

CHAPTER - IV

RECRUITMENT AND SELECTION PROCESS

This chapter deals with the recruitment and selection process of small and medium scale industries providing the all-important information related recruitment and selection.

Recruitment and selection constitutes a staffing function of management. Scientific selection ensures right man for the right job. For creating a team of efficient, capable and loyal employees, proper attention needs to be given to scientific selection of managers and other employees. The conventional approach of selecting managers in a casual manner is now treated as outdated and is being replaced by scientific and rational approach, deciding who should hire under the employment rule of the organisation for the short and long-term interests of the individual employee and the organisation.¹

Recruitment and selection is the process of getting human resources into organizations, departments, sections and jobs use. What might be an even more useful definition of recruitment is that about the art of discovering and procuring potential applicants for actual and anticipated vacancies in the organization. This definition has introduced the concept of 'art' which is about the soft skills of management, some of which might be a natural talent of some managers or acquired through specialized training. The use of the word 'discover' emphasizes effective recruitment, a process that involves exploration which require specialized methods and techniques, short of which no 'discovery' of potential people for the job can be made. Usually, recruitment and selection depends on the organization's policy guiding recruitment and

selection. The basic principle in selection is "*right man for the right job*" and can be achieved only through scientific recruitment and selection. This is because the ability of an organization is determined to a great extent by the ability of its workforce. The old belief that capital was fundamental to the progress of the organisation and does not hold good any longer as employers around the world have begun to believe that a smart workforce is the key to the success of an organization.²

4.1 RECRUITMENT:

Recruitment means an activity which refers to the discovery and development of workers and employees in the enterprise at the time they are required. It involves locating, maintaining and contacting the sources of man power. The recruitment has been defined by many eminent authors as under:

In the words of Flippo, "Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in the organisation."³

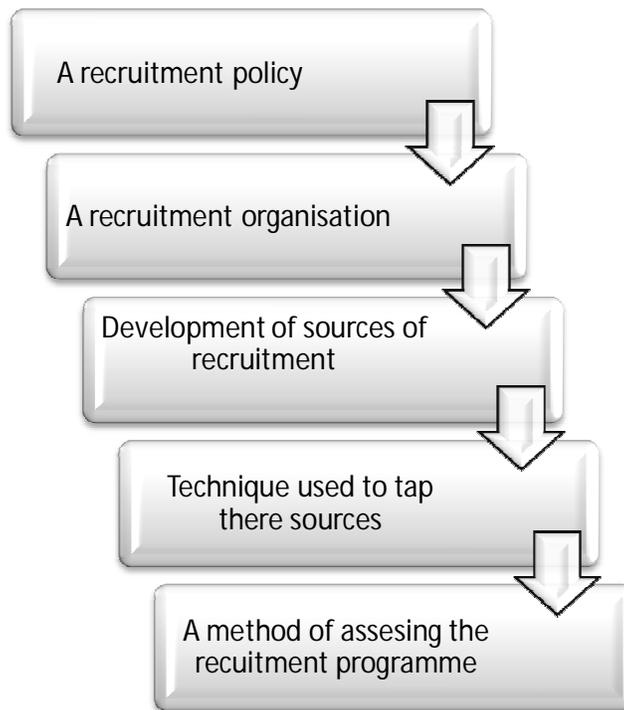
According to Dale Yoder, "Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."⁴

In short recruitment is the process of searching for prospective employees and stimulating them for jobs in the organisation, Thus, the recruitment of employees involves the identification of the sources of personnel, evaluation of different sources available, selection of a particular source and stimulating the prospective candidates to apply for the job so that right candidates may be obtained for right job.

4.2 RECRUITMENT PROCESS:

The recruitment and selection is the major function of the human resource department. Recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. In an ideal recruitment programme, individuals responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for individuals with the appropriate qualification and interests, what inducements to use or to avoid for various types of applicant groups, how to distinguish applicants who are unqualified from those who have a reasonable chance of success and how to evaluate their work.⁵ Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. A general recruitment process is as follows:

Graph No. 4.1: shows the process of Recruitment



4.3 Characteristics of a Good Recruitment Policy:

A good recruitment policy is the guiding can save an organization from facing situations like unproductive test and interview due to non-availability of the right candidate in the applicant pool, compromising on the selection of good candidates, high attrition rate low productivity and low motivation among existing employees as a result of faulty policy.⁶ The success of an enterprise largely depends upon the ability and efficiency of its employees. To get the capable and efficient employees, the recruitment policy of the organization must be very sound. An ideal recruitment policy must have following characteristics:

1. All selections must be made at a central place of the enterprise.
2. The whole process of recruitment must be strictly in accordance with the merit.
3. The number of employees to be recruited must be determined well in advance according to the need of enterprise.
4. No such assurance should be given at the time of recruitment which may not be followed later on.
5. Higher posts must be filled up through promotions, so far as possible.
6. The qualification experience, terms of service, salaries etc. must be determined well in advance.
7. The selection of employees must be accordance with the merit.
8. The abilities of employees must be according to the need of their jobs.
9. New posts must be authorized by a higher officer.
10. Recruitment policy must be fair and flexible.

4.4 RECRUITMENT PRACTICES IN INDIA:

Since 1991, the business environment in India has been dynamic and continuously changing. Business organizations have been growing at very rapid pace and globalizing. Consequently, organizations are now looking for globally competitive workforce. These changing expectations and requirements have compelled the Indian industrial management to introduce changes in every sphere of human resource activity, including recruitment and selection.⁷

The features of recruitment in India are the following:

1. Our industrial labour force consists almost entirely of persons with little experience or no experience of industrial life and work. They keep still strong influences the tradition and values of their rural or pre-industrial background. Often the new recruits to the industrial labour force have great difficulty in adjusting themselves to the rhythm, discipline and social relationships in the industrial undertaking, and to the new way of life in the community of which the undertaking forms a part. Their acceptance of the new environment proceeds at a slow pace, and this is often expressed through absenteeism, high labour turnover stoppages of work and other facts of protest. Such factors generally become more important when more advanced technology is introduced and new problem of manpower replacement are created by the higher skills required.
2. There is a great disproportion between the number of positions available and the number of aspirants. Sometimes, the ratio is in as much as 1:100 or even more. Not only is the expenditure and inconvenience involved in examining a large number of candidates

for a few positions great, but also the spectacle of so many persons making applications and getting disappointed is a dismal one. Furthermore, the large number of applications that need to be processed and the equally large number of candidates who need to be examined and evaluated is an important source of delays. On account of the present conditions of acute unemployment the chances of incorrect matching of the job and the individual are higher here than in the developed western countries. The reason for this is that a man whose choice of employment is very limited accepts any job that falls to his lot irrespective of his attitude and suitability.

3. Under the existing statutes dismissal of employees is very difficult, because it requires certain elaborate procedure involving considerable time and money to be followed by a manager. No manager likes to follow this procedure. This means a person once recruited is going to be around longer on any given job and it is not possible to rely on replacement to improve the quality of the work group. The management must count more on utilizing the skills and abilities of the employees that are already present than on replacing them by more able ones.

The above features make systematic manpower planning and will be understood, fair and objective criteria for recruitment of special significance to us. But manpower planning has not yet become popular and is practiced only by a few big companies in the public and private sectors. Public undertakings are believed to be generally overstaffed and have frequently been criticized by the parliamentary committees for this. In a study, it was found that only 20% of the American subsidiaries and 7% of the local firms undertake manpower planning. Those few companies which do undertake manpower planning utilize not only

historical data on manpower but also various forecasting methods to evaluate their future manpower requirements in term of both quantity and quality. A brief description of how Hindustan Lever a private undertaking performs this function is given below:

First, an audit of internal resources is carried out. This indicates the number of persons who possess different or higher levels of responsibilities. It also reveals the overall deficit or surplus of personnel for different levels during the planning period.

Second, with the help of a detailed organization chart it is determined that how many people, at what level, at what positions and with what kind of experience and training would be needed to meet the business objectives during the optimum planning period of 5 years.

Finally, taking into account the actual retirements and estimated loss due to death, ill-health and turnover, based on past experience and future outlook in relation to company's expansion and future growth pattern the final figures are arrived at.

The planning is done every year for the coming 5 years. For instance, a plan is made from the beginning of 1990 to the end of 1994 and the next year the plan covers from the beginning of 1991 to the end of 1995. This reduces inaccuracy in forecasting.

4.5 SOURCES OF RECRUITMENT:

It is essential to organization that develops the different sources of recruitment, when the organization is successful in gathering a large application pool, it can adopt a rigorous procedure in choosing the best employees without compromising on quality. However, there is no single combination of resources and methods that will work well for all organisation.⁸

The various sources of recruitment can be broadly classified into two categories:

A. Internal Recruitment

B. External Recruitment.

Most organizations depend upon both the sources. The relative emphases may differ from enterprise to enterprise depending upon the following factors:

1. Training programme of the enterprise whether it prefers trained persons or wants fresh candidates to be trained by itself.
2. The level of specialization and training required for employees.
3. Management policy towards recruitment whether it prefers internal or external sources.
4. The need for originality and initiative required from employees.
5. Trade union's attitude towards management's recruitment policy.

Internal Sources: Internal sources of recruitment consist of personnel already working in the enterprise. Many organizations fill job vacancies through promotions and transfer of existing staff and it also refers to filling open jobs with the current employees of the organisation. It is a process designed to create sufficient interest among the current employees to cause them to formally indicate an interest in a given position. The position applied for may represent a promotion, transfer or even demotion in the organisation.⁹

Internal sources: The main sources of internal recruitment are as follows;

- 1. Present Employee:** The most common source of internal recruitment is through existing employees of organization.

Generally, the organisation maintains the inventories of qualifications to choose employees for suitable vacancies. The usual method of creating a pool of internal application through job posting. The evaluate job opportunities relative to their skill, experience, interests and career goal. Promotions and transfers from present employees are example of internal sources of recruitment.¹⁰

- 2. Employees Referrals:** It is also a good source of internal recruitment. Employee develops good prospects for their families and friends by acquainting them with the advantages of a job with the company furnishing letters of introduction and even encouraging them to apply. This source is an effective source of recruiting because many qualified people are reached at a very low cost to the organisation. A major limitation of employee's referrals is that the referred individuals are likely to be similar in type to those who are already working in the organisation.
- 3. Former Employees:** Former employees are another internal source of recruitment. Some retired employees may be willing to come back to work on a part time basis or recommend someone who would be interested in working for the company. Sometimes people who have left the company for some reason or the other are willing to come back and work. An advantage of this source is that the performance of these people is already known.

Merits of Internal Sources: Internal recruitment offers the following advantages.

- a) It keeps employees happy and in high morale.
- b) It creates a sense of security among employee.

- c) Employees know that they stand the chance of promotion to higher positions. This induces them to work harder so as to prove their worth.
- d) Internal recruitment ensures continuity of employment and organizational stability.
- e) Prospects of transfer to new posts inspire employees to keep on adding to their knowledge and experience which leads to their development.
- f) Filling of vacancies from internal source is quite economical and convenient. No time and money is to be spent on advertisement, tests and interview because the knowledge and skill of employees are already known. There is no need for orientation of employees for preparing them for the new job.

Demerits of Internal sources: Internal recruitment suffers from the following drawbacks:

- a) Existing employees may not be fully qualified for the new job. Required talent may not be available among the present staff.
- b) All vacancies cannot be filled through internal sources. The enterprise has to depend upon outside sources for entry level jobs.
- c) Internal candidates become accustomed to the company's work patterns and as such may lack originality and fresh outlook. Therefore, internal recruitment involves in breeding of ideas.
- d) This method narrows the choice and denies the outsiders an opportunity to prove their worth.

External Sources: The main sources of external recruitment are as follows;

- 1. Advertising:** Advertising in newspapers and journals is the most popular source of recruitment from outside. It is a very convenient and economical method for different types of personnel. Detailed information can be given in the advertisement to facilitate self-screening by the candidates. If necessary, the enterprise can keep its identity secret by giving a post box number.
- 2. Educational Institutions:** Universities, colleges and institutes of higher education have become a popular source of recruitment of recruitment for engineers, scientists,. Management trainees, technicians, etc. Business concerns may hold campus interviews and select students for final interview at their offices. Universities and institutes generally run placement bureaus to assist in recruiting students. But educational institutions provide only young and inexperienced candidates.
- 3. Personnel Consultants:** A consulting firm is a specialized agency which helps client companies in recruiting personnel. .It serves as an intermediary between the enterprise and the job-seekers. On a requisition form a client company, it advertises the vacancy and receives applications. It may pass on the applications to the client company or may conduct tests and interview of the candidates, It charges fee from the client company. This source is generally used for recruiting executives.

4. **Jobbers and Contractors:** These are sources of recruitment for unskilled and manual labour. They have close links with towns and villages for this purpose.
5. **Employment Exchanges:** Public employment exchanges are important sources of recruitment of personnel. Job seekers register their names with these exchanges. Employers notify job vacancies to these exchanges that pass on the names of suitable candidates to the employers.
6. **Leasing:** This method is often used by public sectors organizations. Under it personnel from civil services, defense services and private sector are employed for specific periods due to shortage of managerial personnel.
7. **Unsolicited Applicants:** Due to unemployment problem in India business concerns receive a large number of unsolicited candidates at the main gate or through mail. Such jobseekers may be considered for casual vacancies or for preparing a waiting list for future use.

Merit of External sources: The main advantages of external recruitment are as follows:

- a) **Wide choice:** The enterprise can choose the best personnel from among a large number of applicants.
- b) **Fresh Outlook:** Candidates recruited from external sources bring originality and fresh viewpoint. They are free from the in-built preferences and prejudices.
- c) **Varies Experience:** The enterprise can secure candidates with varies and broader experience.

Demerits of External sources: External sources of recruitment have the following disadvantages:

- a) **Danger of Maladjustment:** Some candidates chosen from outside may fail to adjust themselves to new environment. They may be irritable, quarrelsome or suspicious. They may have to be terminated and replaced.
- b) **Expensive:** Greater time and money have to be spent on advertising, tests and interviews of external candidates, cost of inductions of new personnel.
- c) **Heart-burning:** External recruitment creates heart-burning and demoralization among the existing personnel.
- d) **Sense of Insecurity:** Recruitment from outside creates a sense of insecurity among the present staff. The staff may refuse to co-operate fully with the enterprise.

4.6 Principles of Recruitment and Selection:

The success of an industrial enterprise depends upon the fact of whether the selection has been made properly and according to the principles selection or not. In proper selection of best workers and employees has been made, the enterprise may be successful in achieving its objectives. If proper selection has not been made, the enterprise may not be successful in achieving its objects. Therefore, the selections in a big industrial enterprise must be based on certain principles as follows:

1. **Clear Policy of Recruitment:** The policy of recruitment must be definite and clear so that it may be easy to implement the same.
2. **Observation of Government Rules and Regulations:** Before formulating the policy of recruitment and selection for the enterprise, Government rules, and regulations of selection must be

carefully understood and followed, especially with reference to the rules of reservation, so that no legal complication may arise at later stage.

3. **Policy of recruitment in accordance with the objects enterprise:** The recruitment policy of the enterprise must be in accordance with the pre-determined objectives of the enterprise so that it may help in the achievement of objectives of the enterprise.
4. **Flexibility:** The recruitment policy must be flexible so that necessary changes may be made in it in accordance with the need of the enterprise.
5. **Impartiality:** The recruitment policy must be such that the fair selection may be assured. Only the best and capable candidate must be selected on the basis of merit.
6. **Recruitment by a committee:** The right to recruit the workers and employees must be assigned to a committee of capable, efficient, experienced, senior and responsible officers of the company. Entire work of the process of recruitment must be performed by a committee and not by any individual officer so that fair selection may be assured.
7. **Opportunity of development to the employee:** The selection policy of the enterprise must be prepared in the manner that it may provide challenging opportunities to the employees of the enterprise based on their ability and performance. It will always pursue them to do more and better work.
8. **Job security:** Security of job must be assured to every worker and employee of the enterprise at the time of his appointment so that he may contribute his efforts to the achievement of organizational objectives.

4.7 Procedure of Recruitment of Personnel:

Recruitment is marketing tool as well as a social relational exercise. While hiring people, the organisations are going out into their outside environment and facing cut throat competition with others for apt candidates. Therefore, it should be carried out in a manner that retains or increases the image and goodwill of organisation honest and objective recruitment policies and procedures would bring the image of the companies into the peak elevation of corporate world.¹¹

There must be a definite and well defined procedure for making the selection of employees in the enterprise. The procedure of selection is the, series of steps through which the employees are finally selected for the enterprise. The selection procedure must be prepared in the manner that more and more information may be made available about the candidates so that the selection of best employees may be made. There cannot be any definite selection procedure applicable to all enterprises. However, the common, steps of selection procedure are as follows:

1. **Acceptance of Application Forms:** First of all applications are invited from the prospective candidates. These applications may be invited through advertising the vacancies in News Paper, Magazine, Employment Exchange, School and Colleges, Training Centers, Labour Unions and other Educational Institutions etc. These applications may be invited on plain paper or on the prescribed forms which may be issued by the enterprise. The candidates are advised to give the relevant information in these application forms. These applications provide a record of qualification, experience etc., of the candidates.

2. **Analysis of Application Forms:** A date is declared as the last submitting the application forms. After this date all the applications received for a post and analyzed in detail. the applications which are incomplete or which do not meet the requirement of post are set aside and the applicants of remaining applications are further invited for different tests and interviews etc.
3. **Conducting Employment test:** The selected candidates, the basis of their applications are called for employment tests. These tests may be of the following types:
 - (i) **Intelligence Tests:** Intelligence tests are meant to measure the mental ability of an individual in terms of his memory, vocabulary, reasoning etc. these tests measure the power of understanding of the candidates. It is a very common test used in the selection procedure these days.
 - (ii) **Personality Tests:** Personality tests aim at testing the nature, habit, emotion, maturity and temperament of the candidates. These tests are helpful in deciding the spirit of groupies and feeling of mutual co-operation.
 - (iii) **Aptitude Tests:** Aptitude tests are the test which measures the capacity and potentiality for learning the skills required for the job. These tests are very helpful in forecasting the success of candidates on a particular job.
 - (iv) **Job Tests:** These tests measure the level of efficiency and skills of the candidates required for a particular job. For example, the candidates required for the posts of typist may be asked to type some material. By this the speed test of typing and accuracy in typing may be judged.
 - (v) **Interest Tests:** These are designed to evaluate the likings and disliking of the candidates for different situations and

different occupations. These tests are helpful in determining the jobs suitable to the individual candidates.

Employment tests are becoming very popular device of making the selection of best candidates for different posts. These tests help in measuring certain factors of the personality of the candidates.

4. **Interview:** The candidate selected in employment tests are invited for interview. The main object of interview is to find out of whether an individual candidate is suitable for a particular job or not. Face to face interview is the most important step of the selection procedure. It helps in judging the personality, ability, capability and the temperament of the candidates. It also provides an opportunity to check the information given by the candidates in their application forms. It provides the opportunity to the enterprise to understand the candidates thoroughly. It also provides the opportunity to the candidates to understand the organization and the job. In this way, it is a process of two way communication.

Interview must be conducted in a friendly, congenial atmosphere. Frank free and friendly discussion must be held at the interview. The atmosphere of the interview must be such that the candidates may feel easy and may express their ideas and opinions freely and frankly. All the questions related to the educational qualifications, experience, general knowledge, attitude character, health, family background, hobby etc., must be asked the candidates so that complete information may be obtained about them. On the other hand, complete information must be given to the candidates about the organization also.

5. **Selection by the Supervisor:** Candidates selected in the interview must be referred to the supervisor for final selection. If the supervisor feels satisfied, the candidates are selected. If the supervisor is a member of the interview board, this step of referring the candidates to the supervisor is not required.
6. **Medical Examination:** After making the selection of the candidates they are checked by a reliable doctor or by a board of doctors to check their health. The main object of medical examination is to check whether the selected candidates are physically capable or not to perform the required job. The candidates which are declared medically unfit are rejected.
7. **Issue of Appointment Letters:** The candidates, who are approved in the medical examination also, are issued the appointment letters. These appointment letters must contain all the necessary information relating to their posts, period of probation scale, terms of appointment etc. these letters must also mention the date by which the candidates should join the firm.
8. **Arrangement of Training:** Necessary arrangements are made for providing training to the selected candidates, if necessary. The nature of training and the period of training depend upon the nature job. Training increasing the efficiency and morale of the selected candidates.
9. **Allotment of Work:** When the employees are trained, the work is allotted. The allotment of work must be made keeping in view the capacity, the ability, the past experience and the taste of candidates. The main point to consider while making the allotment of work must be the 'Right man for the right job and right job for the right man.'

10.Follow Up: After making the allotment of the work to the employees, it is followed up. Under this process, the supervisor checks whether the employees are doing their test work according to the instructions issued to them or not. If not, necessary instructions and directions are given to them.

4.8 Meaning of Selection:

Selection is the process of carefully screening the candidates who offer themselves for appointment so as to choose the most suitable persons for the jobs that are to be filled. It is the process of matching the qualifications of candidates with the requirements of jobs to be filled. The recruitment has been defined by many eminent authors as under:

In the words of Dale Yoder,

“Selection is the process by which candidates are divided into two classes-those who will be offered employment and those who will not?”¹²

According to O.Donnell,

“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.”¹³

Selection process divides the candidates into two categories those who will be offered employment and those who will not be. This process could be called ‘rejection’ because more candidates may be turned away than hired. It is a process of weeding out unsuitable candidates. It is for this reasons that selection is often described as a negative process in contrast with the positive nature of recruitment.

4.9 Significance of Selection:

Selection is an important function and it must be performed carefully. If unsuitable persons are selected, labour absenteeism and turnover will be high. Such persons will shirk their job and ultimately leave the enterprise. This will result in wastage of time, energy and money spent in hiring and training them. The efficiency of the organization will go down. The well-being of an organization depends greatly on the quality of its managers. Only sound selection of executives can build up the strong managerial structure of the enterprise. Errors in selection may prove very costly in future.

Proper selection is very helpful in building up a suitable workforce. If right people are selected for various jobs, their productivity and efficiency will be high. Therefore, the basic purpose of the selection process is choosing right type of candidates to man various positions in the organization. In order to achieve this purpose, a well-organized selection procedure is required. Each step in the selection procedure should provide more and more information about the candidate. Such information will facilitate decision regarding selection.

4.10 Main Principles of Selection:

The success of an industrial enterprise depends upon the fact of whether the selection has been made properly according to the principles of selection or not. If proper selection of best workers and employees has been made, the enterprise may be successful in achieving its objectives. If proper selection has not been made, the enterprise may not be successful in achieving its objectives. Therefore, the selections in a big industrial enterprise must be based on some certain principles as follows-

1. **Policy of recruitment in accordance with the object of enterprise:** The recruitment policy of the must be in accordance with the pre-determined objectives of the enterprise so that help in the achievement of objectives of the enterprise.
2. **Observation of government rules and regulations:** Before formulation the policy of the recruitment and selection for the enterprise, Government rules and regulations of selection must be thoroughly understood and followed, especially either reference to the rules of reservation that no legal complication may arise at later stage after the recruitment is made.
3. **Recruitment by a Committee:** The right to recruit the workers and employees must be assigned to a committee of capable, efficient, experienced, senior and responsible officers of the company. Entire work of the process of recruitment must be performed by a committee and not by any individual officer so that fair selection may be assured.
4. **Clear Policy of Recruitment:** The policy of recruitment must be definite and clear so that it may easy be implement without facing any complications.
5. **Flexibility:** The recruitment policy must be flexible so that necessary changes may be made in it according to the need of the enterprise.
6. **Impartiality:** The recruitment policy must be such that fair selection maybe assured. Only the best and capable candidate must be selected only on the basis of merit.
7. **Job Security:** Security of job must be assured to every worker and employee of the enterprise right at the time of his appointment so that he may contribute his efforts to the achievement of organizational objectives.

8. **Opportunity of Development to the Employees:** The selection policy of the enterprise must be prepared in the manner that it may provide challenging opportunities to the employees of the enterprise based on their ability and performance. It will always pursue them to do more and better to best the work.

4.11 Selection Procedure:

The selection procedure is, concerned with securing relevant information about an applicant. This information is secured in a number of steps or stages. The objective of selection process is to determine whether an applicant meets the qualifications for a specific job and to choose the applicant who is most likely to perform well in that job.

The hiring procedure is not a single act but it is essentially a series of methods or steps or stages by which additional information is reduced about the applicant. At each stage, facts may come to light which may lead to the rejection of the applicant. A procedure may be compared to a series of successive hurdles or barriers which an applicant must cross. These are intended as screens, and they are designed to eliminate an unqualified applicant at any point in the process.

According to Yorder, the hiring process is of one or many 'go, no-go' gauge. Candidates are screened by the application of these tools. Qualified applicants go on to the next hurdle, while the unqualified are eliminated. Thus, an effective selection programme is a nonrandom process because those selected have been chosen on the basis of the assumption that they are more likely to be 'better' employees than those who have been rejected.

Selection processes or activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The traditional selection process includes, preliminary screening interview, completion of application form, employment screening interview, completion of application form, employment tests, comprehensive interview, background investigations physical examination and final employment decision to hire.

4.12 Essentials of Selection Procedure:

The selection procedure adopted by an organization is mostly tailor made to meet its particular needs. The thoroughness of the procedure depends upon three factors:

First, the policy of the company and the attitude of the management. As a practice some companies usually hire more than the actual number needed with a view to removing the unfit persons from the jobs.

Second, the nature of selection, whether faulty or safe, because a faulty selection affects not only the training period that may be needed but also results in heavy expenditure on the new employee and the loss that may be incurred by the organization in case the job-occupant fails on his job.

Third, the length of the probationary or the trial period. The longer the period, the greater the uncertainty in the minds of the selected candidate about his future.

The hiring process can be successful, if the following preliminary requirements are satisfied:

1. Someone should have the authority to hire. This authority comes from the employment requisition, as developed by an analysis of the work-load and work force.
2. There must be a sufficient number of applicants from whom the required number of employees may be selected.
3. There must be some standard or personnel with which a prospective employee may be compared, i.e. there should be available, beforehand, a comprehensive job description and job specifications as developed by a job analysis.

4.13 Procedure:

There can be no standard procedure to select different types of employees or to be adopted by all concerns. In practice, selection procedure differs from job to job and from organization to organization. In some cases, selection is a very simple and one-step process. But in many cases, it is quite complex and time consuming. The main steps in selection procedure may be as follows:

1. Preliminary interview
2. Application blank
3. Selection tests
4. Employment interview
5. Checking of references
6. Physical examination
7. Final approval.

The steps listed above should not be treated as a rigid sequence. Some organizations do not follow all these steps while others follow them in a changed sequence. For example, some enterprises do not hold the preliminary interview. In some cases, physical examination may take place before selection tests. Some concerns require the candidates to fill

two types of application forms, before and after the preliminary interview. In some companies the practice is to obtain the bio-data after the final interview to account for the time gap involved. Some concerns conduct physical examination relatively early in the procedure so as to avoid time and expense of screening medical unfit persons.

1. **Preliminary Interview:** The purpose of preliminary interview is to eliminate the totally unsuitable candidates. It is generally brief and may take place across the counter in the employment office of the company. It consists of a short exchange of information regarding the candidate's age, qualifications experience and interests, it helps to determine whether it is worthwhile for the candidate to fill in an application form. It saves the expense of processing unsuitable candidates and saves the candidate from the trouble of passing through the long procedure. Preliminary interview provide basic information about candidates. While providing important information, applications and curriculum vitae of the candidate tend not to be extremely useful for making final selection decisions.¹⁴

2. **Application Blank:** Candidate who get through the preliminary interview are asked to fill up a blank application form specially designed to obtain the required information about the candidate. Different types of application forms are used by different organizations and for different jobs. As far as possible, the application should be brief and simple. It should elicit only such information which is relevant for the job concerned. Generally, an application form contains information regarding, (a) personal history name, date of birth, sex, marital status, nationality, etc. of the candidate, (b) educational qualifications, (c) job experience, and (d) references, etc. Application blank provides a permanent

record of the candidate's education, experience, interests, etc. in his own handwriting. It helps to make tentative references regarding the candidate's suitability. It serves as the basis for framing questions to be asked in the employment interview. It also reflects the interest of the employer in the candidates for tests. Among the most traditional methods, application blank is prominent one useful to extract as much information as possible on various aspects of the candidates.¹⁵

3. **Selection Tests:** Tests have become an important device in the process of selection. These are used for efficient performance of the job. Several types of tests are used to measure such skills and abilities which are needed in practice for screening applicants. Written tests may be descriptive or objective in nature. The personality tests are having meager popularity in employee's selection, greatly because they are difficult to defend legally. However, they are re-earning vital importance, and opportunities are that at some point in the career of employees they have to complete certain personality tests.
4. **Employment Interview:** Personal interview is perhaps the most widely used method for selecting employees. It is a face-to-face talk between the employer and the candidate. It is more thorough and comprehensive than the preliminary interview. The main purposes of employment interview are: (a) to check the information obtained in earlier steps, (b) to seek more information about the candidate, (c) to test the qualities of the candidate, and (d) to inform the candidate about the job and the organization. Personal and social traits like aptitude, interest, motivation, communicating skill, etc. can better be judged in an interview. Employment interview, however, suffers from several weaknesses. First,

interview is a time-consuming and expensive device. Secondly, interviews can test only the personality of the candidate and not his ability for the job. Thirdly, interview process depends too much on the personal judgment of the interviewers. Inaccuracy and bias in judgment may yield misleading results. Fourthly, interviewers may not be able to elicit required information from the candidate. Finally, very often interview is interpreted as having greater meaning and validity than is justified. Answers to questions may not reveal the 'real man'. Appearance may be deceptive. A candidate good at interview may prove a failure on the job.

5. **Checking References:** Candidates are usually required to provide some references, i.e. names of person whom inquiries as to his educational background, experience, ability, character, etc., could be addressed. A referee can be a useful source of information in case he is sufficiently knowledgeable and truthful. He may be the previous employer or teacher of the candidate. Before making final selection, the enterprise may contact the references to seek information on the candidate's ability and integrity. A letter of recommendation may also be asked from the candidate. Checking the references may help to point out discrepancies regarding the candidate's previous employment, past salary and reasons for leaving the job. However, reference checks are not very reliable in practice because In general the references do not know the person well enough or they are biased in his favor. Moreover, the person they do respond when approached. They may be persuaded to give opinions frankly by giving an assurance that all information will be treated as strictly confidential. Some employers do have policies that preclude employees from providing reference information and it is always risky to ask candidates to self-selected reference.¹⁶

6. **Group Discussion:** This method is being increasingly used for the selection of executives and civil servants. Under this method, several candidates are brought together and given a topic for discussion. Interviewers sit at the back and observe how each candidate participates in the discussion. This method reveals personality characteristics, communication skills, ability to get on with others, ability to appreciate others' ideas, etc. The candidate cannot be supposed to be different than what he really is. His personality asserts itself and is revealed in his attitude and behavior during the crossfire of a discussion. The interactions emerging out of group discussions are analyzed to judge the orientation and their selling skills. Such analysis is known as interaction analysis.
7. **Physical Examination:** Physical or medical examination of candidate is carried out to ascertain his physical fitness for the job. It can vary from a simple check of physical appearance and well-being to a very comprehensive examination. Some companies accept the medical certificate obtained by a candidate from a qualified physician. Other requires the candidate to pass the fitness test conducted by an expert appointed by the organization. A proper medical examination will ensure high standard of health and physical fitness for the employees. It will reduce the rates of absenteeism, accidents and labour turnover. A thorough medical checkup candidate fulfills three objectives; first, it helps to ascertain the applicant's physical capability to meet the job requirement. Secondly, it helps to prevent communicable diseases entering the organization. Thirdly, it protects the organization against unwarranted claims under the Workmen's Compensation Act.

8. **Final Approval:** After screening the candidates a list of suitable candidates is prepared. The list is sent to the line manager who requisitioned the personnel. He gives the final approval. The candidates formally approved by the manager concerned are appointed by issuing appointment letter and concluding service agreements. Generally, the candidates are appointed on probation for one or two years. This is because no selection procedure is foolproof. If during the probation period, an employee is found unfit he may be transferred to some other job. Alternatively, he may be given time and training to improve himself. If the organization cannot offer him a job which he can do well, his services may be terminated after due notice.

4.14 SELECTION PROCESS IN INDIA:

The selection process in India is illogical. Because large organization are continuously developing and standardizing a careful selection process to choose the best possible employees for their organizations and the other hand small organization mostly satisfy them with an ordinary process to select their employees. In fact quite a few small organizations appoint employees for unskilled cadres without putting them into any of the formal steps in the selection process.¹⁷

4.15 PLACEMENT:

Once an offer of employment has been extended and accepted, the final stage in the procurement function is concluded, namely that of placement of the individual on the new job orienting him to the organization.

In the opinion of Pigors and Myers, “Even placement is not a final decision. It is a decisive step which consists in matching what the

supervisor has reason to think the new employee can do with what the job demands, imposes and offers. It is not easy to match all these factors for a new associate who is still in many ways an unknown quantity. For this reason, the first placement usually carries with it the status of probationer. Both the new employee and the organization are on trial.¹⁸

“Placement” may be defined as “the determination of the job to which an accepted candidate is to be assigned, and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands job requirements; it is a matching of what he imposes (in strain, working condition), and what he offers in the form of pay roll, companionship with others, promotional possibilities, etc. A proper placement of a worker reduces employee turnover, absenteeism and accident rates and improves morale. After selection, the employee is generally put on a probation period, ranging from one to two years, after his employment may be regularized, provided that during this period, his work has been found to be satisfactory. Only in very rare case is the employee, once placed asked to quit, and even then it is only when there is something very serious against him or he is found guilty of contained negligence in the performance of his duties.

In brief, placement is the process of assigning specific jobs and work place to the selected candidates. It involves putting square pegs into square holes i.e. matching the individual and the job. Correct placement is in no way less important than accurate selection. Even a competent employee may be inefficient and dissatisfied if put on a wrong job. Correct placement helps to improve efficiency and satisfaction of employees. While placing employees on jobs, the requirements of both organization and the employee should be considered. Requirements of the organization include nature of job, number of vacancies in a particular

branch or unit, degree of difficulty in the job, etc. age, marital status, language pattern, qualifications and experience of a particular candidate should also be considered while placing the right man on the right job.

4.16 Induction:

Induction is a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the practices, policies and purposes of the organization. In other words, it is a welcoming process the idea is to welcome a newcomer, make him feel at home and generate in him a feeling that his own job, however small, is meaningful and has significance as a part of the total organization.

Induction is a welcoming process to make employees feel at home generate in him a feeling of belongingness to the organization. Induction essentially involves imparting information on what a new employee is expected to do on the job.¹⁹

4.17 Objectives of Induction:

When a new-comer joins an organization, he is an utter stranger to the people, work-place and work environment. He may feel shy insecure and nervous. The first few days may be anxious and disturbing ones for him. He may have anxiety caused by not following the usual practices prevalent in the organization, or the haphazard procedures, and lack of information. These may develop discouragement, disillusionment or defensive behavior. Induction leads to reduction of such anxieties and hold colleagues responsible for assisting the new-comer so that he may feel confident.

There is another reason for effective induction. It helps minimize what might be called the reality shock some new employees undergo.

This reality shock is caused by the incompatibility between what the employees expect in their new jobs and the realities they are confronted with the new corner may expect:

- i. Opportunities for advancement
- ii. Opportunity to be creative and original
- iii. Social status and prestige the feeling of doing something important and the recognition of this by others
- iv. Responsibility
- v. Opportunities to use special aptitudes and educational background;
- vi. Challenge and adventure
- vii. Lucrative salary, but when these expectations are often fulfilled and therefore; result in frustration experiences for new employees, experiences of which include jobs with low initial challenge, inadequate performance appraisals. This result is “reality shock”. Orientation can help overcome this problem by providing for more realistic expectations on the part of new employees and more understanding on the part of the supervisor.

Finally, the purpose of induction is to introduce the new employee and the organization to each other, to help them become acquainted and to accommodate each other. The new corner is explained what is expected of him and for this, there is explained the rules, regulations, policies and procedures that directly affects him. He is made aware of how his job fits into the overall operation of the organization, his own duties and responsibilities and to who he should look for when he has any problem.

4.18 Induction Procedure:

An organization has an obligation to make integration of the individual into the organization as smooth and anxiety-free as possible.

Whether that is achieved through a formal or informal placement orientation programme depends on the size of the organization and the complexity of the individual's new environment. Many organizations develop formal orientation programmes. These might include a tour of the offices or plant, a talk about the history of the organization, and short discussion with a representative of the Personnel Department who will describe the organization's benefit plans. Other organizations may utilize an informal orientation programme which might include being assigned to another senior employee who will not only introduce the new worker to other workers but show him other things too. The procedure should basically follow these steps:

First, the new person needs time and a place to report to work.

Second, it is very important that the supervisor or the immediate boss-meet and welcome the employee to the organization.

Third, administrative work should be completed. Such items as vacations, probationary period, medical absences, and suggestion systems should be covered.

Fourth, the departmental orientation can be conducted. This should include a get-acquainted talk, introduction to the department, explanation of the function of the department, and job instruction and to who he should look for help when he has any problem.

Fifth, verbal explanations are supplemented by a wide variety of printed material, employee hand books, flyers, employee manuals, house- journals, picture stories, comics and cartoons, pamphlets, etc. along with short guided tour around the plant.

Orientation programmes usually cover things like employee compensation benefits, personnel policies, the employee's daily routine, company organization and operations and safety measures and regulations. This helps to ensure that the supervisor has covered all of the necessary orientation steps.

It will thus be answered that orientation is generally provided on the following:

- i. The significance of the job with all necessary information about it including job training and job hazards
- ii. The company, its history and products, process of production and major operation involved in his job
- iii. Structure of the organization- the geography of the plant and functions of the various departments
- iv. Rules and regulations governing hours of work and overtimes; safety and accidents prevention, holidays and vacations, methods of reporting, tardiness absenteeism
- v. Employees own department and job and how they fit into the organization
- vi. Many programmes include follow –up interviews at the end of 3 or 6 months with a view to finding out how he knew employee is getting along
- vii. Company policies, practices, objectives and regulations
- viii. Personnel policy and sources of information
- ix. Relations between foremen and personnel department
- x. Terms and conditions of service, amenities, and welfare facilities
- xi. Social benefits (insurance, incentive plans, pensions, gratuities, etc.) and recreation services (athletic, social and cultural activities)
- xii. Grievance procedure and discipline handling

- xiii. Opportunities, promotions, transfers, suggestion schemes and job stabilization.

Formal programmes of orientation may be spread over periods of time ranging from a day to several weeks or even months.

4.19 Staffing Method for the Selection of Managerial Personnel:

Selection of managerial personnel is somehow different from the selection of clerks and other routine employees. The selection of managerial personnel must be made very carefully because they are the persons who shape the future of the enterprise and the success of an enterprise depends upon their ability and efficiency. Following procedure must be followed for the Selection of Managerial Personnel.

- I. **To Prepare the Specifications** - The very first step of the process of selection of managerial personnel in an enterprise is the determination of specifications for the managerial personnel to be appointed. First of all, the number managerial personnel to be appointed must be decided. After this, the minimum qualification and experience of these personnel must be determined. Determination of wanted qualification and experience for a post is known as the specification. While preparing the specification, the help of job description and job, the objects of job and internal and external relations of the job and the required result of the job may be taken. Job specification contains the details of required ability for performing certain duties.
- II. **Determination of Personality Characteristics Required for Managerial Jobs:** After preparing the specification for managerial personnel. The characteristics required for managerial jobs must also be determined. Following are the necessary characteristics

required for managerial jobs in addition to the specific, technical, and professional qualification and experience:

1. **Social Attitude:** Managerial personnel do not work themselves. They have to get the work done by others. So, they must be having the ability to get the co-operation of their subordinates. They must be capable in getting the things done by their subordinates.
2. **Power of Decision Making:** The persons to be appointed must be capable to take the important decisions. It requires the following three qualities: Ability to analyze, Comprehensive approach & Decision making power.
3. **General Knowledge:** Managerial personnel must also possess general knowledge in addition to the technical and professional qualification required for their job. This knowledge makes them alert and up to date.
4. **Emotional Stability:** Managerial personnel must be emotionally stable. They must take their decisions after a careful thought and consideration. They must deal with the any situation with full confidence and with cold mind. They should never lose their temperament.
5. **Self-confidence:** The managerial personnel must have strict self-confidence so that they may implement the decisions taken by them. Following three factors are necessary for self-confidence:
 - a) Enthusiasm
 - b) Incentives
 - c) Ambition

III. Determination of the Sources of Supply of Managerial Personnel –
The sources of supply of managerial personnel may be divided into two parts:

1) External Sources - Managerial personnel may be recruited from external sources also. Main external sources of the supply of managerial personnel are as follows:

- a) Retired managerial personnel
- b) Candidates who contacted the enterprise themselves
- c) Educational and professional institution;
- d) Other companies or enterprises of the same nature
- e) Advertisement.

2) **Internal Sources:** Internal sources means to fulfill the vacancies of managerial personnel from among the employees of the enterprise by promoting them to the higher posts.

IV. **Selection of Managerial Personnel :** The following process is adopted for the selection of managerial a personnel:

- a) Receipt or application
- b) Analysis of applications
- c) Holdings tests
- d) Interview
- e) Medical examination
- f) Issue of appointment letters
- g) Arrangement of training
- h) Allotment of work
- i) Follow up.

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