

Unit 4 Recruitment and Selection

Concepts:

Recruitment is the process of creating a pool of potential employees in an organization to fulfill the human needs. It aims to attract a high performing workforce in the organization. It is a positive function persuading people to apply for work.

According to DeCenzo and Robbins, “Recruiting is the discovering of potential candidates for actual or anticipated organizational vacancies.”

Similarly, according to Edwin B. Flippo, “Recruitment is a process of searching for prospective employees and stimulating them to apply for jobs.

Thus, recruitment is a linking activity that brings together those with job to fill and those seeking job. In addition, it aims to attract the qualified and not attract the unqualified.

The need of recruitment in any organization is because of two reasons:

- a. Mobility of Human resources: It is due to transfer, promotion, retirement, resignation, dismissal, disability and death of employees.
- b. Growth of business: It is due to expansion, diversification, acquisition, growth, job redesign and technology up gradation.

Factors affecting recruitment:

- a. Size of the organization.
- b. Employment condition in the community.
- c. Labour turnover in an organization.

Sources of Recruitment

The sources of recruitment can be classified into two groups:

1. Internal Sources
 2. External Sources
1. Internal Sources: The sources within the organization are internal sources. For examples; promotion, transfer, rehires, job rotation etc.
 - a. Promotion: Through the information from the HR inventory and succession planning, the potential candidates that can be upgraded or promoted can be determined. Since it is a vertical upward movement effective recruitment can be ascertained through this source.
 - b. Transfer: Potential candidates that can be transferred are determined; this serves as an important source of internal recruitment. It is a horizontal movement, which helps the employees to expand their knowledge related to place, working method, working condition etc.

- c. Re hires: Rehiring the process of reemploying the old employees having the skills and experience on related subject matters. It will be easy for an organization to handle them because they already know about the organization's culture, style and the ways of doing jobs.
- d. Job rotation: Job rotation is moving an employee in different job under hi/her level. It helps employees to acquire different skills which enhance motivation towards work.

The advantages of internal sources are as follows:

- a. It helps to build good public relation.
- b. It builds morale(confidence)
- c. It encourages good individual who are ambitious.
- d. It improves the probability of a good selection, since information on the individual's performance is readily available.
- e. It is less costly than going outside to recruit.
- f. Those chosen internally already know the organization.
- g. When carefully planned, promoting from within can also act as a training device for developing middle and top level managers.

The disadvantages of internal sources are as follows:

- a. It can be dysfunctional to the organization to utilize inferior internal source only because they are these, when excellent candidates are available on the outside.
 - b. Management may lack new ideas, knowledge and enthusiasm of outside world.
 - c. There may be possibility of nepotism and favoritism.
 - d. Internal conflict may arise to get the promotion and favorable transfer within the employees.
 - e. Seniority based promotion may hamper the process of keeping right people at right job at right time.
2. External Sources: The source outside organization. It includes employment exchanges, private employment agencies, professional association, education institution, trade unions, and unsolicited applications.
- a. Employment exchanges: Employment exchanges are usually non profit or public agencies which register and gather the list of semi skilled or skilled prospective employees. Through these agencies government gets information about the potential employees and proceeds selection process. E.g. Public service commission, education service commission etc.
 - b. Private employment agencies: These agencies are the potential employees data bank which not only keep the information about the prospective employees but also advertise the position, screen applicants against the criteria specified by the employer and also provide guarantee covering six months or a year as protection to the employer against the

unsatisfactory performance of applicants. This type of agencies charge fees to either to applicants or employers or both against the services provided to them.

- c. Professional Association: These associations have maintained the personal and professional information of their members. Usually for higher level jobs or for technical jobs like accountants, engineers, lawyers etc this source is used by the organization.
- d. Education Institution: It is a source of talent and enthusiastic individuals, who generally lacks work experience. They provide a large pool of potential employees at one location.
- e. Unsolicited application:
 - i. Walk In: Job seeker who visits the organization in search for job.
 - ii. Electronic: Job seeker provides their personal and professional information through mail to the organization HRD.

Advantages of external sources are as follows:

- a. It provides a large pool of qualified candidates which facilitates in selecting suitable candidates for a job.
- b. New ideas, knowledge, skills, enthusiasm revitalize the organizations' functioning.
- c. It discourages favoritism and nepotism.

Disadvantages of external sources are follows:

- a. It may incur high cost.
- b. Current employees get discourage by external recruitment.
- c. Problems may occur in socialization of new employees.
- d. Possibility of wrong selection.

Methods of Recruitment

The methods of recruitment are as follows:

- 1. Internal Method
- 2. External Method.
 - 1. Internal Method
 - a. Job Posting: It is an open invitation to all employees in an organization to apply for the job. The announcement of the vacancy can be disseminated through bulletin-board, In-house newsletter, circular etc. Equal opportunity for growth and advancement, motivation for better performance are the advantages of job posting whereas, chances of nepotism and favoritism, conflict between employees are the disadvantages.
 - b. Employee referrals: This is the recruitment by word of mouth. Usually, supervisor or superior refer his/her immediate subordinates and other form the group for the vacant post.

- c. HR inventory search method: HR inventory provides all the information related to personal and professional undertaking by employees in an organization. Thus, through the inventory search recruitment can be undertaken.
2. External Method:
 - a. Advertising: Advertisement through several media, viz. radio, television, newspaper, trade journals etc can be done to attract a wider potential candidates.
 - b. Employee referral: The employees recommend their friends from outside the organization.

Selection

In human resource planning we identified our personnel needs. Once these needs were established a job analysis was conducted, which clarified the characteristics of jobs being done and the individual qualities necessary to do these job successfully. This information was then used to recruit a pool of qualified applicants. And after the completion of recruitment process, selection of a right person for a job is started.

Selecting the right employees is important for three main reasons:

- a. The performance of selected employees affects the performance of others.
- b. There is always the involvement of high cost, in the recruitment and selection process.
- c. To secure the organization from wrong hiring viz. criminals, unqualified etc.

Selection is the process of choosing the best suitable candidates from the pool of prospective employees for a vacant post. In other words, selection is the process of gathering information about job applicants in order to determine who should be hired and who should be rejected.

According to DeCenzo and Robbins, "Selection activities predict which job applicant will be successful if hired in an organization."

Similarly, according to Schmitt and Schneider, "selection is the process of gathering information for the purpose of evaluating and deciding who should be hired, under legal guideline, for the short and long-term interest of the individuals and the organization."

Thus, selection is the process of carefully scrutinizing the information supplied by the prospective employees and identifying the best possible candidates for the current or future organizational undertakings.

Selection Process

The selection process includes the following steps.

- a. Application form evaluation: It is a first step of selection process in which the screening of application contents viz. personal background, qualification, work experience,

expected salary, references etc is done. Under this unqualified application and application form with false information are rejected.

- b. Preliminary Interviews: After applications are selected, preliminary interview is held to screen out the misfit and unqualified candidates physically. Usually it is short. It also helps the applicants to know about organization and actual job requirement.
- c. Selection test: After preliminary interview, written test is administered for further examination. Basically, there are five types of test, they may conduct for selection. They are aptitude test (measure potential of individual to do work), Achievement test (measure skill or knowledge acquired), Situation test (measure the way an individual perform a job in different situation), vocational test (measure a candidate's preference in different types of jobs) and personality test (measure the personal characteristics of candidates).
- d. Selection Interview (final interview): Under this the in-depth conversation with the candidates on job related matters is conducted. It assess the candidates in following area:-
 - i. Ability to do the job and career goals.
 - ii. Motivation and enthusiasm to do job.
 - iii. Ability to fit in an organization.
 - iv. General Knowledge.
- e. Reference Check: Under this, background information and character of the candidates is checked. Reference can contribute to the selection process if they are based on the facts and behaviour rather than an evaluation of candidates.
- f. Physical Examination: Under this, the physical fitness of the candidates is examined. It helps to identify physical disability that may have internally and externally.
- g. Final selection: After thorough analysis and examination of employees from different dimension, the candidates I selected for a job. Organization notifies the candidates who have been selected.

Selection Test

A selection test is a systematic procedure for sampling human behaviour. In other words, selection test is a tool which facilitates and ascertains the expected behaviour from non expected behaviour of an individual.

A test is a set of questions, exercise of practical activities to measure someone's skill, ability or knowledge. A selection test is tool which helps to identify the human behaviour acquired by an individual .Selection test must fulfill the following purpose:

- i. It should predict the future performance of an individual.
- ii. It should diagnose the cause of particular behaviors.
- iii. It should describe situational behaviour.

The types of selection test are as follows:

- a. **Aptitude test:** Aptitude is a natural ability or skill, what a person acquires. Aptitude test normally used to measure the potential of individual to perform. It includes inductive (using known fact to produce general principles and deductive (using the knowledge and information you have in order to understand or form an opinion about something) reasoning, verbal comprehension, memory and numerical ability measurement.
- b. **Achievement test:** Achievement test measure what a person has learned. They measure an individual “job knowledge” in are like economics, marketing, personnel etc. E.g. measuring skills or knowledge that has been acquired during a training program is an achievement test.
- c. **Situational test:** Under this test, candidates are asked to respond to the situation specific problem. Reaction from the candidates is evaluated and proceeds for further selection procedures.
- d. **Vocational test:** It measures the candidate’s preference in different types of job. Since, each individual has distinct interest and perception related to the job, the test tires to identify the interest on the job requirements. Clearly, if we can select people whose interest are roughly the same as those of successful incumbents in the job for which they are recruiting, it is more likely that the applicant will be successful.
- e. **Personality test:** Personality test measures basic aspect of applicants. Personality, such as introversion (quiet or shy) extroversion (active, confident, enjoy spending time with others), stability and motivation etc. The usefulness of such test for selection rests on the assumption that we can find a relationship between a measureable personality trait and success on the job.

Reliability and Validity of selection process

Selection a best suitable candidates for a job is an essential function of HR department. And, the effective selection is depends to a large degree on the basic testing concepts of validity and reliability.

Reliability: It is a test’s first major requirement and refers to its consistency. A test is said to be reliable only when the result an outcome is consistent on identical test obtained form same person at two different occasion.

Validity (legal acceptance): It measures to prove that something is true or correct. In other words, validity tells us whether the test is measuring what we think it’s supposed to be measuring.

Validity can be of following types:

- a. **Content validity:** Content validity means, the content of the test item correlates highly with the job content. In other words, the content that choose for data entry test is a representative sample of what the person needs to know for the job, then the test is probably content valid.

- b. Predictive validity: It means the performance of an employees or test score highly correlates with the future requirement of the job.
- c. Concurrent validity: It means, the degree to which test score correlates with job performance (i.e. those we do well in the test do well in job).
- d. Construct validity: It means the relation between the job and its score in practical aspects. In other words, the extent to which the test measures the psychological quality or quantifies the psychological aspect of an individual.

Interview

It is a face to face verbal communication between two individuals. It helps to appraise the candidates' suitability of job.

The interview process

The interview process has following steps:

- a. Preparation: structured , unstructured, job description and job specification
 - Which technique:-structured, unstructured or semi structured
 - One by one, panel or group interview
- b. Conduct: information exchange
- c. Termination : Thanking the applicants
- d. Evaluation

Types of Interviews: There are following types of interview commonly used in organization.

- a. Unstructured :
 - Question are not planned in advance
 - It is just a conversational style.
 - Questions depend on interviewer.
 - Substantial time required.
- b. Semi-Structured:
 - Necessary questions or basic questions are planned in advance.
 - But, interviewer may ask additional related question in the area of inquiry.
- c. Structured:
 - The interviewer prepares a list of question in advance and does not asked beyond those.
 - It helps to rate the applicants.
 - Useful to interview large number of people.

Socialization

“All marriages are happy. It’s the living together afterward that caused all the trouble”
(Raymond Hull)

In organization people should know and accept behaviour that the organization views as desirable. So every individual should act and react as per the organizational requirement. This phenomenon is called socialization. In other work, socialization is the process of learning the organizational culture and how to live or adapt within it.

According to Whrther and Davis, “Socialization is the ongoing process through which an employee beings to understand and accept the values, norms and beliefs held by others in the organization.”

Thus, socialization is the process of understanding and reacting in organizational environment as per the expectation of organizational settings.

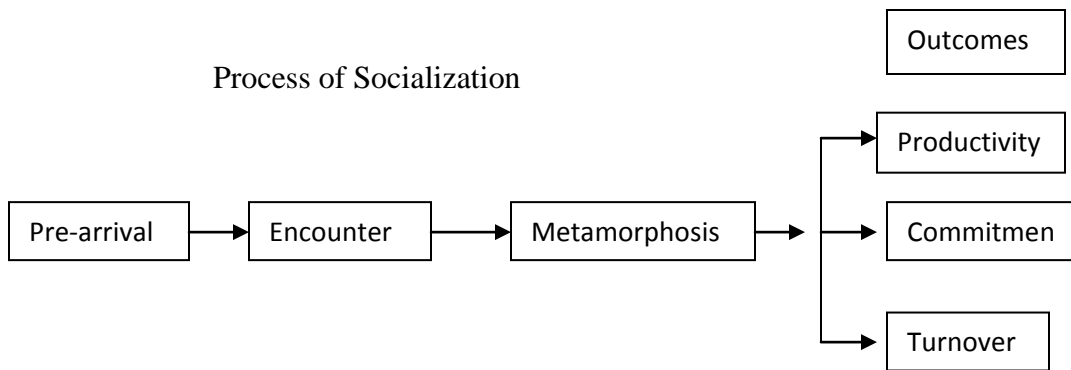
Purpose of socialization

The purposes of socialization are as follows:

- a. To familiarize an individual in organizational settings: Organization has their own culture, rule and regulation and practices which distinguish form one another. New employee should understand these factors to become a member and act as per the requirements. Thus to familiarize an individual in an organizational setting socialization is a crucial task.
- b. To reduce anxiety: New employees may suffer from serious anxiety while joining an organization. It is due to fear of new environment, personal expectation etc. Socialization helps to reduce the worry by providing information about the new job situation, role to be played and proper instruction.
- c. To increase employee performance and satisfaction: Once the person is socialize in the organizational setting it is believed that an individual will performed better and continuously increase the degree o f satisfaction. This further enhances the creativity and imagination. Thus, socialization helps to improve the individual performance level.
- d. To identify the employees behaviour: Socialization not only help to familiarize but also helps to find out whether an individual in accepting or rejecting the organizational culture and practice. Thus, to identify the deviants and norms-rejecting employees socialization is vital in any organization.

Process of socialization

- a. Pre-arrival stage
- b. Encounter stage
- c. Metamorphosis stage



- a. Pre-arrival Stage: Every individual make a prior image of a job performance and job environment while entering into a job. It is outlined form the previous education, work experiences recruitment and selection process. Thus, success of socialization depends upon the degree to which the selected member has correctly anticipated the expectation and desires of those in the organization.
- b. Encounter Stage: In this stage, the individual confronts the possible difference between the work reality and his/her expectation. If expectation proves to have been more or less accurate, the encounter stage just validates the prior perception. However, in the case of deviation, the new employ must undergo socialization, which detach him/her from the previous assumption and replace these with the organization's basic standard. Usually, effective recruitment and selection process reduces such deviation in individual's expectation and workplace reality of an organization.
- c. Metamorphosis Stage: The new member must suit in the organizational setting. This means going through the change as per the organizational requirement, which is also called metamorphosis. Under this stage, the new member becomes comfortable with the organization and their job .She/he has internalized the norms of the organization and their work groups. He/she feels accepted by the peers as trusted and valued individuals. He/she is self confident and has competence to complete the jobs successfully. Successful metamorphosis should have a positive impact on the new employees' productivity and their commitment to the organization and reduce their propensity to leave the organization.