

RECRUITMENT AND SELECTION

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RECRUITMENT

GENERAL OVERVIEW

- ▶ Recruitment is the set of activities whose end result is creating a pool of applicants from whom the best is selected.
- ▶ Recruitment is the process of locating, identifying and attracting capable applicants for job openings in organizations or business firms.
 - Flippo, E.B.; (1984); *Personnel Management*; 6th edition; Mc-Graw Hill; New York.
 - Wertheim, W.B. & Davis, K.; (1993); *Human Resources and Personnel Management*; McGraw Hill; New York.
- ▶ Recruitment is not tantamount to employment.

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FACTORS AFFECTING RECRUITMENT

Internal Factors

- ▶ Size of the organization
- ▶ Recruiting policies:
 - Policy on either internal or external recruitment
 - Lead market pay strategies
 - Employment-at-will vs. due process
- ▶ Image of the Organization
- ▶ Image of the Job

External Factors

- ▶ Labour market
- ▶ Level of unemployment
- ▶ Government policy

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RECRUITMENT ACTIVITIES

- ▶ Examination of the vacancy.
- ▶ Obtaining authorization to hire.
- ▶ Identification of sources of suitable candidates for the job.
- ▶ Communication.

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SOURCES OF RECRUITMENT

Internal Sources

- ▶ Promotions and transfers of existing employees
- ▶ Use of former employees
- ▶ Employee referrals
- ▶ Unsolicited or previous applications

External Sources

- ▶ Advertisements
- ▶ Private and public recruitment agencies
- ▶ Educational institutions
- ▶ Head-hunting / raiding / poaching
- ▶ Electronic recruitment

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Example of an advertisement



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SELECTION

- ▶ Selection starts when recruitment ends.
- ▶ Selection is the process of identifying and choosing the most suitable candidate from the pool of applicants to fill the vacancy in the organization.

Yoder, D.; (1975); *Personnel Management and Industrial Relations*; Prentice Hall of India; New Delhi
 DeCenzo, D.; Robbins, S.P. & Verhurat, S.L.; (2015); *Fundamentals of Human Resource Management*; Harlow, NJ: John Wiley and Sons Inc.; 12th edition
 Koontz, H. & O'Donnell, C.; (1972); *Principles of Management*; McGraw Hill; New Delhi
 Johnson, R. & Stone, D.; (2019); *Advantages and Unintended Consequences of using Electronic Human Resource Management (eHRM) Processes*; In R. N. Landers (Ed.); *Cambridge Handbook of Technology and Employee Behavior*

- ▶ Selection is an exercise in prediction.

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Distinction Between Recruitment and Selection:

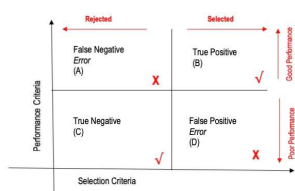
RECRUITMENT	SELECTION
Open to the public	Restricted to applicants
Precedes selection	Follows recruitment
Process of identifying and encouraging potential candidates to apply for jobs	Involves choosing the best out of those recruited
Positive as it aims at increasing the number of job seekers	Negative in its application i.e. it rejects a large number of unqualified candidates
Involves searching	Compares those already searched

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NEED FOR SCIENTIFIC SELECTION

- ▶ Choosing the right person for the job is critical to the organization's success.
- ▶ Wrong or inappropriate selection can;
 - be costly to the organization,
 - demoralize the employee selected for the wrong position
 - demotivate the rest of the work force.
- ▶ Selection function is littered with human complexity, having a fail-proof method of selection is impossible.
- ▶ Scientific methods of selection results in establishing better fit between the employer and employee.
- ▶ In scientific selection any decision can result in four possible outcomes.

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- ▶ **KEY:** X - a poor tool was used, ✓ - a good tool was used
- ▶ **Fig:** Selection Decision Outcomes.
- ▶ A good tool selects the potential good performers based on skills, knowledge and attitude.

SELECTION METHODS / PROCESS

- ▶ Selection process varies from organization to organization.
- ▶ The steps involved in a standard selection process are:

- i. **Application Forms (blanks)**
 - Most common device for getting information
 - Data generally required includes:
 - ✓ Biographical Information
 - ✓ Educational Information
 - ✓ Work Experience
 - ✓ Salary
 - ✓ Extra Curricular Information:
 - ✓ References

ii. **Preliminary Interview**

- Usually informal

iii. **Selection Tests**

- A test is a systematic procedure for sampling human behaviour.
- Cronbach L.J.; (1950); Further Evidence on Response Sets and Test Design; Educational and Psychological Measurements; volume 10(1); pages 3-31
- Bloom, M. et al; (1993); Self-Testing / Correcting with Applications to Numerical Problems; Journal of Computer and System Sciences; Volume 47; Issue 3; Pages 549 - 595
- Tests uncover information about the candidate not provided in application forms (blank) and interview.
- Selection test is an adjunct to a selection method.

Types of tests include:

- ▶ Ability tests
 - aptitude tests
 - achievement tests
 - intelligence tests
 - judgment tests
- ▶ Personality tests
 - interest tests
 - personality test
 - projective tests
 - attitude tests
- ▶ Other Tests
 - graphology
 - polygraph tests
 - physiognomy tests

Advantages of Testing:

- ▶ Predicts future performance
- ▶ Diagnoses the situation and behaviour
- ▶ Offers benefits of economy of scale
- ▶ Uncovers what was not detected by other devices
- ▶ Serves as unbiased tools
- ▶ Quantifies the test results

Developing a Test Programme:

- ▶ Requires careful planning, experimenting, technical knowledge, etc.
- ▶ Services of experts in psychology and psychometrics and use of statistical techniques have to be requisitioned.
- ▶ Steps for developing a sound test programme:
 - Deciding the objectives of testing programme
 - Analyzing jobs
 - Choosing tests to measure characteristics
 - Administering the tests
 - Establishing job success criteria
 - Analyzing the test results

Limitations of Tests:

- ▶ Should be used as supplements rather than as a substitute.
- ▶ Better at predicting failure than success.
- ▶ Not a precise measure of one's skills and traits.
- ▶ Needs to be validated in the organization administering it.
- ▶ To make the test scores comparable, tests should be administered under standard conditions.
- ▶ Should be designed, administered, interpreted and evaluated by trained and competent persons.

iii. Selection Interview

- ▶ Interview is an attempt to secure maximum amount of information from the candidate concerning his/her suitability for the job under consideration.

Jucious, M. J.; (1975); Personnel Management; Homewood; Ill, R.D. Irwin.
Scott, D., & Usher, R.; (1999); Researching Education: Data, Methods and Theory in Educational Enquiry; London: Continuum
Bingham, W. V., Moore, B. V. & Gustad, J. W.; (1999); How to Interview; (4th ed.); Harper; New York.

- ▶ Widely used as a selection method.
- ▶ Face-to-face interaction between interviewee and interviewer.

Objectives of Interview:

- ▶ Verifies the information obtained.
- ▶ Helps obtain additional information from the candidate otherwise not available.
- ▶ Gives the candidate necessary facts and information about the job and the organization.
- ▶ Helps establish mutual understanding between the company and the candidate.

Types of interviews:

- ▶ Preliminary interview
- ▶ Patterned interview
- ▶ Depth interview
- ▶ Stress interview

Limitations of Interview:

- ▶ Interviewers may not have a clearly defined technique developed.
- ▶ Variation in offering scoring points to the candidate.
- ▶ Interview can help judge the personality but not ability.
- ▶ A single characteristic may affect the interviewer's judgment
- ▶ Interviewers' biases may cloud the objectivity of interview.
- ▶ Time consuming and expensive.

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Guidelines Which if Observed Can Make the Interview More Effective:

- ▶ Should have a definite time schedule.
- ▶ Should be conducted by competent, trained and experienced interviewers.
- ▶ Interviewers should be supplied with guidelines.
- ▶ Interviewers should ensure privacy for the interviewee.
- ▶ A resume for all the candidates should be prepared and made available to the interviewers before the interview.
- ▶ Should be concluded tactfully.
- ▶ Interviewers should show sensitivity to the interviewee's sentiments.
- ▶ Interviewers should show emotional maturity and a stable personality.

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iv. Reference Checks

- ▶ Used for verifying information and obtaining additional feedback on an applicant.
- ▶ References are treated as a mere formality and hardly influence selection decisions.

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v. Physical Examination

- ▶ Used to match the job requirements with the physical abilities of the candidate.

vi. Final Selection

- ▶ Candidates who have cleared above hurdles are selected and a job offer letter is issued to them.