Lecture 3

RECRUITMENT AND SELECTION

OBJECTIVE OF THE UNIT

After the completion of the unit the student will be able to
1. Understand the concepts of Recruitment and Selection
2. Know the various internal and external Sources of Recruitment
3. Know Merits and Demerits of External Sources
4. Understand, evaluation of alternative sources
5. Know the purpose of Selection
6. Understand Criteria of Selection

INTRODUCTION

Recruitment means search of the prospective employee to suit the job requirements as represented by job specification—technique of job analysis. It is the first stage in selection which makes the vacancies known to a large number of people and the opportunities that the organisation offers. In response to this knowledge, potential applicants would write to the organisation. The process of attracting people to applying is called recruitment.

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.

Sources of Recruitment:
The various sources of recruitment are generally classified as internal source and external source.

(a) Internal Sources: This refers to the recruitment from within the company. The various internal sources are promotion, transfer, paste employees and internal advertisements.

(b) External Sources: External sources refer to the practice of getting suitable persons from outside. The various external sources are advertisement, employment exchange, past employees, private placement agencies and consultant, walks-ins, campus recruitment, trade unions, etc.

The following external sources of recruitment are commonly used by the big enterprises:

1. Direct Recruitment: An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise specifying the details of the job available. It is also known as recruitment at factory gate.
The practice of direct recruitment is generally followed for filling casual vacancies requiring unskilled workers. Such workers are known as casual workers and they are paid remuneration on daily-wage basis. This method of recruitment is very cheap as it does not involve any cost of advertising vacancies.

2. Casual Callers or Unsolicited Applications: The organisations which are regarded as good employers draw a steady stream of unsolicited applications in their offices. This serves as a valuable source of manpower. If adequate attention is paid to maintain pending application folders for various jobs, the personnel department may find the unsolicited applications useful in filling the vacancies whenever they arise. The merit of this source of recruitment is that it avoids the cost of recruiting workforce from other sources.

3. Media Advertisement: Advertisement in newspapers or trade and professional journals is generally used when qualified and experienced personnel are not available from other sources. Most of the senior positions in industry as well as commerce are filled by this method. The advantage of advertising is that more information about the organization job descriptions and job specifications can be given in advertisement to allow self-screening by the prospective candidates. Advertisement gives the management a wide range of candidates from which to choose. Its disadvantage is that it may bring in a flood of response, and many times, from quite unsuitable candidates.

4. Employment Agencies: Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled, semi-skilled and skilled operative jobs. In some cases, thus, the employment exchanges bring the jobs giver some contact with the jobseekers.

However, in the technical and professional area private agencies and professional bodies appear to be doing most of the work. Employment exchanges and selected private agencies provide a nation-wide service in attempting to match personnel demand and supply.

Management Consultants: Management consultancy firms help the organisations to recruit technical, professional and managerial personnel. They specialise middle level and top-level executive placements. They maintain databank of persons with different qualifications and skills and even advertise the jobs on behalf their clients to recruit right type of personnel.
**Educational Institutions or Campus Recruitment:** Jobs in commerce and industry have become increasing technical and complex to the point where school and college degrees are widely required. Consequently big organisations maintain a close liaison with the universities, vocational institutes and management institutes for recruitment to various jobs.

Recruitment from educational institutions is a well-established practice of thousand of business and other organisations. It is also known as campus recruitment. Reputed industrial houses which require management trainees send their officials to campuses of various management institutes for picking up talented candidates doing MBA.

**Recommendation:** Applicants introduced by friends and relatives may prove to be a good source of recruitment. In fact, many employers prefer to take such persons because something about their background is known. When a present-employee or a business friend recommends someone for a job, a type of preliminary screening is done and the person is placed on a job.

5. **Labour Contractors:** Labour contractors are an important source of recruitment in some industries in India. Workers are recruited through labour contractors who are themselves employees of the organisation. The disadvantage of this system is that if the contractor leaves the organisation, all the workers employed through him will also leave. That is why this source of labour is not preferred by many businesses, organizations. Recruitment through labour contractors has been banned for the public sector units.

6. **Telecasting:** The practice of telecasting of vacant posts over T.V. is gaining importance these days. The detailed requirements of the job and the qualities required to do it are publicized along with the profile of the organisation where vacancy exists. The use of T.V. as a source of recruitment is less as compared to other sources.

7. **Raiding:** Raiding is a technical term used when employees working elsewhere are attracted to join organisations. The organisations are always on the look out for qualified professionals, and are willing to offer the better deal if they make the switch. There are always some employees who are professionally very competent, but dissatisfied with something or the other in the organisation. They form the easy’ group to attract. The other group is formed of those who are equally competent but are quite satisfied with their present position. To attract them, the organisation has to offer a very lucrative package of perquisites. Whatever may be the means used to attract, often it is seen as an unethical practice and not openly talked about.
MERITS OF EXTERNAL SOURCES

The merits of external sources of recruitment are as under:

1. **Qualified Personnel:** By using external sources of recruitment the management can make qualified and trained people to apply for vacant Jobs in the organisation.

2. **Wider choice:** When vacancies are advertised widely a large number of applicants from outside the organisation apply. The management has a wider choice while selecting the people for employment.

3. **Fresh Talent:** The insiders may have limited talents. External sources facilitate in fusion of fresh blood with new ideas in to the enterprise. This will improve the overall working of the enterprise.

4. **Competitive Spirit:** If a company can tap external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.

**Demerits of External Sources**

The demerits of filling vacancies from external sources are as follows:

1. **Dissatisfaction among Existing Staff:** External recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.

2. **Lengthy Process:** Recruitment from outside takes a long time. The business has to notify the vacancies and wait for application to initiate the selection process.

3. **Costly Process:** It is very costly to recruit staff from external sources. A lot of money has to be spent on advertisement and processing of applications.

4. **Uncertain Response.** the candidates from outside may not be suitable for the enterprise. There is no guarantee that the enterprise will be able to attract right kinds of people from external sources.

**Selection**

To select means to choose. Selection is a part of the recruitment function. It is the process of choosing people by obtaining and assessing information about the applicants (age, qualification, experience and qualities) with a view of matching these with the job requirements and picking up the most suitable candidates. The choices are made by elimination of the unsuitable at successive stages of the selection process.
Purpose of Selection
The purpose of selection is to pick up the most suitable persons who would match the requirements of the job and the organization. The emphasis in selection is, therefore, on the optimal match between the person and the job. Now the question arises as to which is the dependent variable? Person or job. Some organizations emphasize on selecting the Right Person for the Right Job. Here the job is usually considered constant (through Jobs and Job context do undergo changes over time) and the person is sought to be fitted into the job. Creative and innovative organizations, instead, seek to find the Right Job for Right Person.

Criteria of Selection
Usually based on how an applicant is rated (rather, predicted) in terms of the likelihood of success on the job. The information used found in the application blanks, performance in one or more tests and the interview(s).

The criteria of selection need to be critical to the job. The key job dimensions identified in job analysis and job description provide the basis for determining relevant criteria.

Frequently educational qualifications, technical skills and achievements are used as the basis for selection. But is there as statistical relationship between such requirements and job performance? It appears that certain job requirements can be measured more easily and accurately than certain others. The core job skills like sensory motor’ skills and manipulative skills and achievement can be measured relatively more accurately than one’s aptitude, interest and personality traits.

SELECTION PROCESS
The selection process covers the period from the job specification and initial contact with the applicant to his final acceptance or rejection. The successive stages in the selection process are referred to as hurdles that the applicants should cross. Not all selection processes, however, include all these stages. The complexity of the selection process usually increases with the increase in the skill ever and job level (responsibility and accountability) of the position for which selection is being made. These quenching of the hurdle as also may vary from job to job and organization to organization.
The stages include:

**Initial Screening:** The initial screening and/or preliminary interview is done to limit the cost of selection by letting only suitable candidates go through the further stages in selection.

**Application Form:** The application form is usually designed to obtain information on various aspects, of the applicant's social, demographic, academic and work-related background and references. The forms may vary for different positions some organizations may not have any form specially designed instead, ask the candidates to write applications on a plain sheet.

**Tests:** A test is as ample of an aspect of an individual's behaviour, performance or attitude. It also provides a systematic basis for comparing the behaviour, performance or attitude of two or more persons. Tests serve as a screening device and provide supplementary inputs in selection decisions. Their value lies in the fact that they serve additional predictors intended to make selection decision more apt and accurate.

**Intelligence Tests:** These are tests to measure one's intellect or qualities of understanding. They are also referred to as tests of mental ability.

**Aptitude Tests:** Aptitude refers to one's natural propensity or talent or ability to acquire a particular skill. While intelligence is a general trait.

**Achievement Tests:** These are proficiency tests to measure one's skill or acquired knowledge. The paper and pencil tests may seek to test a person's knowledge about a particular subject. But here is no guarantee that a person who knows most also performs best.

**PIP Tests:** PIP tests are those which seek to measure one's personality, interest and preferences. These tests are designed to understand the relationship between anyone of these and certain types of jobs.

**Projective Tests:** These tests expect the candidates to interpret problems or situations. Responses to stimuli will be based on the individual's values, beliefs and motives.
INTERVIEW

Interview is an oral examination of candidates for employment. No selection process is complete without one or more interviews. Interview is the most common and core method of both obtaining information from job-seekers, and decision-making on their suitability or otherwise.

Organizations may seek to make their selection process as objective as possible. But interview which is an essential element of the process, by and large still remains subjective.

Interviewing is both an art and a science. The effectiveness of the interview as a screening device can be improved by taking care of certain aspects like the following:

1. The interview should be based on a checklist of what to look for in a candidate. Such a checklist could be based on proper job analysis. Each critical attribute which the interview seeks to evaluate may be assigned a specific weight age.

2. It is desirable to prepare a specific set of guidelines for the interview.

3. The interviewers need to trained to evaluate performance in the interview objectively. Also, all interviewers need to develop common understanding about the criteria measures, their purposes and weight ages.

4. The interviewers may use past behaviour to predict future behaviours and obtain additional information to attempt such linkages more meaningfully.

5. There should be proper coordination between the initial and succeeding interviews.

6. The interview (even stress interview) should be conducted in a related physical setting.