

Recruitment

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it. It is the first step in the process of filling a vacancy. It is the process which enables the management of the enterprise to select and employ required employees for varied types of job.

Definition:

According to Edwin B. Flippo, “recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation”.

In the words of Dale Yoder, Recruitment is the process to “discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”

Dale S. Beach has defined “Recruitment as the development and maintenance of adequate man power resources. It involves the creation of a pool of available labour upon whom the organisation can depend when it needs additional employees”.

Purpose and Importance of Recruitment:

- ✓ Determine the present and future requirements of the firm in conjunction with its personnel planning and job analysis activities
- ✓ Increase the pool of job candidates at minimum cost
- ✓ Help increase the success rate of the selection process by reducing the number of visibly underqualified or overqualified job applicants
- ✓ Help reduce the probabilities that job applicants once recruited and selected, will leave the organisation only after a short period of time
- ✓ Meet the organisation’s legal and social obligations regarding the composition of its workforce
- ✓ Begin identifying and preparing potential job applicants who will be appropriate candidates
- ✓ Increase organisational and individual effectiveness in the short term and long term’
- ✓ Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

Process of Recruitment:

1. Conduct of a job analysis
 - Build a job description
 - Review the job description
 - Set minimum qualification for the employee who will do the job
 - Define a salary range
2. Sourcing of talent
 - Networking
 - Posting
 - Print and media advertising
 - Developing and using proper technique
 - Using the reputation of the company
3. Screening of applicants
 - Preliminary screening
 - Initial interview
 - Conduct of various tests for recruitment
 - Final interview
 - selection
4. finalization of the job offer
 - making the offer
 - acceptance of the offer by the applicant
5. introduction and induction of the new employee

Sources of Recruitment:

1. Internal Sources:
 - a. Transfer
 - b. Promotion
2. External Source:
 - Casual callers
 - Advertisement
 - Employment agencies
 - Management consultants
 - Educational institutions
 - Recommendations
 - Labour contactors

Internal sources of Recruitment: internal sources of recruitment consist of employees who are already on the payroll of a firm. It also includes former employees who have returned to work for the organisation. Recruitment from internal sources is done to fill up vacancies through promotion, re-hiring and transferring employees within the company.

Advantages of internal sources of recruitment:

- Selecting and transferring existing employees is simpler process
- The managers are aware of the talents and abilities of already existing employees
- Internal recruitment serves as a tool to boost the morale of employees as internal hiring creates job and promotion opportunities for existing employees.
- Internal hiring promotes a feeling of loyalty amongst the employees.
- Existing employees are already aware of the company's working methods and don't take a long time to adjust to new positions.

Characteristics of internal sources of recruitment:

- Quick process
- Cheaper than the external recruitment process
- Works as a tool of motivation for the staff
- The company's choice is limited to existing employees of the company

External sources of Recruitment: it refers to the sources that lie outside or exist external of the organisation. It provides a wider collection of potential employees with the necessary skillset. It has proven to be successful recruitment process when hiring for managerial and technical positions.

Characteristics of external sources:

- Long and time-consuming process
- it is an expensive process
- when external people are given opportunities over them, then existing workers lose morale
- hiring new employees can lead to the introduction of new blood and thus the introduction of new set of skills and ideas.

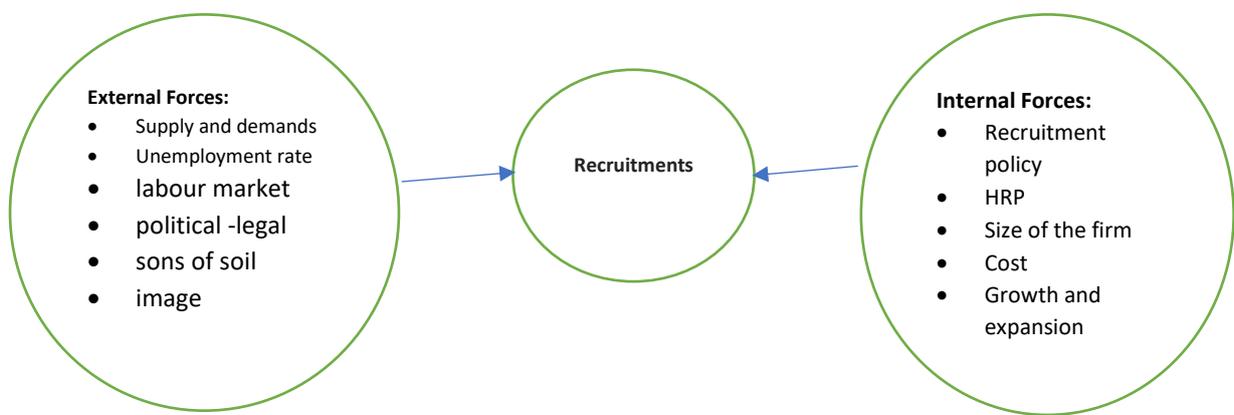
Advantages of External recruitment:

- Qualified personnel
- Wider choice
- Fresh Talent
- Competitive spirit

Effectiveness of Recruitment Programme:

- A well-defined recruitment policy
- A proper organisational structure
- A well laid down procedure for locating potential job seekers
- A suitable method and technique for tapping these candidates
- Continuous assessment of effectiveness of recruitment programme
- Ethical practice in recruitment policy and procedure.

Factors Governing Recruitments:



Recruitment Policy:

Recruitment policy spells out the objectives of the recruitment and provides a framework for implementation of the recruitment and provides a framework for implementations of the recruitment programme in the form of procedures. It may involve a commitment to broad principles such as filling vacancies with the best qualified individuals. With the help of this policy organisation can have the best talents from a pool of candidates. Recruitment policy is the first demand of an efficient hiring process.

Need for recruitment policy:

- Clarity on strategy to be employed for implementation of recruitment and hiring policy
- The recruitment policy must be non-biased policy
- Clear cut guidelines to be followed for recruitment, selection and induction.
- All stakeholders must have defined responsibilities following recruitment policy and procedure
- Stress should be on recruiting the right talent as mentioned under recruitment and selection policy
- Entire recruitment selection and induction must be based purely on merit
- Focus should also be on selection of candidates whose value aligns with that of organisation
- Clear guideline on approval flow at the time of selection process

- Proper alignment of manpower at the time of selection process
- Clarity on terms and conditions of employment as per recruitment policy and procedure.

Factors affect the recruitment policy:

- Organisation budget and financials
- Recruitment policy of competitors
- Job market conditions
- Specific need of the organisation
- Government regulations
- Employment policy of government.

Benefits of recruitment policy:

- Clarity on need of organisation
- Clarity on hiring policy process
- Right fit with the organisation culture
- Sound hiring decisions
- Make best use of employment policy
- Better productivity by following principles of recruitment policy
- Right budgetary calculations
- Clarity on approach to be taken by all stakeholders.

Selection

Selection starts where recruitment ends. Selection is hiring the best candidates from the pool of applications. It refers to the process of offering jobs to one or more applicants from the applications received through recruitment. Selection is the process of picking the suitable candidates from the pool of job applications to fill various jobs in the organization.

- ✓ Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job.

According to Yodder, “selection is the process by which candidates for employment are divided into class - those who will be offered employment and those who will not.”

According to Stone, “Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job.”

Selection Process:

- Preliminary interview
- Selection test
- Employment interview
- Reference background analysis
- Selection decision
- Physical examination job offer

- Employment contract
 - Evaluation
- ✓ **Preliminary Interview:** it is quite brief and is held to eliminate the obviously unfit or unsuitable candidates, for example those requesting excessive salary, possessing inadequate education, or lacking the ability to speak coherently. Its purpose is to determine whether the candidate possesses the minimum qualifications, and whether it is worthwhile for the candidate to fill in an application form. It saves the time and cost both of the organisation and the candidate.
- ✓ **Selection test:** job seekers who pass the screening and the preliminary interview are called for tests. Different types of tests may be administered, depending on the job and the company. Generally, tests are used to determine the applicant's ability, aptitude and personality, intelligence.
- Intelligence test: it is defined as measurement of mental ability quantitatively. This test generally includes work fluency, memory, reasoning ability, power of understanding etc.,
 - Aptitude test: aptitude refers to characteristics or abilities relating to his/her capacity to develop proficiency on specific jobs. Aptitude test is used to measure an individual's potential for development or learning on the job
 - Interest test: this test is an inventory of likes and dislikes of people in relation to occupations, hobbies and recreational activities. This test measures the basic interest of the person and tries to match it with the required job in order to find out whether the person is fit for the job or not.
 - Personality test: this test proposes to discover an individual's value system, his emotional maturity, relational moods, and his intuitiveness. It helps in weeding out candidates who may not be able to get along with other people.
 - Achievement Test: this test seeks to determine how much individuals know about a subject. It tries to identify as to what a person has accomplished. These tests help to measure various types of qualities and abilities of the candidates.
- ✓ **Employment Interview:** interview is a formal, in-depth conversation conducted to evaluate the applicant's acceptability. It is considered to be an excellent selection device. Interview can be adapted to unskilled, skilled, managerial and professional employees. It allows a two-way exchange of information; the interviewers learn about the applicant and the applicant learns about the employer. The interview can be one to one, sequential or panel.

Objectives of interviews:

1. Helps to obtain additional information from the applicant
2. Facilitates giving general information to the applicant such as company policies, job, products manufactured and like.
3. Helps to build the company's image among the applicant's
4. Helps to establish a rapport with the prospective employees

5. Helps to determine whether the applicant will fit into the organisational climate.

Types of interview:

- ❖ **Direct interview:** it is a straightforward, face to face question and answer session of the interview. Questions are based on the job duties and other facts regarding the candidate's background information. It measures job knowledge, and also provides opportunities to observe personal characteristics, attitudes and motivation.
- ❖ **Depth interview:** it is applicant centered with the interviewer playing mainly a listening role. Interviewer poses a minimum of constraints on the applicant and gives him an informal environment and freedom of expression. This interviewing technique gives the applicant a chance to put forth the better side of their personality.
- ❖ **Structured interview:** these are limited by selecting the strategic parts of the applicant's background and preparing in advance the questions that best elicit information about his/her background. The advantage of this interview is that it helps in standardizing approach at different interviews as standards methods of recording observations and interpretation are used.
- ❖ **Group interview:** a group of applicants is interviewed simultaneously and those who give better performance are selected.

The following are important aspect need to be considered at the time of interview:

- The interview should be based on a checklist of what to look for in a candidate. This should be based on proper job analysis. Each critical attribute which the interview seeks to evaluate may be assigned a specific weightage.
 - It is desirable to prepare a specific set of guidelines for the interview
 - The interviewers need to trained to evaluate performance in the interview objectively.
 - The interviewers may use past behaviour to predict future behaviour and obtain additional information to attempt such linkages more meaningfully.
 - There should be proper co-ordination between the initial and succeeding interviews
- ✓ **Reference and Background Checks:** reference checks should be done prior to interviewing a candidate so that the interviewer has correct information during his discussions with the prospective employees. There is a considerable amount of controversy concerning the value of checking references. One view is that the referee may not give an unbiased and frank opinion and many mentions only the positive qualities of the candidates.
- Reference check serve two important purpose. One purpose is to gain insight about the potential employee from the people who have had previous experiences with him. Second purpose for reference check is to assess the potential success of a prospects.
- ✓ **Selection decision:** after obtaining information through the preceding steps, selection decision the most critical of all the steps must be made. The other stages in the selection process have been used to narrow the number of candidates. The final decision has to be made from the pool of individuals who pass the tests, interviews and reference

checks. The views of the line manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employees.

- ✓ **Physical Examination:** it is carried out to ascertain the physical fitness of an applicant for a job. It can vary from a very comprehensive examination and matching of an applicant's physical abilities to his job requirements to a simple check of physical appearance and well-being. There are several objectives behind a physical test. One reason for a physical test is to detect if the individual carries any infectious diseases. Second the test assists in determining whether an applicant is physically fit to perform the work. Third the physical examination information may be used to determine if there are certain physical capabilities which differentiate successful and less successful employees. Fourth medical check up protects applicants with health defects from undertaking work that could be determinantal to themselves or might otherwise endanger the employer's property. Finally, such an examination will protect the employer from workers compensation claims that are not valid because the injuries or illnesses were present when the employee was hired.
- ✓ **Job offers:** the next step in the selection process is job offer to those applicants who have crossed all the previous hurdles. Job offer is made through a letter of appointment. Such letter generally contains a date by which the appointee must report on duty. The appointee must be given reasonable time for reporting.
- ✓ **Contract of Employment:** after the job offer has been made and the candidates accept the offer, certain documents need to be executed by the employer and the candidate. One such document is the attestation form. This form contains certain vital details about the candidate which are authenticated and attested by the candidate. There is also need for preparing a contract of employment.
- ✓ **Induction and orientation:** it involves introducing or orienting the new employees with his job, fellow employees and relating the work of the new recruit to that of the total organisation. Information may also be given concerning the specific employees' services such as retirement benefits, health, welfare plans etc., the purpose of orientation with the organisation, so that the new recruit should not feel out of place.
- ✓ **Evaluation of selection programmes:** the selection process if properly done, will ensure availability of such employees. A periodic audit is the way through which the programme can be evaluated. Audit must be conducted by people who work independent of the HR department.

Barriers of effective selection:

- **Perception:** our inability to understand others accurately is probably the most fundamental barriers to selecting the right candidate.
- **Fairness:** fairness in selection requires that no individual should be discriminated against on the basis of religion, region, race or gender. But the low numbers of women

and other less privileged sections of the society middle and senior. But the low numbers of women and other less privileged sections of the society in middle and senior management positions and open discrimination on the basis of age in job advertisement and in the selection process would suggest that all the efforts to minimise inequity have not been very effective.

- **Validity:** validity, as explained earlier, is a test that helps predict job performance of an incumbent. A test has been validated can differentiate between the employees who can perform well and those who will not.
- **Reliability:** a reliability method is one which will produce consistent results when repeated in similar situations.
- **Pressure:** pressure is brought on the selectors by politicians, bureaucrats, relatives, friends and peers to select particular candidates. Candidates selected because of compulsions are obviously not the right ones.

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