

Chapter :-III

Recruitment & Training .

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Recruitment and Training

Recruitment is the process of searching for prospective employee and stimulating them to apply for jobs in the organization. Recruitment is concerned with developing suitable techniques for attracting more and more candidates. Recruitment is a linkage activity bringing together those with jobs and those seeking jobs.

3.1 Definition

According to Dale Yoder:

“ Recruitment is a process to discover the sources of man power 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.”

1.

In the words of Flipppo:

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

2.



Elements of good Recruitment policy:

1) Organizations short term & long-term objectives must be taken in to consideration.

2) The recruiters should prepare profiles for each category of workers and accordingly work out the man specifications, decide the sections, departments.

3) Preferred sources of recruitment, which would be taped by the organization for different classes of employees.

4) Selection and preferences should be based on conscious thought and serious deliberations.

5) The cost of recruitment and financial implications of the same have to be kept in mind also.

3.2 Sources of Recruitment. :

There were two types of sources of recruitment i-e. Internal & External.

I) Internal Sources: -

It is one of the important source of recruitment. The employees already working in the organization may be more suitable for higher jobs. Internal sources consists of the following:

1) Present employee's

Promotion & transfers from among the present employees can be a good source of recruitment. Transfer involves

shifting of persons from present jobs to other similar places. Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more salaries.

2) Employee Referrals: -

It can be a good source of internal recruitment. Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company furnishing letters of introduction and even encouraging them to apply. It's the most effective method because well-qualified people are reached at a very low cost to the company.

3) Former Employees: -

Some retired employees may be willing to come back to work on a part time basis or recommend some one who would be interested in working for the company. An advantage of this source is that the performance of these people is already known.

4) Previous Applicants: -

Those who have previously applied for jobs can be contacted by mail. This is a quick and an inexpensive way to fill an unexpected vacancy.

II) External Sources :-

Every enterprise has to use external sources for recruitment to higher positions when existing employees were not suitable.

External Methods are as follows.

1) Advertisement: -

The requirements of jobs are given in the advertisements published in the local or national press. Management can get a wider range of candidates for selection.

2) Employment Exchanges:

Employment exchanges run by the government are also a good source of recruitment. Unemployed persons get themselves registered. The vacancies may be notified with the exchanges whenever there is a need. The exchange supplies a list of candidates fulfilling required qualifications.

3) Professional Organizations:

Professional organizations maintain complete bio-data of their members and supply it to companies on demand. These also act as exchange between the members and recruiting firms.

4) Labour Contractors:

It's quite common to engage contractors for the supply of labor. When workers are required for short periods contractors are the best source of getting them.

5) Trade unions: -

Generally unemployed & underemployed persons make a request to trade union leaders for finding Suitable jobs for them. Union leaders are aware of various vacancies in firms. In such situation trade union, leaders can give names of persons available for recruitment.

6) Gate Recruitment: -

Unskilled workers may be recruited at the factory gate. A notice on the notice board of the company specifying the details of the job vacancies can be put. It is a very economical method and used mainly for unskilled and casual job vacancies.

7) Campus Recruitment: -

Colleges Universities are fertile grounds for recruiters. Some companies recruiters are bound to recruit a large number of candidates from these institutes. It is often an expensive process.

8) Recruiting Agencies: -

Several private Consultancy firms perform recruiting function on behalf of client companies by charging fees. These agencies are particularly suitable for recruitment of executive & specialists.

3.3 Selection: -

After the receipt of appropriate number of applications through various sources of recruitment selection process starts. The purpose of selection process is to determine whether a candidate is suitable for employment in the organization or not. Selection is the process of picking up individuals with requisite qualification and competence to fill jobs in the organization.

Definition: -

According to Dale Yoder: -

“ Selection is the process in which candidates for employment are divided into two classes these who are to be offered employment and these who are not.” 3.

Essentials of Selection Procedure: -

- 1) There should be sufficient number of applicants from whom the required number of candidates may be selected.

- 2) There should be some person who is assigned the authority to select.
- 3) There should be same standard of personnel with which a prospective employee may be compared.

3.4 **SELECTION PROCESS: -**

The selection process consists of a series of steps.

This steps are point out as follows.

- 1) External & Internal Environment.
- 2) Reception
- 3) Preliminary Interview
- 4) Blank Application form
- 5) Selection Tests
- 6) Selection Interview
- 7) Checking References
- 8) Final Selection
- 9) Physical Examination
- 10) Job Offer
- 11) Contract of employment
- 12) Evaluation

3.5 TRAINING AND DEVELOPMENT

Training is act of systematic development of the knowledge skill and attitudes required by an individual to perform adequately a given job.

The motivation to learn is deeply rooted in human personality. People in various organizations do recognize benefits inherent in education and training and they often not only accept but also demand develops mental experiences in their employment setting. Therefore, once a job applicant is finally selected by an organization as a member of its manpower. It is necessary to ensure that he is adequately placed in the right job and to see that whatever training is required for the individual it is appropriately programmed and necessary development facilities are properly provided so that the individual is helped to fit into the present job as well as the future career.

Definition

In the words of R. Glaser

“ Training attempts to help those who are or will be performing a certain job achieve successful role behavior” 4.

According to Dale Yoder,

“Training is a means of preparing rank and file workers for promotion to supervisory position and for improving

their competence and capability while they hold such leadership assignments.” 5.

3.6 NEED: -

The training and development function in an organization has now gradually become a major activity and an important part of employment cost in modern industrial economies.

The need of training activity may be point out as follows.

- 1) To increase the operational productivity and company profit.
- 2) Improvement in workers quality, skills.
- 3) Adequate fulfillment of an organizations future manpower.
- 4) Improvement in workers morale.
- 5) Improvement of health and safety through training program's.

3.7 Objectives: -

Trainings main goal is to induce a suitable change in the individual concerned. The objective of training is thus to bridge the gap between existing performance ability and desired performance.

The objectives of training are as follows:

- 1) To import to new entrants basic knowledge and skills.
- 2) To assist the employees to function more effectively.

- 3) To build up a second line of competent officers and prepare them as a part of their career progression to occupy more responsible position.
- 4) To impart customer education.
- 5) To eliminate obsolescence.
- 6) To achieve greater company efficiency through reduction of wastes.

3.8 Types of Training:-

Although the basic principles and techniques of training are almost the same, yet we shall discuss them in two parts i.e. operating training and supervisory training.

I) Operating Training:-

In the operating areas, there are four major systems of training.

1: On - the - job training:-

The most prevalent and realistic system of training while the employee is on his work. The instructions may be given by the supervisor, which is a special instructor. The advantages of this method are, first it does not require any separate organization for training and hence is economical.

2: Vestibule schools: -

It is operated as a special endeavor by the staff personnel department. It's usually on the lines of on the training. When the volume of training is too great and the line supervisor does not find time to train after his routine duties the vestibule school is established to cope with the problem and is run by staff trainers.

3: Apprenticeship training: -

This system of training is designed for a higher level of skill. Apprentice programs tend towards more education than on the job training. The usual apprentice programs also combines on the job training and experience with classroom instruction in particular subject. Since the training is very elaborate and systematic and specialized training programs.

4: Public vocational school & colleges: -

All the systems mentioned above train the employees with in the premises. Various public vocational school also provide education and vocational training. The training director in charge of training in the organization may arrange to send some of the prospective employees to such public school for training.

II) Supervisory training

All persons who get work done through other employees are supervisors are lower level managers. Supervisors main responsibility is to get the best out of his employees.

Several methods are used for training the supervisors and they are as follows.

1: Apprenticeship:-

The backbone of supervisory as well as operating training for the job is the apprenticeship system. This is on the job training and includes coaching, getting experience and under study. Coaching means on the job instructions to the trainee supervisor by the instructor.

2: Position Rotation:-

The objective of position rotation development is that of the broadening the background of trainee. On job, experience is narrow in sense that they provide skill and knowledge in that particular job only. If the trainee is rotated from one job to another for a short periods and in a planned manner he acquires wider knowledge, skill and experience.

3: Conference's, project panels:-

In conference method the group, members are asked to discuss and share a problem common to them and to their

experience and pulling suggested solutions through participation of all members create interest and satisfaction. Analytical thinking is encouraged. It requires a good conference leader.

4: Case study method:-

Case studies are used to describe and provide facts about an entire situation. They seek to summarize experience and raise problems. Their purpose is to teach trainees how to handle similar situations when they arise. Case studies are often used to illustrate the broad principles and are used more for middle management and executive training.

5: Role playing and Demonstration:-

It's mainly good for increasing the skills of a trainee in the field of human relations. A situation is given and the trainee supervisor is asked to play his role to solve the situation. It is the most practical way of training. However, it suffers from artificial situations and is difficult and expensive.

Demonstrations are dramatic training methods somewhat related to role-playing. In the demonstration, coached actors dramatize a work situation usually showing the wrong way first and then the right way.

6: Special readings:-

The organization run libraries and reading rooms and encourage and provided time to their supervisory and executive staff to study for advancing their general knowledge and background. Selected books and magazines may be given to these trainees for careful studies. Selected readings may be in the field of management, human relation, job, advance studies in the concerning subjects. etc.

3.9 Executive development:-

Development means self development and organization is only to provided the necessary conditions for the development.

It consists of all the activities by which executives learn to improve their behavior and performance. It is designed to improve the effectiveness of managers in their present jobs and to prepare them for higher jobs in future. It's a systematic process of learning and growth by which managerial personnel gain and apply skills, knowledge, attitudes and insights to manage the work in their organizations effectively and efficiently.

Definition:-

According to Michael J. Jucius,

“Executive Development is the programme by which executive capacities to achieve desired objectives are increased.” 6.

As per Edwin B. Flippo

“Management development includes the process by which the managers and executives acquire not only skill and competency in their present jobs but also capabilities for future managerial tasks of increasing difficulty and scope.” 7.

Thus, executive development is planned effort to improve current and future managerial performance. This programme is needed for all levels of executives top, middle & low, who direct, control and co-ordinate the various activities of people and organization.

3.10 Development programmes:-

I) Worker Development:-

It purports to enhance the skill and knowledge of the employees to advance in the company or to accomplish additional job responsibilities. The programme can enable the organization to have a work force, which can make more contributions and adopt to changing situations. Among these are included on the job

training and apprenticeship training. On the job has the advantage of strongly motivating the trainee to learn since it is not located in artificial situation of a classroom. Apprenticeship programmes are designed for a higher level of skill & knowledge.

The importance of worker development in the service sector is of prime importance. If the worker were developed properly, the quality of service would be first rate.

II) Supervisory Development: -

The training programmes for supervisors must be tailor made to fit the need of on undertaking. The training enables supervisors to cope up with the increasing demands of the enterprise in which they are employed and to develop team spirit.

Supervisory Development aims at,

- 1: Helping the present supervisor's to improve their performance.
- 2: Helping them to prepare for greater responsibilities of the higher levels of management.
- 3: Building up the security & status of supervisors.
- 4: Ensuring their technical and human relation competence with a view to enabling them to know and understand all about the process and operations in which their workers participate.

III) Management Development:-

Managers are largely made not born. This is a significance statement in modern management literature and forms the basic for numerous management development programmes. It is a systematic development of training & growth by which managerial personnel gain and apply skill, knowledge, attitudes and insights to manage the work in their organizations effectively and efficiently. It is a process of utilizing systematic & organized procedure by which managerial personnel learn the conceptual & theoretical knowledge for general purpose. The objective includes preparation of promising personnel for higher managerial positions in the future and assistance to and improvement of existing top executives.

IV) Self Development:-

Success in management development cannot be achieved without strong elements of self-development. No formal training programme can produce results until a manager trainee is sufficiently motivated and organized to use self-development approaches. In the field of management learning the term self-development as a separate method has been in use since the late 1970's.

3.11 Analysis Of Data

Recruitment & Selection

Table 3:1

Sources of Recruitment

Sr. No.	Sources Of Recruitment	Response	%
1	Advertisement	14	70
2	Employment. exchange	00	00
3	School College	00	00
4	Labour Unions	00	00
5	Employee. Referrals	06	30
6	Any Other	00	00

Table 3.1 shows that company applies only two sources of recruitment. The company mainly uses advertisement as a source of recruitment of employees. Because 70 percent recruitment was made through advertisement.

No other source for recruitment was applied by the Company.

Table 3:2

Employees opinion about recruitment and training

Sr.No.	Points	Favorable Yes	Unfavorable No
1	Previous Experience	15	05
2	Test	18	02
3	Awareness about R & S Procedure	18	02

4	Companies Man Power Planning	15	05
5	Opinion about Selection Procedure	17	03

In table 3:2 there are various Yes / No type question like experience, test, awareness of companies planning etc. In connection to those question most of the employees response is favorable which is good for companies future.

Company appoints experienced persons, tests were taken by company at the time of recruitment 90 % employees were aware about recruitment and selection procedure. 80 % employees give good response about companies selection procedure.

Table 3:3

Selection test

Sr. No.	Types of test	Respondent	%
1	Written	05	25
2	Job	15	75
3	Medical	00	00
4	Group discussion	00	00
5	Any Other	00	00

Table 3:3 shows the tests taken by Company at the time of selection. Company take only two tests 1) Written & 2)

Job. Written test is taken for clerical job & Job test was taken for workers. The percentage shows that 75 % employees give Job test.

Except written & job no other test was taken by the Company at the time of Selection.

Table 3:4
Employers Opinion about recruitment and selection

Sr. No.	Points	Response
1	Sources Of Recruitment	1) Advertisement. 2) Employee Referrals
2	Skilled workers position	Adequate
3	Adoption of scientific Selection procedure	Yes
4	Method of Selection	1) Interview 2) Written Exam 3) Job Test
5	Hiring of Candidate regardless of the cost	Yes

Table 3:4 shows that employers opinion about recruitment & selection procedure. In company there were two sources are used for selection 1) Advertisement and 2) Employee referrals. There are adequate numbers of skilled workers in Company. Employer adopts the Scientific Selection procedure for filling vacancies. At the time of selection, Company takes interview and job test & written exam. Employer says that he hire the good quality Candidate regardless the cost.

Employers opinion about recruitment & selection procedure is quite good. It shows that Company follows scientific and good selection & recruitment procedure.

Table 3:5

Training Programme Occasions

Sr. No.	Occasion Of Training	Response	Percentage
1	Employees are new	15	75
2	Retraining	00	00
3	New machinery installation	12	60
5	Any Other	00	00

Table 3:5 shows that the occasions of training programme arranged by the Company. The Company gives stress on training programme when employees are new and when new machinery was installed.

Table 3:6

Usefulness of training Programme.

Sr. No.	Points	Favorable	Unfavorable
1	Benefit Of Programme	18	02
2	Training Programme Attended	16	04
3	Usefulness Of Programme	16	04
4	Need of Programme for improve efficiency.	20	00

Table 3:6 shows various points related to training & development. Most of the employees give their favorable decision about various points. There were 90 % employees were think that training programme were benefited. 80 % employees are attended various training programmes. 80 % employees think that the training programme attended by them is able to serve its purpose. There were 100% employees were think that training programmes are necessary to improve efficiency.

Table 3: 7

Training Programme arranged by the Company

*Case study method
Ref. 11/13*

Sr. No.	Name of the Programme	Response	%
1 ✓	On the job	11	55
2	Vestibule School	00	00
3 ✓	Apprenticeship	5	25
4	Public School & College	00	00
5	Case study	00	00
6	Role Playing	00	00
7 ✓	Supervisory training	4	20

Table 3:7 shows that the training Programmes which were arranged by the Company. Company arranges three types of programmes 1) On the job 2) Apprenticeship & 3) Supervisory. Though the Company is engineering Company It's most of the

employees were machine workers. Therefore company mostly follows the on the job type of training programme.

Table 3: 8

Number of Training Programme attended by employees.

Sr. No.	No. of Training Programme attended by workers	Respondent	Percentage
1	1 or 2	03	15
2	3 or 5	12	60
3	6 or 9	02	10
4	10 and above	00	00

Table 3:8 shows that, there were 60 % employees were attends 3 to 5 times training programme in their service which is quite satisfied.

Company should arrange number of training programmes. At least two in a year. Therefore, the employee can stay in the touch of new techniques & skill.

Table 3:9

Identification of Need of Training Programme

Sr. No.	Identification of Training need	Used by Company
1	Recommendation Of Supervisor	Yes

2	In Consultation with Union	No
3	Through workers suggestions	No
4	Analyzing actual work behavior	Yes

Table 3:9 shows that training needs of employees are identified by two ways in the company. Through recommendation of Supervisor & analyzing actual work behavior of employees.

Reference:

1. Dale Yoder, Henman- "Handbook of Personnel Management & Industrial Relation."
2. Flippo Edwin B.- "Personnel Management."
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