

RECRUITMENT SELECTION



Management

KEYWORDS :

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Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

But selection must be differentiated from recruitment, though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

SELECTION PROCESS

A scientific and logical selection procedure leads to scientific selection of candidates. The criterion finalized for selecting a candidate for a particular job varies from company to company.

Therefore, the selection procedure followed by different organizations, many times, becomes lengthy as it is a question of getting the most suitable candidates for which various tests are to be done and interviews to be taken

Brief details of the various steps in selection procedure are given as follows:

1. Inviting applications:

The prospective candidates from within the organization or outside the organization are called for applying for the post. Detailed job description and job specification are provided in the advertisement for the job. It attracts a large number of candidates from various areas.

2. Receiving applications:

Detailed applications are collected from the candidates which provide the necessary information about personal and professional details of a person. These applications facilitate analysis and comparison of the candidates.

3. Scrutiny of applications:

As the limit of the period within which the company is supposed to receive applications ends, the applications are sorted out. Incomplete applications get rejected; applicants with un-matching job specifications are also rejected.

4. Written tests:

As the final list of candidates becomes ready after the scrutiny of applications, the written test is conducted. This test is conducted for understanding the technical knowledge, attitude and interest of the candidates. This process is useful when the number of applicants is large.

Many times, a second chance is given to candidates to prove themselves by conducting another written test.

5. Psychological tests:

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

6. Personal 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.

7. Reference check:

Generally, at least two references are asked for by the company from the candidate. Reference check is a type of crosscheck for the information provided by the candidate through their application form and during the interviews.

8. Medical examination:

Physical strength and fitness of a candidate is must before they takes up the job. In spite of good performance in tests and interviews, candidates can be rejected on the basis of their ill health.

9. Final selection:

At this step, the candidate is given the appointment letter to join the organization on a particular date. The appointment letter specifies the post, title, salary and terms of employment. Generally, initial appointment is on probation and after specific time period it becomes permanent.

10. 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..

IMPORTANCE OF SELECTION: The importance of selection may be judged from the following facts.

Procurement of Qualified and Skilled Workers

Scientific selection facilitates the procurement of well qualified and skilled workers in the organization. It is in the interest of the organization in order to maintain the supremacy over the other competitive firms. Selection of skilled personnel reduces the labour cost and increases the production. Selection of skilled personnel also facilitates the expansion in the size of the business.

Reduced Cost of Training and Development

Proper selection of candidates reduces the cost of train-

ing because qualified personnel have better grasping power. They can understand the technique of the work better and in no time. Further, the organization can develop different training programmes for different persons on the basis of their individual differences, thus reducing the time and cost of training considerably.

Absence of Personnel Problems

Proper selection of personnel reduces personnel problems in the organization. Many problems like labour turnover, absenteeism and monotony shall not be experienced in their severity in the organization. Labour relations will be better because workers will be fully satisfied by the work. Skilled workers help the management to expand the business and to earn more profits and management in turn compensate the workers with high wages, benefits etc.

FACTORS INFLUENCING SELECTION PROCESS :

Factors such as departmental budget and staff expertise can determine how many steps are in your hiring process or the sources from which your company recruits applicants. Running a small business could mean that you have more options than do large organizations that employ hundreds or thousands of employees. With a manageable number of staffers, the selection method can be easily modified to suit your business needs, budget and expertise.

Budget

Human resources isn't a revenue-producing business function, which can make it difficult to allocate substantial sums of money for recruiting activities. Money is a factor in the HR selection method because it determines how your company advertises job openings or whether you can travel to college campuses to recruit new graduates. Budgets for recruiting also may determine whether to use an applicant-tracking system for managing the recruitment and selection process or rely on traditional paper employment applications. Small businesses with limited capital and resources may rely on the simplest methods for recruiting and hiring staff.

Expertise

Even if your company has a dedicated HR department, staff expertise could influence your HR selection methods. Experienced recruiters typically understand the full life-cycle process, which starts with sourcing candidates and ends with new-employee onboarding or orientation. If you don't have an HR department and prefer to outsource the recruitment functions, the staffing agency you choose can influence your selection method. In temp-to-hire arrangements, you shift responsibility for selecting suitable candidates to the staffing firm. Direct hire solutions give you more input during the selection process.

Recruiting Distance

National recruiting efforts influence everything from the way you conduct interviews to the compensation and benefits package that you negotiate for relocating employees. Preliminary interviews can be conducted via phone like many already are; however, a face-to-face interview may be conducted via videoconference to save the expense of flying candidates in for second-round interviews. The recruiting distance also may affect the time it takes to make hiring decisions because it's likely that small businesses, in particular, may want to exhaust their options for finding a local candidate before embarking upon a national search.

Line Managers

When front-line supervisors are involved in the selection process as hiring managers, they usually meet first with recruiters to explain their departmental staffing needs. Recruiters send the hiring managers their picks from candidates who success-

fully passed the preliminary interview. Hiring managers then conduct face-to-face interviews and make their decisions, which they communicate to the recruiters. When line managers aren't involved in the hiring process, recruiters may be responsible for the entire process. Also, the hiring process may be shorter when there are fewer people who conduct interviews.

FINDINGS OR INFERENCES:

- Decisions should be taken before hand Recruiter should be clear about the qualities, qualifications of the desired candidate. Being sure at the onset saves time and energy and pays off in the long term. The job requirement, once succinct and suitable to all, ensures that the needs of all are met by the desired person.
- We should be cautious while drafting selection criteria, Selection criteria are the base of recruitment process. The job specification should be updated and consistent with the selection criteria. The desirable and essential criteria should be clearly defined so that applicants can easily distinguish and gauge their eligibility for the vacancy. It should be specific and precise.
- Selection criteria should be advertised in all sources for maximum reach. If recruitment consultants are being hired, they should be fully aware of the requirements and have a deep knowledge of the company's profile. Strategies should be determined for covering all markets and sources to ensure wider pool of application from the best of candidates.
- Use referee reports, because Nowadays fraud cases regarding the previous job experience, profile, designation, package as well as the industry are on the rise and for this purpose, referral and background check should be carried out thoroughly. The list of reference contacts provided by the candidate should be cross checked and examined to ensure there is no deceit in it.
- Companies wish to hire people who are known. Referrals, networking and internal job postings are the top three methods of sourcing talent. Social networking channels such as LinkedIn, Facebook, Pinterest, WordPress etc increase visibility and interaction with people in the same industry and same field. Candidates should look for higher Interactions, credential proving, building greater rapport and trust to bag best offers. The recruiters should look for such platforms to hire people who match their sensibilities.
- Referral basically means an opportunity for a potential candidate to connect with the future possible employer through a mutual link. It might be employee, mutual friend or associate. Referrals are treated as the most effective way of hiring with both candidates and employers. Employees are offered referral rewards for referring employees. It is a safe way to recruit and should be used to the maximum.
- Companies look within their existing employee base also for the talent they need. By doing this they leverage proven experience, competence and cultural fit. It is a quick, cost effective and successful way of hiring. Matching open positions with the internal staff needs a proper and innovative social communicative method. It is a big hit with the employees also as redeploying them helps them grow and advance in their careers.
- The Recruiter or the HR department should help the candidate throughout the period of finalization of appointment till the period of joining so that the candidate feels comfortable and at ease. It transforms in better working conditions after joining and increased productivity of the employee.

CONCLUSION:

The employees of any organization are its life blood, without doubt. With the dawn of this realization upon the present day business organizations, there appears to

be a major shift towards human resource management. In fact, the employees of today are encouraged to participate in the major decisions and thus play a vital role in the management of the firm.

The performance of the organization depends on the efficiency that its employees exhibit. Hence it is of crucial importance that employees' with the most suitable qualifications be selected. This is where the processes of recruitment and selection come in. It is difficult to separate one from the other. The various company illustrations given in this report indicate that these processes require a great deal of thought and advanced planning. In fact, it is not only the HR department that is involved. The finance department provides the budget for the processes and the manpower gap is determined by inputs from. Also the grueling procedure through which the candidate goes through is, in itself, an indicator of the significance of these processes in the efficient functioning of the organization.