C H A P T E R - V

RECRUITMENT : THEORITICAL FRAMEWORK :

Recruitment is the term applied to that phase
of personnel administration which is concerned with
reaching out and attracting a supply of people from
which to select qualified candidates for job vacancies.
An effort is thus made to attract potential employees
with the necessary characteristics and in the proper
quantities for the jobs available. A wise and
systematic method of recruitment will minimize the
costs 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 selection is essential if we want to
find the right man for right job. Scientific
procurement and placement is one of the most important
function of personnel administration and this
encompasses the following sub functions - *1

1. Anticipating personnel requirements.
2. Determine the nature of the personnel
   and the sources of their recruitment.

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*1 Personnel : A Behavioral Approach
to administration - L.C. Matginsor
Page 166, Richard D. Irwin - 1967.

3. Placing the right man on the right job.

4. Developing educational and training programmes.

5. Co-ordinating promotions and transfers.

6. Maintaining the personnel record.

Recruitment including the indentification and evaluation of sources, is the major step in the total staffing process. That process beings with the inventories of capabilities, recruitment, selecting placement and orientation. Recruitment places the human capital of our factories before material capital. Men are required at a given time. It is undesirable to have too many skilled men when they have no opportunity to use their skills. Production also suffers when trained men are needed and they are not available. The purpose of recruitment is to provide an adequate number of applicants for each job opening, so that selection may be made which will provide satisfactory results.

5.1 ANTICIPATING PERSONNEL REQUIREMENT :

In many companies, this aspect is totally ignored and little or no advance planning is done to meet future labour requirement. Some of the companies hire a person when an employee guits or

terminated. Such practices usually prove to be uneconomical and often a poor choice is made. Secondly due to the immediate necessary of the company the field of choice becomes rather narrow. Such practices are therefore unsatisfactory.

Forecasting of course not an easy task and sometimes the forecasts turnout to be faulty irrispective of direction or the amount of errors, however any rational plan is better than a haphazard approach. The plan should be some-what flexible, so that necessary changes can be effected with the changing economic conditions.

Thus , when extremes in business are reached, the personnel department will not find itself in an ackward position. Recognising a forecast of labour requirements is with the forecast of sales. On the basis of the sales forecast a schedule of production for various products is developed. Once the production schedules are completed, we know the quantity of the products that will be produced during a particular span. When the output of various departments is ascertained, the determination of labour requirements is relatively easy. Thus by moving from the sales forecast to the manufacturing schedules.

personnel department can estimate the number of workers that they need in the immediate future or during a particular period.

5.2 DETERMINE NATURE OF PERSONNEL REQUIRED :

It is an important stage in the process of procurement and placement. It is essential for the personnel executive to find out the specific nature of the job to be filled, before initiating the process of selection. The personnel analysit 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 a job effectively, it is necessary to select a candidate whose actual and potential qualifications match the present and future requirements of job. In short the personnel characteristics of " Man Specifications " are required to be determined and they encompass the following -

        a)   Physical specifications.

        b)   Mental Specifications.

        c)   Emotional and social specifications.

        d)   Behavioural specifications.

After determining the manpower requirements and the " Man Specifications " there begins recruitment and hiring procedures.

The recruitment procedure can be studied with the help of the following logical steps :-

5.3   RECRUITMENT POLICY :

In some places the choices are made easier by providing general manpower policies of the organisation. They have many implications for recruitment policy. Recruitment policy can make some choices immediately and directly on the basis of such guidelines. It can propose to find and hire some of the hardcome for the jobs / positions can be made available, family recruitment, employee's security and opportunity to the employees etc. Rapid technological development creat many problems, presenting an immediate question about to meet the new jobs requirement and 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 and should also be integrate thinking and working. General manpower policy also sets the entire tone and climate for recruitment policy and practice. Recruitment policy should clearly recognise that in in many labour markets , firms not be regarded as generous patrons, offering a needy chance to work, but rather something of nuisance. Finally the

platform of recruitment policy should prepare
contànuing evaluation of both policy and practice.
To prevent ineffectiveness of recruitment policy,

It should propose continuing feedback,review
research and 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 details
in recruitment policy include the following :- [*2]

1. Will promotion from within be utilised

2. Are relatives of present employees to be
   eligible for employment.

3. What will company attitude be on employment
   of handicaped individuals.

4. What will company attitude be on
   employment of older workers ?

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*2 Personnal Management and Industrial Relations
    - by Dale Yoder, Page No. 263
    Prentice Hall Pvt. Ltd., New Delhi 1972

5. What will company attitude be on hirigg
   members of minority group ?

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

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

5.4 ORGANISATION FOR RECRUITMENT :

The specific organisational set up used in
recruitment is largely a function of the size of the
employing unit. In smaller units, the line official
is likely to be changed with his respobsibility and
to carry it out in addition to his other duties.
Recruiting procedure in turn are likely to be
informal. While it may not be economical for the
small employing unit to creat a specialised
recruitment procedure can be adopted. Hence,the small
employing unit should not consider efficient
recruitment as something beyond its control or
some-thing available only to larger employers.

In the larger employing unit, organisational
specialisation is customary, and there is frequently
a staff unit attached to the industrial relations or

personnel department commonly called the employment office.

The advantages of such organisational specialization are evident. They permit given personnel to concentrate upon the recruitment function, and by this concentration, to be come more efficient in the use of various recruitment techniques and their assessment. The employment official is still a staff official however for e.g. he receives personnel requisitions from the line he does not originate them himself. And he generally does not have the final word in the acceptance or rejection of a given applicant. This is customarily the right of the supervisor under whom the applicant is to work. But the employment official does have extensive discretion with respect of the sources of manpower that will be tapped and the procedures that will be used in tapping them.

5.5 THE PERSONNEL REQUISITION FORM :

Forecasts for manpower needs of whatever type are translated into manpower demands through the medium of personnel requisition form. While informal methods in which such forms are not used are found in many smaller companies . The tendancy to tuilise

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 desiring
workers to fill different jobs. Any other procedure
invites confusion.

5.6   MANPOWER   RESOURCES   :

In general, the sources of employees can be
classified into two types, " INTERNAL " and "EXTERNAL".
Filling a job opening from within the firm has the
advantages of stimulating preparation for possible
transfer or promotion, increasing the general level
of morale, and providing more information about job
candidates through analysis of work histories wihtin
the organisation. A comprehensive programme of
talent inventory and analysis, central co-ordination
of hiring and lay-offs in the personnel department,
and systematic posting of job openings will contribute
much to the success of an internal recruitment
programme.

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

I)   Internal Sources or Resources in the company.

a) Occupational families, transfers and
promotions from within :

Conservation and full utilisation of present
employees requires a knowledge of all their job skills
and information on relationships of jobs within the
plant.

Use of a skill inventory is recommended to
aid in development of a comprehensive file of employee's
skills. Such a file provides data which may reveals
many possibilities for horizontal or vertical transfer
within the plant. Use of this technique would
eliminate to a a large extent the all to frequest
practice of a company laying off employees in one
department at the same time the recruiters are making
determined efforts to find employees with similar
qualification for another department.

Utilization of this type of inside sources

not only ceases recruiting problems,but also has a
positive effect on employee morale. Information on
job relationships must be of course available if
effective in plant transfers are to be made.

b) <u>Recommendations of Present Employees</u> :

Present employees are valuable assets not only
as possible candidates for positions at higher levels
but because they often refer friends associates and
family members for employment. When present employees
are asked to recommend new hires, a type of
preliminary screening take place. The present
employee knows both the company and his acquiantance
and presumbly would try to please both.

Implicit in the use of present employees
to attract new personnel are several assumption
regarding benefits. These are also possible dangers.
First are the assumption that the friends of present
employees are desirable, that they will be good
workers and that they will find working with friends
designable. These may or may not valid assumptions.
Conversely, some critics feel that this procedure
in breeding that cliques develop, and that the work
force becomes harder to handle.

II)   <u>External Soutces or Outside Sources</u> :

In spite of the care 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. These found most generally useful
are discussed below :-

a)   <u>Mail Applications</u> :

A sizable source for many companies during
periods of normal business activity is found among
"Walk ins" or " Applicants at the gate" Irrespective
of the condition of labour market provision should be
made for the type of receiption of walk in applicants
that will create a favourable impression, his friends
may be attracted to the company when seeking work.

In addition to applicants who personally at
the employment office, letters of application are
received frequently by larger companies. The quality
and quantity of such applications will depend on the
methods of handling suchletters. Promptness in reply
is a first requisite. Prompt answers in themselves
suggest efficiency, and the favourable impression
created may aid in selling the applicant on " your
company over others.

(b) Application_Files :

In many companies the majority of applicants
fill out an application balnk as a first step in
the employment procedure. These blanks become a
part of the personnel file for those who are hired
and the reminder are usually placed in a separate file.
If a position is not immediately available,the above
said remaining application blanks are reviewed to
determine most likely jobs for which the applicant
may be suied, then indexed and filed for future review
when job openings of that type occure in the
organisation.

The usefulness of this type of sources
depends first of all on how carefully information is
classified indexed and filed. A second requirement
is continued maintenance of the files.

c) Public Employment Services
i.e. Employment Exchange :

State employment services with branches in
all large cities and local representatives in many
smaller communities are a valuable source frequently
overbooked by employers, Majority of the employed
manpower registers its name to these offices and

this centralizes the largest single source of labour supply in the community in one agency.

(d) <u>Private Agencies</u> :

Although private of "Fee" employment agencies have traditionally operated as a privately own business, there are signs of increased development of "Mutual Agencies" (Mostly operating in many foreign countries and not in Indian context). The former are operated for profit and the employee usually pays the fee. The mutual agency is usually a nonprofit organisation subsidized by a group of companies to recruit, and in many cases to select, applicants for employment.

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

e) <u>Local School Sources</u> :

An effective recruiting programme will include active recruitment from local schools, of specialized employees, apprentices, and trainees for semi skilled and skilled jobs. Vocational high schools and private trade schools provide an excellent source for apprentices in the skilled trades. Graduates of

business courses in local high schools and in private
business schools are valuable source for clerks,
typists, stenographers etc.

f) <u>Colleges and Universities</u> :

Many of the larger corporations maintain
special college recruiting departments whose primary
mission is the ferroting out of college graduates in
specialized fields and selling them on opportunities
with their company.

The most active and competitive recruiting
efforts are being conducted to secure graduates with
degrees in engineering, chemistry and other technical
fields. At the same time, however senior college
students with backgrounds in business administration
and economics are being actively sought by recruiter.

g) <u>Competitors</u> :

The manpower of competitors often offers a
potential source of trained personnel.

h) <u>Advertisement</u> :

The "Situation Wanted " advertisement is
another source of supply as well as a recruitment
technique of applicants.

5.7 TECHNIQUES TO TAP THE APPROPRIATE MANPOWER SOURCES OR EFFECTIVE RECRUITMENT TECHNIQUES :

1. Advertising in Publications :

One of the most frequently used methods of recruiting is placement of advertisements in news papers, magazines and trade journals as well as in technical and professional journals. As in any other form of advertising, the choice of media, placement and timing of advertisement and appeal to the reader, all play a deceŝive role in determining whether the results of personnel advertising justify the investment. Some are of the opinion that news paper advertising is generally accepted as the most effective generalised appeal.

While some opine that advertisement usually identifies the common job title. It includes the specific kind of qualifications, experience etc. The advertisement should indicate whether the applicant is expected to call, write or visit the organisation and what of background informations is needed.

Blind Advertisement :

That is advertisements which do not identify the advertisement but ask the reader to write to a post office or news paper box number should be avoided.

2. The travelling recruites and development
of High School and College Sources :

Travelling recruits frequently called
" Labour Scouts" or " personnel scouts ",travel about
usually looking for higher level prospect engineers,
technicians, staff specialists and rare skills.
Perhaps the most widely used type of scouting is in
college recruiting. Such recruiting teams tend
to facilitate the screening process, and they
frequently enable final selections to be made right
on the campus.

3. Recruiting Booklets for Applicants :

Many large companies prepare special
promotional bulletins describing the company, its
operations, advantages if offer to the employees
and opportunities for employment and a life time
carrier. The majority of these are distributed
amongcollege students who read at their leisure.
If it is attractively prepared, it may prove an
effective sales piece.

5.8 AUDITING THE RECRUITMENT PROGRAMME :

No matter what recruiting methods are used
or what sources of applicants are exploited, a

sound long range recruiting programme cannot be developed effectively unless it is based on careful evaluation of recruitment and sources.

It is not only enough to discover merely what sources and what techniques are available but it is even more essential to evaluate them and find which are most valuable. What sources provide the most satisfactory employees for various jobs, and what techniques are most efficient. A sound recruitment programme will appraise each sources and each technique in terms of comparative qualities of the personnel it has provided.

a) General Evaluation :

A step by step general evaluation procedure is as follows :-

1. Evaluation of present employees with respect to their job sources.

2. Determination of sources from which good and poor were recruited and techniques used.

3. Evaluation of the statistical significance of the sources from which good and poor employees came. If the difference are

significant,then the source(or technique) should be developed or exploited more fully.

4. Such evaluation should be done job title by job title,for a good source or technique for one job is not necessarily so far another.

b) Advertising_Evaluation :

Newspaper advertising is a major cost in the recruiting programmes of many companies, The widespread use of advertising recruiting calls for special attention to its evaluation if money is to be spent wisely and if most effective results are to be obtained.

Experiment have shown that one news paper is often much productive than another.

When the same advertisement appears in several papers, it is possible to plot number of replies against cost per reply using colours to denote the day of insertion and the news paper.

5.9 APPLICATION BLANK :

The application blank or the application form is a traditional, widely accepted device for recording

Information on such biographic items as age material
status and number of dependents, previous education
and training, previous work experience, including
nature of duties, salary, length of time on the job
and reasons for leaving; and such personal items
as association membership police records if any,
outstanding debts etc. It also tests the ability
to write, to organise his thought and present facts
clearly and successfully. The information recorded
on the application blank provides interview with
leads and points of departure for a formal job
interview, and it provides the company with data
for its permanent employee records. The applica-
tion blank indicates further whether the applicant
has consistently progressed to better jobs and
whether education and occupational experience
have been logically patterened.

The application blank can be used as formal
test, with the various questions weighted and
secored according to their productive value. A
statistical analysis is made of the candidates
who have previously filled out these blanks.
Weights are assigned to each such factors a type
of work, experience, size of family age and sex,
and these scores are then compared to work records
of those previously hined.

Scores are then computed from the applications of the newly people and matched against the scores of employees with good tennure and performance records.

Often references are to be listed in the application though these may be of limited value because most people named will provide very favo- -urable references, being given to handicap the applicant in finding employment. There is very low co-relation between ratings given by references and observed job performance. Further more it almost no relationship between their full report and what they put on a short reference form.

5.10   TESTS AND INTERVIEWS :

A.   TESTS :

Two of the more important screening devices used in hiring procedure are psychological tests and employment interviews. Both are these are quite complex in substance and difficult to utilise property.

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. One of the major advantages is that they may refover qualifications and talent that would not be delected

by interviews or by listings of education and job experience. Tests seeks to eliminate the possibility that the prejudice òf interviewer or supervisor, instead of potential ability will govern selection decision.

Basic Principles of Testing :[3]

1.   One of the first principles of testing is that tests must be selected or designed on the basis of a sound job analysis programme.

2.   The test selected or designed for use is a reliable instrument.

3.   Test selected or designed must possess the characteristics of validity.

Type of Tests :

i)   Intelligence Tests :

The intelligence test is probably the most widely administered standardised test in industry. On the assumption that quick learning alert, bright

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[3]   Personnel Management by Aurn Monappa and Mirza Saiyadain.
Tata Mc-G Raw Hall Publishing House,
New Delhi — 1980.

people can learn almost any job more quickly than
those who are less well endowed, many companies use
general intelligence tests. The most reliable
intelligence tests requires many hours of careful
professional administration. Most organisations
make use of shorter paper and pencil tests which give
a rough approximation of the I.Q. of the applicant.

ii)   Aptitude Tests :

Whereas intelligence is frequently defined as
a general trait, an aptitude is more specific
capacity. Aptitude tests measure whether an
individual has the capacity or latent ability to
learn a given job if he is given adequate training.

iii)   Achievement Tests :

Whereas aptitude is a capacity to learn in
the future achievement is concerned with what one
has accomplished. When applicants claim to know
something, an achievement test is given to measure
how well they know it. Trade tests are the most
common type of achievement tests given.

iv)   Personality Tests :

The importance of personality to job success is
undesidable. Often an individual who possesses the
intelligence, aptitude and experience for a certain

jobs has failed because of his inability to get
along with and motivate other people. Personality
test seek to assess an individual's motivation adjustment
to the stresses of every day life, capacity for
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, optimism patience, fear and
distent.

B)   INTERVIEWS :

The interview, unlike the application blank,
is a selection technique that enables the person
responsible for hiring to view the total individual
and to appraise the person and his behaviour
directly. The objective of the interview is to
measure the applicant against the specific quirements
of the job and to decide whether there will be a good
fit. It also permit 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 job with different kinds of personality.
It can emphasize the applicants formal qualifications
or seek to plumb the depths of his personality.

Ideally, the interview provides the valid

sample of the applicants behaviour. Even though
the applicant is "on guard" careful to present the
best picture possible, the skilled interviewer can
draw him out for more successfully than can an
applications blank. Furthermore, the interviewer
can uncover dues to the kinds of situation he finds
troublesome and satisfying using the information
recorded on the application blank as a spring board;
the interviewer can guide the applicant into
explaining why certain jobs appeal to him and
others do not, and into speaking freely about
influence of family and educational experience.
By getting the applicant to talk about himself, the
interviewer can guage the candidates level of
aspiration his ability to deal with inter personal
situations and, his readiness to take the initiative
in conversation and in dealing with strangers.

C)   MEDICAL OR PHYSICAL EXAMINATIONS :

A selective device used almost universally
is the physical examination. Most firms and public
agencies require that an applicant have physical
examination before he can be accepted for employment.

In earlier practice, the applicant has to
"PASS" his physical. This ment in general, that he
must be certified as in good health.

The purpose should be to eliminate applicants,
but to discover what jobs they are qualified to fill.
The examination should disclose the physical
characteristics of the individual that are significant
from the stand-point of his efficient performance of
the job he may enter or of those jobs to which he
may reasonably expect to be transferred to or promoted.
It should note deficiencies not as a basis for
rejection but as indicating restrictions on his
transfers to various positions.

Current practice facilitates such a matching
of physical requirements and physical qualifications
by a special phase of job analysis that describes
"Physical demands" of the job. At the same time
the physical examination of candidates identifies
physical capacities.

5.11   REFERENCE CHECKING :

Most application forms include a request
for the names of references, and some selection
procedure ask candidates to provide letters of
recommendation. Reference checking is an excellent
adjunct to other selection methods because it
provides information on behaviour, not traits,and
because the behaviour evaluated has been observed.

Valuable information can be obtained from previous employees, schools and colleges. Telephone calls and personal visits are some time used in an attempt to elicit more objective replies. Most firms, however, use correspondence for this purpose. Such correspondence may seek to verify specific parts of the applicant's reported work history, such as date of employment,job duties wages etc. It may also seek an evaluation as rating of the employees.

5.12 PLACEMENT :

The applicant who clears all the hardles is presumbly offered a job. Final acceptance, for production workers, usually depends on the approval of the supervisor with whom he will work. In some practice, the approval is secured early in the selection process as one of the crucial steps, thus preventing the needless testing and interviewing and reference questioning of applicants who may ultimately be rejected at the point of hiring.

Practice on placement has become somewhat more formal as general policy has become to place more importance on the attitudes of all employees.Effort is made to gain the favourable reaction of fellow workers,so that the new recruit is welcomed to the

work group.

Some larger firms provide a formal orienta-
tion training programme. Others assign responsibility
for orientation to the supervisor.

A wide variety of printed material,employee
handbooks, etc. may be distributed to recruits to
help them visualize the entire firms operations and
its objectives.

5.13 FOLLOW UP :

The selection process is not over when the
new employee reports to his supervisor. 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 or 90 days or as much as six months or a year
for higher level positions during which the new
employee may be discharged without any formal
procedure. The trial period is necessary because
of the invevitability of errors in even the best
recruitment, selection and placement programme.