

Research Article

Recruitment and Selection - Right Person for The Right Job

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A B S T R A C T

As in case of any other functional area like marketing, production or finance, the work personnel department has also to be planned. Planning in the personnel area is mainly concerned with crystallizing from where the right type of people can be secured for future anticipated vacancies.

Keywords: Manpower Planning, Recruitment, Organizational Culture

Introduction

Manpower planning is the process by which management determines how the organization should move from its current manpower position to its desired manpower position. Through planning, management strives to have the right number and the right kinds of people, at the right places, at the right time, doing things, which result in the growth and success of both- the organization and the individual. The manpower planning is one of the basic steps in the recruitment and selection procedure. Recruitment and Selection is the process wherein the organization finds the best candidate among the vast array of candidates. The function that locates the sources where from the required human resources can be available and to attract them towards the organization is known as recruitment. Selection can be defined as the process wherein the organization has to select a small lot of people who are useful to the organization in terms of their capabilities and their qualifications. The main aim of organization at this stage is to have a well-equipped manpower efficient enough to handle all the tasks gracefully.

Literature Review

Barber (1998) defines Employee recruitment as “practices and activities carried on by an organization for the purpose

of identifying and attracting potential employees”. Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization’s culture. According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests.

According to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

Recruitment is one in every of the key functions of HRM. It helps the manager to draw in and choose best candidates for the organization. Parry & Wilson (2009) expressed that "recruitment includes those practices and activities allotted by the organization with the first purpose of distinctive and attracting potential employees". As success of service sector as just in case of civil aviation business depends upon the human capital, accomplishment & choice of the proper individuals into the service business is crucial to realize structure success (Zheng, 2009).

Raymond J. Stone (2005) in the fifth release of his book *Human Resource Management* characterizes enlistment as the way toward 'looking for and pulling in a pool of candidates from which qualified contender for work opportunities inside an association can be chosen.' According to Edwin B. Flippo, "Enrollment is the way toward looking the possibility for business and animating them to go after positions in the association". (1979) Recruitment is an activity that links the employers and the job seekers. So we can say that recruitment is a process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected. In simple terms, recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. Though, theoretically, recruitment process is said to end with the receipt of applications, in practice the activity extends to the screening of applications so as to eliminate those who are not qualified for the job.

Dessler, (2000) found in his study that the Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes. Recruitment and selection had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level.

However, there is evidence of increased interest in the utilization of employee selection methods which are valid,

reliable and fair. Dessler listing the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made. Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, Evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) Health, safety and security.

Odiorne (1984) showed that the nature of newcomers relies on an association's enrollment practice, and that the general viability of the determination stage is innately needy upon the bore of competitors pulled in. Smith et al. (1989) contend that the more viably the enrollment arrange is completed, the less significant the real determination process becomes. At the point when an association settles on the choice to fill a current opening through enlistment, the primary stage in the process includes directing a far reaching work investigation. This may as of now have been led through the human asset arranging process, especially where enrollment is a moderately visit event. When an occupation investigation has been led, the association has an away from of the specific necessities of the activity, where that activity fits into the general association structure, and would then be able to start the procedure of enlistment to draw in appropriate contender for the specific opening.

According to Odiorne, (1984) one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labor turnover. A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employees recruited.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. The study reviewed five studies in which average labor turnover of those recruited by advertising was 51 percent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 percent. One hypothesis proposed to account for this was the “best information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects.

Burack, (1985) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. In a survey of 201 large US companies, Burack asked respondents to rate the effectiveness of nine recruitment sources in yielding high-quality, high-performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources.

Kersley et al (1997) reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of students’ job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the “evolving sequence of a person’s work experiences” which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match. Through job search activities and awareness of employers’ recruitment literature and events, students gather information about the organization’s goals, values, and climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used.

Delery and Doty (1996) argued that providing students with a greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes.

Gould, (1984) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers.

Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method’s merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity.

Miyake, (2002) In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent.

Burton (2001) in his study of recruitment and selection practices in the USA, found that approximately 25 percent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees’ job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres.

Cran (1995) suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends to a large degree, on sectoral circumstances and on the wider em-

ployment-management policies being pursued.

Armstrong (1991) studied the issues to consider include the type of sample (random or convenience), cost, ease, participant time demands (e.g., total time, days of the week, and time of day), and efficiency (e.g., staff hours per recruited participant). Researchers have a number of methods from which to choose, including advertising, direct mail, and telephone.

French (1982) found that there are two options of recruitment. First, Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools resent a promising avenue for the recruitment and assessment of youth. Recruitment at schools may not be appropriate in studies having a family or neighborhood context, requiring a greater dispersal of participants from a larger area, or focusing on data collection in the home. Door-to-door recruitment is another option. For large studies, this recruitment method can be costly in terms of staff time and travel expenses, and it is difficult to assure that recruiters randomly sample homes. Despite these concerns, door-to-door recruitment may be a necessary recruitment strategy for certain potential participants (e.g., those who do not have a residential phone. Kaplan and Norton (2004) found that the number of people who refused to provide screening information tended to be higher by telephone than in person. However, refusals over the telephone tend to be less likely than with mailed surveys (Kelly, 2006). It should be noted that telephone methods can be used not only for recruitment, but also for data collection. Recent advances in telephone survey methodology have made telephone recruitment and surveying an increasingly attractive option in many research fields. Drucker (1999) has studied that Recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project. For example, use of focus groups and pilot studies that involve the community and pre-recruitment, publicity can lead to higher rates of consent. From the above review of literature, it is observed that the sources of recruitment and selection are through advertising, via the internet and so forth. However, recruitment and selection are faced with lots of challenges.

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Past research shows that

the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team.

Whitwell Associates, (2004) saw that the degree of enrollment and choice technique reconciliation can be measured through four unmistakable markers. These pointers are: the opportune stock of a sufficiently qualified workforce, powerful occupation investigation and portrayals, successful determination, and the inclusion of line directors in the enrollment and choice practices. A key wellspring of vulnerability in the business system execution is whether there is a convenient stockpile of satisfactorily qualified individuals, and, all things considered, this vulnerability includes the nature of representatives. An association can effectively dispose of this vulnerability if its enlistment and determination approaches and practices are deliberately coordinated with the business. Johnston, (1999) analyzed that for every job in the organization, a thorough job analysis, which includes the job description and job specification, is necessary and based on this, appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job.

Dess and Jason, (2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as Burton, (2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations.

Review

This project entitled "**Recruitment and Selection**" aims at studying the recruitment and selection procedure undertaken at this ever growing organization. The project gives a brief idea as to how the whole process works. Every

organization has different policies, at times unique and it is very rare that the policy of one organization matches to the policies of another organization.

It is true that the success of any organization depends upon the old dictum: right person for the right job. At the same time it is all the more important to have right and tested combination of recruitment and selection policies to attract, select and appoint a desired lot and replenish it from time to time. A "temp" is a temporary worker with an organization who is on a third-party (staffing company) payroll. A well-accepted norm in global companies, many large Indian organizations are now hiring a part of their workforce from employee leasing firms. Temping in India has never been a lifestyle choice unlike the markets in the US. Since temping is used more as a stepping stone to permanent jobs in India, conversion from a temp to perm is in the higher range. In the US, it is anywhere between 4% and 5%. In Adecco Peopleone, the conversion is anywhere between 25% and 33% with the company providing liquidity support. "I would encourage this conversion to go up to 40% as it will generate greater demand," Says Ajit Isaac, MD, Adecco Peopleone. Recently, Bharti announced its intent to absorb 14,000 temps and make them permanent employees. While the high number with Bharti is an anomaly, most companies in India maintain a temp-perm mix and convert some good temporary staffers into permanent employees. On one hand, companies can gauge employees before absorbing them and first-timers in the employment market can gain a richer repertoire of experience having worked with a few MNCs.

Meanwhile in the US, where temping is more established with 10m temps in the market, certain specialized jobs have also seen temps earn 17% more than permanent employees. For temping companies in India, it is about addressing frictional unemployment and providing jobs to first-timers in the employment market. "Of course, temping companies manage both service fees and absorption fees when this conversion happens," Over a period of time, the temping industry will see penetration into Tier II towns due to higher levels of absorption. Temping companies will look at value additions in competency testing and certification of temps. "It cannot be about simply payrolling; we have to look at value addition along the entire chain," says Soumen Basu, executive chairman, Manpower India. "The high rate of absorption is a good sign for our industry, it just shows that the market is maturing," says Achal Khanna, country-head, Kelly Services. According to ASSOCHAM (Associated Chambers of Commerce and Industry) the size of the retail market would go up from Rs 5, 88,000 crore to 1,479,000 crore in 2008. Currently, of the Rs 5, 88, 000 crore market, the organized sector is only Rs 5,000 crore,

but is expected to shoot up to 1,60,000 crore by 2008.

Many companies because of the growing competition want to focus their core business. That's the reason why most of the companies in telecom sector in particular wants to increase their market share by increasing sales without increasing the headcount. To do so they are going for RPO's which employs people on the rolls of not the client but on its own company rolls.

Temporary staffing firms recruit people for their clients by using various sources of recruiting available. These firms source the candidates and conduct initial screening by using different methods so that they select and place the right kind of people for the right kind of job. The main objective of this study was to study the entire recruitment and selection procedure in the organization. The recruitment and selection process forms the bloodline of any organization because if one cannot find the right candidate for the right job, then the organization will not be able to achieve its goals. It is imperative that the human resources should be hired with utmost care because the people are the biggest assets of any company.

The methodology adopted for this study included observation of the process, doing the job practically as well as using a questionnaire for surveying and getting the feedback about the procedure from the recruiters within the company. The scope of the study was limited to the recruiters within the company. However, the respondents included people from all levels in the HR department. The main findings of the study were that the recruiters of the company are satisfied not only with the current procedure of recruiting, but also with the policies regarding the same. The hiring for all the divisions of Info Edge (India) Ltd. is done by a single HR department. Proper reference checks are done before the candidates are hired. Also, the effectiveness of the whole process is measured periodically. Moreover, most of the respondents were satisfied with the HRP being carried out.

Conclusion

Based on the data analysis of responses to the questionnaire, the findings can be summarized as follows: The recruitment and selection procedure goes on all year round. A formal recruitment policy is in place and is followed to a great extent. Both internal and external sources of recruitment are used in the organization to get the right person for the right job. Out of all the external sources, the most popular one is E-Recruitment using the organization's online Job Portal (naukri.com). Proper reference checks are done by the recruiters so as to hire better people. The effectiveness of the whole recruitment procedure is

measured on a regular basis. HRP is working efficiently and is carried out to forecast the new job vacancies and align them with the capacity of the recruiters. More or less, the recruiters are satisfied with the current recruitment policy.

References

1. The major recommendations included improving the whole HRP process so as to provide better results and thereby streamlining the recruitment and selection procedure further. Also, the process of approving the new positions could be accelerated so as to meet the growing demands of the company.
 2. To sum up, the process was found out to be more or less streamlined and effective. The process included all the vital components to bring the right candidate for the right job within the organization.
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