

BBA (ITM) SEM - III

HUMAN RESOURCE MANAGEMENT – I

(CODE: UM03DBBI21)

UNIT – 2 RECRUITMENT, SELECTION AND EMPLOYEE TRAINING

- Concept of Recruitment
- Sources of Recruitment
- Definition of Selection
- Procedure of Selection
- Employee Training: Meaning
- Importance of Training
- Techniques of Training (On-the-job and off-the-job)

RECRUITMENT

Recruitment is the first step in the process of filling a vacancy. Recruitment is the generating of applicants for specific positions to fill up in the organization. In other words, it is a process of searching for and obtaining applications for jobs so that the right people in right number can be selected.

Go through the following definitions of recruitment. These will help you understand the meaning of recruitment in a better manner.

- According to Dale Yoder, “Recruitment is a 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.”
- In other words of Werther and Davis, “Recruitment is the process of finding and attracting capable applications for employment. The process begins when new recruits are sought and ends when their applications are

submitted. The result is a pool of applicants from which new employees are selected.”

- Flippo has defined recruitment as “a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization.”
- According to Bergmann and Taylor, “Recruitment is the process of locating, identifying and attracting capable applicants.

Recruitment can now easily be defined as the process of searching for and securing applicants for the various job positions which arise from time to time in the organization.

Sources of Recruitment

The various Sources of recruitment are classified in to two broad categories, namely:

- A. Internal Sources
- B. External Sources

A. Internal Sources

1. Present Employee:

Promotion and transfers form among the present employees can be a good source of recruitment. Promotion implies upgradating of an employee to a higher positon carrying higher status, pay and responsibilities. Promotion from among the present employees is advantages because the employees promoted are well acquainted with the organizational culture, they get motivated, and it is cheaper also. Promotion from among present employees also reduces the requirement for job training. However, the disadvantages lies in limiting the choice to a few people and denying hiring of outsiders who may be better qualified and skilled. Furthermore, promotion from among present employees also result in anbreeding which creates frustration among those not promoted.

Transfer refers to shifting an employee from one job to another without any change in the position/ post, status and responsibilities. The need for transfer is felt to provide employees a broader and varied base which is considered necessary for promotions. Job rotation involves transfer of employees from one job to another on the lateral basis.

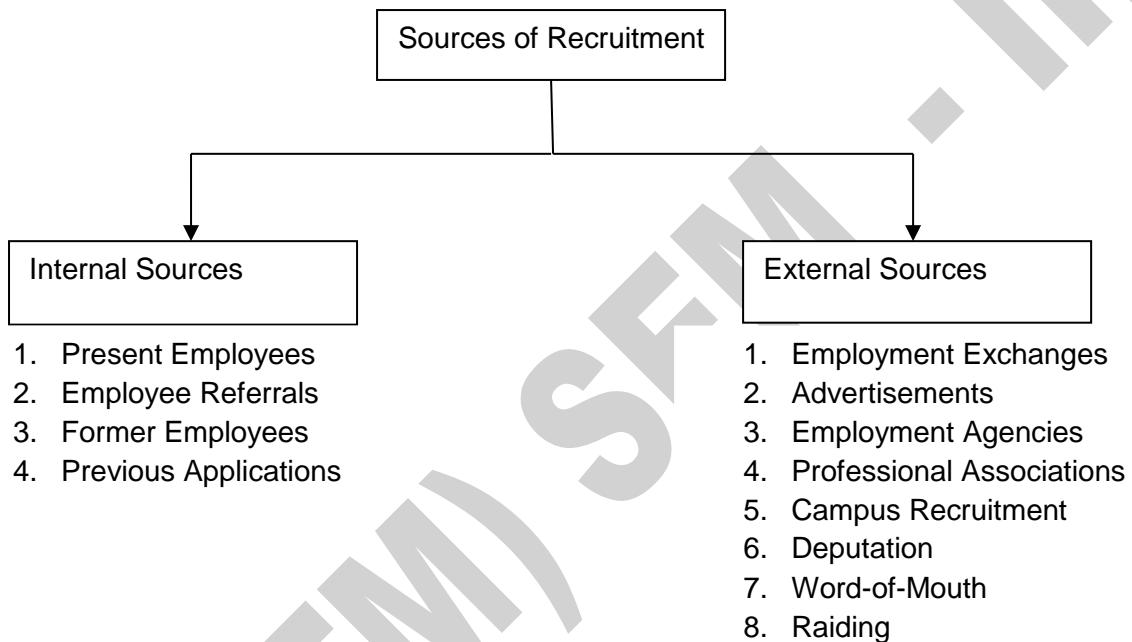


Fig. Sources of Recruitment

2. Employee Referrals

This is yet another internal source of recruitment. The existing employees refer their family members, friends and relatives to the company as potential candidates for the vacancies to be filled up in the organization. This source serves as one of the most effective methods of recruiting people in the organization because employees refer to those potential candidates who meet the company requirements known to them from their own experience. The referred individuals are expected to be similar in type in terms of race and gender, for example, to those who are already working in the organization.

3. Former Employees

Former employees are another source of application for vacancies to be filled up in the organization. Retired or retrenched employees may be interested to come back to the company to work on a part time basis. Similarly, some former employees who left the organization for any reason may again be interested to come back to work. This source has the advantage of hiring people whose performance is already known to the organization.

4. Previous Applicants

This is considered as internal source in the sense that applications from the potential candidates are already lying with the organization. Sometimes, the organizations contact through mail or messenger these applicants to fill up the vacancies particularly for unskilled or semi-skilled jobs.

B. External Sources

1. Employment Exchanges

The national Commission on Labour (1996) observed in its report that in the pre-independence era, the main source of labour was rural areas surrounding the industries. Immediately after independence, National Employment Services was established to bring employers and job seekers together. In response to it, the compulsory Notification of vacancies Act of 1959 (commonly called Employment Exchange Act) was instituted which became operative in 1960. Under section 4 of the Act, it is obligatory for all industrial establishments having 23 workers or more to notify the nearest employment exchange of vacancies (with certain exceptions) in term, before they are filled. The main functions of these employment exchanges with their branches in most cities are registration of job seekers and their placement in the notified vacancies. It is obligatory for the employer to inform the outcome of selection within 15 days to the employment exchange.

Employment exchanges are particularly useful in recruiting blue-collar, white-collar and technical workers. A study conducted by Gopalji on 31 organizations

throughout the country also revealed that recruitment through employment exchanges was most preferred for clerical personnel i.e., white-collar jobs.

2. Employment Agencies

In addition to the government agencies, there are numbers of private employment agencies who register candidates for employment and furnish a list of suitable candidates from their data bank as and when sought by the prospective employers. ABC Consultants, Datametrics, Ferguson Associates, S B Billimoria, etc. are the popular private employment agencies in our country. Generally, these agencies select personnel for supervisory and higher levels. The main function of these agencies is to invite applications and short list the suitable candidates for the organization. Of course, the final decision on selection is taken by the representatives of the organization. At best, the representatives of the employment agencies may also sit on the panel for final selection of the candidates.

The employer organizations devices several advantages through this source. For example, this method proves cheaper than the one organization recruiting themselves. The time saved in this method can be better utilized elsewhere by the organization. As the organizational identity remains unknown to the job seekers, it, thus avoids receiving letters and attempts to influence. However, there is always a risk of losing out in screening process done by the agencies, some applicants whom the representatives of the organization would have liked to meet and select.

3. Advertisement

Advertisement is perhaps the most widely used method for generating many applications. This is because its reach is very high. This method of recruitment can be used for jobs like clerical, technical and managerial. The higher the position in the organization, the more specialized the skills, or the shorter the supply of that resource in the labour market, the more widely dispersed the

advertisements is likely to be. For example, the search for a top executive might include advertisements in a national daily like 'The Hindu'

Same employers/ companies advertise their posts by giving a post box number or the name of some recruiting agency. This is done to particularly keep own identity secret to avoid unnecessary correspondence with the applicants. However, the disadvantage of this blind ad, i.e., post box number is that the potential job seekers are hesitant to apply without knowing the image of the organization, on the one hand, and the bad image/ reputation that blind ads have received because of organizations that place such advertisement without positions lying vacant just to know the supply of labour market, on the other.

While preparing advertisement, lot of care has to be taken to make it clear and to the point, it must ensure that some self-selection among applicants takes place and only qualified applicants respond to the advertisement. For this, advertisement copy should be prepared by using a four-point guide called AIDA. The letters in the acronym denote that advertisement should attract attention, gain interest arouse a Desire and result in Action.

4. Professional Associations

Very often, recruitment for certain professional and technical position is made through professional associations also called 'headhunters'. Institute of Engineers, Indian Medical Association, All India Management Association, etc., provide placement services for their members. For this, the professional associations prepare either list of job seekers or publish or sponsor journals or magazines containing advertisements for their members. The professional associations are particularly useful for attracting highly skilled and professional personnel. However, in India, this is not a very common practice and those few that provide such kind of service have not been able to generating a large number of applications.

5. Campus recruitment

This is another source of recruitment. Though campus recruitment is a common phenomenon particularly in the American Organizations, it has made its mark rather recently. Of late, some organizations such as HLI, HCL, L & T, Citi Bank, ANZ Grindlays, Motorola, Reliance, etc. in India have started visiting educational and training institutes/ campuses for recruitment purposes. Examples of such campuses are the Indian Institutes of Management, Indian Institutes of Technology and the University Departments of Business Management. For this purpose, many institutes have regular placement cells/ offices to serve as liaison between the employers and the students. Tezpur Central University has, for example, one Deputy Director (Training and Placement) for the purpose of campus recruitment and placement.

The method of campus recruitment offers certain advantages to the employer organizations. First the most of the candidates are available at one place; second the interviews are arranged at short notice, third the teaching faculty is also met and fourth, it gives them opportunity to sell the organization to a large student body who would be graduating subsequently. However, the disadvantages of this type of recruitment are that organizations have to limit their subsequently. However, the disadvantages of this type of recruitment are that organizations have to limit their selection to only “entry” positions and they interview the candidates who have similar education and experience, if at all.

6. Deputation

Another source of recruitment is deputation i.e., sending an employee to another organization for a short duration of two to three years. This method of recruitment is practiced, in a pretty manner, in the governments Departments and public sector organizations. Deputation is useful because it provides ready expertise and the organization does not have to insure the initial cost of induction and training. However, the disadvantages associated with deputation is that the deputation period of two/ three years is not long enough for the deputed employee to prove his/ her mettle, on the one hand, and develop commitment with the organization to become part of it, on the other.

7. Word-of-mouth

Some organizations in India also practice the word-of-mouth method of recruitment. In this method, the word is passed around the possible vacancies or opening in the organization. Another form of word is passed around the possible vacancies or openings in the organization. Another form of word-of-mouth method of recruitment is “employee-pinching” i.e., the employees working in another organization are offered by the rival organizations. This method is economic, both in terms of time and money.

Some organizations maintain a file of the application and bio-data sent by job-seekers. These files serve as very handy as and when there is vacancy in the organization. The advantage of this method is no cost involved in recruitment. However, the drawbacks of this method of recruitment are non-availability of the candidate when needed and the choice of candidates is restricted to a too small number.

8. Raiding or poaching

Raiding or poaching is another method of recruitment whereby the rival firms by offering better terms and conditions; try to attract qualified employees to join them. This raiding is a common feature in the Indian organizations. For example, several executives of HMT left to join Titan Watch Company, so also exodus of pilots from the Indian Airlines to join private air taxi operators. Whatever may be the means used to raid rival firms for potential candidates, it is often seen as an unethical practice and not openly talked about. In fact, raiding has become a challenge for the human resource manager.

Besides, these, walks-ins, contractors, radio and television, acquisitions and mergers, etc., are some other sources of recruitment used by organizations.

SELECTION

Selection starts where recruitment ends. Or say, selection follows recruitment. Having identified the potential candidates, the next logical step in the human

resource process is selection of the qualified and competent candidates in the organization. Due attention needs to be given to selection as it establishes the 'best fit' between job requirements and the candidate's qualifications. Mismatch between the two can have a far-reaching impact on the organizational functioning.

What is selection? Selection is hiring the best candidate from the pool of applications. It refers to the process of offering jobs to one or more applications/ candidates from the applications received through recruitment. In other words, it is the process of picking the suitable candidates from the point of job applications to fill various jobs in the organization.

Following are some of the popular definitions of selection:

- According to Yoder, "selection is the process by which candidates for employment are divided into class – those who will be offered employment and those who will not".
- David and Robbins have defined selection as a "managerial decision – making process as to predict which job applicants will be successful if hired."
- In the opinion of Koontz, "selection is the process of choosing from among the candidates from within the organization or from the outside, the most suitable person for the current position or for the future position"
- According to stone, "selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job."

Now, selection can be defined as a process of choosing the most suitable candidates from applicants for the various jobs in the organization. It seeks to ensure which applicants will be successful if hired. Thus, selection is an exercise in prediction.

Difference between Recruitment and Selection

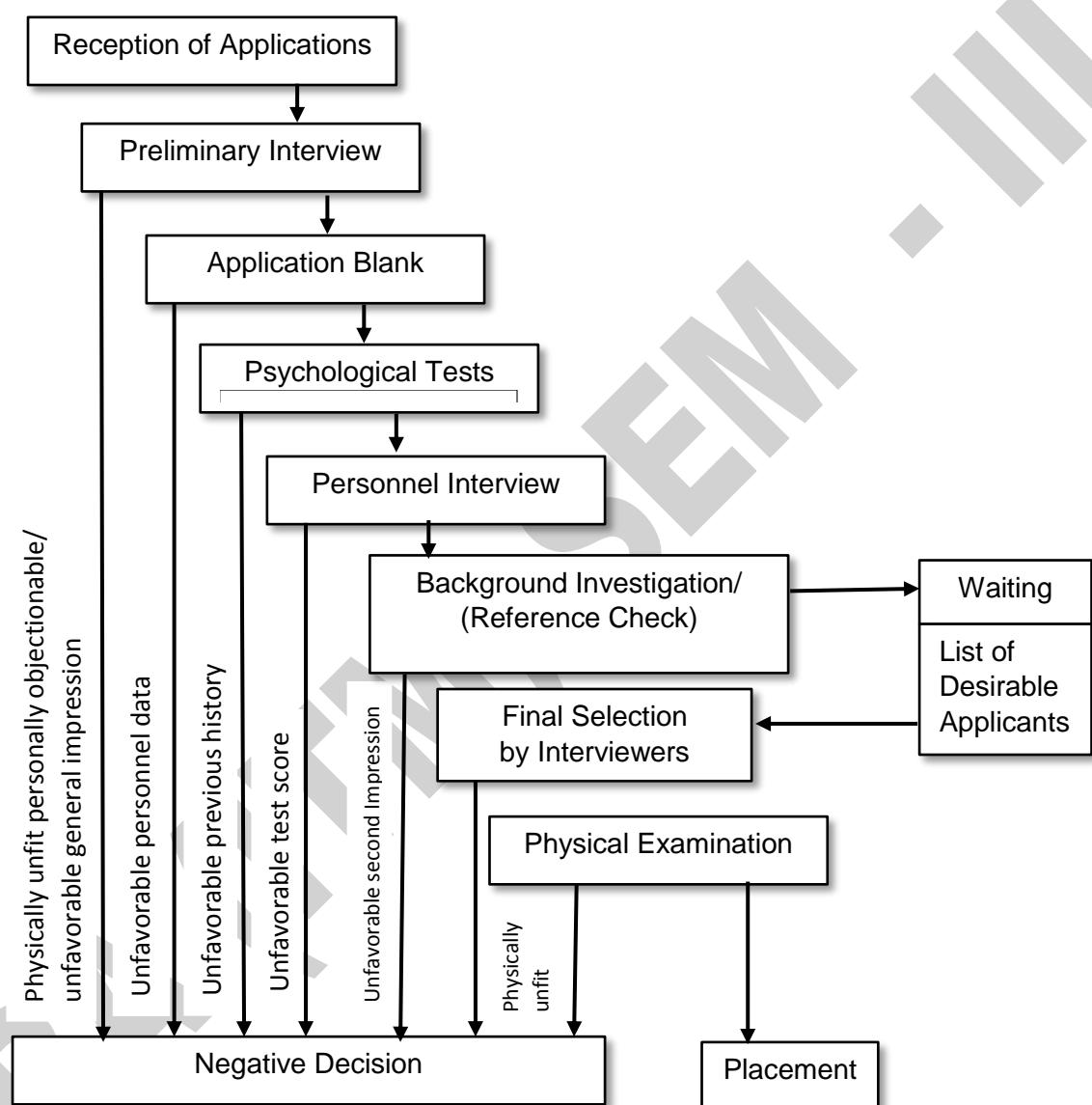
Recruitment and selection are often considered as synonymous and are used interchangeably. They are the two sides of the same coin; there exists a fine distinction between the two.

No.	Recruitment	Selection
1.	Recruitment technically proceeds selection	Selection follows recruitment
2.	Recruitment refers to the process of identifying and encouraging potential candidates to apply for the jobs in the organization	Selection involves choosing the best out of those recruited
3.	Recruitment is positive as it aims at increasing the number of job seekers (applications) for wider choice or increasing the selection ratio	Selection, on the other hand, is said to be negative in its application inasmuch as it rejects a large number of unqualified applicants in order to identify those who are suitable for the jobs.
4.	In sum, recruitment involves searching	Selection involves comparing those already searched

PROCEDURE OF SELECTION

The selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organisation. The selection process varies from industry to industry, company to company and even amongst departments of the same company.

Every organisation creates a selection process because they have their own requirements. Although, the main steps remain the same. So, let's understand in brief how the selection process works.



(1) Preliminary interview

The initial screening is usually conducted by a special interviewer or a high caliber receptionist in the employment office. When a large number of applicants are available, the preliminary interview is desirable both from the company's point of view and that of the applicant seeking employment. This interview is essentially a

sorting process in which perspective applicants are given the necessary information about the nature of the jobs in the organisation. The necessary information, then is elicited from the candidates relating to their education, experience, skill, salary demanded, the reasons for leaving their present jobs, their job interests and whether they are available for the job, their physical appearance, age and facility in speech.

Since the preliminary interview brings about one of the first personal contacts of an individual with a company and since it is the stage at which some candidates must be rejected, it is desirable that the interviewer should be courteous, kind, receptive and informal.

(2) Application Blank/ Application Form

An application blank is a traditional, widely accepted device for getting information from a prospective applicant which will enable a management to make a proper selection.

The blank provides preliminary information as well as aid in the interview by indicating areas of interest and discussion. The information required to be given in the applicant's own hand-writing is needed to identify him properly and to draw tentative inferences about his suitability for employment. Many types of application forms – sometimes very long and comprehensive and sometimes brief – are used like

- (a) **Biological Data** – Name, Father's Name, Date and Place of Birth, age, gender, nationality, height, physical disability, marital status, etc.
- (b) **Educational Attachment** – Education (subjects offered and grades secured), training acquired in special fields and knowledge gained from professional etc.
- (c) **Work Experience** – Previous experience, the number of jobs held with the same or other employers, including the nature of duties, and responsibilities, various assignments, salary received, grades and reasons for leaving, etc.

(d) **Salary and Benefits:** Association memberships, of NCC or NSS, extra-curricular activities, sports, hobbies and any other pertinent information supporting a candidate's suitability for a post.

(e) **Other Items** – Names and addresses of previous employers, references, etc.

(3) Psychological test

These tests are conducted individually and they help for finding out the individual quality and skill of a person. The types of psychological tests are aptitude test, intelligence test, synthetic test and personality test.

(4) Personnel Interview

Candidates proving themselves successful through tests are interviewed personally. The interviewers may be individual or a panel. It generally involves officers from the top management.

The candidates are asked several questions about their experience on another job, their family background, their interests, etc. They are supposed to describe their expectations from the said job. Their strengths and weaknesses are identified and noted by the interviewers which help them to take the final decision of selection.

(5) Reference Check/ Background Investigation

The reference check as yet another step in the selection process used for the purpose of verifying information and also obtaining additional feedback on an application. The candidate is asked to supply two – three names of persons i.e. referees who know him/ her personally. Previous employers, University Professors, neighbors and friends can act as references. However, references are treated as a mere formality and are hardly used to influence selection decisions. The obvious reasons are:

References are normally those who speak well about the candidate.

Referee may give favourable opinion about the candidate or does not want to divulge the truth about the candidate because it might adversely affect the selection or promotion of the concerned candidate.

(6) Physical Examination

The last tool used in the selection process is physical examination. The main purpose of conducting physical or medical examination is to have proper matching of job requirement with the physical ability of the candidate. Among various objectives of a physical test, the major ones are to detect if the individual is carrying any infection disease, to identify health defects of an individual for understanding certain injuries and accidents caused by pre-existing ailments.

(7) Final Selection

The last step in the selection process is the final selection of the candidate for a job. The candidates who have cleared all the above hurdles are finally selected and a letter of job offer is issued to them. The job offer i.e. appointment letter contains the details like pay-scale, allowances and other terms and conditions of the job.

(8) Placement

This is a final step. A suitable job is allocated to the appointed candidate so that they can get the whole idea about the nature of the job. They can get adjusted to the job and perform well in future with all capacities and strengths.

EMPLOYEE TRAINING

MEANING

Training is the process of teaching the new and / or present employees the basic skills they need to effectively perform their jobs. Alternatively speaking, training is the act of increasing the knowledge and skill of an employee of doing his/ her job. Thus, training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organisation to acquire and also to apply the required knowledge, skill and attitudes to perform their jobs effectively.

According to Edwin B Flippo, “training is the act of increasing the knowledge and skills of an employee for doing a particular job”.

Michael Armstrong, “training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience.”

In opinion of Michael J Jucious, “training is any process by which the attitudes, skills and abilities of employees to perform specific jobs are improved.”

IMPORTANCE OF TRAINING

The importance of employee training can best be appreciated with the help of various advantages it offers to both employees and employers. These are explained under the following heads:

1. Better performance

Training improves employee's ability and skills and in turn, improves employees' performance both in quality and quantity. Better or increased employee performance directly leads to increased operational productivity and increased organisational profits. Improvements in employee performance/productivity in developed countries lend support to this statement.

2. Improved quality

In formal training programmes, the best methods of performing jobs are standardized and then taught to employees. This offers two-fold benefits. Firstly, uniformity in work performance helps improve the quality of work or service. Secondly, better informed, or say, trained workers are less likely to make operational mistakes.

3. Less supervision

A trained worker is self-reliant. He knows his work and way to perform it well. Therefore, his work requires less supervision. The supervisor can devote his time on more urgent works.

4. Less learning period

A well planned and systematically organised training programme reduces the time and cost involved in learning. Training enables to avoid waste of time and efforts in learning through trial and error method.

5. High morale

Training not only improves the ability and skill of employees, but also changes employee attitude towards positive. Higher performance, job satisfaction, job security and avenues for internal promotion lead to high morale among the employees. High morale, in turn, makes employees more loyal to the organisation.

6. Personal growth

Training improves employee's ability knowledge and skills and, thus, prevent employee's obsolescence. This makes employees growth-oriented.

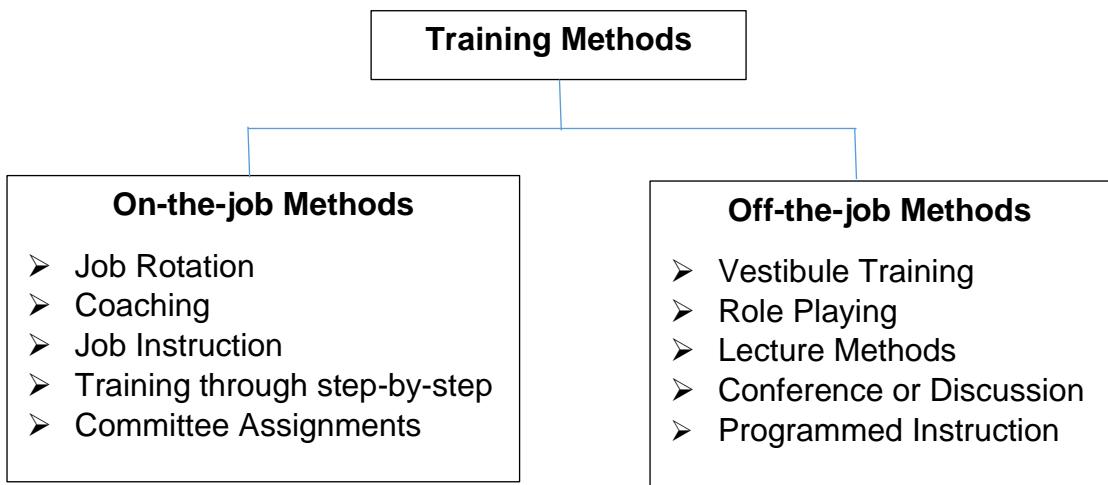
7. Favourable organisational climate

The aforesaid advantages combined lead to an improved and favourable organisational climate characterized by better industrial relational and disciplines, reduced resistance to change, reduced absenteeism and turnover of employees, and improved stability of organisation.

Thus, it may be observed that the importance of training can be imbued with multiplicity of justifications.

TECHNIQUES OF TRAINING (ON-THE-JOB AND OFF-THE-JOB)

In the field of training, a number of programmes are available. Some of these are new methods, while others are improvements over the traditional methods. The training programmes commonly used to train operative and supervisory personnel which can be classified into on-the-job and off-the-job training programmes as shown below:



(A) On-the-job Training Methods

This type of training, also known as job instruction training, is the most commonly used method. Under this method, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified worker or instructor. On-the-job training methods include job rotation, coaching, job instruction or training through step-by-step and committee assignments.

1. Job Rotation

This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments. Though this method of training is common in training managers for general management positions, trainees can also be rotated from job to job in workshop jobs. This method gives an opportunity to the trainee to understand the problems of employees on other jobs and respect them.

2. Coaching

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves

him of his burden. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express his own ideas.

3. Job Instruction

This method is also known as training through step by step. Under this method, the trainee the way of doing the job, job knowledge and skills and allows him to do the job. The trainer appraise the performance of the trainee, provides feedback information and corrects the trainee.

4. Committee Assignments

Under the committee assignment, a group of trainees are given and asked to solve an actual organisational problem. The trainees solve the problem jointly. It develop team work.

(B) Off-the-job Training Methods

Under this method of training, the trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance. Since the trainee is not distracted by job requirements, he can place his entire concentration on learning the job rather than spending his time in performing it.

1. Vestibule Training

In this method, actual work conditions are simulated in a class room. Materials, files and equipment which are used in actual job performance are also used in training. This type of training is commonly used for training personnel for clerical and semi-skilled jobs. The duration of this training ranges form days to a few weeks. Theory can be related to practice in this method.

2. Role Playing

It is defined as a method of human interaction that involves realistic behaviour in imaginary situations. This method of training involves action, doing and practice. The participants play the role of certain characters such as the

production manager, mechanical engineer, superintendents, maintenance engineers, quality control inspectors, foremen, workers and the like. This method is mostly used for developing inter-personal interactions and relations.

3. Lecture Method

The lecture is a traditional and direct method of instruction. The instructor organizes the material and gives it to a group of trainees in the form of a talk. To be effective, the lecture must motivate and create interest among the trainees. An advantage of the lecture method is that it is direct and can be used for a large group of trainees. Thus, costs and time involved are reduced. The major limitation of the lecture method is that it does not provide for transfer of training effectively.

4. Conference or Discussion

It is a method in training the clerical, professional and supervisory personnel. This method involves a group of people who pose ideas, examine and share facts, ideas and data, test assumptions and draw conclusions, all of which contribute to the improvement of job performance. Discussion has the distinct advantage over the lecture method, in that the discussion involves two-way communication and hence feedback is provided. The participants feel free to speak in small groups. The success of this method depends on the leadership qualities of the person who leads the group.

5. Programmed Instruction

In recent years, this method has become popular. The subject matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex levels of instruction. The trainee goes through these units by answering questions or filling the blanks. This method is expensive and time consuming.

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