

A STUDY ON RECRUITMENT AND SELECTION PRACTICES - A THEORETICAL APPROACH

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ABSTRACT

Recruitment and selection are two important phases in Human resource Management. This Article mainly Outline theoretical concepts like Recruitment sources, Factors effecting Recruitment, selection and selection methods. Still some people assume that both recruitment and selection are identical and same. But there is a lot of difference exists between them. Recruitment is a positive process that attracting more applicants, while selection is a negative process of picking the right persons at right places according to the selection criteria. This article also put forth effort on contemporary issues in recruitment and selection.

Key words: Human Resource Management, Recruitment, selection, applicants.

INTRODUCTION

Recruitment is a process of identifying, screening, short listing 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 requirement.

Definitions

According to Edwin B. Flippo, “It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.” He further elaborates it, terming it both negative and positive.

He says, “It is often termed positive in that it stimulates people to apply for jobs, to increase the hiring ratio, i.e. the number of applicants for a job. Selection, on the other hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired.”

In the words of Dale Yoder, Recruitment is the 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.”

Review of Literature

As per the Burack (1985) enlistment sources are firmly connected to the hierarchical exercises as execution of representatives, worker turnover, worker fulfillment, worker wishes and the dedication of the association (Burack, 1980). These enlistment and choice process ought to be done at every last area for satisfying their hierarchical objectives (Nartey, 2012). Enlistment and determination hones were essential in the police office as said by Michael D. White and Glipsy Escobar (2008) on the planet and this paper demonstrates the significance of seven issues identifying with enlistment, determination and preparing rehearses in the associations (M.N.Malhotra, 2014) (Terpstra.D, 1996). Mohammed Nurul Absar (2012) says the significance of enrollment and choice in his paper by considering both open and private assembling firms in Bangladesh (M.M.Absar, 2012). A portion of the examination experts and researchers say that there is a nearby linkage between the enrollment determination representative fulfillment association execution and HR hones (Gorter, 1996). In his paper Recruitment and Selection of open specialists: A worldwide abridgment of present day patterns and practices say that the significance of utilizing innovation in the enlistment and choice process for refreshing the authoritative assets (Hays, 2004). Ongori Henry and Temtime Z (2009) say that in their paper the enrollment and determination practices of the little and medium endeavors and make them to enhance their HR rehearses (R.D.Omolo, 2012). French says that the significance of certain determination and enrollment exercises in the associations (G.R.French, 2012). Among

enrollment sources Bernardin say Syamala Devi Bhoganadam et. al./International Journal of Management Research and Review Copyright © 2012 Published by IJMRR. All rights held 998 that interior wellspring of enlistment is powerful contrasted with the outside source (H.John, 2003). Decker and Cornelius say that contrasted with the conventional enrolling sources the cutting edge sources like referrals, easygoing candidates and direct methodologies will profit everywhere (L.Barclay, 1985) (Cappelli, 2001). Determination system likewise ought to be in application to the advanced strategies (M.Smith, 2001). The writing says that businesses are doing the customary technique for enlisting as opposed to the cutting edge advancements (Schmidt, 1998). Chris Piotrowski and Terry Armstrong say that in their article that around every one of the associations are utilizing conventional enlistment sources and 30% of associations are screening hopefuls genuinely (Armstrong, 2006). As indicated by SHRM (Society for Human Resource Management) says that 15% participated in the associations are setting false resume (Gusdorf, 2008). A portion of the businesses select the competitors with separation shouldn't be done in the associations (Fomunjong, 2009).

IMPORTANCE OF RECRUITMENT

Recruitment is one of the most basic activities of the HR team. If the recruitment process is efficient, then

- The organization gets more contented and more productive employees
- Attrition rate automatically minimizes.
- It builds a good place of work environment with good industrial relations.
- It results in overall growth of the organization.
- It helps in increasing the achievement rate of selecting the right candidates.
- It helps in dropping the probability of short term employments.
- It meets the organization's social and legal obligations with regards to the work force.

FACTORS AFFECTING RECRUITMENT

Recruitment is an important function of the human resource management in an organization, and it is governed by a mixture of various factors. Efficient HR Professionals should understand these factors influencing the recruitment and take necessary actions for the betterment of the organization.

When the market condition changes, the organization also needs to keep an eye on these changes and ascertain how these affects the resources and explore these functions for making recruitment an successful procedure.

We have **Internal Factors** as well as **External Factors** that influence the recruitment process.

Internal Factors

Organizations have control over the internal factors that affect their recruitment functions. The internal factors are –

- Size of organization
- Recruiting strategy
- Image of organization
- Image of job

Size of Organization

The size of the organization is one of the majority important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more human resources, with which will be handling the future course of necessities.

Recruiting Policy

Recruitment policy of an organization, i.e., hiring from in-house or outside sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

Image of Organization

Organizations having a positive figure in the market can easily attract capable resources. Maintaining good public relations, providing public services, etc., certainly helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.

Image of Job

Just like the image of organization, the image of a job plays a decisive role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract eligible candidates.

External Factors

External factors are those that cannot be restricted by an organization. The external factors that affect the recruitment process include the following –

- **Demographic factors** – Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, sex, profession, economic status, etc.
- **Labor market** – Labor market controls the flow of labor. For example, if the supply of people having a explicit skill are less than the demand, then the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be comparatively easier.
- **Unemployment rate** – If the redundancy rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to less number of resources.
- **Labor laws** – Labor laws reflect the social and political environment of a market, which are created by the central and state governments. These laws utter the compensation, working environment, safety and health systems, etc., for different types of employments. As the government changes, the laws also change.
- **Legal considerations** – Job reservations for different castes such as STs, SCs, OBCs are best examples of legal considerations. These considerations, passed by government, will have a positive or negative contact on the recruitment policies of the organizations.
- **Competitors** – When organizations in the same industry are competing for the best qualified resources, there is a need to analyze the competition and offer the resources packages that are best in terms of industry standards.

Recruitment process



Selection Definitions

Dale Yoder has defined, “Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not”; M. Ataur Rahman, “Selection is the screening and filtering process of job applicants who have been invited to apply for the vacant positions through which the process comes to an end”.

Importance of selection

The company should approve an exact selection procedure as large amount of resources are involved in selecting the fit candidate for the job. Also, the cost to be spent in training and orientation programme is too lofty that the incorrect selections could precipitate huge loss to the organisation.

Absence and labor turnover are the depressing situation for any organization and if the candidates are not selected appropriately, then these problems will increase and the overall efficiency of the organization will go in a down trend.

Factors Affecting Selection

Relevant Experience

Appropriate work experience is expected the most important factor that influences the HR selection method. The relevant work experience essential by an employer depends largely on the obtainable job position and the level of skill necessary carrying out the duties.

Education

Basic Education is necessary for doing the job in any organisation. The profession like Agriculture does not require education. In Education, the Teachers/Lecturers deliver theory concepts and practical's to explain the Importance of various concepts.

Relocation

One of the factors that influence the selection process for the human resource department is the Geographical location of the job candidate. Most employees prefer to appoint employees living in the local area. Employers prefer to hire local candidates because it makes the hiring process is easy and convenience.

Selection process

Once through Recruitment gather pool of applicants, clearly specify the selection criteria. Based on the selection criteria the applicants come to know that what the selection procedure is further. We had Different selection methods. Selection methods may be curriculum vitae,, interviews, psycho metric testing, ability and aptitude tests, personality profiling, presentation, Group Exercises. Based on selection criteria we have to prepare shortlist with reference to selection criteria. The next step is to prepare a list of potential applicants. We have to prepare a final applicants are more suitable for targeted jobs. Then intimate the same information to applicants and call for negotiation regarding compensation. Once applicants are satisfied with offered salary, make an agreement and provide offer letter to the employee. The HR manager role is not only select the employee, continuously monitor performance and take remedial measure to improve.

Comparison between Recruitment & Selection

Basis	Recruitment	Selection
Meaning	It is an action of establishing contact between employers and applicants.	It is a process of picking up more competent and suitable employees.
Objective	It encourages large number of Candidates for a job.	It attempts at rejecting unsuitable candidates.
Process	It is a simple process.	It is a complicated process.
Hurdles	The candidates have not to cross over many hurdles.	Many hurdles have to be crossed.
Approach	It is a positive approach.	It is a negative approach.
Sequence	It precedes selection.	It follows recruitment.
Economy	It is an economical method.	It is an expensive method
Time concept	Less Time	It is a lengthy Process

Contemporary Issues:

Now a days the traditional recruitment and selection approaches has shifted to digital careers through websites, whatsapp, Face book, LinkedIn, Twitter and video conferences like Skype, Google duo. Many job portals are playing a vital role in recruiting like Monster.com, Naukri.com, Shine.com, Timesjobs.com and Fresher's world.com etc.. Pros and cons of these methods are time consumption has been reduced, reduction in advertising costs, dynamic content; expedite hiring process, access for bulk recruitment can be done easily. With these prospective approaches it is hard to select the most suitable people for the positions, highly expensive, difficult to measure effectiveness, large response rate create confusion, fraudulent applicants.

CONCLUSIONS

The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best. The success of any organization depends on the quality of Human resources in that organisation. Organisation select suitable candidate so organization productivity can increase, Reduction in Training cost and so on. Recruitment and selection is purely scientific process. Despite these challenges it was realized that these measures (recruitment and selection practices)

have been effective in the selection of employee's organization even though much needs to be done to enhance it. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals.

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