

*** CHAPTER - III ***

CHAPTER III

CONCEPTUAL ASPECTS

INTRODUCTION :

Recruitment is the first step in industrial employment. The ultimate success or failure of such employment depends in a large measure upon the methods & organisation by means of which the workers are brought in to the industry.

This Recruitment term is applied to that phase of personnel administration which is concerned with reaching out & attracting a supply of people from which to select qualified candidates for job vacancies.

It is a systematic means of finding & inducing available candidates to apply to the company for employment. It is a major step in total staffing process. It is concerned with the main sources of supply of labour & recruitment practices & techniques.

Thus Recruitment is the process of finding & attracting capable applicants for employment. Recruitments of employees are varies from organisation to organisation industry to industry unit to unit & time to time.

Hence, recruitment is the most important step in the industrial employment, because success/failure of the organisation is depend up on the recruitment procedure. Thatswhy right type of employees must be recruited by the management.

If the workers in any undertaking are not recruited in accordance with some systematic, proper & judicious manner, most

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of them are likely to be found inefficient & often quite unfit for the job allocated to them. It will hinder production which in turn, will mean a substantial loss to total output.

Thus an effort is made to attract potential employees with the necessary characteristics & in the proper quantities for the job available. A wise & systematic method of recruitment will minimise the cost of selection and training and result in an effective work force.

An ineffective method will result in wasted manpower. The use of scientific methodology in recruitment & selection is essential, if we find the right man for right job.

So scientific principles of labour administration & labour management should be applied in recruiting the workers in various units of organised industries .

MEANING OF RECRUITMENT :

Recruitment is an important issue as the institutes need good qualified & efficient work force for long period. Secondly in order to have smooth production, industries require right persons for right job.

Recruitment discovers the manpower requirement & attract the potential employees to offer their service to the working organisation.

The term recruitment applies to the process of attracting potential employees to the organisation or company. It is a systematic means of finding & inducing available candidates to

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apply the company or enterprise for employment.

The recruiting activity in itself be selective or pre-selective, through chossing among the various sources of labour supply & by the decision as to which candidates applying for employment should be permitted to go through subsequent selection screening procedures.

Recruitment includes the identification & evaluation of sources & practives or techniques is an important functions of personnel administration. Recruitment may be relatively simple or, on the other hand, it may be a complex & expensive activity involving promotions from within the large organisation as well as advertising, notifing vacancies to or placing orders with employment exchange or offices, utilising sources such as academic institutions & sometimes sending recruiters to distant places to discover man power with needful skills etc.

Recruitment is the discovering of potential applicants for actual or anticipated organisational vacancies. In other words, it is a 'Linking Activity' bringing together those with jobs & those seeking jobs.

DEFINITIONS :

*1. " Yoder & Other Pointood : " Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedules & to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."

* 2. 'Flippo views recruitment both positive & negative activity.

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He says. " It is a process of searching for prospective employees & stimulating & encouraging them to apply for jobs in an organisation. It is often termed 'Positive' in that it stimulates people to apply for jobs. Selection on the other hand tends to be 'Negative' because it rejects a good member of those who apply leaving only the best to be hired."

"Recruitment is continuous, complex & vital process which is commonly adopted by various types of organisations & industrial sectors. The best employee can be found out from the society. Many organisations in India therefore do accepted this procedure with some scientific & systematic manners."

A wise & systematic method for recruitment will minimise the cost of selections & training & result in wasted manpower. The use of scientific methodology in selection is essential if we want to find the right man for right job. Scientific procurement & placement is one of the most important function of personnel administration & this emphasise the following subfunctions :*

1. Determining the nature of the job to be filled.
2. Determining the nature of the personnel required.
3. Determining the nature & sources of recruitment.
4. Selection process :
 - a. Preliminary interview
 - b. Application forms
 - c. Reference letters.
 - d. Group discussion.
 - e. Interviews.
 - f. Tests,
 - g. Physical examination
 - h. Selection & placement

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i. Induction

j. Follow - up.

POLICY FRAMEWORK :-

Before an examination of scientific selection procedure it must be made clear that the personnel administrator must operate within the frame work of employment or selection policies.

Many a company may have a policy of promotion from within & recruitment from within & the objective of this policy is to promote good morale in the organisation. It may be a company policy to hire only high school graduates. And the list may be extended endlessly scheme organisations recruit against a background in which society is changing at an accelerating pace.

Recruitment policies were appropriate for the immediate post period may not be appropriate for to day or in the future.

In some places the choicess are made easier by providing general manpower policies of the organisation. They have many implications for recruitment policy. Recruitment policy can make some choice immidiately & directly on the basis of such guidelines. It can propose to find & hire some of the hardcone for the jobs or positions can be made available, family recruitment, employees security & oportunity to the employees etc.

Rapid technological development create many porblems, presenting an immediate questions about to meet the new jobs requirement & at the same time maintain favourable image in the minds of recruits.

This policy may further give high priority to the provisions of some jobs for inexperienced hard core unemployment & should

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also be integrate thinking & working.

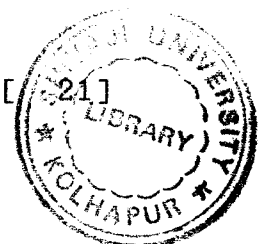
General manpower policy sets the entire tone & climate for recruitment policy & practices. Recruitment policy should clearly recognise that many labour markets, firms not to be regarded as generous patrons, offering a needy chance to work but rather something of nuisance.

Finally the platform of recruitment policy should prepare continuing evaluation of both policy & practice to prevent in effectiveness of recruitment policy.

It should be proposed continuing feed back review research & evaluation. Recruitment policy in its broadest sense involves a commitment by the employees to general principles, such as obtaining the most competent individual for each job or filling all jobs with the best qualified persons. In implementing these broad objectives with specific procedures, the employer more fully spells out his recruitment programme.

Some of the more important points of detail in recruitment policy include the following :-

1. Will promotion within be utilised ?
2. Are relatives of present employees to be eligible for employment ?
3. What will company attitude be on employment of handicapped individuals ?
4. What will company attitude be on employment of older workers?
5. What will company attitude be on hiring members of minority



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group ?

6. What will company attitude be hiring part time employed ?

In addition to these basic items organisational & procedural implementation of policy is necessary; what organisational system will be utilised ?

But it may be sufficient to emphasise that these employment or selection policies will guide to the recruitment & selection process & procedures which must operate within the policy framework.

According to Yoder, " the recruitment policy is concerned with quantity & qualifications of manpowers." It establishes broad guidelines for the staffing process. Generally, the following factors are involved in a recruitment policy.*4

* To care fully observe the letter & spirit of the relevant public policy on hiring &, on the whole employment relationship.

* To provide individual employees with the maximum of employment security, avoiding frequent lay-off or lost - time,

* To provide each employee with an open road & encouragement in the continuing development of his talents & skills,

* To assure each employee of the organisation interest in his personal goals & employment objectives.

* To assure employees of fairness in all employment relationship, including promotions & transfers.

* To avoid cliques which may develop when several members of the same household or community are employed in the organisation,

* To provide employment in jobs which are engineered to meet

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the qualifications of handicapped workers & minority sections ,

* To Encourage one or more strong, effective, responsible trade unions among the employees.

RECRUITMENT ORGANISATION :-

Another imp. factor is that all hiring activities may be conducted through a central employment office. The most commonly adopted practice is to centralise the recruitment & selection function in a single office. All employment activities should be centralised if the policies of the top management are to be implemented consistently & efficiently. Only when personnel requisition go through one central source & an employment records are kept up-to-date is there a possibility of maximum efficiency & success in hiring.

This centralised department is generally known as 'Employment Office.' The staff personnel is attached to it. This enables specialists to concentrate upon the recruitment function & soon they become very efficient in the use of various recruitment techniques.

It may be noted that in small organisation recruiting procedure is merely informal & generally the "Line Official " may be responsible to handle this function.

A: DETERMINING THE NATURE OF THE JOB TO BE FILLED :

This is the first stage in the process of placing the right man on the right job at the right time in the right place, through the adoption of scientific recruitment & selection

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procedure.

1. TERM JOB :

A 'job' is defined as an assignment of work calling for a set of duties, & conditions that are different from those of other work assignments.

2. JOB ANALYSIS :

'The Job Analysis is the blue print for any recruitment exercise.' Its purpose is to set out clearly the reasons, why the job exists, what there is to do how it is to be done & finally as a deduction of these factors - the man best suited to do it within the context of employers existing & developing requirement programme must ascertain clearly at the start of the assignment, all the essential facts of the situation, etc.

Unless a proper study is made in details of the job to be done, the manager concerned will not be in a position to select an appropriate person to fill that job. This is because the selection process is intended to measure the individual's capacity against the job requirements.

Job analysis, also known as 'job study, is often considered basic in the management of people because the result of job analysis are so widely used & so distinctly important.

Job analysis provides the following relevant information :*

1. Job titles, including alternate or trade nicknames.
2. No. of employees on the job & their relationships.
3. Names of immediate supervisors.
4. Materials, tools, & equipments used or worked with.

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5. Worker instructions received from & to whom delivered..
6. Salary or wage levels.
7. Hours & conditions of work.
8. Complete list of duties - daily, weekly, monthly, seasonal or casual - & time spent on each.
9. Educational requirements.
- 10 Experience requirements.
11. Skills aptitudes & faculties required.
12. Promotional & transfer routes from & to the job.
13. Other information, comments & observations.

Above checklist which would help to collect the relevant information in a job study.

3: RESPONSIBILITY OF JOB ANALYSIS :

The top management is responsible for sponsoring job analysis programme, who usually authorised the personnel division to execute the programme. The personnel division can train some of its staff to conduct job analysis or they can hire a job analysis from outside to do the job for the division or train personnel to become specialist. They may be given proper training in their work about the company or organisation, structure, policies & programmes & to get along with line executives, without whose co-operation job analysis become very difficult.

*** METHODOLOGY OF JOB ANALYSIS**

Job information is obtained through three sources :

1. Employees on the jobs,

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2. Supervisors,

3. Managers.

Generally, the methods of obtaining information & necessary facts with regard to the job are :

1. Questionnaire Method-

2. Personal Interview -

3. Observation -

1) QUESTIONNAIRE METHOD :-

This is one of the common methods of obtaining information. In this method questionnaire is submitted to each employee. The job analysis can help the employees in filling the questionnaire & the completed questionnaire may be submitted to the supervisors. This method is less time consuming & easy.

2) PERSONAL INTERVIEW :

In this method the job analysts can obtain information through personal interviews with employees. This method is more time consuming.

3) OBSERVATION :-

The above two methods may be supplemented with independent observation. By the observing the worker at work over a period of time a job analyst can accurately analyse the job & its various components.

WRITTEN JOB DESCRIPTION :-

After a thorough job study, job description should be written, which may be submitted to various interested supervisors & executives for review, change & final approval. Then, acceptable

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job descriptions are written out in simple & clear .pa language.

The job analysis procedure look completed, but it is very useful personnel tool indetermining the nature of the job to be filled. Now, that completes the first stage of personnel recruitment i.e. - determining the nature of job to be filled.

B: NATURE OF THE PERSONNEL REQUIRED :-

Once a job description or specification is prepared, its analysis would result in a outline description of the type of candidates sought for the appointment. This is also an important stage in the process of procurement & placement. It is essential for the personnel executive to find out the specific nature of job to be filled before initiating the process of selection.

The personnel analysist has various tools with which it is possible for him to understand nature of the job for which the process of procurement is to be initiated.

To fill the job efficiently, it is necessary to select a candidate whose actual & potential qualifications match the present & future requirements of job. In short the personnel characteristics of 'Man specifications' are required to be determined & they enconpass the following :

1. Physical Specifications.
2. Merital specifications.
3. Emotional & social specifications.
4. Behavioural specifications.

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1) PHYSICAL SPECIFICATIONS :-

Various types & degrees of physical faculties are required for different jobs. i.e. - height, weight, physical abilities like walking, vision, pulling pushing, finger dexterity, hand steadiness, stamina etc.

2) MENTAL SPECIFICATIONS :-

These specifications have reference to the following : intelligence, memory, judgement, ability to plan, ability to estimate, to read, to write, to think & concentrate, scientific faculties, arithmetical abilities etc. particular types & degrees of mental requirements for different jobs may also be specified.

3) EMOTIONAL & SOCIAL SPECIFICATIONS :-

Emotional & Social characteristics are very important. Recent research emphasises the impact of a mans ability to get along with people, his relations with the group etc. Some emotional & special specifications are as follows - ability to remain calm, social adaptability, personal hygiene, dress, pose, features etc.

4) BEHAVIOURAL SPECIFICATIONS :-

This is specified in higher levels of managment. These are not formatly listed out, never the less theseplay an important role in selection. The status of individual & prestige of the company helps direct the behevious of executives.

After determining the manpower requirement & hiring procedures. The recruitment procedure can be studied with the help of following steps.

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C: THE NATURE & SOURCES OF RECRUITMENT :-

1. THE PERSONNEL REQUISITION FORM :-

In case of vacancy or expected vacancy or forecasts for manpower needs of whatever types are translated in to manpower demands through the medium of personnel requisition form. what informal methods in which such requisition form are not used, are found in many smaller companies. The tendency to utilise them is increasing.

In using the form, initial action is taken by the supervisor in whose unit manpower needs appear while any number of employees may be requisitioned on a single form for a particular job. Separate requisition must be made out by a unit designing workers to fill different jobs. Any other procedure invite confusion.

In short, a job & man specification must be given. sufficient period must be given to the personnel department to employ its scientific selection procedures. It is the duty of the personnel department in its staff advisory capacity to meet the needs of line management by recruiting & screening. There should be close & effective co-operation & collaboration between executives. & supervisors on the one hand & personnel division on the other hand. This is need for good team spirit & team work between line & staff personnel.

2. FACTORS OF CHANGING LABOUR CONDITIONS :-

After determining the nature of job & personnel requirements through 'Personnel Requisition form' It will be necessary to find

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out the nature of recruitment. The nature of recruitment is depend upon the nature & stage of economic sophastication of the industrial society. Certain industries look for certain types of workers comming from a particular background & from certain areas.

It is also recognised that there is a direct correlation between recruiting practices & changing conditions of labour market following are the factors of changing labour conditions.

- a. Firms position in the labour market.
- b. The degree of tightness of labour market.

A) FIRMS POSITION IN THE LABOUR MARKET :

Firms position, its own size location & reputation will tend to have a persiste effect on its ability to attract labour.

B) THE DEGREE OF TIGHTNESS OF LABOUR MARKET :-

When the market is most loss or when supply is abundant, there may be a surplus of applicant at the employers door & when the market is most 'tight' or when labour supply is scaree, thye're may not be surplus applicants, the right type of labour is not too easy fo find.

*** THE SOURCES OF RECRUITMENT :-**

There are various sources of recruitment of employees, but all sources are not applied in the organisations or industries. Its depend up on the type of organisation or industry. Also the use of particular source depends on the nature of the job, the number of people to be employed, cost, convenience & Government regulations, whatever applicable.

In general, the sources of employees can be classified in

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two types ' Internal sources & External sources'. Filling a job opening from within the firm has the advantages. Comprehensive programme of talent inventory & analysis, Central Co-ordination of hiring & lay - offs in the personnel department & systematic posting of job openings will contribute much to the success of an internal recruitment programme.

Careful evaluation of sources & centralisation of efforts on those sources found to be most effective for providing employees with skill or potentials needed will produce most efficient long results.

In other words, the object of manpower selection is to ascertain clearly the type of person required & to secure an appropriate candidate for filling that position. Once a job content is confirmed, the job rate fixed & recruiting salary range determined. It is necessary to consider from where such employees will be forthcoming.

Basically these resources are divided into two types namely.

A: Internal Resources.

B: External Resources.

Following chart gives the idea of the various sources of recruitment

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SOURCES OF RECRUITMENT

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A: INTERNAL SOURCES

-
1. Promotion
 2. Demotion
 3. Transfer
 4. Trainees
 5. Internal Advertisement
 6. Lent services
 7. Extension of services
 8. Voluntary applications

B: EXTERNAL SOURCES

-
1. Employment exchange
 2. Private Employment Agencies.
 3. Employers/Trade Association
 4. Professional Associations & journals.
 5. Labour unions
 6. Field Trips
 7. Personnel consultants
 8. Jobber & contractors
 9. From other firms
 10. Management consultants
 11. School, Colleges & University
 12. Advertisement in newspaper
 13. Radio & Television
 14. Recommendation of present employees.
 15. Direct hiring & Factor Gates.
 16. Computer data Basic
 17. Local Recruitment
 18. Professional conferences & Seminars.

C: OTHER SOURCES

1. Within the organisation
2. Badli workers.
3. Employment Agencies.
4. Casual callers.
5. Labour contractors
6. Churches, Lodges, Fraternal organisations.

A: INTERNAL SOURCES :-

The best employees can be found from within the organisation itself. Internal sources are the most obvious sources. These include personnel already on the payroll of an organisation. This is the main source of recruitment.

Many of the organisations give preference to internal

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recruitment sources for choosing the best qualified skilled employees.

When clear vacancies exist in the organisation that is filled from the existing illigible employers in the organisation.

The use of an internal sources has some merrits-which are as follows :-

1. It ensures stability from continuity of employment.
2. It creates a sense of security among the employment.
3. It encourage other employees & executives in the lower ranks to look forward to rising to higher level.
4. The valuable contact with major suppliers are kept.
5. The valuable contact with existing major customers are materialised.
6. The persons are already familiare with the organisations activities & requirements.
7. It promotes loyalty among employees for it gives them sense of job security & opportunities for advancement.
8. It improves moral of employees.
9. They are tried people & can, therefore, be relied upon.
10. It is less costly than going outside to recruit But the use of internal sources has some.

DEMERRITS : which are as follows*6

1. It often leads to in breeding, & discourages new blood from the entering in organisation.
2. Internal source may dryup & it may be difficult to find the

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requisite personnel from within an organisation.

3. Since the learner doesnot know more than lecture, no innovations worth the name can be made, Therefore the practice of original thinking on job is not followed.

4. As promotion is based on seniority, the danger is that capable hands may not be chosen. The likes & dislikes of the management may also play an important role in the selection of personnel.

This source is used by many org" Use of a skill inventory is recommended to aid in development of a comprehensive file of employees skills such a file provides data which may reveal many possibilities for horizontal or vertical transfer within the plant.

Internal sources include the following :-

1) PROMOTION :-

Promotion refers to shifting an employee to a position carrying higher responsibilities & therefore enjoying increased prestige. In other words promotion involves the up grading of the position of an employee.

By promotion an employee occupies a position immediately above his original position. Thus position vacant in higher rank may be filled by promoting suitable employees.

The successful promotion involves the scientific techniques. Management has to take promotion decision on particular formal basis which are as follows :

- a. Merit
- b. Seniority

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c. Merit cum seniority

There are following types of promotion :

- a. Horizontal promotion
- b. Vertical promotion
- c. Horizontal & vertical promotion

2. DEMOTION :-

Demotion refers to shifting an employee to a position carrying down lower responsibilities.

3. TRANSFER :

It means a shifting of employees from one job to another without special reference to changing responsibilities & compensation.

Whenever department requires additional manpower then the additional manpower is filled in by the internal transfers.

Employee on one department are transferred to another department. Such transfers are only few of the total recruitment.

Transfer implies a lateral movement than ascending or descending changes in positions. Employees may be transferred as per demand.

The transfer may be of following types :-

1. Production Transfer
2. Personnel Transfer
3. Temporary Transfer
4. Permanent Transfer
5. Temporary Permanent Transfer.

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4. TRAINEES / ABSORPTION OF TRAINEES :-

The Apprentices Act. 1961, make it obligatory for certain industries to impart training to a specified of candidates in particular trades. Though training is compulsory, it is not binding on the employers to give them employment as well . But the trainees are the useful source of recruitment as & when vacancies arise.

5. INTERNAL ADVERTISEMENT :-

When a vacancy arises in a particular department & the employees in that department are not eligible for promotion. The other department are asked to apply & preference is given to such candidates in selection.

To improve the career, existing employees or individuals can apply for this type of post. Then selection is made on the same formal basis from the existing employees. This is a very good source. This method is also useful for development of employees.

6. LENT SERVICES :-

Lending the services of a senior executive to another plant which has been newly started by the same management. The services of senior executive are required to set up a new plant. Once the plant has been set up the executive is reverted to his original position or he may be absorbed in the new plant, if he desires.

7. EXTENSION OF SERVICES :-

The extension of services of retiring employees for one or two years, services as a source of internal recruitment.

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8. VOLUNTARY APPLICATIONS :-

Some organisations even maintain a file for recording voluntary applications which can be referred to in the future.

B: EXTERNAL SOURCES :

In spite of the case with which inside sources are reviewed applicants for many positions will not be found among employees from within the plant nor from candidates they may recommend. An important part of recruiting programme then must be directed towards external sources. An innovative organisation often goes out to get people. This approach enables many organisations to avoid the problems of inbreedings.

The personnel who are selected through external sources often bring innovative ideas & suggestion to an organisation. Some times new technology imposes new skills & methods on organisations. & it is necessary to acquire manpower for such skills from outside when an organisation approaches external sources for its manpower, a wide choice is available. A personnel Manager must take time to study the effectiveness & contributions of these sources.

Large scale organisations or industries can fill all their manpower requirements by outside or external recruitment. Internal recruitment is possible to only small scale organisation. They can fill their requirement within required period.

In our country, villages are the source of labour supply. Now-a-days, there is a large supply of unskilled labour flowing from villages to the towns & that again to winston the villages

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according to the seasonal & other requirements.

All vacancies cannot be filled through internal recruitment. Recruitment from outside sources, is therefore inevitable for most of the organisations. In early days various types of organisations use the recruitment tools for fulfilling their requirements. These various external sources are as follows :

1] EMPLOYMENT EXCHANGES :-

MEANING : The employment exchange in a country broadly refers to that institution which is established mainly with a view to adjust properly the demand for & supply of labour in various spheres of economic activity.

Public Employment Exchanges serve as an important source of recruitment of personnel. They register the names of job-seekers & pass them on to employers who intimate their vacancies to them.

Employers & Government offices are now required under employment exchange Act, 1959, to notify vacancies to these exchanges. The employment exchange maintains detailed records of job seekers & refer appropriate candidates to employers.

NEED, IMPORTANT & ROLE :-

1. The establishment of employment exchange is obviously advantageous for the workers. The workers obtain work with comparative ease & a job which may be better paid.
2. The employers are able to fill up the vacancies as quickly as possible & above all they get the right man for the right job through the exchanges.
3. To maximise national dividend - For this purpose it is

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necessary, on one hand to avoid involuntary unemployments & on the other hand, to provide each worker the job for which he is best suited. The role of employment exchange in this direction is very significance.

4. To adjust demand & supply - The employment exchange donot increase employment but they can very well serve as the most suitable agency for bringing about the best adjustment between the demand for & supply of labour. Through these exchanges the workers get the suitable employment & the employers the best suitable hands to work for them. Thus, with the establishment of employment exchange avoids the square peg in a round hole.

5. To remove abuse - The establishment of adequate machinery of employment exchange at all the industrial countries in a country like India is considered to be vital importance, Because such a step would go a long way in removing considerable various abuse of the system of recruitment through intermediaries & will also save employers from the trouble him & expenses of recruiting.

6. To reduce unemployment - The employment exchange by themselves donot creat employment buyt they do reduce unemployment by providing necessary technical & vocational training to people for prospective employment. Thus, they can reduce friction in a very large measure so, they can mitigate to save extent the ills of frictional unemployment which may be due to workers having the working skills.

7. The necessity of employment exchanges in a country like India

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are undoubtedly a great national asset & crushing liability. This huge reservoir of work people is a valuable as fertile oils, rich minerals thick vestigation or natural resources. This gignatic task is what is implied by manpower planning. In India, with her ultimated supply of lunskilled labour & her acute dificit of skilled, technical & scientific personnel planning cannots optimum utilisation of available resources in terms of man & materials. From this point of view, therefore, the importance cfd Employment Exchange in India is greater.

FUNCTIONS :-

Some of the important function performed by eimployment exchanges are as follows :

1. They are helpful in rooting out bribery & corruption in recruitment of workers by offerring a free service to all.
2. They increase the mobility of labour by directing the movement of labour from surplus are as to other are as where labour supply is deficient.
3. They collect & disseminate satistical information in respect of manpower & jobs, so as to buld up a composite picture of labour market in the country.
4. They render vacational guidance counselling & provide training facilities to persons seeking work.
5. They are helpful in the implementation & operation of various schemes`like rehabilitation of displaced persons, decasualisation of labour.

2] PRIVATE EMPLOYMENT AGENCIES :-

Private Employment Agencies are another important source of recruitment. Although private or free employment agencies have traditionally operated as a privately own business. They are signs of increased development of "Mutual Agencies." (Mostly operated in foreign countries & not in India context). The former are operated for profit & the employe usually pay the fee.

The mutual agencies is usually a non-profit subsidized by a group of companies to recruit & in many cases to select, applications for employment. Usually these agencies specialise in supplying certain types of personnel & some specialise in clerical & secretarial personnel & others in executives, accountants, engineers, salesman, dieticians, beauticians, top executives etc. They also provide employment counselling & guidance service, resume service & other services to the people seeking employment.

A basic limitation of such private agencies is that they are commonly local in scope, seldom able to canvass available personnel outside their own localities.

3] EMPLOYERS OR TRADE ASSOCIATIONS :-*

Meetings, conferences, seminars & other social functions organised by these associations are another source through which the firms try to recruit the needed people. A few come to these conferences looking for a change in positions & some others attend to recruit the right man.

4] PROFESSIONAL ASSOCIATIONS & JOURNALS :-

This is another source for finding some professional and

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technical people. Professional Associations maintain complete information records about employed executives. These associations are looked upon as head hunters, raiders & 'pirates' by organisations which lose personnel through their efforts.

These associations recommend persons of high calibre of managerial, marketing, & production engineers' posts.

Advertising in professional journals will bring in good response. Again the seminars, symposia, meetings, conference, & other function sponsored by the professional associations provide opportunities to recruit professional personnel. Through the journals, employers can identify some, who contribute articles & papers & who may be tapped.

5] LABOUR UNIONS :-

Labour Unions can also be a good source of manpower information. They recommend candidates for employment whenever vacancies occur. This source is useful for some industries such as building trades unions have provided the employer the necessary number of workers. The unions may also advise a worker where he can find a job. If its member loses his job in one company for some reason, the union may find him a job in another company.

DEMERIT :-

This practice deserves to be discouraged because the unions recommended only those candidates who, if appointed, would be more loyal to the union leaders personally than the organisation.

6] FIELD TRIPS :

An enterprise may send out teams of experts to towns & cities

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where the kinds of personnel needed by it may be found. In this case it becomes necessary to give wide publicity to the dates, venue & the times which such teams would interview candidates at different places.

7] PERSONNEL CONSULTANTS :-

A consulting firm acts as an intermediary between the applicant & the enterprise. There are the specialised agencies which on receiving requisitions from client companies advertise job descriptions in leading newspapers & periodicals without disclosing the company's name. The applications received from candidates are duplicate & passed on to the employers.

8] JOBBERS & CONTRACTORS :-

Many industries in India secure their manpower recruitments through jobbers & contractors, Jobbers & contractors have close links with towns & villages from where most unskilled workers come.

They also some times at their own expenses, bring such workers to the place of work. On payment of commission they are ready to supply required number of workers.

9] FROM OTHER FIRMS :-

Recruiting personnel from other firms is a popular practice. These are co-operations which have made a name for themselves in training & development people, particularly executives. In the auto industry they would like to recruit an executives from general motors, similarly general electric, standard oil have an established reputation for good executive & other firms would

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like to recruit from these co-operation.

10] MANAGEMENT CONSULTANTS :-

Specialised executive selection services are offered to the companies by many consultants. Executive search is really big business. Many firms rely on consultants for executive recruitment. In our country there are many consultancy firms which offer their services to the companies.

11] SCHOOLS, COLLEGES & UNIVERSITIES :-

Schools, Colleges, Universities, Technical Institutions etc. are a good source of recruitment of skilled & technical personnel. Circulars may be sent to the authorities concerned who display them to the students so that interested student can apply. In some cases the representatives of the firm visit the institution & interview interested students. Some big business firms maintain a close liaison with the universities, vocational schools & management institutions to recruit employees for jobs requiring formal education & training. Many educational Institutions run employment bureaus to assist employers in their recruitment activity.

Schools & Colleges are a very widely used recruitment source of the companies. Even in India, many of leading universities & institutes of management & technology provide a variety of placement services to both to their own students & industries.

12] ADVERTISEMENT :-

The 'Situation wanted' advertisement is another source of

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supply as well as a recruitment technique of applicants. This is one of the most commonly & frequently used methods of recruiting is placement of advertisements in news papers, magazines, & trade journals as well as in technical & professional journals.

Advertising is very useful for recruiting blue-collar & hourly workers, as well as scientific, professional & technical employees. Local newspaper can be a good source of blue-collar workers, clerical employees, & lower level administrative employees.* *

As in any other form of advertising, the choice of media, placement, & timing of advertisement job pay scales, the chance of promotion etc, the procedure for applying & some information about company is given. & appeal - to the reader, all play decisive role in determining justify the investment. Some are of the opinion that news paper advertising is generally accepted as most effective generalised appeal. The advertisement is given in times of India ,Indian Express, The Hindu, Financial Express, The Economic Times.

In order to be successful, an advertisement should be carefully written. If it is not properly written, it may not draw the right type of applicants or it may attract too many applicants who are not qualified for the job. It should be so framed as to attract attention - For example, by the use of different sizes & types of print while some opine that advertisement usually identifies the common job title. It include the specific kind of qualifications, experience etc. The advertisement should indicate

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whether the applicant is expected to call write or visit the organisation. & what of the background information is needed.

Some times blind advertisement are also placed in news papers. That advertisement asks the reader to write to a post office or news paper box number should be given. There fore, advertisement in these are generally selective.

MERITS :-

1. This is much used device & provides an opportunity to all candidates who are interesting to apply.
2. It reduces the chances of favouritism.

DEMERITS :-

Since the number of screening of applicants is usually very high, it requires a careful screening of candidates by interviews & various tests.

13] RADIO & TELEVISION :-

This is one of the most commonly used methods of recruiting is placement of advertisement through radio & television. Through radio & television many companies recruit their employees & particularly when the labour market is very tight, these sources of recruitment are used much.

14] RECOMMENDATION OF PRESENT EMPLOYEES :-

Friends & relatives of present employees are also good source / excellent source of recruitment personnel. Employees of enterprise may be encouraged to recommend their friends & relatives for employment in it. The company has a policy of giving

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preferences to such references.

MERITS :-

1. This policy to be valuable assets both for maintaining good will of the present employees & finding reliable candidates.
2. It encourages employees participation in manogement & thus works as a positive motivational device.

DEMERITS :-

1. The employees are generally interested in the condidates & may not think in terms of company benefit & thus recommend the names of unsuitable persons.
2. This type of selection may lead to the formation of cliques.
3. If such recommended persons are not selected they may feel insulted & thus the human relations may be adversely affected.

15] DIRECT HIRING/ FACTORY GATES :-

This is very common source of recruitment usually the large number of jobs seekers assemble every day at the gate of the factory. In times of servers unemployment, in case of positions requireing unskilled workers & filling up casual vacancies recruitment at the factory gate is an important source.

Those firms, which have good reputation regarding wages, working conditions, & other facilities, attract a good number of people, from whome the company may think of selecting some men.

16] COMPUTER DATA BANKS :-

When a company desires a particular type of employee, job specifications & requirement are fed in to a computer, where they asure matched against the resume data stored there in. The

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output is set of resumes for individuals who meet the requirements. This method is very useful for identifying candidates for hard-to-fill positions which call for an unusual combination of skills.

17] VOLUNTARY ORGANISATIONS :-

Voluntary organisations such as private clubs, social organisations, might also private employees - handicaps, windowed, or married women old persons, entired hand etc. in response to advertisements.

18] LOCAL RECRUITMENT :-

For lower level employees, this method is adopted. Local Recruitment committee has delegated the authonities about the recruitment. There a chairman who is factory manager or assistant manager & personnel manager as a secretary.

19] PEROFSSIONAL CONFERENCE & SEMINARS :-^{x9}

Some times for recruiting high quality professional people, informal & personal contacts made at perofessional conferences & seminare are quite useful particularly for responsible positions in research & development, training & scientific operation sections such contact informal discussions & observations of potential recruits may be quite rewarding.

External recruitment sources have some merits which are as follows :- MERITS :-

1. WIDE CHOICE : Selection from external sources makes it possible to choose the enterprise personnel from among a large number applicants. The enterprise can select the best from among then.

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2. FRESH ARE & OUTLOOK : In a world of intense competition, the enterprise greatly benefits from the freshness of outlook & approach of the personnel chosen from external sources.
3. Employees with varied & broader experience may be secured.
4. External sources provide the requisit type of personnel for an organisation, having skill training & education up to the required standard.
5. The best selection can be made without any distinctions of caste sex or colour.
6. In long run this source proves economical because potential employees donot need extra training for their jobs.
7. The outside candidates may possess varied broader experience outlook & knowledge.
8. Introduction of new blood makes the enterprise dynamic through the inflow the new ideas or first view point in to the orginations & maintaining a right balance between in breeding & new blood.
9. The present employees may be encouraged to develop healthier & better attitudes & may be able to modify old unwhole some habits.

DEMERITS :-

1. Heart-braining among old employees - Personnel chosen from external sources become the cause of lot of heart burning depression & demoralisation among old employees. This is all the move so if the outsider is appointed to an important position.
2. Lack of co-operation from old staff - Personnel chosen from external sources usually arouse jelousy among staff members who usually put several obstacles in the efficient discharge of duties

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in the new men.

3. Expensive - Recruitment of staff members from outside sources may prove to be quite expensive. Beginning with advertisements in the press, the holding of written tests & personal interviews involves substantial expenditure. Sometimes candidates coming from other cities may also have to be paid rail fares or bus fares.

4. This system suffers from what is called 'brain-drain' especially when experienced persons are raided or hunted by sister concerns.

RECRUITMENT PRACTICE IN LABOUR MARKET :-

Recruitment source will depend on the policy of a firm, the position of labour supply, Government regulations, & agreements with labour organisations.

However the personnel manager must be in close touch with these different sources & use them in accordance with needs. 'The best management policy regarding recruitment is to look first within the organisation.. If that source fails, external recruitment must be tackled'.

At last it may be pointed out that when an outsider external source of recruitments used specially at lower levels, the particular source being utilised seems to be depend largely upon the tightness or looseness of the labour market as indicated by F.T. Malm. & shown below * 10

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RECRUITING PRACTICES & FIRMS POSITION IN THE LABOUR MARKET.

DEGREE OF TIGHTNESS OF LABOUR MARKET	SOURCES USED FOR RECRUITMENT	AREA COVERED IN RECRUITMENT.
1. Most loos	Direct hiring	Immediate vicinity
2. Intermidate	Unions, friends & relatives, private & public agencies	Port of an urban industrial area.
3. Tight	Advertising Near by special sources (Colleges, Pvt. Agencies.)	The whole urban industrial area.
4. Most tight	Labour sociting	Regional & national

RECRUITMENT PRACTICES IN INDIA :

The different sources for recruitment in India have been classified thus.*11

- i. Withine the organisation,
- ii. Badli or temporarty workers
- iii. Employment agencies,
- iv. Casual callers,
- v. Applicant introduced by friends & relatives in the org.
- vi. Advertisments
- vii. Labour contractors.

RECRUITMENT PARTICLES IN IMPORTANT INDUSTRIES IN INDIA :-

1. Factories concerned - Direct method of recruitment & selection of necessary person is made from amongst the persons who present themselves at the factory gate.
2. Supervisory or white collare employment - Recruitment through

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advertisement is restricted.

3. Highly paid labour officers - Through intermediaries, sardarity of recruitment is continued.

4. In Maharashtra - Bombay & Solapur - Decasulization scheme for textile workers is used for recruitment.

5. Tin plate company, Jamshedpur - Number of pools have been formed for various sections in the factory.

6. In various factories also - Personnel are recruited by approach to technical institute because of shortage of technical personnel.

7. In Plantation - The services of intermediaries were utilised for the purpose of bringing labour to the plantation.

8. In Assam - The recruitment of personnel is made through licensed local forwarding agents under the Act.

9. In West Bengal - The Recruitment of plantation is made by the Tea District Labour Associations, The Indian Tea Planters Associations & The Indian Tea Associations.

10. In Bihar - Recruitment system was the zaminadari system under which offer of plots of land, either free or cost or at nominal rent were given to the labourers in order attract them to mines. A labourer could hold a plot of land in case he was willing to work in the mines.

Also recruitment by contractors who supply labours & also another agency.

12. In the Railway -

a. Superior Services - Appointments are made either directly or

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promotion from class II or III services.

b. III class - Recruit is made by central Railway service commussion through its orginial boards.

c. Inferior staff or Unskilled labours - Recruitment is made directly or by contractions.

13. In Ports - Nominal advertisment is given, but the recruitment was made by contractors - named Toliwala but then dock workers RegulationAct. 1948 was passed. Afterwards, the recruitment is mmaid as per provisions of above Act.

14. Seamen - The recruitment was made by intermidates But now Merchant shipping Act of 1958 was passed Now-a-days recruitment is made as per the provision of above act.

*** S E L E C T I O N ***

INTRODUCTION

Once a pool of suitable applications is created through resulting, the process of selecting applicants beings. This process involves a series of steps that add time & complexity of hiring decision. Although importance of their & complexity can lead to frustration for applicants who need jobs & for operating managers. who need their job operating follow.

The organisation has to develop its own techniques for selecting employees who meet job specifications, from the applicants provided by recruitment. Hiring of unqualified is avoided as hiring & training costs are substantial. It is also difficult to discharge employees who fall below performance standards as unions, expectations of employees & community makes it difficult. Hence, most of the organisations use probationary period to check the limitations in selection.

Careful selection & placement of employees to make sure that they are physically, mentally, & temperamentally fitted to the jobs they are expected to do to make sure that new employees can reasonably be expected to develop in to desirable employees & so that there will be a minimum number of square of round holes.

MEANING :-

Selection is the process of finding the best people for a job within the limitations of recruitment policy, selection of

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best people for a given job is done. Selection means ultimate choice of the suitable persons from among those available for employment.

Selection as the term implies, involves hiring or picking for placement on jobs a subset of workers from the total set (population) of workers available for hire or placement on jobs.

Thus, selection is the process by which candidates for employment are divided into two classes - those who will be offered employment & those who will not (ie - those who will be rejected). Since more candidates may be turned away than hired, selection is frequently described as a negative process, in contrast with the positive programme of recruitment ."¹²

Efficient selection is, there fore, a nonrandom process, in so far as those selected have been chosen on the assumption that they are making better employees than those who have been rejected. Although in actual practice, the process of selecting & placing employees often merge into a single process the term selection & placement' designate separate phases in the important area of manpower planning.

"Placement" means assigning the right person, from a group already selected for hiring in a company, a specific job in terms of how his qualifications match its requirements.'

However at the time of employment selection & placement are often co-ordinate & inseparable parts of a single process.

The object of manpower selection is to ascertain clearly the type of person required & to secure an appropriate candidate for

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filling that position.

In the majority of the companies in India, the selection procedure starts without a job analysis. For example, while selecting a salesman, the company decides that a 'salesman' is required.

A physically impressive personality was taken as indicating a good salesman & so on. Now many organisations in India have begun to have more sophistication in their selection process.

The selection process is a series of specific steps used to decide which recruits should be hired. The process begins when recruits apply for employment & ends with hiring decisions.

The selection procedure varies from organisation to organisation, depending upon the situation & needs of the organisation, as well as the level on which selection is made. Selection procedure can involve several stages although only some of them may be used for any particular grade of employees.

Efficient well designed selection process results in reduction of labour turnover, improvement in training scheme & maintenance of stable & effective employees. Efficient, scientific well designed selection process is a series of steps through which applicants pass.

Some times, process can be made simple & effective especially, when selecting employees to fill openings, to ensure that task & non-task factors are considered personnel department. Commonly use a more involved series of steps in selecting employees which can

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be in the following figure :-

Figure No. Successive Hurdles in selection process.

Generally a good selection process will include the following steps,

1. Preliminary interview-
2. Application forms - Application Blank
3. Reference letters -
4. Group Discussions -
5. Interviews -
6. Tests -
7. Physical Examination,
8. Selection & placement.
9. Induction.
10. Followup -

1] PRELIMINARY INTERVIEW :

Preliminary interview, which may be conducted by a junior executive in personnel department, provides the first opportunity for the candidate to know about the company & the job & whether he is suitable or not. Personnel executive must create a good impression of the company on the candidate.

The main purpose of this interview is to see if an applicant appears to be physically, & mentally suitable for the job, preliminary interview seeks to get answers to the most important & definitive questions about the job for which vacancies are to be filled up.

In such an interview questions covering points such

SUCCESSIVE HURDLES IN SELECTION.

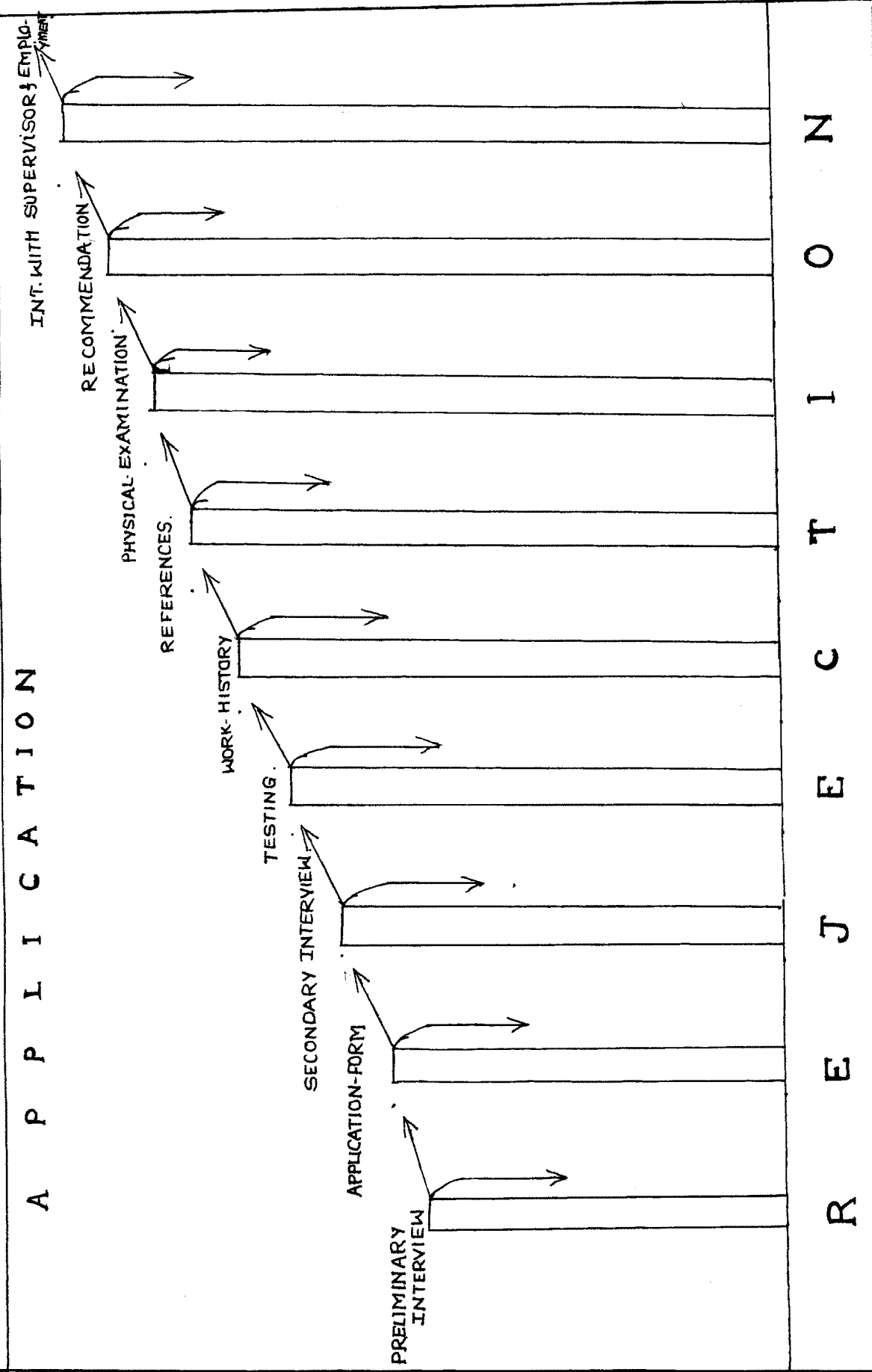


FIGURE NO.3-1 - SUCCESSIVE HURDLES IN SELECTION PROCESS. *10

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applicants place of residence, age educational qualifications, experience, marital status (whether married or unmarried) may be asked in rapid succession one after another.

Candidates who possess the preliminary interview are asked to fill up a blank application for especially designed by the enterprise or if a candidate is found suitable, an application blank may be given to him to fill in & return.

2] APPLICATION BLANK/APPLICATION FORM :

The application blank or the application form is a traditional, widely accepted device for recording information on such biographic items as age, marital status & number of dependents, previous education, & training, previous work experience, including nature of duties, salary, length of time on the job & reasons for leaving, & such personal items as association membership, policy records if any, outstanding debts etc.

Application form also test the ability to write, to organise his thought & present facts, clearly & successfully. The information recorded on application blank provides interview, & it provides the company with data for its permanent employee records.

Application blank serves the purpose of literacy & intelligence test. It also serves as permanent employee record. This form used to obtain information in his own handwriting. The form is used to test the applicants abilities to write, organise

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thoughts & to present facts clearly.

Application blank indicates further whether the applicant has consistently progressed to better jobs & whether education & occupational experience have been logically patterned.

The Application blank can be used as formal test, with the various questions weighted according to their productive value. A statistical analysis is made of the candidates, who have previously filled out these blanks.

Some application forms are simple, general & easily answerable, some others may require elaborate, complex & detailed information from the applicant.

References are to be listed in the application through these may be limited value because most of people named will provide very favourable references, being given to handicap the applicant in finding employment. There is very low correlation between rating given by reference & observed job performance. Further more it almost no relationship between their full report & what they put on as short reference form.

In short, an application blank is a brief history sheet of an employees back ground & can be used for future reference, in case of need. In practice most organisations use different application forms as per posts.

3] REFERENCE LETTERS :

Usually, applicants are requested to give some reference, Reference may prove useful as source of information regarding the character & reputation of the candidate, to check references one

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may use the telephone, postal service or a personal visit to a referee.

A verification of references might prove to be quite rewarding in some cases. This is because some candidates may provide incorrect information as to the dates of their previous employments, job titles, past salary etc. References, if properly pursued, can point out such discrepancies.

4] GROUP DISCUSSIONS :-

The use of group discussion is the most common in selection of supervisors, middle management & management trainees. In group discussion where groups of the job applicants are brought around a conference table & they are told to select/given a subject for discussion & talk about to each other, to a 'group task' which may involve improving, with limited materials found on the spot. Mostly topical or relevant subjects are given for group discussion.

The main advantage of a group discussion method is that it gives the opportunity for the selection panel to observe & judge how well the participants can think, analyse problems, substantiate arguments, find solutions, reason & take decision.

Group-discussion activities for judgements of selection panel are as follows:-

1. Initiating the discussion
2. Explaining the problem
3. Providing information

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4. Classifying issues
5. Influencing others
6. Summarising
7. Speaking effectively
8. Mediating arguments among the participants.

Next obstacle for applicant is the interview.

5) INTERVIEW :-

Interviewing is the most universally used tool in any selection procedure & interviews are designed to serve in the important areas of employment, training, human relations and labour relations. It may be only for planned period i.e. of five minutes or for sixty minutes. It may be formal or informal & it may be highly planned and carefully conducted.

The objective of interview is to measure the applicant against the specific requirements of the job and to decide whether there will be good fit. It also permits the applicant to ask questions about the organisation and the job.

The interview is a flexible tool, it can be used for many different types of the job with different kinds of personality. It can emphasise the applicant's formal qualifications or seek to plumb depths of his personality.

Ideally the interview provides the valid sample of the applicant's behaviour. Even though the applicant is 'no guard' careful to present the best picture possible. The skilled interviewer can draw him out more successfully than can an applications blank. In other words, an interview is an attempt to secure maximum amount

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of information from the candidate concerning his suitability for the job under consideration. It is purposeful exchange of ideas, the answering of questions & communication between two or more persons. Face-to-face conversation with the candidate helps in judging his overall personality temperament, aptitude etc. It also acts as a check on the information obtained in previous steps.

Following are the different types of interviews & they are briefly discussed.

1. INFORMAL INTERVIEW :-

This is an oral interview and may take place anywhere - The employer or manager or personnel manager may ask a few questions like name, place of birth, names of relatives etc. It is not planned & nobody prepares for it.

2. FORMAL INTERVIEW :-

It may be held in the employment office by the employment officer in a more formal atmosphere with the help of well structured questions. It will attempt to elicit the relevant information from the candidate. He may have a prepared list of questions to ask the candidate.

3. PLANNED INTERVIEW :-

It is a formal interview, which is carefully planned. Interviewer may have a plan of action worked out in his own mind & he knows how much time he is going to devote to each candidate, how to open and close the interview etc.

4. PATTERNED INTERVIEW :-

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It is also planned interview, but it is more carefully preplanned to a high degree of accuracy. list of questions and are as will be carefully prepared and it will act as interviewers guide.

5. NON- DIRECTIVE INTERVIEW - / UNSTRUCTURED INTERVIEWS:-

In this type of interview, interviewer can speak freely. The interviewer has no formal or direct questions. Complete freedom is given to the candidate.

6. DEPTH- INTERVIEW :-

This is designed to intensively examine the candidates background and thinking and to go into considerable details on particular subjects of an important nature and of special interest of the candidate. It is possible to get good picture of candidate.

7. STRESS INTERVIEW ;-

This type of interview is designed to test the candidate and his conduct and behaviour by putting him under conditions of stress and strain. This is very useful to test behaviour of individuals when they are faced with disagreeable and trying situations.

8. GROUP INTERVIEW :-

All the candidates may brought together in the employment office and they may be interviewed. It is designed to save busy executives time.

9. PANEL INTERVIEW :-

A panel or interviewing board or selection committee may interview the candidate. It is used usually in case of supervisory and managerial positions.

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INTERVIEW RATING :-

'Personnel selection is 'The seven point plan' which provides a frame work for listing and examining the important aspect of personality to be sought under the following headings. *14

- * Physical Mak-up : Health, Physique; age; appearance; bearing; speech.
 - * Attainment : Educations; occupational training and Experience.
 - * Intelligence : Basic and effective
 - * Special Aptitudes : Fluency, written and oral ; numeracy; organisational ability; administrative skill.
 - * Interests : Intellectual, practical; physically active, social' artistic.
 - * Disposition : Self-reliance, nature, motivation, acceptability.
 - * Circumstances : Domestic, social background and experience, future prospects.
-

This may added position requirements and family background. This would act as in interview guide and candidate may be reted five point rating social by the selection committee.

LIMITATION OF INTERVIEW :-

1. Possibility of errors has been widely described as halo or the halo effect.
2. Closely related or related to stereotyping characteristics in interview.

INTERPRETATION OF INFORMATION :-

The information gathered through different types of interviews has to be interpreted. Ths interviewr may asked to rate the

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interviews and these may interpreted with a view to finding the most suitable candidate.

A five point rating scale may be used such as

1. Outstanding
2. Good
3. Above average
4. Below average
5. Unsatisfactory

And total the points in making the final evaluation. Interviews may be only tool of selection, but most companies supplement the interviews with tests, physical examinations etc.

6. TESTS :-

Test is more important screening device used in selection procedure. Tests have been developed in an effort to find more objective means of measuring the qualifications of job applicants as well as for use with employees who are candidates for promotion. Tests serve as an important device in the process of selection. Tests have been defined as a 'systematic procedure for comparing the behaviour of two or more persons'. It is a sample of an aspect of an individual's behaviour or performance.

TYPES OF TESTS :-

1. PERFORMANCE TEST OR ADVERTISEMENT TEST :-

This test measures the level of knowledge and skills which a candidate has acquired for a particular job. For example, candidates for the post of typist may be asked to type some material in order to judge their speed and accuracy. Such tests

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are very helpful in the selection of technical personnel.

2. INTELLIGENCE TEST :-

Such test seeks to measure the mental capacity an individual in terms of his memory vocabulary prescription reasoning etc. It also judges the ability to deal with abstract symbols, words, ideas number etc. It is a very widely used test in business.

3. APTITUDE TEST ;-

An aptitude test is used to measure the applicants capacity and potential for learning the skills required for a particular job. It is helpful in predicting a candidates success on a particular job.

4. INTEREST TEST ;-

This test is designed to find out the likes and dislikes of the applicant for different occupations. It is helpful for determining the jobs suitable to him.

5. PRELIMINARY TEST ;-

It measures the temperament maturity and emotional balance of an individual. It helps in weeding out candidates who may not be able to get alongwith other people.

6. PERSONALITY TEST :-

The importance of personality test to job success is undesirable, aptitude and experience for a certain jobs have failed because of his inability to get along with and motivate other people.

This test seeks to assess on individuals motivations adjustment

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to the stresses of every day life, capacity of interpersonal relations and self image. These are expressed in terms of the relative significance of such traits within the person as self confidence ambition, decisiveness and fear.

7. OTHER TESTS :-

- a. Mechanical Test
- b. Character Test
- c. Trade Test
- d. Combination Test.
- e. Various Tailormade tests etc.

ADVANTAGES :-

Following are the major advantages of tests ;

1. Tests provide significant and relevant informations about the individual candidates.
2. Tests can improve the selection process by improving the matching of human traits and job demands.
3. Tests can reduce the time & training expenses.
4. In many case employment tests serve as the only good check on the possibly exaggerated claims of an applicant who may successfully bluff his way through an application blank.
5. Test can improve employee moral through the increased job satisfaction of correctly placed employees.
6. Test can reduce turn over and raise productivity through hiring of right persons and their correct placement.
7. Test can also be useful in selecting people with promotional

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ability by discovering reasons for job failure based up on personality traits.

7) PHYSICAL EXAMINAION :-

It is a part of the selection procedure for all suitable applicants in some companies. Physical examination is aboviously to see that the applicant is medically/physical suited for a particular job.

Fit or unfit remark is given by the doctor after physical examination. The capacity of the candidate to perform the job is judged. If any contagious the candidate has, it is located & accordingly remarks are given. Unifit candidates are rejected, their forms are sent back to labour officer.

All the candidates who successfully cross the brriers of various stages of selection mentioned above are required to undergo medical examinations. Selection in the armed forces or civil services.

Such examination ensures that :-

- i. a selected candidate is physically fit for the job.
- ii. he does not suffer from a communicable disease which may spread to other employees.
- iii. the company is protected against unwarranted claims. under the workmens compensation Act.
- iv. A proper medical examination will ensure high standards of health and physical fitness of employees.
- v. It also reduces labour turn over and absenteesum

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8) FINAL SELECTION :-

The candidates who have crossed the above hurdles are referred to official are formally appointed by issuing them appointment letters. Before putting them on permanent jobs, they are tried on the job for some time.

During the probationary period the selected candidates are observed while working on the job. The job-test may be helpful to find whether he can be successful on the job or not.

This is necessary as no device of selection can reveal fully and accurately the reality about the candidate. The candidate may have requisite qualifications but may fail to adjust to the job may transferred to other jobs for which they are fit. If no such jobs are available they should be immediately sacked.

9. PLACEMENT :-

The process of recruitment and selection is not over with the final selection of a candidate.

Candidates so selected are to be placed in a job. Placement refers to assigning specific job to selected candidates. It is the process of determining which of the several positions that are available should be given to each one of the selected candidates.

The new employee is assigned a particular job and there is a follow up to find whether he can succeed in it or not. Some times periodical reports of performance may be sent to the personnel department.

Practice on placement has become some what more formal as general policy has become to place more importance on the attitudes of all

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employees. Effort is made to gain the favourable reaction of fellow workers, so that the new recruit is welcomed to work group.

Record of selected candidates should be maintained and into them all additional data regarding service merit rating, grievances, disciplinary cases, health history are reported.

10. INDUCTION / ORIENTATION :-

The selection procedure does not end once the selection is made, for the new employee has to be induced in to the organisation.

Induction refers to the introduction of the employee to his job, to the fellow workers and to the organisations as a whole. In other words it is a welcoming process the idea is to welcome a new comer, make him feel at home and generate in him a feeling that his own job has a significance as part of the total organisation.

An orientation / induction programme should provide information relating to the following:-

- i. A short history of the company
- ii. The products of operations of the firm.
- iii. The company's organisation structure
- iv. Rules and regulations of the concern.
- v. Location of departments and employees facilities.
- vi. Grievances procedure.
- vii. Safety measures.
- viii. Employee activities.

The above information helps in adjusting the employee to the new employment so that he does not feel isolated. It increases his

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confidence, informs him of the job, acquaints him with the firm and develops a sense of belonging.

The employee may be taken around the factory and he is introduced to the people concerned employee handbooks, information manuals, pamphlets used to enable the employee to become fully familiar with the job and the rules and regulations of the organisations lectures and discussions may be arranged to give necessary information and guidance.

11). FOLLOW - UP :-

The selection procedure is not over when the new employee reports to his supervisors. The problem still remains as to whether a mistake in selection or placement may have been made. Most organisations therefore provide for a trial period of 60 to 90 days or as much as six months or a year for higher level position during which the new employee may be discharged without any formal procedure.

The objective of follow-up is to see whether the right person has been placed in the right job or . This also provides an opportunity for the supervisor or the manager to assess the contribution of the employee and make suggestions, if necessary, to improve his performance.

The trial period is necessary because of the inevitability of errors in even the best recruitment, selection and placement programme. Which is systematic, professional, & technical in character. Recruitment and selection procedure is designed not

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only to place the right man on the right job but also to see that there is an enduring employee and employer relationship.

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