



Recruitment and Selection

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ABSTRACT

Preferable recruitment and selection strategies result in ameliorating organizational outcomes. Recruiting is the discovery of potential applicants for actual or anticipated organizational vacancies. Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In today's cutthroat business environment, organizations have to respond to the needs of people. An organization needs to conform well to a structured recruitment policy, which can be applied productively to get the best outcome. This study helps to know about the objectives, sources of recruitment, and different methods and processes of recruitment and selection.

KEYWORDS: Organization, recruitment, selection, employees, interview, qualification, candidates, tests.

INTRODUCTION

Human resources in an organization are the most valuable asset. They cannot be replaced by any other resource. We cannot imagine an organization working without the presence of men and women. The choice of Human resources for an organization needs to be very carefully made. The acquisition of suitable employees is one of the most important functions of Human resource management.

With a market-driven pricing mechanism in place and surplus manufacturing capacity availability in India, all the players are at a level playing field as far as product pricing is concerned. A company can offer differentiation in terms of the quality of its products and services and squeeze in controllable costs while optimizing operations. While every player has access to the best available tools and machinery for running a business efficiently, it is only the employee, who could make the actual difference between success and non-success. Acquisition of Human resources takes place through the process of recruitment and selection. The human resource acquisition policy must be drafted in keeping in mind the organization's strategy, objectives, values, and ethics.

Effective recruitment and selection are central and crucial to the successful functioning of any organization. It depends on finding people with the necessary skills, proficiency, and qualifications to deliver the organization's strategic objectives and the potentiality to make a positive contribution to the values and aims of the organization.

RECRUITMENT

The quality and quantity of persons to be recruited is a very important deciding factor during recruitment. If an organization fails to procure the services of the persons with the necessary qualification, skills and competence continuously, it will eventually suffer.

Steps in the Process of Recruitment

1. **Obtaining Personnel Requisitions:** The personnel division of the enterprise has to receive the authoritative and authentic requisition from the departments where the vacancies lie such a requisition contains all details about the vacant posts.
2. **Developing Sources:** Locating and developing proper sources of manpower supply and identifying the potential candidates is another step involved in the process of apprenticeship.
3. **Communication:** This step comprises the process of communicating the information about the job and the organization to the prospective job-seekers.
4. **Stimulation:** This step involves the efforts to attract and encourage the prospective candidates to apply for the job and offer their services to the organization concerned.
5. **Evaluation:** It should be seen that the recruitment function in the organization is effective and produce desired results.

Pre-requisites of a Good Recruitment Policy

To be a scientific process the recruitment function in modern large-sized and complex organizations is expected to rest on certain principles, policies, and practices. The policy provides the needed guidelines, directives, and a framework for the effective implementation of the recruitment program. The following are the prerequisites of a good recruitment policy.

1. The requirement policy of an organization should be guided by and be in tune with the relevant public policy and legislation.
2. It should ensure job security and continuity of employment.
3. It should be well-defined and efficiently designed.
4. It should provide all opportunities to the employees to develop their knowledge and job skills.
5. It should aim at treating the employees fairly, justly, and equitably.
6. It should help provide jobs to the minority groups and the class of the have-nots in society.
7. It should encourage the healthy movement of trade unionism.
8. It should be flexible enough to meet the changing needs of the organization concerned.

DIFFERENT METHODS OF RECRUITMENT

The techniques or methods of recruitment denote the specific ways and means adopted by the employing organization to establish contact with the potential employees, provide them the needed information, and attract them towards the organization and the jobs to be filled in.

The methods of recruitment are three-fold:-

- **Direct Methods**

These methods of recruitment involve direct contact, communication, and interaction with the potential employees without the help of any intermediary agency. For example, the representatives of the employing organization may be sent to the reputed educational institution where the placement facility is made available.

- **Indirect Methods**

When the use of advertisements for employment is made in the newspapers, bulletins, or journals for publishing the vacancies in the organization, it is a case of indirect recruitment. Under this method, a well-thought-out advertisement is designed which helps the candidates to assess their suitability for jobs so advertised, through popular media. When the large target group spread over in large areas is to be induced to apply for employment, this method is mostly preferred.

- **Third-Party Method**

Under this method, the recruiting organization takes the help of various specialized agencies which provide a link between the employer and the job-seekers. The examples of such agencies to be resorted to for the purpose are the employment exchanges, trade associations, management consultancy firms, trade unions, labor contractors, professional societies, etc.

SOURCES OF RECRUITMENT

A well-planned and well-managed recruiting effort will result in high-quality applicants. The failure to generate an adequate number of reasonably qualified applicants can prove costly, complicating the selection process, and may result in lowering selection levels. The human resource manager has to search for suitable candidates from various sources. The sources of recruitment can be broadly divided under the heads **Internal** and **External sources**.

- **INTERNAL SOURCES OF RECRUITMENT**

Internal Recruitment is the recruitment that takes place within the concern or organization. It includes personnel already on the payroll of an company. Internal sources of recruitment are readily available to an organization. The traditional internal sources are unmanly three – Transfers, Promotions, and Re-employment of ex-employees. Employee referral is a modern internal source of recruitment.

1. **Promotions**

It means shifting an employee to a higher-level position carrying greater pay, status, and responsibilities. Promote the personnel to a higher position to fill up the vacancies than those at the lower level. This source of recruitment is generally adopted to fill vacancies at the top and middle levels.

2. **Transfers**

It refers to a change in job assignment which may involve promotion, demotion, or no change in terms of responsibility and status. Transfer generally involves no significant change in the pay, status, and responsibility of employees.

3. **Re-employment of ex-employees**

Generally, an organization retrenches the employees due to a lack of work. The organization can hire back the retrenched employees. Sometimes the organization may reemploy their retired employees as a reward for their loyalty to the organization or to avoid some interpersonal conflicts for promotion etc.

4. **Employee Referral**

It includes the references made by the present employees of the organization. The present employees have complete knowledge regarding the qualifications, attitudes, experience, competence, and emotions of their friends and relatives. At the same time, they are also aware of the job requirements and the work culture of their company. This places them in a suitable position to make a preliminary judgment regarding a match between their job and acquaintances. In the present times, the HR managers of various companies depend on the present employees for reference of suitable candidates. This source reduces the cost and time involved in the process of recruitment. HR managers offer various incentives to the current employees for referring the best candidates.

- **EXTERNAL SOURCES OF RECRUITMENT**

External sources are external to a concern. These sources lie outside the organization. In situations where vacancies at the lowest level need to be made, recruitment is required at the time of expansion, or where job specifications cannot be satisfied by the current employees, external sources are required to be drained.

1. Campus Recruitment

Certain professional Institutions serve as an external source for recruiting fresh graduates from these institutes. This kind of recruitment done through educational organizations is called "Campus Recruitment". These institutions have special placement cells which maintain close liaison with companies and help in providing jobs to fresh graduates.

2. Employment Exchanges

An employment exchange is an office set up by the government for bringing together as quickly as possible job seekers and job providers. The main function of employment exchanges is the registration of potential candidates and their placement in notifying vacancies.

3. Unsolicited Applications

These are the casual applications received by the company from potential job seekers without any invitation on its part. An organization of repute receives many solicited applications at the company's office. These may be scrutinized whenever needed to find suitable candidates for the jobs. This is a relatively cheaper method of recruitment.

4. Labor Contractors

This method is used for hiring unskilled and semi-skilled workers. Labor contractors are the people who specialize in supplying manpower to a factory or manufacturing units. Through these contractors, workers are appointed on a contract basis, that is, for a particular period. This method is usually resorted to when the work is temporary in nature.

5. Advertisement

It is an external source that occupies an important place in the recruitment procedure. The biggest advantage of advertisement is that it covers a wide market and scattered applicants can get information from advertisements. The medium used is newspapers, trade journals, magazines, and television. To be successful an advertisement should be carefully drafted.

6. Trade Unions

Trade unions assist in recruiting the staff in some companies. Generally, unemployed persons put in a word to the trade union leaders to get suitable employment due to the latter's closeness with the management. As such the union leaders are aware of the availability of candidates. This source also helps in bettering the employer-employee relationship.

7. Professional Organizations

Some professional bodies like the Institute of Chartered Accountants, ICWA, Institute of Company Secretary, etc. maintain complete bio-data of their members and provide the same to companies on requisition. They act as an intermediary between their members and recruiting firms.

8. Walk-in Interviews

It is frequently used modern source of recruitment by organizations that do not find time to perform various functions of recruitment. They advise the interested candidates to appear for an interview directly, without prior applications on a specified date, time, and place. The suitable candidates are selected after screening through tests and interviews.

9. E-Recruitment

The revolution in International Technology has enabled organizations to use the Internet as a source of recruitment. Organizations advertise their job vacancies on various sites. Job seekers E-mail their applications to the organization. Alternatively, job seekers may post their CVs on the internet, which can be examined by prospective employers depending upon their needs.

10. Outsourcing

An organization will source required numbers from outsourcing agencies. The outsourcing agencies will associate with the organization by the initial level of screening of the candidates according to the objectives and goals of the organization and develop a potential pool of talent for the selection process. Outsourcing firms act as a recruitment agency as they develop their human resource pool by employing people for them and making available the required number, skills, capabilities as per the needs of the institute. They charge the organizations for the services rendered.

SELECTION

Proper selection of employees for the various job positions in an organization is of utmost importance. Under the selection process, the HR manager attempts to identify and employ the right candidate time. The obvious guiding policy in selection is to choose the best-suited candidate for each job position. The primary aim of selection is to choose those candidates who are most likely to perform their duty with maximum efficiency and remain with the company for a long time. Thus, in the selection, an attempt is made to find the most suitable candidate for the job. Selecting the right people is also critical for successful strategy implementation. The company's strategy may affect job duties and design.

SELECTION PROCESS

The selection process is not a single act but is a series of stages by which different types of information regarding the candidate are secured. At each stage, facts are revealed regarding the candidates which eventually help in comparing the job requirements and employee specifications. There is no level selection procedure to be followed. It varies from one to another, depending upon the conditions and needs of the firm.

1. Preliminary Interview

The main purpose of the preliminary interview is more or less the same as the scrutiny of applications. It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies, and interests of the candidate are examined during the preliminary interview. Preliminary interviews are less standardized and planned than the final interviews. The candidates are given a brief up about the company and the job profile, and it is also investigated how much the candidate knows about the company. Preliminary interviews are also screening interviews.

2. Application Blank

If a candidate appears to have some chance of being selected, he is given a prescribed application form as "Application Blank". The application blank is a personal questionnaire. It consists of identifying information such as name, address, age, marital status, educational qualification, work experience, etc. candidates are usually asked to fill up the application form in their handwriting. The questions are standardized and determined in advance.

3. Employment Tests

Candidates who meet minimum requirements appear for various employment tests. These tests are helpful in further assessment of a candidate's nature and abilities. If the tests are properly conducted they can reduce the selection cost by eliminating the unqualified candidates. Different types of tests may be managed depending on the job and the organization. Tests are usually conducted to determine the applicant's ability, aptitude, and personality. Various tests conducted during the selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. these tests are used to objectively assess the capability of candidate.

4. Employment Interview

After putting the candidates through various types of tests the successful ones are finally called for an interview. It consists of face-to-face interaction between employer and prospective employee. The selectors ask for job-related and some general questions and observe the response of candidates. It helps in assessing candidates' strengths and weaknesses. Candidates interact with selectors and the latter gets a firsthand idea of personality and the other qualities of candidates. Candidates also get a chance to seek information about the enterprise, nature of the job, prospects of the promotion, etc.

5. Reference Check

Many employers request names, addresses, and telephone numbers or references to verify information provided by an applicant. Previous employers, university professors, neighbors, or friends can act as references. Previous employers are preferred because they are already aware of the applicant's performance. Reference checks serve two important purposes-to gain insight about a potential employee from the people who have had previous experience with him or her and second to assess the potential success of a prospective employee.

6. Physical or Medical Examination

The next stage in the selection process is the physical or medical examination of the candidate. Quite often the candidates are told to obtain a medical certificate from a medical practitioner declaring them fit for the job. The results of the medical fitness test are recorded in a statement and are preserved in the personnel records. Medical Examination is a part of the selection process for all suitable candidates in many companies. A job offer is often contingent upon the candidate being declared fit after the physical examination.

7. Final Selection

After the final selection of the candidate, management will have to explain the job to him. He should be informed about his duties, what is expected of him and what his prospects in the organization are? He is formally appointed by issuing him with an appointment letter or by drawing a service agreement. The appointment letter contains the terms and conditions of the employment pay scale and other benefits associated with the job position.

CONCLUSION

Successful recruitment and selection can come up with great success for the organization. During the recruitment process all the sources i.e., internal as well as external sources should be considered. This will increase the productivity of an organization by selecting a suitable candidate. Both the process should not be biased and create any form of discrimination. This will make sure that organization is fair for every employee. Therefore, the recruitment and selection process should be adapted in every organization.

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