A Study on Recruitment and Selection Process

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ABSTRACT

Successful recruitment and selection practices are key components at the entry point of human resources in any organization. Efficient recruitment and selection strategies result in improved organizational outcomes. The main objective of this paper is to identify general practices that organizations use to recruit and select employees. With reference to this context, the research paper entitled Recruitment and Selection has been prepared to put a light on Recruitment and Selection process. In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selecting the wrong candidate or rejecting the right candidate could turn out to be costly mistakes for the organization.

**Keywords:** recruitment Process, methods of recruitment, sources of recruitment, selection process, methods, and criteria of selection.

I. INTRODUCTION

Recruitment and selection are two important functions of human resource management. Technically speaking the function of recruitment precedes the selection function. It includes finding, developing prospective employees and attracting them to apply for jobs in an organization. Selection is the process of finding out the most suitable candidate to the job. Recruitment is the first stage in the process which continues with selection and ends with the placement of candidate. Recruitment facilitates in acquiring the number and the types of people necessary to ensure continued operations of the organizations. Recruitment is finding the potential applicants for actual or anticipated org vacancies thus, it acts as link in bringing together the people with jobs and those seating jobs. The purpose of recruitment is to identify suitable man power to meet the job requirements and job specifications. It is the most important function of personnel administration on the other hand selection is concerned with securing right information about the applicant. The object of selection process is to determine whether the prospective candidate possesses the qualification for the specific job it is a long process. Starts from the interview and ends with the contract of employment.

The Recruitment and Selection activity begins from manpower planning. The employment function of the personnel or Human Resource Manager is concerned with the task of hiring people having requisite qualification and experience to fill current of future job vacancies in the organization. For making hiring practices most effective, some points have been considered like:

- Job requirements to be filled,
- Kinds and strength of manpower hired,
- Sources of recruitment to be utilized for procurement,
- Procedures to be adopted to screen the candidates for employment,
- Utilities of employment test and interview in the selection process.

II. RECRUITMENT & SELECTION

Recruitment is an important part of an organization’s human resource planning and their competitive strength. Competent human resources at the right positions in the organization are a vital resource and can be a core competency or a strategic advantage for it. The objective of the recruitment process is to obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives. With the same objective, recruitment helps to create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. Recruitment acts as a link between the employers and the job seekers and ensures the
placement of right candidate at the right place at the right time. Using and following the right recruitment processes can facilitate the selection of the best candidates. In this competitive global world and increasing flexibility in the labour market, recruitment is becoming more and more important in every business.

III. METHODS OF RECRUITMENT

<table>
<thead>
<tr>
<th>Methods of Recruitment</th>
<th>Frequency (N of Responses)</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referrals/Word of Mouth</td>
<td>3125</td>
<td>52.5</td>
</tr>
<tr>
<td>Newspaper</td>
<td>2806</td>
<td>47.2</td>
</tr>
<tr>
<td>Other</td>
<td>1013</td>
<td>17.0</td>
</tr>
<tr>
<td>Hiring from Within</td>
<td>581</td>
<td>9.8</td>
</tr>
<tr>
<td>Internet</td>
<td>550</td>
<td>9.2</td>
</tr>
<tr>
<td>Texas Workforce Commission</td>
<td>332</td>
<td>5.6</td>
</tr>
<tr>
<td>Help Wanted Signs</td>
<td>233</td>
<td>3.9</td>
</tr>
<tr>
<td>College/Universities</td>
<td>180</td>
<td>3.0</td>
</tr>
<tr>
<td>Staffing Services/Agencies</td>
<td>144</td>
<td>2.4</td>
</tr>
<tr>
<td>Job Fair</td>
<td>119</td>
<td>2.0</td>
</tr>
<tr>
<td>Recruiters2</td>
<td>102</td>
<td>1.7</td>
</tr>
<tr>
<td>Publications</td>
<td>83</td>
<td>1.4</td>
</tr>
<tr>
<td>Trade and Technical Schools</td>
<td>45</td>
<td>0.8</td>
</tr>
<tr>
<td>Television</td>
<td>38</td>
<td>0.6</td>
</tr>
<tr>
<td>Corporate Personnel</td>
<td>30</td>
<td>0.5</td>
</tr>
<tr>
<td>Work Source of the South Plains</td>
<td>17</td>
<td>0.3</td>
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<tr>
<td>High Schools</td>
<td>10</td>
<td>0.2</td>
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<tr>
<td>LEDA Website</td>
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<td>0.1</td>
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<tr>
<td>Unions</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Website</td>
<td>0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

IV. RECRUITMENT PROCESS

Recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. A general recruitment process is as follows:

[Diagram: JOB SPECIFICATION (WHAT IS THE JOB?) → JOB DESCRIPTION SPECIFICATION → PERSON → ATTRACTING AND MANAGING APPLICANT → SELECTING CANDIDATES, SHORTLISTING, INTERVIEWS AND ASSESSMENT → MAKING APPOINTMENT → JOINING THE ORGANISATION]
V. SOURCES OF RECRUITMENT

Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of recruitment.

VI. SELECTION

Involves a series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. The process of selection leads to employment of persons who possess the ability and qualifications to perform the jobs which have fallen vacant in an organization. The basic purpose of the selection process is to choose the right type of candidate to man various positions in the organization. The aim of selection process is to reject the unsuitable candidates and select the best personnel, that is why the selection process is often known as negative process.

VII. PURPOSE OF SELECTION

The purpose is to pick up the most suitable person who would match the recruitments of the job and the organization best. The emphasis in selection is, therefore, on the optimal match between the person and job. Some organizations emphasis on selecting.

The right person for the right job

Here the job is usually considered constant. Creative and innovative organization, instead

Find the right job for the right person

They select key professionals who can knit together and leave the structuring of the tasks to themselves.

A secondary objective in selection could be to choose the best person available. However, there could be a real problem with such an objective if the job is not appropriate for the person concerned. It may become difficult for organization to retain there best people in jobs that do not offer opportunities for them to harness there potential; instead, they may lead to problems of monotony, boredom and frustration among individuals and increased turnover of staff for the organization. For the selection process to remain dynamic and purposive organizations need to continually focus attention and understand the chemistry between people and jobs.

VIII. CRITERIA OF SELECTION
Selection decisions are usually based on how an applicant is related in terms of the likelihood of success on the job. The information used is found in the application blanks, performance in one or more tests and the interview. The criterion of selection needs to be critical to the job. The key job dimension identified in job analysis and job description provide the basis for determining relevant criteria. Frequently educational qualification, technical skills and achievements are used as the basis for selection. But is there a statistical relationship between such requirement and job performance? It appears that certain job requirement can be measured more easily and accurately than certain others. The core job skills like sensory motor skills and manipulative skills and achievement can be measured relatively more accurately then one’s aptitude, interest and personality traits.

IX. SELECTION PROCESS FLOW CHART

X. NEED FOR THE STUDY

- Determine the present and future requirement of the organization personnel-planning and job analysis activities.
- Understanding the recruitment and selection process in organization.
- Analysis of manpower budget analysis of the for the recruitment in the recruitment process.

XI. OBJECTIVES OF THE STUDY

The main goal of studying the Recruitment and Selection process of the organization is:
- To identify the average time spent for selection process.
- To develop & understanding of selection process.
- To understand the employee awareness on recruitment & selection.
- To study the stages of selection procedure.
- To study the employee satisfactory level with the existing recruitment policy.

XII. SCOPE OF THE STUDY

- This study helps to make decision in selecting the right candidates for the right job.
- This study helps the organization to study the area of problem and suggest ways to improve the recruitment and selection process.
- This study focus on understanding recruitment and selection process.
XIII. REVIEW OF LITERATURE

Work by Alan Price (2007)

Price (2007), in his work Human Resource Management in a Business Context, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. There existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company (Price 2007). This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position.


However, the process of recruitment does not cease with application of candidature and selection of the appropriate candidates, but involves sustaining and retaining the employees that are selected, as stated by Silzer et al. (2010).

According to Edwin B Flippo

Recruitment as “the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.”

According to Yoder

Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce.

According to the Business Dictionary

Employee selection as the “process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria.” Selection is defined as the process of differentiating between applicants in order to identify those with a greater likelihood of success in a job. Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job.


This article outlines seven commonly held misconceptions about recruitment and selection practices. Areas discussed include the validity of various Recruitment and selection measures (e.g., interviewing, reference checks), the conditions necessary to maximize the effectiveness of these practices, and Common mistaken perceptions of the interview process. This article is most Useful for readers interested in workforce development theory and research.

XIV. CONCLUSION

In every organization recruitment and selection plays a vital role. The study reveals that the recruitment and selection process offered in three selected industries is effective. The HR manager of the selected industries have to focus on selecting the right persons through other sources like campus placements, job.com, data banks etc. The selection is done by evaluating the candidate’s skills, knowledge and abilities which are highly required to the vacancies in selected industries.

REFERENCES