towards the company.
- ▶ It builds and strengthens two-way communication in the company.
- ▶ It helps speed up socialization process by making the new employee understand the social, technical and cultural aspects of the workplace.

INDUCTION PROCEDURE

- ▶ The new person should be given a definite time and place to report.
- ▶ The supervisor or the immediate boss should meet and welcome the new employees to the organization
- ▶ Information about working hours, vacations, probationary period, medical leave, suggestion systems etc. should be conveyed.
- ▶ Departmental orientation should include, introduction to the department, explanation of the functions of the department, job instructions and to whom he should look for help and guidance.
- ▶ Verbal explanations may be supplemented by a wide variety of printed material
- ▶ The induction program should be handled by the persons who are fully conversant with the course contents

GUIDELINES FOR EFFECTIVE INDUCTION

- ▶ Orientation should be thoroughly planned and those conducting the program should give due attention to specific problems faced by new employees.
- ▶ Supervisors should be trained in the art of orientation of new workers. Thus, induction should be treated as a special duty.
- ▶ Human side is the most important part of orientation. Therefore, first of all the new employee should be introduced to the people with whom he will work- colleagues and supervisor.
- ▶ The new employee should be informed about the rules that apply to him as well as the specific work situation and job requirements
- ▶ Orientation should be a gradual process. The participants should not be overloaded with too much information
- ▶ The supervisors should answer the questions and clarify the doubts that the employee may have about the job and the organization.

SOCIALIZATION

- ▶ Socialization is the process through which a new recruit begins to understand and accept the values, norms and beliefs held by others in the organization.
- ▶ It helps the newcomers to interact freely with the other employees working at various levels and learn behaviours that are acceptable.
- ▶ It also helps them to adjust to the socio-cultural environment in the organization.
- ▶ Socialization starts with a new employee's initial orientation at the job and continues through various training and development programmes. Thus orientation is only a small part of the overall socialization

FUNCTIONS OF SOCIALIZATION

- ▶ It facilitates uniform pattern of behaviour in members.
- ▶ It Increases understanding among the employees and interpersonal conflicts.
- ▶ It reduces role ambiguity of employees as they come to know what is expected of them.

STAGES OF SOCIALIZATION



STAGES IN SOCIALIZATION

- ▶ **Preadvival Stage:** It denotes the period that occurs before a new worker joins the organisation. The candidates must be made aware of the organisation's values and expectations during the selection process so that the chances of wrong selection are reduced to minimum.
- ▶ **Encounter Stage:** The new employee enters this stage when he joins the organisation. The new employee comes to know what the organisation is really like and may find divergence between his expectations and those of the organisation. If this is so, the new employee must undergo socialization that will detach him from his previous notions and assumptions about the organisation.
- ▶ **Metamorphosis and Transformation:** Under this stage, the real transformation in the new employee takes place. The employee adjusts to this work group's values and norms and becomes comfortable with the organisation and his job.

EMPLOYEE RETENTION

- ▶ Employee retention involves taking measures to encourage employees to remain with the organization for a long period of time.
- ▶ The rate of attrition of employees in many organization is very high and it is important because of following reasons:
 - ❑ The investment made in acquisition of talented employees goes waste
 - ❑ The investment made in training and development of such employees goes waste.
 - ❑ Separation of employees from company disrupts the work schedules.
 - ❑ It is a time consuming process to acquire fresh talent for the jobs fallen vacant because of employee attrition. The new employees would require training to be fully productive

MEASURES FOR RETENTION OF TALENT

Acquisition of Right Talent

Offering Attractive Compensation Package

Promoting Employee Engagement

Meaningful Work Assignments

Praise and Recognition

Career Development

Job Security

Positive Work Environment