## RECRUITMENT DEFINITION:

Recruitment in HRM is a systematic process for Hiring Talent. It starts from identifying, attracting, screening, short listing interviewing, selecting and finally hiring the most potential candidate for filling up the vacant job vacancies in an organization.

Example: An example of recruitment is the efforts made by military forces at high schools and colleges to try to get students to enlist.

### Recruitment Process Steps

The five Recruitment Process Steps ensure that recruitment takes place without any interruption and within the allotted time period. It also helps to maintain compliance and consistency in the recruitment process.

Five Best Recruitment Process Steps:

1. Recruitment Planning
2. Strategy development
3. Searching
4. Screening
5. Evaluation and control

### 1.Recruitment Planning

It is the first step of HR Recruitment Process in which the job vacancies in the organization are analysed and relevant job description is prepared. It also includes preparation of job specification and details about qualification and skills needed to perform the job. This step is very vital for recruitment process as it helps in attracting the right and suitable candidates for the job.

### 2. Strategy Development

After the job description and job specification is prepared the organization decides the number of recruits needed to work on the profile to close the vacancy as soon as possible. The recruiter decides the strategy that should be adopted for successful recruitment of employee. The strategic draft includes the following point: -

**a. Sources of Recruitment**- Based on the job position and skills required to perform the job the recruiter choose the source of recruitment. The internal and external are the two categories of the recruitment source.

**b. Methods of Recruitment**- The HRM department decides on the method of recruitment whether the firm wants to recruit the candidate using direct or indirect method. A lot of companies now are using third party recruitment method and outsourcing some part of recruitment process to the experienced consulting firms.

**c. Geographical Area**- The location of job is fixed and thus recruitment team has to decide the area from which they can search candidates who want to join the job.

**d. Make Employees or Buy Employees-** The investment required for recruitment is depending on this decision. The organization can choose to select the skilled employees and pay them appropriate salary or can selected less qualified people and trained them to perform better.

**3. Searching**

The searching step is divided into two parts that is :

i.      Source activation

ii.     Selling.

The activation took place when the department which has vacancy confirms it to the HR manager about the requirement; also approve the draft of job description as well as specification. Under selling the organization selects the channel of communication to reach the prospective candidates.

**4. Screening**

Once the job applications are received by the HR Recruiter it starts the screening process. It is a step in which the application are shortlisted for the further selection process. After short-listing of application based on the job specification the selection process begins. At the early stage the recruiter has to remove the applications which are clearly under qualified and not suitable for the job.

**5.Evaluation and Control**

The validity and effectiveness of HR Recruitment Process is assessed in this step. The step is essential as organization has to check the cost incurred during recruitment and the output in terms of selection of suitable candidates and their joining.

**PURPOSE OR OBJECTIVES OF RECRUITMENT**

• Determine current and future needs: To determine the present and future needs of the organization, with the combination of their plan and job analysis activities. Also, this is one of

the most important objectives of recruitment.

• Increase in the job pool: To increase the pool of job candidates at the minimum post cost.

• Assistance in increasing success rate: To help increase the success rate of the selection process by reducing the visible number of under-qualified or exaggerated job applicants.

• Help reduce the probability: To help reduce the likelihood of job applicants, once recruited and selected, only after a short period they can cure the organization.

• Meet the organization's social and legal obligation: it should fulfil the organization's social and legal liability towards the combination of its employees

• Start identifying job applicants: Identifying job applicants and preparing for potential job applicants will be suitable candidates.

• Increase effectiveness: To increase organizational and personal effectiveness in the short-term and long-term.

• Evaluate effectiveness: To evaluate the effectiveness of various recruitment techniques, all types of jobs are the source for the applicants. Also, This is the ultimate purpose of recruitment.

• Attract and empower an ever-increasing number of applicants to apply in the organization

• Build positive impression of the recruitment process

• Create a talent pool of candidates to enable the selection of best candidates for the organization.

• To attract and engage people it needs to achieve its overall organizational objectives

• Increase the pool of job candidates at minimum cost.

• Recruit right people who will fit in to organizations culture and contribute to the organization's goals

• It Help decrease in the likelihood that activity candidates once enlisted and chose will leave the organization after a brief time frame.

• Evaluate the effectiveness of various recruiting technique and sources for all types of job applicants.

**METHODS OF RECRUITMENT:**

1. Direct Method

2. Indirect Method

3. Third Party Method.

**1.Direct Method:**

In this method, the representatives of the organisation are sent to the potential candidates in the educational and training institutes. They establish contacts with the candidates

seeking jobs. These representatives work in cooperation with placement cells in the institutions Persons pursuing management; engineering, medical etc. programmes are mostly picked up in this manner. Sometimes, some employer firms establish direct contact with the professors and solicit information about students with excellent academic records.

**2.Indirect Methods:**

Indirect methods include advertisements in news papers, on the radio and television, in professional journals, technical magazines etc.

This method is useful when:

(i)    Organisation does not find suitable candidates to be promoted to fill up the higher posts

(ii)   When the organisation wants to reach out to a vast territory, and

(iii)  When organisation wants to fill up scientific, professional and technical posts.

(iv)   First, to visualise the type of the applicant one is trying to recruit.

(v)    Second, to write out a list of the advantages the job will offer

(vi)   Third, to decide where to run the advertisement, i.e., newspaper with local, state, nation-wide and international reach or circulation.

**3. Third Party Methods:**

These include the use of private employment agencies, management consultants, professional bodies/associations, employee referral/recommendations, voluntary organisations, trade unions, data banks, labour contractors etc., to establish contact with the job- seekers.

**SOURCE OF RECRUITMENT**

**1. Internal Source of Recruitment** - is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal sources are primarily three - Transfers, promotions and Re-employment of ex- employees. Internal sources are primarily 3

**a. Transfers:** it refers to the process of interchanging from one job to another without any changes in the rank and responsibilities

**b. Promotions** (through Internal Job Postings): it refers to upgrading the grade of the employee by evaluating their performance in the organisation.

**c. Re-employment of ex-employees** - Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the

concern.

**2. External Source of Recruitment** - External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves lot of time and money. The external sources of recruitment include –

**a. Employment at Factory Level** - This a source of external recruitment in which the applications for vacancies are presented on bulletin boards outside the Factory or at the Gate. This kind of recruitment is applicable generally where factory workers are to be appointed.

**b. Advertisement** - It is an external source which has got an important place in recruitment procedure. The biggest advantage of advertisement is that it covers a wide area of market and scattered applicants can get information from advertisements

**c. Employment Exchanges** - There are certain Employment exchanges which are run by government. Most of the government undertakings and concerns employ people through such exchanges.

**d. Employment Agencies** - There are certain professional organizations which look towards recruitment and employment of people, i.e., these private agencies run by private individuals supply required manpower to needy concerns.

**e. Educational Institutions** - There are certain professional Institutions which serves as an external source for recruiting fresh graduates from these institutes. This kind of recruitment done through such educational institutions, is called as Campus Recruitment

**f. Recommendations** - There are certain people who have experience in a particular area. They enjoy goodwill and a stand in the company. There are certain vacancies which are filled by recommendations of such people

**g. Labour Contractors** - These are the specialist people who supply manpower to the Factory or Manufacturing plants. Through these contractors, workers are appointed on contract basis, i.e. for a particular time period.

**ADVANTAGES OF EXTERNAL RECRUITMENT PROCESS:**

1. **Increased chances:**

In this increased chance, the company receives a variety and number of candidates who owns knowledge and ability to handle that job. If the company enters a selection procedure with external recruitment, then there are increased chances of finding a suitable candidate for the job. This increased chance provides better availability of skilled and qualified employees for the company by using the external recruitment method.

2. **Fresher skill and input:**

When a company goes with an external recruitment method, there is a quite better

possibility of finding and identifying a fresher candidate who is capable of delivering new skills and inputs for the betterment of the company.

### 3. Qualified candidates:

Nowadays, when a company posts an advertisement in social media or newspaper. One common thing they look for is a well experienced and qualified candidate. With external recruitment advertising, the company can find a variety of qualified candidates for the post offered.

### 4. Better competition:

In the external recruitment process, there will be a chance of facing better competition in terms of hiring new talent. Most of the time some of the company looks for candidates who are capable of handling a certain skilled job and some of them search those candidates who are better with their risk-taking ability.

## DISADVANTAGES OF EXTERNAL RECRUITMENT PROCESS:

### 1. A limited understanding of the company:

When a candidate is selected from an external recruitment process, there is a possibility that the candidate might have less chance of understanding the environment of the company. And this lesser understanding can make a big difference in the future activities of the company.

### 2. Higher risk:

There is a possibility that the candidate selected for the post is not worthy of the position offered and he/she can take advantage of their position in the company. This type of risk is very much common in an external recruitment process as most of the candidates applied for the job are total strangers to the company.

### 3. Time-consuming:

The main disadvantages of external recruitment are that it is time-consuming as most of the companies post an advertisement for their company recruitment drive. Then there is a quite possible chance of receiving a higher number of applicants for the post and the recruiter need to be very careful with their decision of selecting the best candidate for each round selection process.

### 4. High costs:

As most part of the external recruitment process mainly deals with complete new candidates then the company needs to come up with a pay scale for that candidate which should value his/her skill and ability. This can turn things a bit costly for the company as they are in need of new ideas and to get such new and creative ideas from the potential candidate. The company needs to provide him/her with the best possible deal to refuse.

**5. Agencies are not trusted:**

By recruiting candidates through external recruitment, recruitment agencies play a role where they do not have adequate knowledge about the culture of the organization and their intrinsic qualities. They also do not care much about the key requirements of the post.

**6. Invites unsuitable applicants:**

External advertising methods are something that happens in large scale through print media and hence a large number of applicants who are not fit for the job post are drawn in. There are a number of unsuitable candidates who line up for low-level job positions.

**7. Legal risks:**

There are chances for legal issues when external recruitment is carried on. When hiring intact teams, top hiring talents are recruited with non-compete recruitment which may lead to legal issues.

## SELECTION

**Definition**

Selection is the process of putting right men on the right job. It is a procedure of matching organisational 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 organisation will get quality performance of employees.

**Selection process:**

**1. Preliminary Interview:**

It is the first step in selection. Initial screening is done in this step and all the undesirable applicants are weeded out. This interview is generally conducted by lower-level executives. It is a very important step as it shifts out all the unqualified, not desirable applicants and the HR manager can then concentrate on the other applicants without wasting time.

**2. Screening of Applicants:**

These days application forms of almost all organizations can be downloaded from the website or may even be provided on request. The form asks for basic things like educational qualifications, experience, age etc.

**3. Employment Tests:**

Employment tests are device to check the areal knowledge of candidates for the respective jobs. These tests are very specific as they enable the management to bring out right type of people for the jobs.

**(a) Intelligence Tests:**

They test the mental ability of candidates. These tests measure the learning ability of candidates in understanding questions and their power to take quick decision on crucial points.

### (b) Aptitude Tests:

They test an individual's capacity to learn a particular skill. There are mainly two types of aptitude tests. Cognitive tests which measure intellectual, mental aptitudes. The second one is called motor tests which check the hand – eye coordination of employees.

### (c) Proficiency Tests:

These tests are also called performance or occupational tests. They determine the skills and knowledge acquired by an individual through experience and on the job training.

They are of 4 types:

(i) **Job knowledge tests** – These tests are used to judge proficiency in operating mechanical equipment, dictating, typing, computer applications etc. These tests can be written and practical both.

(ii) **Work sample tests** – In this test the applicant is given a piece of work to perform in a stipulated time. His performance will judge whether he can be picked up for the job.

(iii) **Personality tests** – These tests judge the psychological makeup of any person. These tests check a person's motivational level, emotions, integrity, sympathy, sensitivity etc.

(iv) **Simulation tests** – In this test many situations which an employer will have to face in the job will be duplicate and the candidate will be asked to face the problem.

### 4. Selection Interview:

Interview is an examination of the candidate where he sits face to face with the selection body and answers to their information given by the candidate about his abilities and the requirements of the jobs.

Interview gives the recruiter an opportunity to:

(a) Assess subjective aspects of the candidate.

(b) Know about his enthusiasm and intelligence.

(c) Ask questions which were not a part of his application.

(d) Obtain as much information from him as possible about his economic, social and cultural background.

(e) Give facts about the policies, procedures, culture of the company so that he feels good about

joining it.

### 5.Checking of References:

Once the candidate's interview is over, the reference he had mentioned are checked by the personnel department. His old employers may be asked some quick questions on phone about the candidate's behaviour with co-workers, management etc.

### 6Medical Examination:

After a candidate has been approved for the job, his physical fitness is examined through medical specialists of the company. If the report says that he or she is medically fit for the job they are then finally selected. In case there is a problem with the fitness, the candidates are given reasons for rejection.

### 7. Final Selection/Hiring:

The line managers are then asked to give final decision after all technical and medical tests are cleared by the candidate.

## INDUCTION

**DEFINITION**

Induction means introduction of a new employee to the job and the organization. It is the process of receiving and welcoming an employee when he first joins a company and giving him the basic information, he needs to settle down quickly and happily and start work.

The important characteristics of induction are:

(i)     Encouraging employees to ask questions.

(ii)    Including information on both technical and social aspects of the job.

(iii)   Making the new employee's manager responsible for the orientation.

(iv)    Avoiding embarrassment to the new members.

(iv)    Arranging formal and informal interaction with managers and peers.

(v)     Providing relocation assistance such as house hunting, information about the local society, and etc.

(vi)    Giving information about the company's products, services and customers.

(vii)   Familiarizing adequately with the culture of the organization such as how work is done, what matters in the organization, which work- related behaviours are acceptable or unacceptable and etc.

**OBJECTIVES OF INDUCTION**

(i)      To help the new employee to develop a close and cordial relation with the existing employees.

(ii)      To give the new employee necessary information such as – location of the different building, company rules, leave rules, rest periods etc.

(iii)     To help the new employee overcome his natural shyness and nervousness in meeting the new people in the organization.

(iv)     To develop a sense of belongingness and loyalty among new employees.

(v)      To help the employees know the different facilities and opportunities available in the organization.

(vi)     To help the new employees to minimize the "reality shock" that they may undergo after reporting to duty.

## SOCIALIZATION

It refers to process of making the new employees get acquainted to the new environment of the organization. This reduces the anxiety of the new hires and allows them to adjust with the other existing employees in the company.

**PROCESS OF SOCIALIZATION**

The Socialization process can be divided into three stages:

1.      **Pre- Arrival Stage**: This stage recognizes that every individual employee comes with set of values and hope. For example, in some jobs like the managerial kind, the employee might need a substantial degree of socialization in training.

During the selection process, most organizations inform their prospective candidates about the process of Socialization.

2.      **Encounter Stage**: Here the employees bump into the real working conditions of the organization. For example, the expectations of the job, co-workers, immediate seniors and the business as a whole.

Here, if the expectations confirm to be more or less correct, this stage reaffirms the employees of the perceptions generated in past. If the reality is different, socialization helps the employees in understanding to replace these.

3.      **Metamorphosis Stage:** The new employees, in this stage will work out solutions to meet any problems. Hence this stage is called the metamorphosis stage. At this stage, the new employees will have become comfortable with their jobs and the team members.