

Course Details

- Unit 1- Introduction
- Unit 2- Human Resource Planning
- Unit 3- Job Analysis & Design
- **Unit 4- Employee Recruitment & Selection**
- Unit 5- Training & Development
- Unit 6- Performance Appraisal
- Unit 7- Reward Management
- Unit 8- Employee Grievances & Disciplines
- Unit 9- Labor Relations & Labor Regulations in Nepal

Unit 4 Employee Recruitment and Selection

- Recruitment: Concept and sources.
- Selection: Concept and importance.
- Selection Process.
- Selection tests and interviews: Concept and types.
- Recruitment and selection practices in Nepalese organization.



Employee Recruitment

- Recruitment is a part of acquisition component of human resource management.
- It is the process of finding right people for right positions at the right time.
- It is concerned with identifying and attracting a pool of qualified candidates to fulfill human resource needs of an organization.
- The quality of human resource depends on the quality of recruits.
- It is an important function of all organizations which brings together employer and employee.
- It aims to attract a high performing workforce in the organization.



Employee Recruitment

MacKenna and Beech

“Recruitment is the process of attracting a pool of candidates for a vacant position.”

Decenzo and Robbins

“Recruitment is the discovering of potential candidates for actual or anticipated organization vacancies.”

Schuler and Huber

“Recruitment involves the searching for and obtaining (of) qualified job candidates in such numbers that the organization can select the most appropriate person to fill its job needs.”

Ivancevich and Glueck

“Recruiting is that set of activities and organization used to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objectives.”

Edwin B. Flippo

“Recruitment is a process of searching for prospective employees and stimulating them to apply for jobs.”

Gary Dessler

“Recruitment is to build up a pool of qualified applicants.”

Employee Recruitment

Vacancy can occur due to:

Mobility of Human Resource

Transfer
Promotion
Retirement
Resignation
Dismissal
Disability
Death of employee

Growth of Business

Expansion
Diversification
Acquisition
Growth
Job redesign
Technological up gradation of business

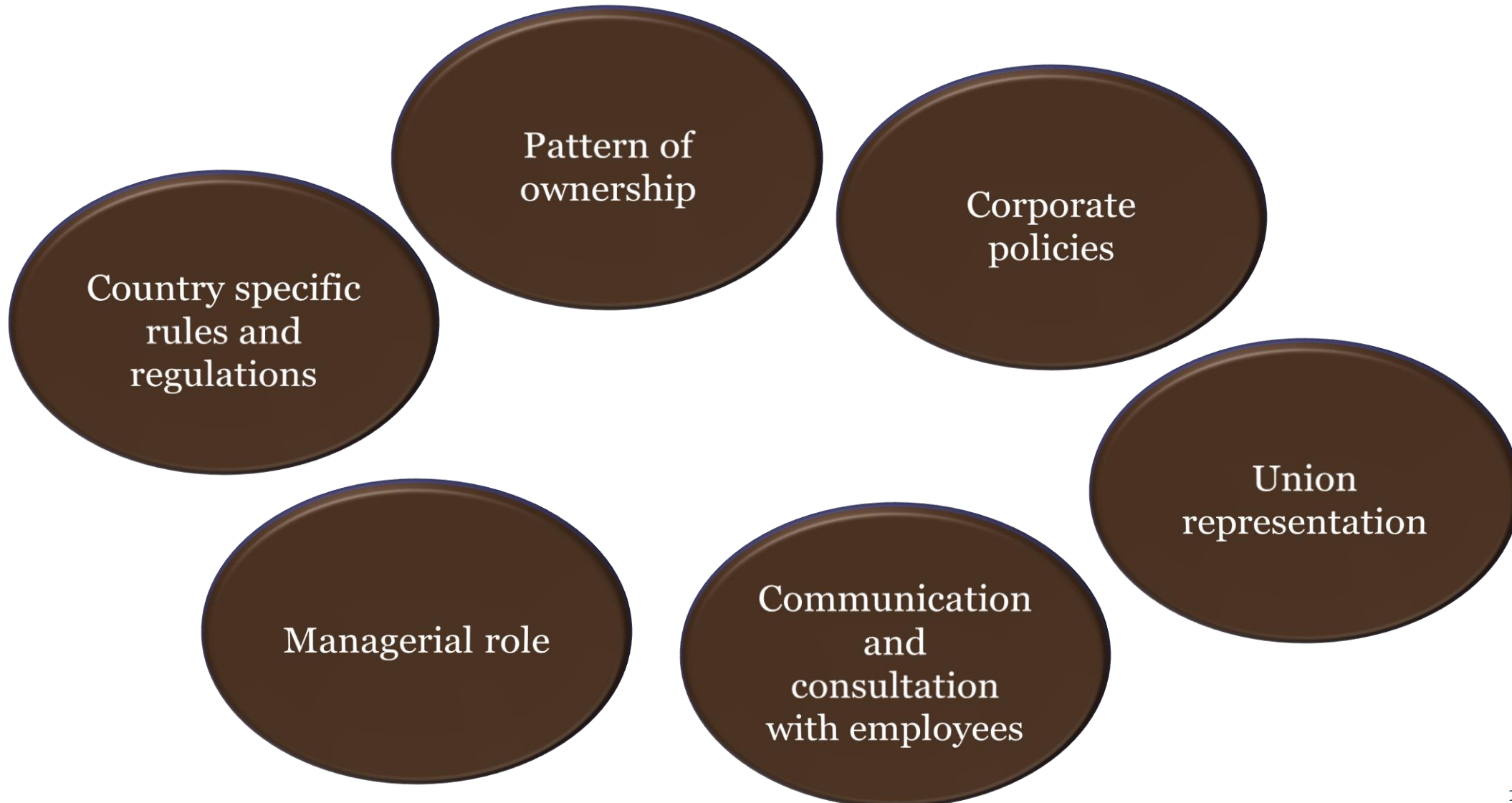
Employee Recruitment

Recruitment policies are determined by HR experts: These policies should consists in:

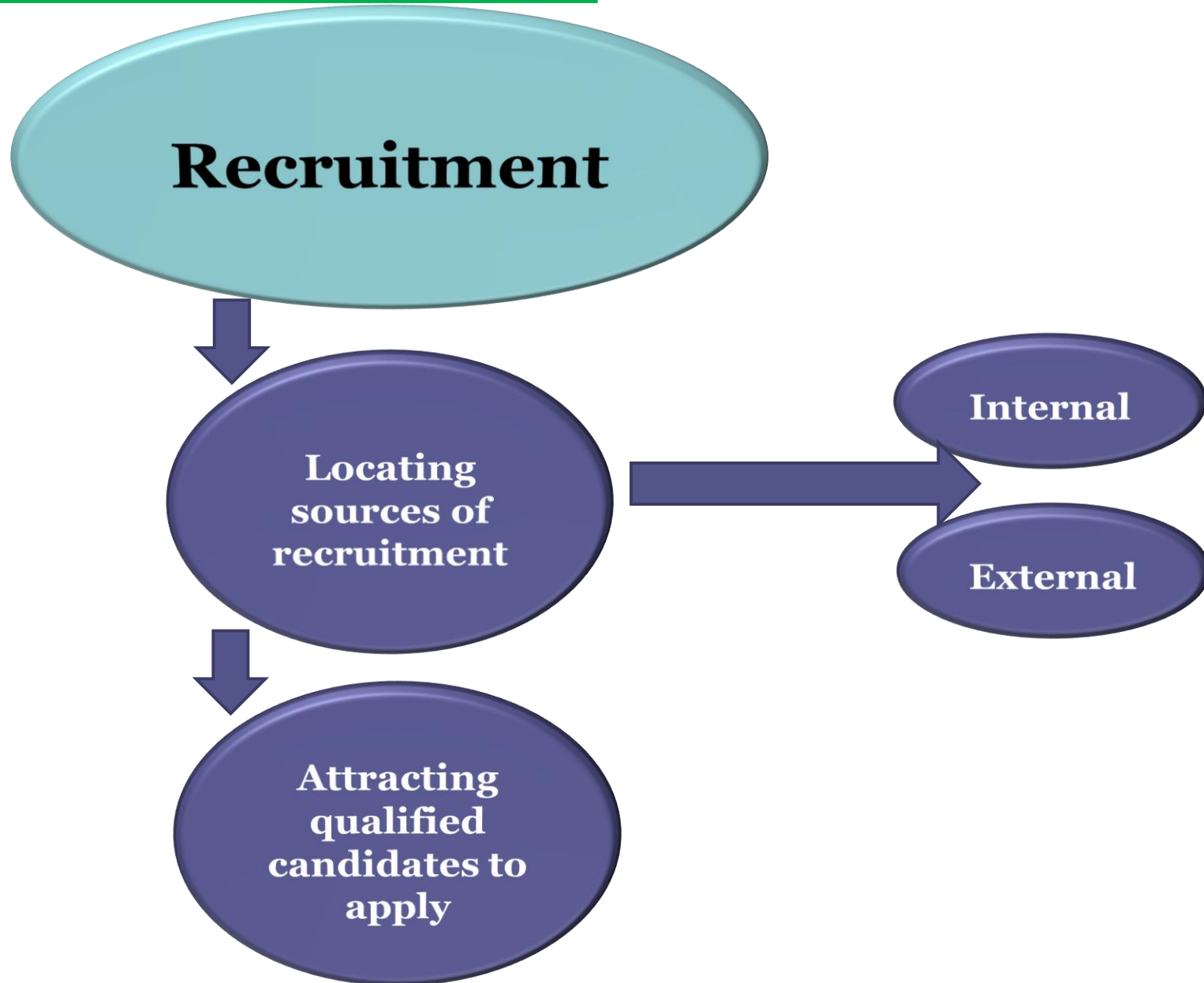
- *Determining present and future recruitment needs in conjunction with corporate and manpower planning.*
- *Increasing pool of qualified candidates.*
- *Reducing the rate of unqualified job applicants.*
- *Meeting the organization's responsibility for affirmative action programme (e.g. providing equal opportunity for qualified persons without any discrimination).*
- *Assessing internal and external sources of recruitment manpower in the organization.*

Employee Recruitment

The number of factors to be considered in developing a recruitment policy depends on



Recruitment Process



Recruitment Process

Sources of Recruitment

Internal Source

Promotion
Transfer
Job rotation
Rehires and recall

External Source

Employment Exchange
Employee referral programmes
Professional Associations
Employment agencies
Trade union associations
Schools, colleges and universities
Unsolicited application (walk-ins, write-ins and electronics)

Methods of Recruitment

Internal Method

Job Posting method

Bulletin boards

In house newsletter/newspapers

Circulars

Electronic mail

Employee referral method

Human resource inventory search
method

External Method

Advertising

Media: Print, Visual, Audio-visual

Types: Want ads and Blind box ads

Educational institution placement

Employee referrals

Internet search

Contract

Internal Recruiting

Advantages:

- *Better Selection*
- *Morale Building*
- *Adaptability*
- *Human resource development*
- *Cost effective*
- *Commitment*



Disadvantages:

- *Limited choice*
- *In-breeding*
- *Favoritism*
- *Limited opportunities*
- *Seniority based*

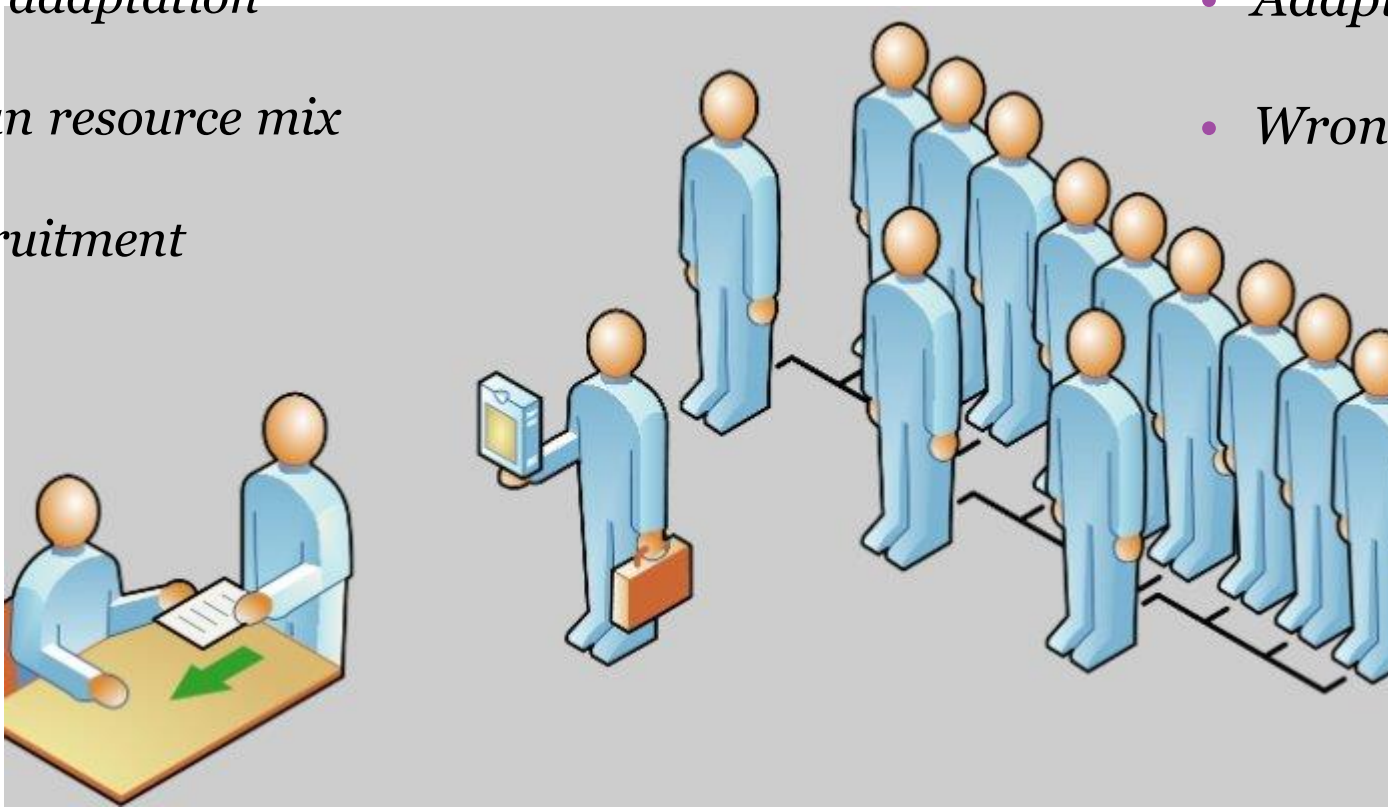
External Recruiting

Advantages:

- *Qualitative human resource*
- *Organizational rejuvenation/up-gradation*
- *Environmental adaptation*
- *Balanced human resource mix*
- *Fairness in recruitment*

Disadvantages:

- *High cost*
- *Poor employee morale*
- *Adaptability problems*
- *Wrong selection*



Selection

Recruitment is the process of attracting a pool of qualified candidates.

Selection is the technique of choosing a new member of the organization from the available candidates.

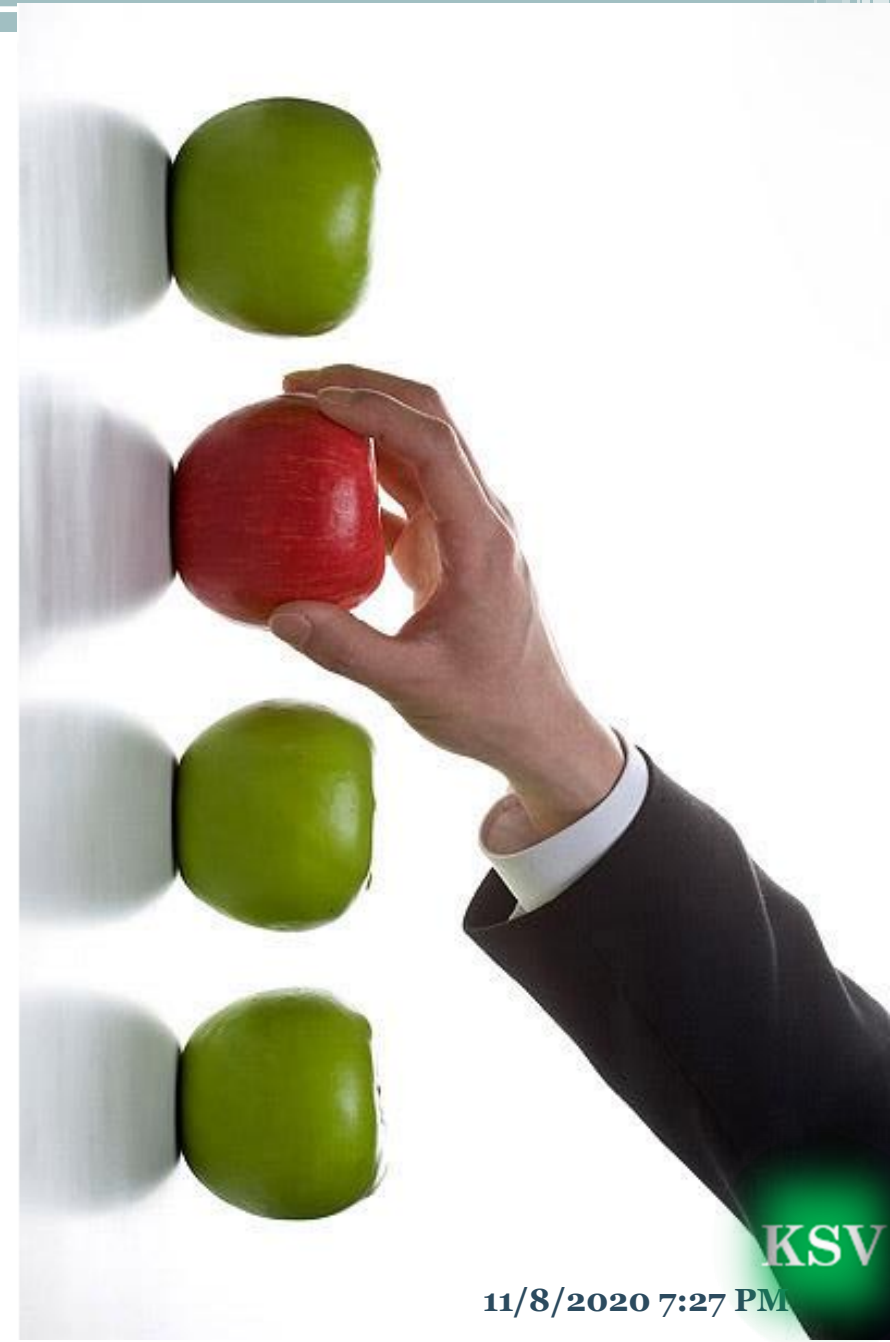
- *It is the process concerned with the evaluation of candidates and the development of systems, procedures and methods to ensure that sound selection decisions are made, to ensure that high-quality personnel are brought into organization.*



Selection

In order to remove the problems that often affected selection process, three important considerations have been suggested:

- *Organizational performance depends on the selection of the right person for the right job.*
- *Good selection generates costs and*
- *There are server legal implications of poor selection.*



Selection

Wendell French

“Selection is the process of choosing among people who apply for work with an organization.”

Werther and Davis

“The selection process is a series of steps used to decide which recruits should be hired.”

DeCenzo and Robbins

“Selection activities predict which job applicant will be successful if hired.”

“The primary purpose of selection activities is to predict which job applicant will be successful if hired.”

Byars and Rue

“Selection is the process of choosing from those available individuals who are most likely to perform successfully in a job.”

Selection

Since selection is the final stage of the recruitment process, it should be fair and undertaken in an objective way so that there should not be any mistake in selecting the right person to fit in the right job.



Selection

Effective selection process requires:

- *Clearly spelled out job description and job specifications for the vacant position.*
- *Sufficiently large pool of prospective applicants.*
- *Series of steps through which applicants pass. They are screening tools.*
- *Selection standards to be used in selection process.*
- *Legal compliance.*



Selection

Basis selection criteria:

Formal Education

Experience and past performance

Physical characteristics

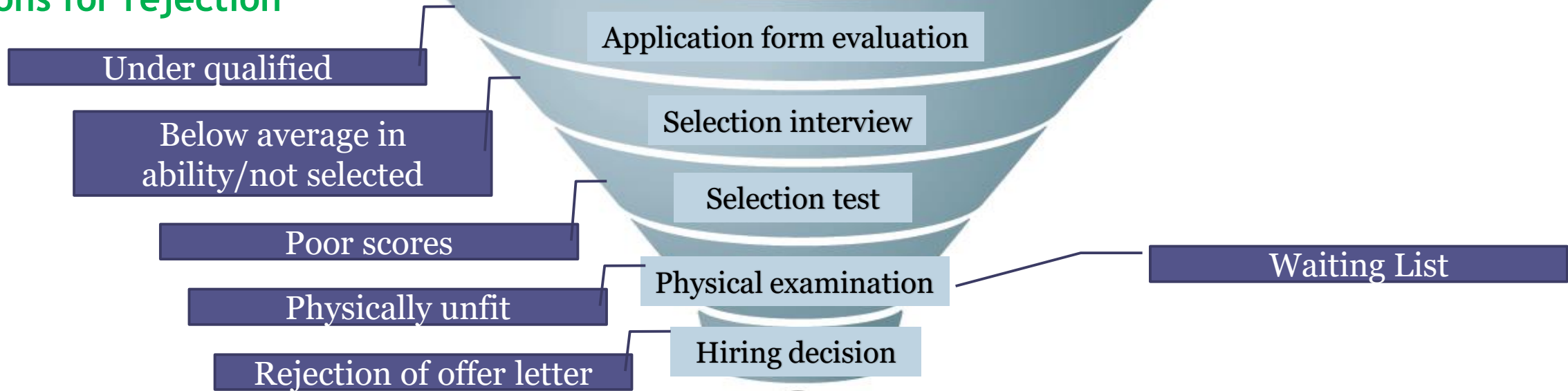
Personality characteristics



Selection



Reasons for rejection

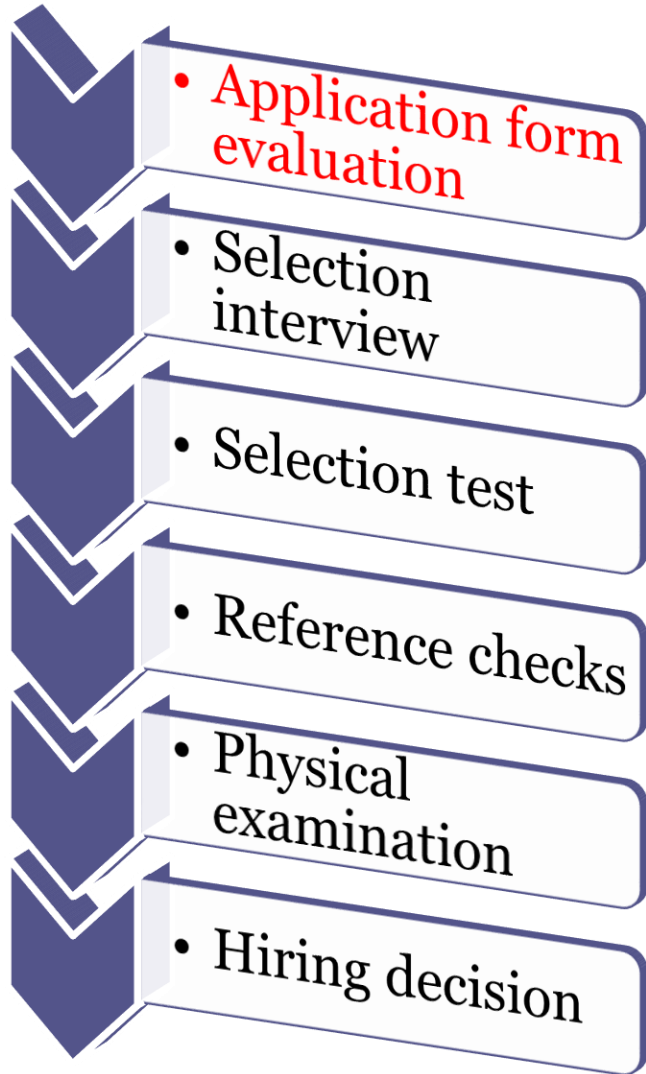


Selection Process

- Application form evaluation
- Selection interview
- Selection test
- Reference checks
- Physical examination
- Hiring decision



Selection Process



Application form consists of:

Personal background information

Name, gender, age, marital status, nationality, address etc.

Qualification

Educational, professional and other qualifications, specialized skills and training.

Work experience

Previous duties and responsibilities

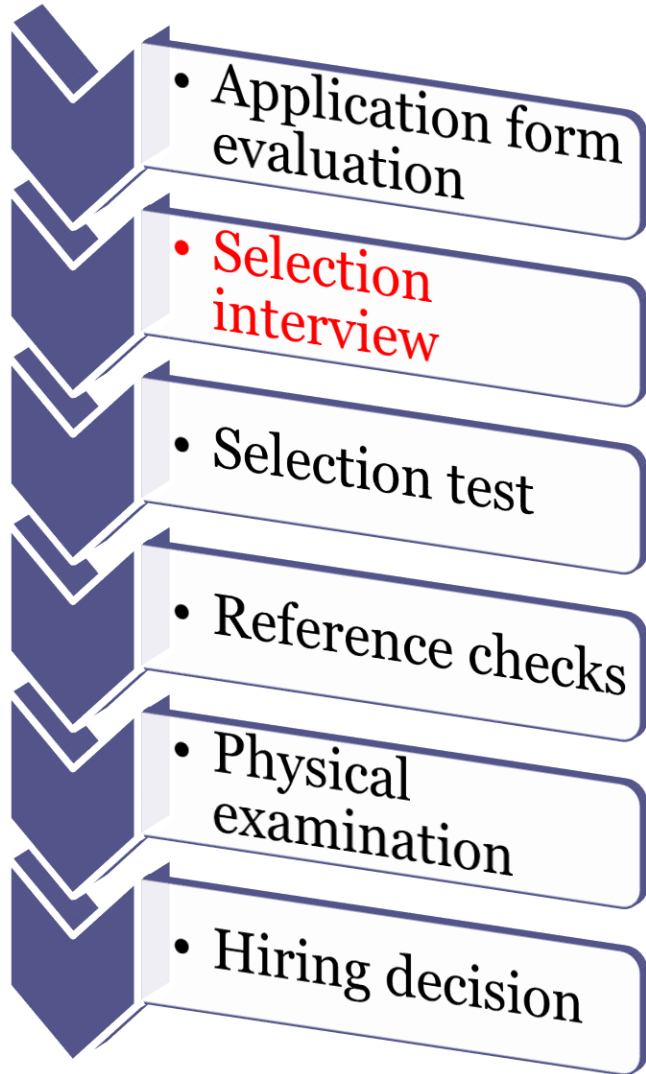
Salary

Present and expected

Interest

Reference

Selection Process



A selection interview is designed to assess job related knowledge, skills and abilities(KSAs) and clarify the information from other sources.

The interview offers the opportunity for a genuine two way exchange of information aimed to assist in the selection decision – that is, to select, from the pool of available applicants, the most qualified individual for the position.

Types:

Unstructured interview

Structured interview

Semi structured

The face to face encounter of the selection interview provides an opportunity to communicate the benefits of both the job and the organization to applicants.

The applicants also get an opportunity to understand organizational needs and to express his/her own interests.

Interview

Interview is face-to-face observation and appraisal of the candidate's suitability for the job which is based on information from in-depth oral conversation.



Interview Methods

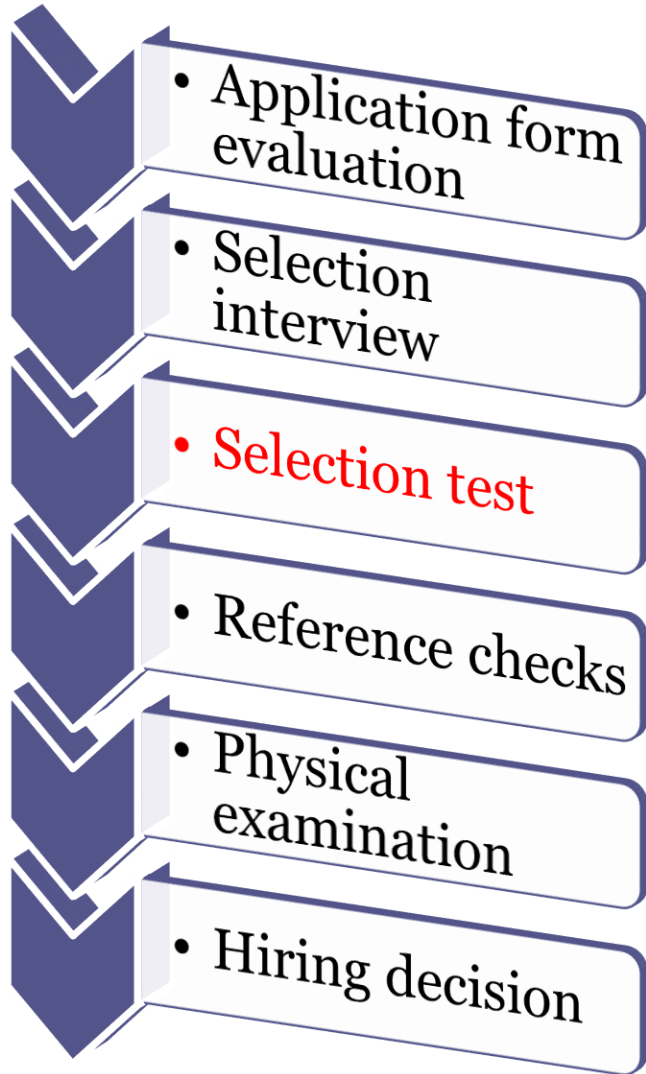
One-on-one interview

Panel interview

Group interview



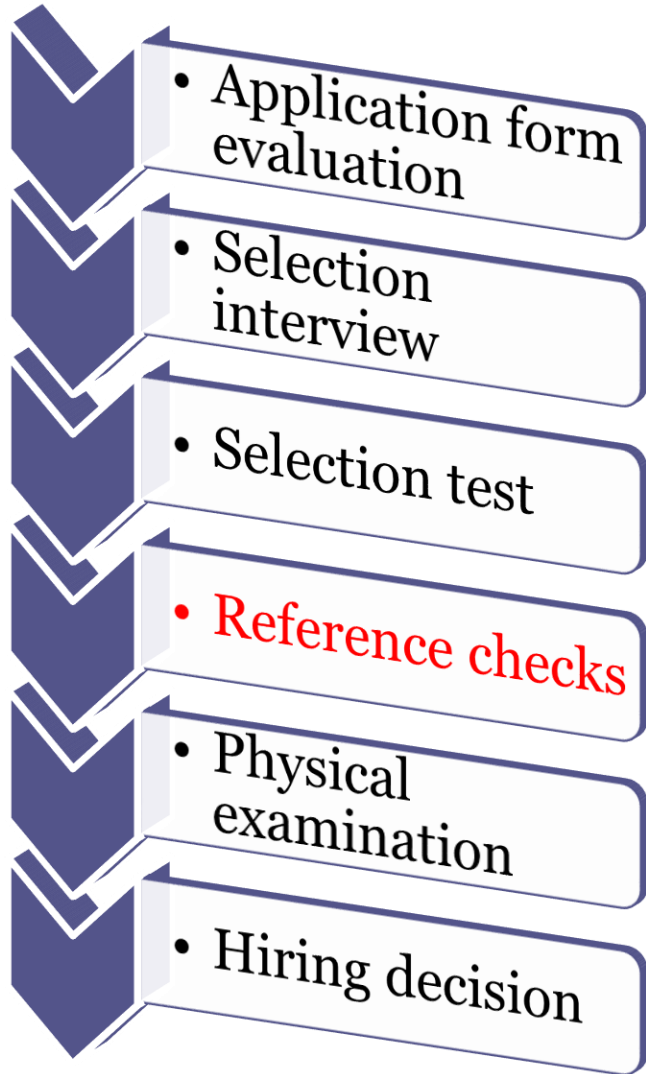
Selection Process



Selection test is a systematic procedure for sampling human behaviour. Different types of selection tests can be administered depending on the needs of the organization and the nature of the job.



Selection Process



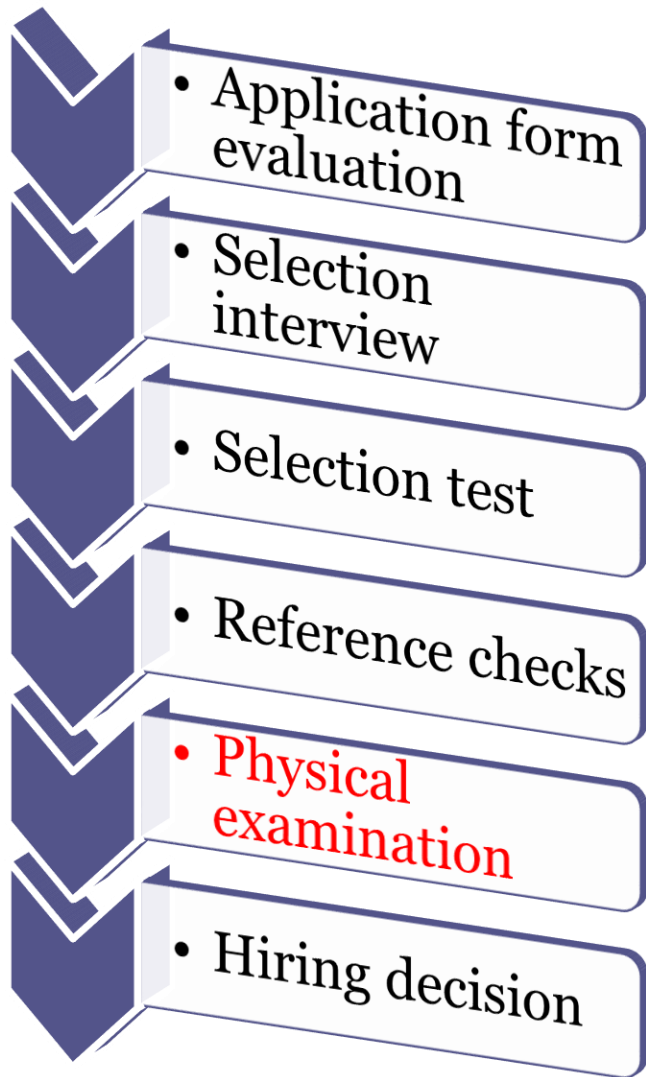
The main functions of a referee are to provide confirmation that the information provided by the candidates is true and to provide a character reference.

References

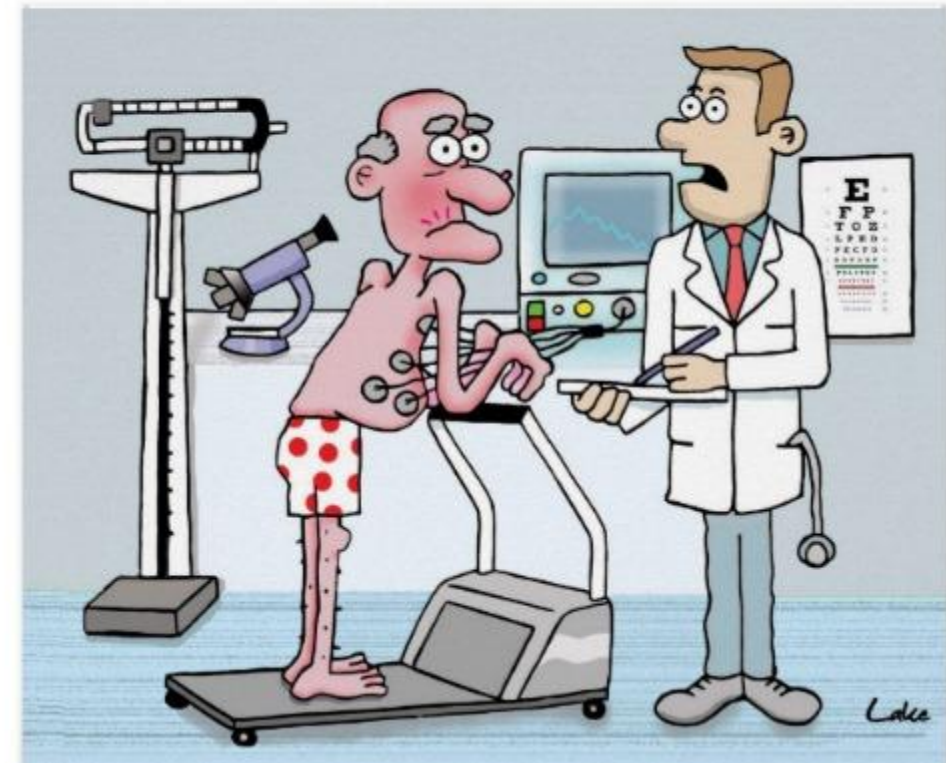
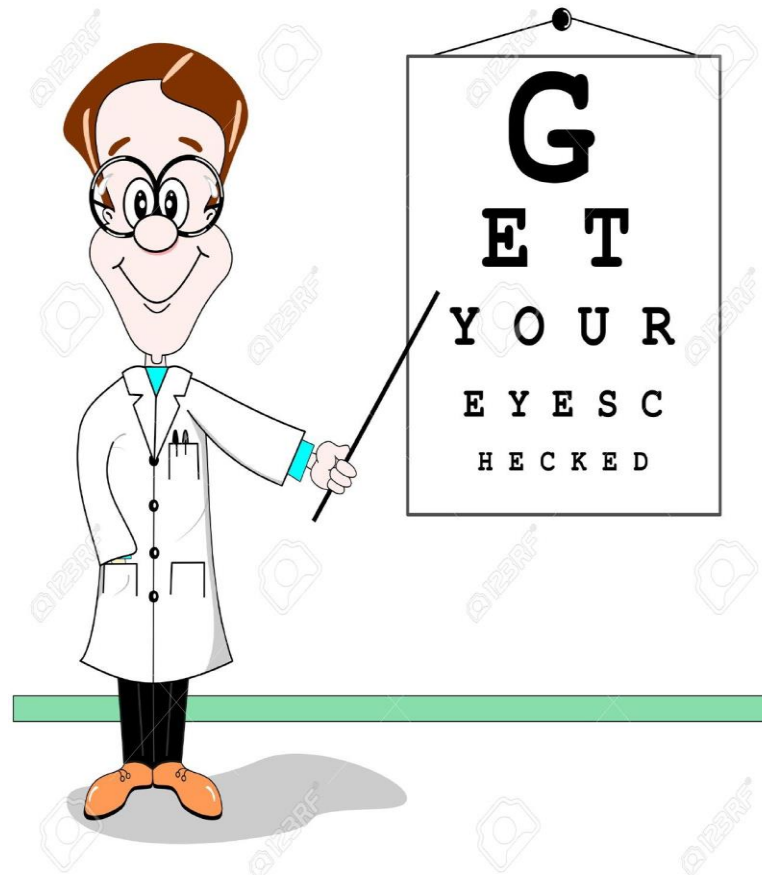
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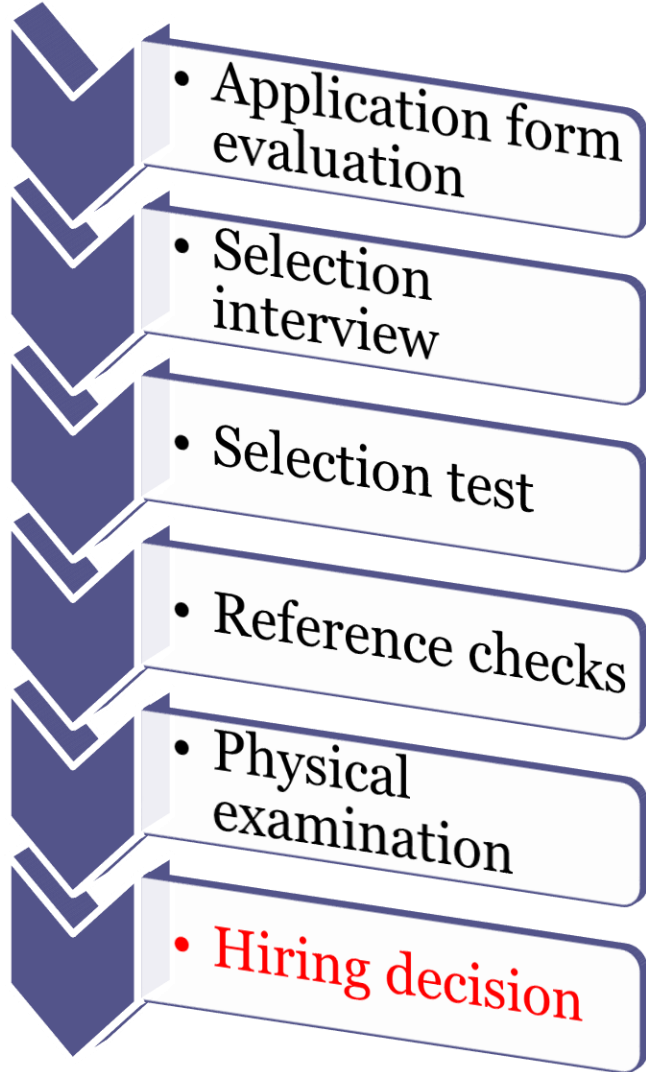
Selection Process



The main purpose of this examination is to screen out those candidates who are physically unable to comply with the requirements of the job.



Selection Process



The final selection decision depends on the information received from the application form, references, test results, medical report, verification of application for with the references and related documents.

The final selection decisions may:

Reject the candidate

Hold the candidate

Hire and place



Selection Test

Selection test is a systematic procedure for sampling human behavior. Thus, the chief value of a test is that it can collect unbiased/balanced information about an applicant's aptitudes, experiences and motivations. This information provides a basis for predicting job performance and behavior.

There are number of tests.

Aptitude test

Achievement test

Psychomotor tests

Situation tests

Polygraph testing

Vocational tests

Test batteries

Personality tests



Selection Test

Aptitude/potential ability test:

This is also called as cognitive ability test, normally used to measure the potential of individuals to perform the given responsibility. It refers to potentiality that a person has to profit from certain kind of training. a. Mental test, b. Mechanical aptitude, c. Psychomotor or skill test

Achievement test:

Achievement tests are normally used to predict what an individual can perform based on his or her current knowledge or based on his or her past experience. It helps to measure the proficiency that a person has been able to achieve. a. Test for measuring job knowledge, b. Work sample tests.

Psychomotor test:

There are many jobs which needs psychomotor abilities to perform. This refers to the ability of an employee to work in given facilities using his or her physical movements properly.

Situation tests:

Evaluating a candidate in a situation that is similar to some aspects of the job to be done in the future, if the candidate is selected.

Selection Test

Polygraph test:

This is a mechanical device that measures a person's galvanic skin response, heart rate and breathing rate. The theory behind the polygraph is that if a person answers incorrectly, the body's physiological responses will "reveal" the classification through the polygraph's recording mechanisms.

Vocational tests:

Vocational tests measure a candidate's preferences in different types of jobs.

Test batteries:

Test batteries are used to measure candidate's cognitive abilities-verbal, numerical, spatial, intelligence, form perceptions, clerical perceptions, motor coordination, finger and manual dexterity/skill. This test helps to fit candidate with a wide array of jobs. The most widely used test is General Aptitude Test Battery (GATB).

Personality tests:

Personality tests measure personal characteristics of candidates, such as emotional maturity, conformity, extroversion/introversion etc. tests related to examine personality help to find prospect of job success or failure of the candidate in the future.

Board Questions

Mention the steps in the selection process. -1

Name any four factors that affect recruitment process. -1

Give any two major reasons as to why recruitment is an important job of human resource managers.-1

Point out different types of selection interview. -1

Illustrate the selection process. -1

List the methods of internal recruiting. -1

Write any two types of interview. -1

What is the purpose of application form in selection? -1

Mention the internal sources of recruitment. -1

Mention the important of selection. -1

Define recruitment. Describe any four common methods of performance appraisal. -5

What is external recruitment? Describe the advantages and disadvantages of external recruitment. -5

What is employee selection? Explain different types of selection test. -5

What is online recruitment? Explain its advantages and disadvantages. -5

Define recruitment. Explain the methods of internal recruitment. -5

Why employee selection is important? Explain the steps in the employees selection process. -5

What is the significance of employees selection? Explain the basic steps normally followed in the selection process? -5

Explain the sources of recruitment. -5

Watson Public Ltd Company is well known for its welfare activities and employee oriented schemes in manufacturing industry from more than ten decade. The company employs more than 800 workers and 150 administrative staff and 80 management level employees. The Top level management views all the employees at same level. This can be clearly understood by seeing the uniform of the company which is Same for all starting from MD to floor level workers. The company have 2 different cafeterias at different places one near the plant for workers and other near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of same quality. In short the company stands by the rule **Employee Equality**.

The company has one registered trade union and the relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a pay master in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing countable number of problems in supplying the materials in recent past days. Problems like quality issues, mismatch in packing materials (placing material A in box of material B) incorrect labeling of material, not dispatching the material on time etc...

The management views the case as there are loop holes in the system of various departments and hand over the responsibility to HR department to solve the issue. When the HR manager goes through the issues he realized that the issues are not relating to system but it relates to the employees. When investigated he come to know that the reason behind the casual approach by employees in work is

- The company hired new employees for higher level post without considering the potential internal candidates.
- The newly hired employees are placed with higher packages than that of existing employees in the same cadre.

"Employee recognition VS Employee equality". As the HR manager states that employees are not been recognized for the potential rather company has gone for new recruitment. Because of which the company faces problems.