Unit III: Human Resource Recruitment & Selection

Meaning, Definition, purpose and importance of HR Recruitment, sources & Techniques of HR Recruitment, factors affecting HR recruitment, selection process, Interviews: objectives & Types, nature of Placement & Induction.

Meaning, Definition of HR Recruitment

Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. When more persons apply for jobs then there will be a scope for recruiting better persons. In simple words, the term recruitment refers to discovering the source from where potential employees may be selected. Recruitment is concerned with reaching out, attracting, and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspect. It is the development and maintenance of adequate man- power resources.

Definition:
According to Edwin B. Flippo, "It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization." He further elaborates it, terming it both negative and positive.

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."

Kempner writes, "Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates."

Purpose of HR Recruitment

Purpose of Recruitment:

- **Determine current and future needs:** To determine the present and future needs of the organization, with the combination of their plan and job analysis activities. Also, this is one of the most important objectives of recruitment.
- **Increase in the job pool:** To increase the pool of job candidates at the minimum post cost.
- **Assistance in increasing success rate:** To help increase the success rate of the selection process by reducing the visible number of under-qualified or exaggerated job applicants.
- **Help reduce the probability:** To help reduce the likelihood of job applicants, once recruited and selected, only after a short period they can cure the organization.
- **Meet the organization's social and legal obligation:** it should fulfill the organization's social and legal liability towards the combination of its employees
- **Start identifying job applicants:** Identifying job applicants and preparing for potential job applicants will be suitable candidates.
- **Increase effectiveness:** To increase organizational and personal effectiveness in the short-term and long-term.
- **Evaluate effectiveness:** To evaluate the effectiveness of various recruitment techniques, all types of jobs are the source for the applicants. Also, This is the ultimate purpose of recruitment.

Importance of HR Recruitment

Recruitment has a dynamic purpose and importance that caters to both the organisation and the candidates. The multifaceted importance and purposes of recruitment are what makes it such an important process in an organisation. The importance of recruitment is as follows:

Attracting Candidates

Even though recruitment does not ensure the final onboarding of the candidates in the company but it effectively attracts a large number of candidates to apply

for the vacancies. This gives the candidates a potential chance for employment and also publicizes the organisation among job-seekers.

Facilitates Selection

The selection process is undertaken to keep in mind the ultimate organizational needs. The candidates have to go through an extensive process of screening before they are finally selected. Hence recruitment provides a large option for the selectors to choose fro to cater to the needs of the firm.

The Success Rate of Selection

Since the recruitment process is already comprehensive, it takes present and future job analysis into account and then recruits candidates. This rules out the presence of under-qualified or over-qualified candidates reaching the selection process. This, in turn, increases the success rate of the selection process.

Meeting Obligations

Every organisation has legal obligations that it has to meet. In addition to that, the social obligations also termed as corporate social responsibility is a big factor that organizations take care of. By recruiting candidates and maintaining the workforce composition, these obligations are successfully met.

Transparency

The recruitment process is largely undertaken to maintain organizational transparency. It is an effective measure by which complete transparency can be maintained. The transparency does not only cater to the organization but also the employees. This means that in the organization, the HR manager, field recruiters, clients, all of these entities are completely aware of the process and possess the same information. In addition to this, a transparent procedure also ensures that the candidates are aware of the status of their job application.

Confidence

Since recruitment is a transparent process, it ensures confidence in the organisation. Since the recruiters, clients and managers are aware and accountable for the entire recruitment process, all of them have directly or indirectly contributed to the result and are confident of the choice and satisfied by it.

Avoids Discrimination

A proper and legitimate recruitment process is based on merit. It is based on job analysis, attracts candidates based on the job description and screens them based on merit. The parameters for screening are mentioned at every step and the results depend solely on the merit of the candidate. These rules out the possibility of any candidate facing discrimination due to their race, caste, colour or personal connections. Recruitment adds fairness to the organizational procedure.

Job Description

Framing a proper job description is important for any organization. In recruitment, the candidates are chosen based on the job description provided by the company. It is a detrimental factor in recruiting candidates. Hence recruitment helps in curating a proper job description which includes all the primary, secondary and tertiary aspects related to the particular job role.

Consistency

An inconsistent system of recruitment is most likely to provide biased and unstandardized results. To ensure fair judgments and selection of the right man for the right job, the recruitment process is kept consistent with standardized measures of screening at every stage.

An effective and well-framed recruitment policy will not just hire the right candidates for the job. It will heighten the reach of the organization in addition to generating an eligible pool of candidates. Recruitment has present and future impacts that facilitate an organization multi-dimensional ways. A proper recruitment policy shall ensure that the right person is on boarded for the right job with the company's commitment in place.

Sources of HR Recruitment

The eligible and suitable candidates required for a particular job are available through various sources. These sources can be divided into two categories, as shown in Figure 5.5.
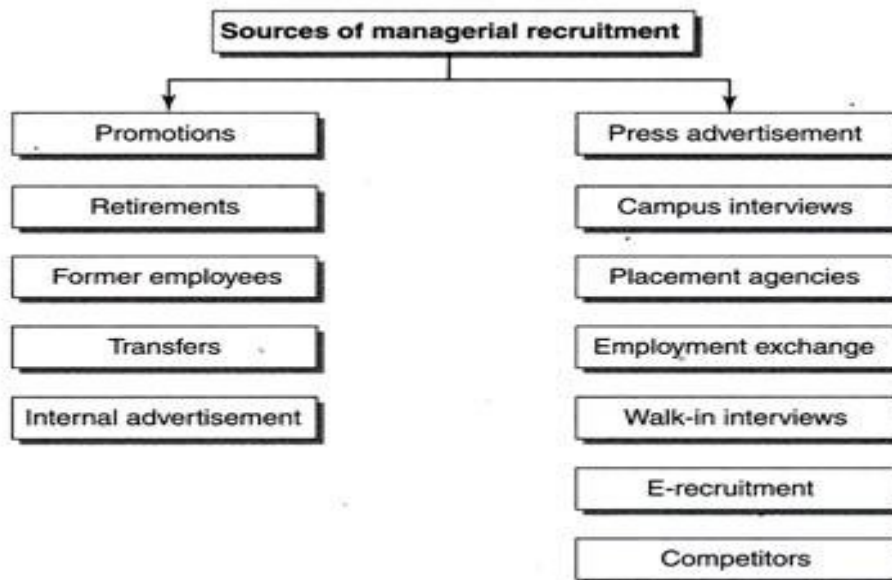

Fig. 5.5 Sources of Recruitment

Internal Sources of Recruitment:

1. Promotions: The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, conditions, rules and regulations should be well-defined.

2. Retirements: The retired employees may be given the extension in their service in case of non-availability of suitable candidates for the post.

3. Former employees: Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.

4. **Transfer**: Employees may be transferred from one department to another wherever the post becomes vacant.

5. **Internal advertisement**: The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.

Benefits of Internal Sources of Recruitment:

1. The existing employees get motivated.

2. Cost is saved as there is no need to give advertisements about the vacancy.

3. It builds loyalty among employees towards the organization.

4. Training cost is saved as the employees already know about the nature of job to be performed.

5. It is a reliable and easy process.

Limitations of Internal Sources of Recruitment:

1. Young people with the knowledge of modem technology and innovative ideas do not get the chance.

2. The performance of the existing employees may not be as efficient as before.

3. It brings the morale down of employees who do not get promotion or selected.

4. It may leads to encouragement to favouritism.

5. It may not be always in the good interest of the organization.

External Sources of Recruitment:

1. **Press advertisement**: A wide choice for selecting the appropriate candidate for the post is available through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.

2. **Campus interviews**:

It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.

3. **Placement agencies**:

A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.

4. **Employment exchange**:

People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

5**. Walk in interviews**:

These interviews are declared by companies on the specific day and time and conducted for selection.

6. **E-recruitment**:

Various sites such as jobs.com, naukri.com, and monster.com are the available electronic sites on which candidates upload their resume and seek the jobs.

7. **Competitors**:

By offering better terms and conditions of service, the human resource managers try to get the employees working in the competitor's organization.

Benefits of External Sources of Recruitment:

1. New talents get the opportunity.

2. The best selection is possible as a large number of candidates apply for the job.

3. In case of unavailability of suitable candidates within the organization, it is better to select them from outside sources.

Limitations of External Sources of Recruitment:

1. Skilled and ambitious employees may switch the job more frequently.

2. It gives a sense of insecurity among the existing candidates.

3. It increases the cost as advertisement is to be given through press and training facilities to be provided for new candidates.

Techniques of HR Recruitment

- Internal recruitment. Post open positions on your internal career site so current employees can apply.

- Retained recruitment. Hire a third party to fill open positions. You pay an upfront fee for the recruitment work and may pay an additional fee once a candidate is hired.

- Contingency recruiting. Similarly, this option involves using a third party to recruit on your behalf, but you only pay a fee if a qualified candidate is hired.

- Staffing recruiting. This type of recruiting also involves a third-party recruiter but is often used to fill short-term or temporary jobs.

- Outplacement recruiting. This type of recruiting is sometimes offered to employees who have been involuntarily terminated. The service, in addition to other services offered by an outplacement company, is there to support former employees with their job search.

- Recruitment process outsourcing (RPO). In this case, the organization completely outsources its recruitment function to a third party. The primary goal is to reduce the cost of the recruiting process.

- Temporary recruitment professional. You may want to hire a temporary employee or consultant to help your recruitment team occasionally rather than hiring a full-time recruiter.

- Career fairs. Whether in person or virtual, these events give your organization an opportunity to meet qualified candidates and market your employer brand.

- Campus recruiting. Participating in campus recruiting events can help in recruiting new grads or co-op students.

- Employee development and succession planning. Developing employees and preparing them for a new role is an excellent opportunity for the employees and reduces the risks associated with external candidates.

- Partnering with outside organizations. You might do this to attract a more diverse workforce or support underrepresented communities, such as immigrants and minorities.

- Networking. Meeting other people in the community provides an opportunity to share information about your organization.

- Social media. Posting open positions on Twitter, Facebook and LinkedIn is a popular choice. Search engine ads that pop up in response to a query are another option.

Factors Affecting HR Recruitment

There are a number of factors that affect recruitment.

These are broadly classified into two categories:

1. Internal Factors

2. External Factors

These are discussed one by one.

1. **Internal Factors**: The internal factors also called endogenous factors are the factors within the organisation that affect recruiting personnel in the organisation. Some of these are mentioned here.

a. **Size of the Organisation**: The size of an organisation affects the recruitment process. Experience suggests that larger organizations find recruitment less problematic than organizations with smaller in size.

b. **Recruiting Policy**: The recruiting policy of the organisation i.e., recruiting from internal sources (from own employees) and from external sources (from outside the organisation) also affects recruitment process. Generally, recruiting through internal sourcing is preferred, because own employees know the organisation and they can well fit into the organization's culture

c. **Image of Organisation**: Image of organisation is another internal factor having its influence on the recruitment process of the organisation. Good image of the organisation earned by a number of overt and covert actions by management helps attract potential and competent candidates. Managerial actions like good public relations, rendering public services like building roads, public parks, hospitals and schools help earn image or goodwill for the organisation.

d. **Image of Job**: Just as image of organisation affects recruitment so does the image of a job also. Better remuneration and working conditions are considered

the characteristics of good image of a job. Besides, promotion and career development policies of organisation also attract potential candidates.

2. **External Factors:**

Like internal factors, there are some factors external to organisation which has their influence on recruitment process.

Some of these are given below:

a. **Demographic Factors**: As demographic factors are intimately related to human beings, i.e., employees, these have profound influence on recruitment process. Demographic factors include sex, age, literacy, economic status etc.

b. **Labour Market**: Labour market conditions i.e., supply and demand of labour is of particular importance in affecting recruitment process. For example, if the demand for a specific skill is high relative to its supply, recruiting employees will involve more efforts. On the contrary, if supply is more than demand for a particular skill, recruitment will be relatively easier.

c. **Unemployment Situation**: The rate unemployment is yet another external factor having its influence on the recruitment process. When the unemployment rate in a given area is high, the recruitment process tends to be simpler. The reason is not difficult to seek. The number of applicants is expectedly very high which makes easier to attract the best qualified applicants. The reverse is also true. With a low rate of unemployment, recruiting process tends to become difficult.

d. **Labour Laws**: There are several labour laws and regulations passed by the Central and State Governments that govern different types of employment. These cover working conditions, compensation, retirement benefits, and safety and health of employees in industrial undertakings.

e. **Legal Considerations**: Another external factor is legal considerations with regard to employment. Reservation of jobs for the scheduled castes, scheduled tribes, and other backward classes (OBCs) is the popular example of such legal consideration. The Supreme Court of India has given its verdict in favour of 50 per

cent of jobs and seats. This is so in case of admissions in the educational institutions also.

Selection Process

The selection procedure followed by different organizations, many times, becomes lengthy as it is a question of getting the most suitable candidates for which various tests are to be done and interviews to be taken.
The procedure for selection should be systematic so that it does not leave any scope for confusions and doubts about the choice of the selected candidate.

Selection process involves the following steps:

Step # 1**. Preliminary Interview**: It is the first step in selection. Initial screening is done in this step and all the undesirable applicants are weeded out. This interview is generally conducted by lower level executives. It is a very important step as it shifts out all the unqualified, not desirable applicants and the HR manager can then concentrate on the other applicants without wasting time. The candidates are generally told about job specifications and the skills required for it. This process screens the most obvious misfits.

Step # 2. **Screening of Applicants**: These days application forms of almost all organizations can be downloaded from the website or may even be provided on request. The form asks for basic things like educational qualifications, experience, age etc. Once the filled application is brought to the screening committee, it checks the details and calls the candidate for selection test. The purpose of this screening test is also to read out the hot suitable candidates as spending time on them means waste of money.

Step # 3. **Employment Tests**: Employment tests are device to check the areal knowledge of candidates for the respective jobs. These tests are very specific as they enable the management to bring out right type of people for the jobs. The following tests are given to candidate in most cases:

(a**) Intelligence Tests**: They test the mental ability of candidates. These tests measure the learning ability of candidates in understanding questions and their

power to take quick decision on crucial points. People who are able to quickly answer to these questions are found to be skilful and can be offered training to improve skills for the job in organization.

(b) **Aptitude Tests**: They test an individual's capacity to learn a particular skill. There are mainly two types of aptitude tests. Cognitive tests which measure intellectual, mental aptitudes. The second one is called motor tests which check the hand – eye coordination of employees.

(c) **Proficiency Tests**: These tests are also called performance or occupational tests. They determine the skills and knowledge acquired by an individual through experience and on the job training.

They are of 4 types:

(i) **Job knowledge tests** – These tests are used to judge proficiency in operating mechanical equipment, dictating, typing, computer applications etc. These tests can be written and practical both. These tests are good in selecting typists, stenographers with supervisor etc.

(ii) **Work sample tests** – In this test the applicant is given a piece of work to perform in a stipulated time. His performance will judge whether he can be picked up for the job.

(iii**) Personality tests** – These tests judge the psychological makeup of any person. These tests check a person's motivational level, emotions, integrity, sympathy, sensitivity etc. These traits in an individual provide the manager with an overall picture of his personality.

(iv) **Simulation tests** – In this test many situations which an employer will have to face in the job will be duplicate and the candidate will be asked to face the problem. These tests are generally used for recruiting managers in the organization.

Step # 4. **Selection Interview**: Interview is an examination of the candidate where he sits face to face with the selection body and answers to their information given by the candidate about his abilities and the requirements of the jobs.

Interview gives the recruiter an opportunity to:

(a) Assess subjective aspects of the candidate.

(b) Know about his enthusiasm and intelligence.

(c) Ask questions which were not a part of his application.

(d) Obtain as much information from him as possible about his economic, social and cultural background.

(e) Give facts about the policies, procedures, culture of the company so that he feels good about joining it.

Step # 5. **Checking of References**: Once the candidate's interview is over, the reference he had mentioned are checked by the personnel department. His old employers may be asked some quick questions on phone about the candidate's behavior with co-workers, management etc. Further his/her regularity at work and his character can also be inquired about from other references.

Step # 6. **Medical Examination**: After a candidate has been approved for the job, his physical fitness is examined through medical specialists of the company. If the report says that he or she is medically fit for the job they are then finally selected. In case there is a problem with the fitness, the candidates are given reasons for rejection.

Step # 7. **Final Selection/Hiring:** The line managers are then asked to give final decision after all technical and medical tests are cleared by the candidate. A true understanding between the line manager and the HR manager facilitates good selection. Therefore, the two together take final decision and intimate it to the candidate. The HR department may immediately send appointment letter to the selected person or after some time as the time schedule says.

OBJECTIVES OF INTERVIEWS

An interview is a face-to-face interaction between interviewer and interviewee. In common parlance, the word "interview" refers to a one-on-one conversation with one person acting in the role of the interviewer and the other in the role of the

interviewee. An interview is based on the in-depth conversation which probes the areas of information that cannot be obtained by other steps of a selection process.

1. Judgment of Applicant:

Interview gives an opportunity to the interviewer to know about the applicant. The information gathered from application- blank and tests is verified by talking to the candidate. It provides a chance to know whether the information (about previous experience and training, etc.) supplied by the candidate is justified by him or not. The appearance, ability to communicate, attitude, nature, etc. of the applicant are also judged at the time of interview.

2. Give Information to The Applicant:

Interview is undertaken not only to know about the applicant but also to use it as an opportunity to give him information about the company and the job. Applicant is given full information about the nature of job, hours of work, medical facilities, and opportunities for advancement, employee benefits and services, etc. Thus, the applicant can make a decision of joining or not joining the new job.

3. Promote Goodwill:

An interview also gives an opportunity to create and enhance goodwill of the company. The interviewee should be treated with curtsy. If not selected, then reasons for the same are explained offering constructive suggestions.

4. Collects Market Information

In Interview process, the interviewee discuss about his past work experiences, achievements, skill, and etc. it helps the organisation to collects the market conditions i.e, what is going on, what are the new trends, and etc. The employers can benefits of this information to improve efficiency.

5. Skill Development Of Youth

World economy are getting close, companies are looking for multi-task employees. Tradition interview approach are closed. It is helping the job seeker to build new skills. Basically, it is helping lot to the developing countries to build their youths with new skills.

6. Economy Growth

Job seekers build new skills to get desired position, Which is ultimately helping the economy to grow. Because when job seeker gets the desired position, he started spending and saving which means growth of economy.

TYPES OF INTERVIEW

These are:

1. Preliminary Interview:

The interviews conducted to screen the applicants to decide whether further detailed interview will be required are called preliminary interviews. The candidate is given freedom by giving job details during the interview to decide whether the job will suit him.

One of the drawback associated with the preliminary interview is that it might lead to the elimination of many desirable candidates in case interviewers do not have much and proper experience in evaluating candidates. The positive argument, if any, for this method is that it saves time and money for the company.

3. Depth Interview:

As the term itself implies, depth interview tries to portray the interviewee in depth and detail. It, accordingly, covers the life history of the applicant along with

his/her work experience, academic qualifications, health, attitude, interest, and hobbies. This method is particularly suitable for executive selection. Expectedly, depth interview involves more time and money in conducting it.

4. Stress Interview:

Such interviews are conducted for the jobs which are to be performed under stressful conditions. The objective of stress interview is to make deliberate attempts to create stressful or strained conditions for the interviewee to observe how the applicant behaves under stressful conditions.

The common methods used to induce stress include frequent interruptions, keeping silent for an extended period of time, asking too many questions at a time, making derogatory remarks about the candidate, accusing him that he is lying and so on. The purpose is to observe how the candidate behaves under the stressful conditions – whether he looses his temper, gets confused or frightened.

However, stress-inducing must be done very carefully by trained and skilled interviewer otherwise it may result in dangers. Emotionally charged candidates must not be subjected to further stressful conditions. The candidate should be given sufficient chance to cope with such induced stress before he leaves.

5. Patterned Interview*:*

This is generally used to screen applicants. In this type of interview, usually the same type of question is asked to each candidate. The intent is to compare the answers, and thus evaluate the suitability of a candidate for a particular job.

6. Non-Directive Interview:

In this type of interview, generally open-ended questions are asked to give an opportunity to the candidates to open up and express what they feel about a certain matter. Questions such as—'Please tell us about yourself.', or 'What prompted you to apply for this job?' serve this purpose. Proper answers to such simple questions give a peek into the personality traits of the candidate.

7. Behavioural Interview:

The intent of this type of interview is to ascertain the behavioural pattern of working in the mind of a candidate. This is based on the principle—'the present or future behaviour of a person can be ascertained from his past behaviour'.

How a candidate faced a crisis of any type—for example, a conflict amongst the employees of a company and successfully resolved it—could be a possible question. Other questions could probe events that the candidate is most proud of, or felt he could have done better. Responses to these questions reflect the personality of a person, which is likely to show itself in future scenarios too.

NATURE OF PLACEMENT

'Placement' is posting people to jobs which match their abilities. It may be defined as a process of assigning a specific job to each of the selected candidates. It implies matching job responsibilities of a rank with the qualifications of the selected individual.

Placement is the assignment or reassignment of an employee to a new job. It includes the initial assignment of new entrants and the transfer and promotion of the existing employees.

The term 'placement' is nothing but posting of people to jobs matching their abilities. Personnel offices interview and test applicants for the purpose of

achieving suitable job placements where there is a good match between management needs and employee qualifications. Placement may be defined as a process of assigning a specific job to each of the selected candidates.

It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate. Placement helps the new recruit find a job in sync with what has been promised by the employer at the time of selection.

(a) Placement is an important duty of HR manager they are expected to give job to the employee selected in synchrony with their abilities.

(b) They have to find ways to keep the new employees at ease. Placement officers must realize that this is for the interest of the company.

(c) Placement needs to be done quickly without displacing the existing flow of work. Putting right employee at the right place is a hard task but there is no alternative to it.

(d) Wrongly placing people will not make it costly for the organization to keep them for long. Misplaced people often have no interest in the job assigned and this may spell disaster for the organization sooner or later.

Placement involves deciding, which jobs people are to be assigned after they have been hired. It must also be decided which job best matches the person's talents and abilities. It also involves assigning a specific rank and responsibility to an individual.

NATURE OF INDUCTION

It is the process of receiving and welcoming an employee when he first joins a company and giving him the basic information he needs to settle down quickly and happily and start work. The prime aim of an induction session is to guarantee a successful integration of the employees and the management. Induction is the biggest event of the organizational life of a new employee. It is beneficial to both, employee as well as organization.

1. Involvement of Top Management:

Top management involvement is a pre-requisite for the success of any human resource management function. However, it has specific relevance for orientation programme because of two factors. First, involvement of top management in orientation process sends a right signal about the importance that the organization attaches to its human capital. Second, involvement of top management in orientation programme is quite significant from the point of view of the new recruits.

A new recruit might be more impressed by shaking hands with his chief executive than the beautiful folders he receives during orientation. These folders carry information but shaking of hands carries attitudes, and for human beings, attitudes are more important than information which they can collect otherwise.

2. Preparation for New Employees:

No new employee feels himself a part of the organization unless he is fully inducted into it. The induction programme must focus on this and there must be proper preparation before the employees come to the organization. There must be someone to receive them and make them comfortable before the orientation programme begins.

It becomes quite embarrassing for a new recruit if someone asks him, "Who are you?" "Oh!, I did not realize that you were coming to work today."

Such impersonalization does not create an atmosphere of initial acceptance and trust. Before a new recruit becomes a part of the organization, he is a guest and deserves the treatment which is accorded to a guest.

The present employees with whom the new recruit is likely to work must also be informed about the arrival of the new recruit; they must be convinced about the need for the new recruits. This is essential specially when the new entrants are likely to erode the position and status enjoyed by the existing employees.

3. Determination of Information Need of the New Employees:

What the new employees should know at the time of orientation must be worked out in advance. While determining the information need to new employees, two factors must be evaluated. First, the new employees should be provided all such information which is of their immediate relevance.

Second, there should not be information overload at the time of orientation as the employees go on learning something throughout their organizational life.

4. Planning the Presentation of Information:

It should be planned before the commencement of the orientation programme that 'who will provide what information'. There should be linkage in providing such information at various stages of the orientation with a view that all necessary information is provided and there is no unnecessary duplication of the information.

HR department should be given the responsibility for providing information about organizational issues, HR policies and rules, employee benefits, etc. Line supervisors should present information related to the job such as work-flow processes, work rules, and other aspects of job performance.

5. Concluding Session:

Towards the end of the induction programme, a concluding session should be organized; many companies call it special anxiety reduction session. The main objective of the session should be to identify whether the newcomers have understood all that was intended. They should be encouraged to raise queries about those aspects which are not clear to them and attempt should be made to clear the ambiguities. The session should be organized in a friendly way and not in the threatening way.