

Recruitment & Selection

Recruitment process supports the human resource planning. If organization is following the expansion strategy or there are vacancies are to be filled, recruitment and selection process is followed by the HR managers. There is a misconception that the term recruitment and selection can be used interchangeably though both the process are far different from each other. Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the job on the organization. When more people apply for the job then there will be a scope for selecting best fit candidate for the job.

Thus, recruitment is a process practiced by the HR managers to let the potential candidates know about the vacancies in the organization and motivate or induce them to apply for the job. This process ends as enough applications are received by the recruitment manager or HR department.

Definition:

(A) According to Edwin Elippo

"It is a process of searching prospective employees and inducing them to apply for the job in an organization."

(B) According to Dale Yoder

"Recruitment is the process of discovering the sources of manpower to meet the requirement of staffing schedule & effective measure for attracting the manpower in adequate number to facilitate selection of effective working force."

Sources of Recruitment

Sources of recruitment means the places where the human resources can be procured from. Some recruitment is statutory in nature for example recruitment of apprenticeship (type of trainees) in the organization as per the directions of the appropriate government. Sometimes HR managers recruit after analysing the future demands of manpower. Whatever is the reason for the recruitment, it should be determined by the managers that what should be the source of recruitment. Based on need and policy of the organization there may be two sources of recruitment.

1. Internal Recruitment
2. External Recruitment

1. **Internal Recruitment** – Internal recruitment is a recruitment which takes place within the organization. Internal sources of recruitment are readily available to an organization. Such

type of recruitment is practiced when job profile is important in nature and management can not trust the outsiders. Some organization have recruitment policies like first opportunity should be given to the existing employees of the organization. Internal sources are primarily three - Transfers, promotions and Re-employment of ex-employees.

- a. Transfers (Relocation)
- b. Promotions (through Internal Job Postings) and
- c. Re-employment of ex-employees - Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern. These ex-employees can be laid off employees as well.

(2) External Recruitment- External Recruitment - External sources of recruitment means inviting the application for the vacancies from outside the organization. When existing employees are not able to fill the vacancy HR managers look outside of the organization to fill the vacancy. It involves lot of time and money. The external sources of recruitment include - Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations etc.

- a. **Factory Gate Recruitment** - under this type of recruitment applicants apply for the job at the gate of the factory of the office as per the notification. Such type of recruitment is done for the factory workers who not much skilled. Such workers work on daily wages and change the job very often.
- b. **Walk in Interviews:** Walk in interviews are done to fill the vacancies on urgent basis. Under this type of recruitment any candidate who finds him self eligible for the job can visit to the organization to appear for the interview.
- c. **Advertisement:** It is an external source of recruitment which has got an important place in recruitment procedure. Advertisement covers a wide area of market and scattered applicants can get information about the vacancies from advertisements. Medium of the advertisement can be selected based on the nature of the job and to reach suitable candidate. Budget can be a decisive factor while choosing media for advertisement. There are following media of advertisement;
 - i. News Papers
 - ii. Television
 - iii. Radio (FM)

For some vacancies especially government jobs it is mandatory to publish the recruitment advertisement into newspapers. Some newspapers are dedicated to the recruitment notice only like 'employment news'.

- d. **Employment Exchanges:** There are certain Employment exchanges which are run by government. Form government jobs its mandatory to give notice to the employment exchange. Job seekers register themselves with the employment exchange so that they can get the recruitment notice timely. Private organization also visit such exchanges for the mass recruitment.
- e. **Employment Agencies:** There are certain professional organizations which look towards recruitment and employment of people, i.e. these private agencies run by private individuals supply required manpower to needy concerns. Such agencies register the job seekers as

employment exchanges do. These agencies work as bridge between the organization and potential candidate for the job.

- f. **Educational Institutions:** Commonly this method of recruitment is known as campus placement. There are certain professional Institutions which serves as an external source for the recruitment. These institutes have special recruitment cells which helps in providing jobs to fresh candidates.
- g. **Recommendations/ Employee Referrals:** There are certain people who have experience in an area. They enjoy goodwill and a stand in the company. There are certain vacancies which are filled by recommendations of such people. Some companies ask their existing employees to motivate the potential candidate to apply for the vacancies. Such employees become mouth of words for the organization and help in finding out best talent.
- h. **Labour Contractors:** These are the specialist people who supply manpower to the Factory or Manufacturing plants. When employees are required for shorter period, contractual works are appointed.
- i. **Head Hunting:** When for any important profile of the organization is filled by directly contacting the potential candidate by luring them to leave the current organization a join new organization the process is called as head hunting. Every organization want that best performers of the industry should work with them.
- j. **E-recruitment:** If the potential candidate is targeted though the internet such recruitment is known as e-recruitment. There are various platforms for the e recruitment;
 - i. Job portals: Naukari.com, Times job etc.
 - ii. Social media: LinkedIn, twitter, you tube etc.

Factors affecting Recruitment

There are various factors which affect the recruitment process & we can categories them into two categories-

- 1. Internal factors (controllable)
 - 2. External factors (Uncontrollable)
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- 1. **Internal factors (Controllable)**
 - a. Size of organization
 - b. Recruitment policy
 - c. Work culture
 - d. Growth & expansion plan
 - e. Turnover rates (Attribution)
 - f. Promotion policies
 - g. Wage & salary policies
 - h. Age compositions
 - i. Nature of business (Manufacturing/service)
 - 2. **External factors (Uncontrollable)**
 - a. Labour market (Demand & Supply)
 - b. Image of the organization (CSR activities)
 - c. Employment situation in the labour market (Unemployed – Easy to negotiate)
 - d. Labour laws Leg No. discrimination, minimum wages
 - e. Competitors – Head hunting

E. Economic factors – inflation (Labour expensive)

Challenges for recruitment process

There may be following changers for the HR mangers while conducting a recruitment process;

1. **Globalization:** To mitigate the local and domestic competition organizations are expanding their business outside their economic boundaries. This process of conducting the business outside of one's economic boundaries (country) is called globalization of the business. Under such situation where managers have to hire the workforce for the foreign location situation becomes more complex. Management also have to analyse the ratio of various citizens of the various countries in such scenario.
2. **Unemployability:** There are many people in out country who are not having jobs despite having various educational qualifications. Organization have vacancies but they are not able to fill the vacancies because not getting the suitable candidate for the same.
3. **Opening vacancy without job description/job analysis:** These days recruitment process can not be initiated without proper job description. If job description is not available for any job it becomes a challenge for the HR managers to find out the suitable candidate.
4. **Budget Constraints:** To remain the profitability of the organization, management ask the HR mangers to cut the cost of labour. Under such coadditions HR managers must work under financial constraints. They must negotiate the salaries of the employees which becomes as challenge for the people involved in recruitment and selection process.

Process of Recruitment

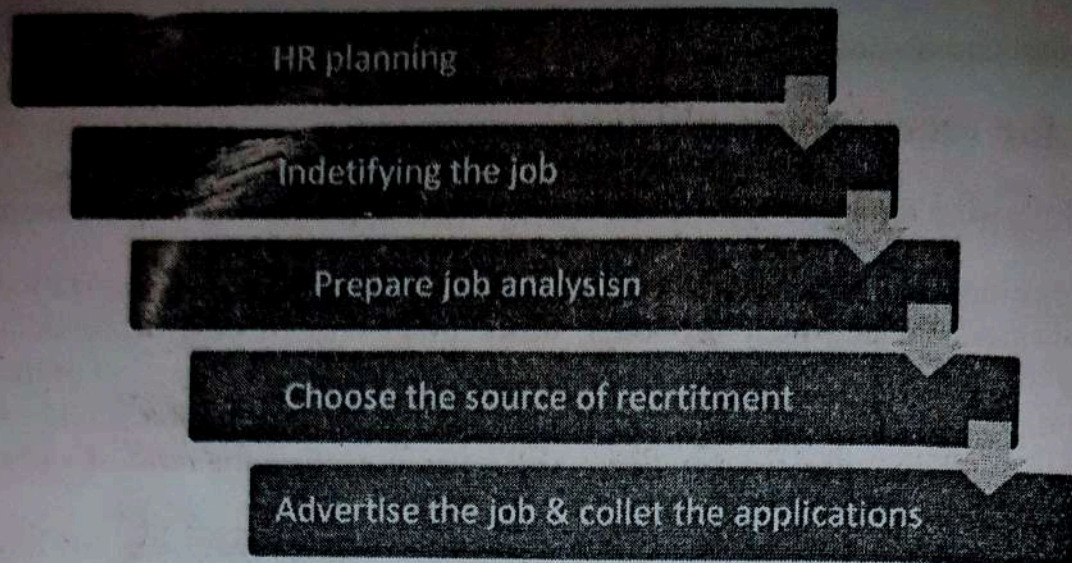
Process of recruitment involves various steps while conducting the recruitment process. As we discussed in the chapter of human resource planning that we plan the future demand and current supply of the workforce so that future strategy can be formed to recruit the new employees in the organization.

Once plan is ready after identifying the job manager conduct the process of job analysis to know the basic duties of the job and eligibility for the job.

In next step of the process of recruitment manager make strategy to choose the best source of the recruitment and then advertise the job among the potential candidates.

After collecting all the application form the potential candidates in last step of the process mangers create a pool for the selection process.

As soon as the enough applications are received, the recruitment process ends.



(Figure: Process of Recruitment)

Selection Process

selection is the process of choosing qualified individuals who are available to fill the positions in an organization. In an ideal personnel situation, selection involves the best applicant to fill a position. This process is negative in nature as we reject all the applicants except best fit and suitable candidate for the job.

Definitions

(1) Dale Yoder

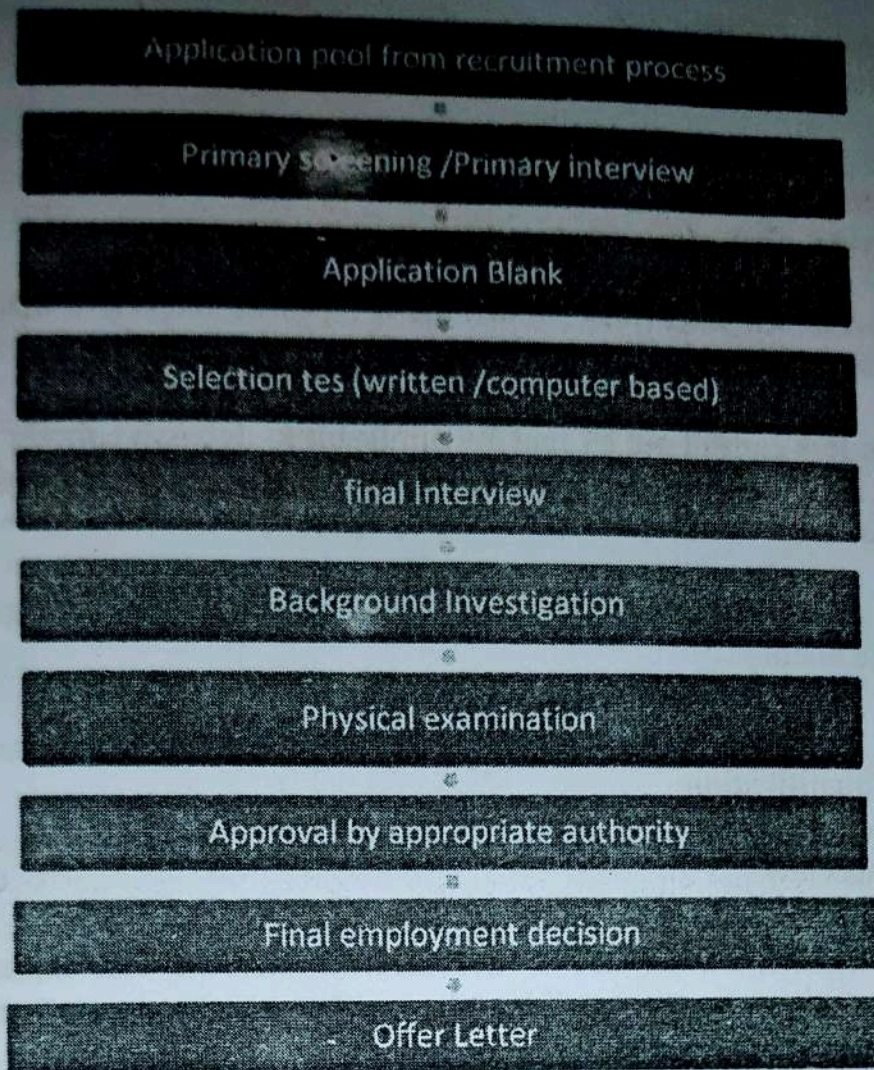
"Selection is the process in which candidates for employment are divided into two classes those who are to be offered employment and those who are not "

(2) Keith Davis

"Selection is the process by which an organization chooses from a list of screened applicants the person or persons who best meet the selection criteria for the position available."

Process of selection

Like the recruitment process there are several stages in the selection process of best fit employee for the organization. Process of the selection process can be understood with the help of following diagram.



(Figure: Selection process)

1. **Preliminary Interview:** It is conducted to eliminate unqualified candidates.
2. **Evaluation of application Blank:** A detailed evaluation of application or resume is carried out in this step. Application blank is predetermined application form where candidate fill the information in desired areas only.
3. **Selection test:** It differs from organization to organization. These tests are conducted to evaluate the subject knowledge and aptitude skills. There may be various types of test like
 - a. Written test
 - b. Computer based test
 - c. Psychometric test
 - d. Multiple choice question-based test
4. **Conduct Interviews:** Interview is a interactive session between the interviewer and the candidate. Under this stage interviewer try to analyse the competencies and personality of the candidate. There are various types of interviews;
 - a. *Preliminary Interview:* As we have discussed above that such interviews are screen the non-deserving candidates at very initial level of the selection process. In number of the candidates are very this process comes after conducting a written test.

During this type of interview following points should be considered:

- Primary focus should be given to the applicant's ability to perform the job.
- Eliminate personalities not suitable for the job.

- Identify those areas that need to be further evaluated.
 - Provide information about job and organisation to the candidate.
- b. **Structured and Non-Structured interview:** Structured interview is conducted as per the predetermined manner. For the scoring purpose certain methodology is used. While in non-structured interview no predetermined format is followed.
 - c. **Panel Interview/Pattern Interview:** Under these types of interview many experts sit in an interview process to evaluate the candidate.
 - d. **Stress Interview:** It is carried out by making applicant to defensive mode like criticising them or ridicule them so that interviewer can analyse the capability of the candidate to work under the stressful or adverse conditions.
 - e. **Depth Interview:** Under these interviews' interviewers ask questions from various areas like-
 - Complete life history
 - Health
 - Interest
 - Educational qualification
 - Work experience
 - Technical Interview
5. **Reference Check:** After a candidate is successful in interview HR department cross-checks all the information given by the candidate during the recruitment process. Reference check includes following information
 - Personal information (address, marital status)
 - Professional information (Qualifications, experience)
 - Social background (character, criminal background)
 6. **Approval by management:** Once the candidate clears all the steps of selection process, talent acquisition manager gets approval from the appropriate management for the selection of candidate.
 7. **Physical Examination:** The jobs which require unusual strength and stamina, require to qualify the medical test as well.
 8. **Job offer:** Under this step a joining letter is sent by HR department to the selected candidate. This letter contains various information related to the job like condition to work notice period, compensation.

Application blank

Application blank is a way by which detailed information of candidates are collected in a predetermined format. This is the most common and simple method of collecting the information from the candidates in an appropriate format may include following elements (may differ organization to organization)

1. **Personal information:** Name, Date of birth, place of birth, Address - permanent, correspondence, gender, identification marks.
2. **Education data:** Level of education, year of passing marks obtained, subject taken, passing category
3. **Physical data:** Height and weight, whether physically handicapped.
4. **Marital status**
 - Married/unmarried
 - Name of spouse
 - No. of children
5. **Employment data**
 - Name of previous employer
 - Last drawn salary
 - Designation (Last)
 - Reason for leaving the previous organisation (termination/resignation)
 - Work Experience
 - Description of duties

Difference between recruitment and selection

Difference between recruitment and selection has been discussed under the specific heads of recruitment and selection in this chapter. The differences can be clearly seen in below table.

Basis	Recruitment	Selection
Meaning	It informs and motivates the potential candidate to apply for the job.	Under this process, best fit and worthy employees are selected who have applied for the job
Objective	To create a pool of potential candidates	It is attempt, to reject the non-worthy candidate and select best one.
Approach	It is a positive approach	It is a negative approach
Process	It is a simple process	It is complex process includes various types of tests
Sequence	This process proceeds the selection	This process follows the recruitment
Cost	This is less costly process	This is a costly process in comparison to recruitment process
Time	This process if less time consuming	This process is more time consuming
Hurdles	Candidates do not have to clear many hurdles to apply for the job	Candidates have to go through the various selection procedures.

Employee Orientation/ Induction

Employee orientation a procedure for providing new employees with basic background information about the firm. This process is also known as on boarding as this process is very

similar to the boarding in the plane. Some professional use the work Induction for this concept. When new passenger boards the plane employees of the airlines all the information related to journey and safety procedures. Like ways when new employee joins the organization orientation process is organized by the personnel of the Human Resource Department.

Process of the employee orientation starts as soon as employee interact with the security personnel at the main entrance of the organization. It's the responsibility of the concerned managers to let the employees feel welcomed in the organization. The main objective of the orientation programme is to make new employee comfortable and make him or her aware about the culture of the organization. Another objective of this process is making the employees aware about the various policies of the organization.

socialization

Orientation process also includes socialization process as another aspect of the orientation process is to make the new employee familiar with the other members of the organization who may be seniors or the subordinates. Normally after explaining the code of conduct and various policies to the employees, HR personnel introduce the new employee with the head of the department or boss of the new employee. During lunch time HR personnel may introduce the new employee with the other employees in informal way. All these activities are done to let the new employee feel as a part of society in the organization.

Aims of Orientation Process

Main aims of the orientation process may be as following

- a. Employee should feel welcomed and ease.
- b. Employee should understand past present and future of the organisation.
- c. Employee must understand policies and work expected from them.
- d. Help the employees in socializing at new workplace.

Steps in Orientation Process

Orientation process involves various steps as being a complex activity. Usually HR personnel use checklist method while conducting Orientation process. Some essential steps are as following;

Process

- a. Explanation of basic Information: During this process may basic information related to Condition to work and working conditions like working hours, holidays etc and other HR policies.

Introduction to supervisor: Once employee is aware about the work culture and HR policies, employee is introduced to the supervisor or Head of the Department, where he or she will have to work.

- a. **Supervisor continues the induction:** Induction process resumes as soon as employee reaches to his department where his/ her HOD or supervisor gives introduction of department and functional responsibilities.

Orientation checklist

Checklist which is used by the HR personnel may differ organization to organization, but some essential elements of the checklist are as following.

1. **Human resource information:** Human Resource information are information related to policies for the human resources to give clarity to the newly joined employees that working conditions and condition to work. Under this process HR personnel explains the employees about the primary duties, method of performance management, remuneration etc. some common information is as following.

- a. Attendance procedure
- b. Job description
- c. Annual performance process
- d. Probationary period
- e. Compensation
- f. Annual certification
- g. Leaves

2. **Basic Amenities:** Amenities are facilities being given by the employers to the employees. Some facilities are given by the employers because they are directed by the labour legislation. Some facilities are provided by the employers on humanitarian ground and utilitarian ground. These Facilities may be as following;

i. Intra-mural Facilities:

The facilities being provided inside the factory are known as intra-mural facilities. These facilities include actions relating to minimisation of industrial fatigue, provision of safety measures like fencing and covering of machines, good layout of the plant and machinery, enough lighting conditions, provision of first aid appliances etc.

ii. Extra-mural Facilities:

Facilities being offered to the workers outside the factory are known as extra-mural facilities. It includes better housing accommodations, indoor and outdoor recreation activities, educational facilities etc. These facilities are very important for the general welfare and upliftment of the workers.

3. **Departmental information:** Under such information past, present & future of the department of the newly joined employee is explained. Usually when employees reach to their department their HOD or supervisor explains them about the department in detail. Usually newly joined employees don't get the real assignment form the day one of the joining and around one week they study the past assignment dealt by the other employees. This practice gives ample time to the newly joined employee to understand the work culture of the organization with ease.
4. **Safety information:** Safety is prime concern of the employers now a days. Employers are spending a lot in making their workplace a safe working environment. For doing so employers are hiring safety professionals and consultants. These safety professionals make guidelines for the safety which every member of the organization must follow. In the case of industrial accidents employers must pay heavy compensation. To make newly joined employees aware about the safety protocols of the organization such information is shared in brief. Later a safety training is organized for the newly joined employee to train them, how to keep oneself safe along with other member of the organization. Some ergonomics techniques and advices are also shared with the employees so that they don't harm themselves while working at the workplace.
5. **Security information:** Security information is related to security procedures of the organization to keep the physical and intellectual property safe. Here HR personnel share the information in brief that what is the proper procedure to enter the organization and how to go out the organization. For example, some organization use biometric system to record that who is coming into the organization and who is going out.

In the era of technology and digitalization employees are also taught that how to keep intellectual property of the organization safe while using the sensitive data and information of the organization through the electronic devices.

Employee orientation, induction or on boarding process is the process of making employee comfortable in the new working and make them aware about the policies and work culture of the organization. Under this process we socialize the employees with the other member of the organization. This process is done with the help of checklist so that any vital information should not be left out. Once employee orientation is done employee would be ready to work properly in the organization.