

S.A JAIPURIA COLLEGE (MORNING) B.COM

SEMESTER II

SUBJECT: HUMAN RESOURCE MANAGEMENT

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NOTES NO. 1

RECRUITMENT & SELECTION

MEANING OF RECRUITMENT

Recruitment is a process of identifying, screening, shortlisting and hiring potential resource for filling up the vacant positions in an organization. It is a core function of Human Resource Management.

Recruitment is the process of choosing the right person for the right position and at the right time. Recruitment also refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements.

MEANING OF SELECTION

Selection is the process of choosing the most suitable candidates from those who apply for the job. Selection means choosing a few from those who apply. It is picking up of applicants or candidates with requisite qualifications and qualities to fill jobs in the organization

DIFFERENCE BETWEEN RECRUITMENT & SELECTION

Basis	Recruitment	Selection
<i>Meaning</i>	An activity of searching for potential candidates and encouraging them to apply.	A process of selecting the best candidates and offering them the job.

<i>Approach</i>	Positive – seeking out an increase in the applicant pool.	Negative – seeking out ways to reduce the applicant pool until one ideal candidate is identified.
<i>Objective</i>	Inviting more candidates to apply for a vacant position.	Choosing the most suitable candidate and rejecting the rest.
<i>Key Factor</i>	Advertising the job.	Appointing the candidate.
<i>Sequence</i>	First.	Second.
<i>Process</i>	Vacancies are notified by the organization through various sources, then an application form is made available to candidates.	The organization makes an applicant go through various levels (submitting a form, writing a test, undergoing an interview, etc.) to deem whether they're an appropriate fit.
<i>Specifications</i>	The recruitment policy specifies the objectives of recruitment, providing rules and regulations for the implementation of the recruitment program.	The selection policy consists of a series of methods/steps/stages by which the evaluation of the candidate will be done.
<i>Contractual Relation</i>	Recruitment only implies communication of vacancies and open positions – therefore, no contractual relation is established.	Selection involves the creation of a contractual agreement between the employer and employee.

Method

Economical.

Expensive.

IMPORTANCE OF RECRUITMENT

1. It determines the current and future job requirement.
2. It increases the pool of job at the minimal cost.
3. It helps in increasing the success rate of selecting the right candidates.
4. It helps in reducing the probability of short term employments.
5. It meets the organization's social and legal obligations with regards to the work force.
6. It helps in identifying the job applicants and selecting the appropriate resources.
7. It helps in increasing organizational effectiveness for a short and long term.
8. It helps in evaluating the effectiveness of the various recruitment techniques.

RECRUITMENT PROCESS

1. Recruitment Planning:

The first step involved in the recruitment process is planning. Here, planning involves to draft a comprehensive job specification for the vacant position, outlining its major and minor responsibilities; the skills, experience and qualifications needed; grade and level of pay; starting date; whether temporary or permanent; and mention of special conditions, if any, attached to the job to be filled

2. Strategy Development:

Once it is known how many with what qualifications of candidates are required, the next step involved in this regard is to devise a suitable strategy for recruiting the candidates in the organisation.

3. Searching:

This step involves attracting job seekers to the organisation. There are broadly two sources used to attract candidates.

These are:

1. Internal Sources and External Sources.

4. Screening:

Though some view screening as the starting point of selection, we have considered it as an integral part of recruitment. The reason being the selection process starts only after the applications have been screened and shortlisted

Applications are screened against the qualification, knowledge, skills, abilities, interest and experience mentioned in the job specification. Those who do not qualify are straightway eliminated from the selection process.

5. Evaluation and Control:

Given the considerable cost involved in the recruitment process, its evaluation and control is, therefore, imperative.

STEPS IN SELECTION PROCESS

1. Initial Screening

The selection process often begins with an initial screening of applicants to remove individuals who obviously do not meet the position requirements. If the screening effort is successful, those applicants that do not meet the minimum required qualifications will not move to the next stage in the selection process. Companies utilizing expensive selection procedures put more effort into screening to reduce costs.

2. Employment Tests

Personnel testing is a valuable way to measure individual characteristics.

Hundreds of tests have been developed to measure various dimensions of behavior. The tests measure mental abilities, knowledge, physical abilities, personality, interest, temperament, and other attitudes and behaviors.

Selection tests may accurately predict an applicant's ability to perform the job, but they are less successful in indicating the extent to which the individual will want to perform it.

Another potential problem, related primarily to personality tests and interest test.

3. Job Interview

An interview is a goal-oriented conversation in which the interviewer and applicant exchange information. The employment interview is especially significant because the applicants who reach this stage are considered to be the most promising candidates.

He or she should become familiar with the applicant's qualifications by reviewing the data collected from other selection tools. In preparing for the interview, a job profile should be developed based on the job description.

The specific content of employment interviews varies greatly by an organization and the level of the job concerned.

Occupational experience: Exploring an individual's occupational experience requires determining the applicant's skills, abilities, and willingness to handle responsibility.

Academic achievement: In the absence of significant work experience, a person's academic background takes on greater importance.

Interpersonal skills: If an individual cannot work well with other employees, chances for success are slim. This is especially true in today's world with increasing emphasis being placed on the use of teams.

Personal qualities: Personal qualities normally observed during the interview include physical appearance, speaking ability, vocabulary, poise, adaptability, and assertiveness.

Organizational fit: A hiring criterion that is not prominently mentioned in the literature is organizational fit. Organizational fit is ill-defined but refers to management's perception of the degree to which the prospective employee will fit in with, for example, the firm's culture or value system.

4. Background Investigation

Background Investigation is intended to verify that information on the application form is correct and accurate.

This step is used to check the accuracy of application form through former employers and references. Verification of education and legal status to work, credit history and criminal record are also made.

Personal reference checks may provide additional insight into the information furnished by the applicant and allow verification of its accuracy.

Background investigations primarily seek data from references supplied by the applicant including his or her previous employers. The intensity of background investigations depends on the level of responsibility inherent in the position to be filled.

5. Medical/Physical Examination

After the decision has been made to extend a job offer, the next phase of the selection process involves the completion of a medical/physical examination. This is an examination to determine an applicant's physical fitness for essential job performance.

6. Job Offer

Individuals who perform successfully in the preceding steps are now considered eligible to receive the employment offer. The actual hiring decision should be made by the manager in the department where the vacancy exists.