

Chapter - III
Theoretical
Study

Background

of

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THEOROTICAL BACKGROUND OF THE STUDY

In this chapter, Theoretical information collected regarding to topic i.e. recruitment & selection policy. Which can includes a information of recruitment sources i.e. internal, external. Also contain information regarding to selection i.e. steps involved in selection, importance of selection, principles of selection etc.

1) Introduction

It is primary duty of personnel department to procure and maintain an adequate qualified working force of various personnel necessary for managing organization that lead an organization to success.

Procurement function of personnel department includes 3 major sub functions.

A. Recruitment

B. Selection

C. Induction

A) RECRUITMENT:

Recruitment means search of prospective employees to suit the job requirement as represented by job specification – a technique of job analysis.

“Recruitment is process of searching for prospective employees and stimulating them to apply.”

Some authors have defined this as follows:

“Recruitment is the development and maintenance of adequate manpower resource. It involve creation of a pool of available labor upon whom the organization can depend when it need additional employees.”

-Deal S. Beach.

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

- Edwin B. Flipoo

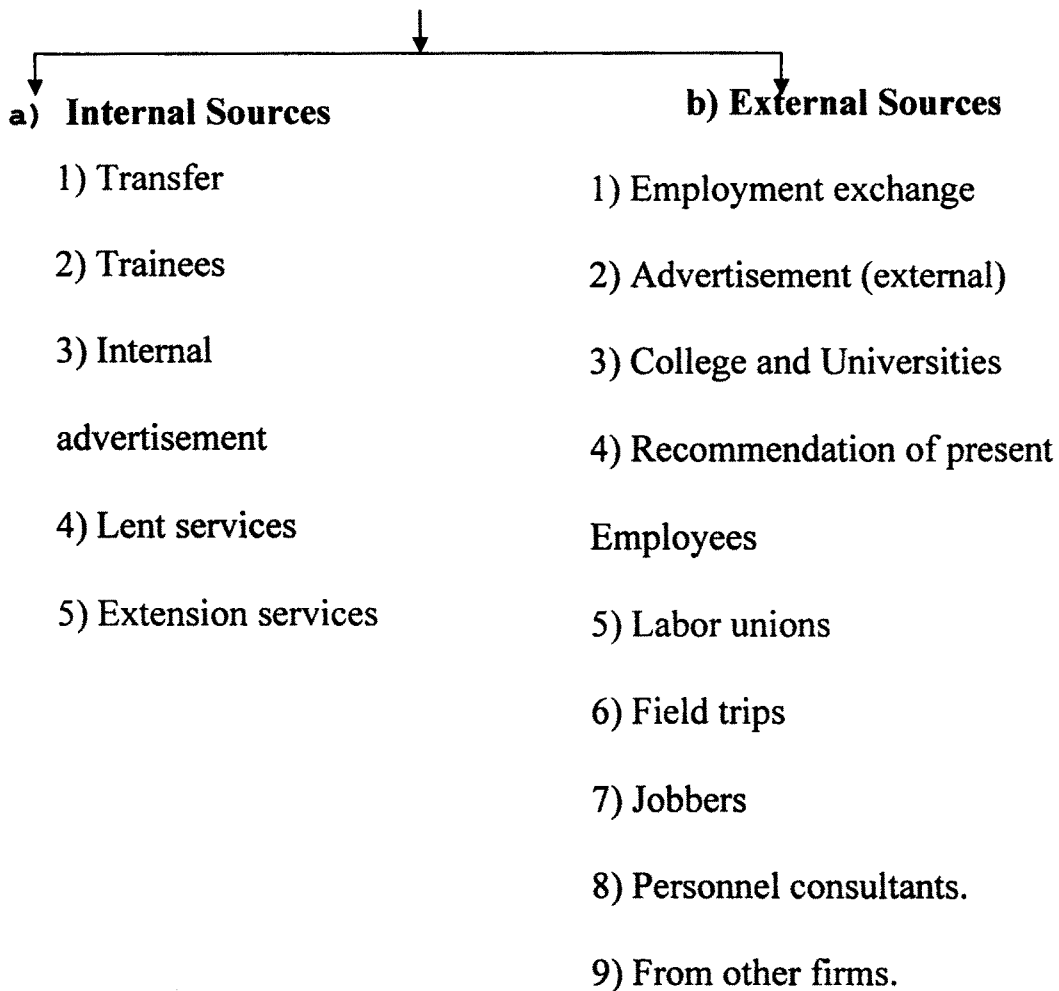
It is a positive process of employment. It increases the ration of applicants and number. of posts vacant and thus, provides an opportunity to the manager to select the suitable person.

An analysis of job is a pre-requisite to any Recruitment process. It involves preparation of job description and job specification for individual job. Recruitment process begins only when requisite of persons recruitments of different jobs are known.

SOURCES OF RECRUITMENT

Following chart gives an idea of the various sources if recruitment.

Sources of Recruitment



The various sources of recruitment are classified into two groups.

- a) Internal sources i.e. Recruitment with an organization.
- b) External sources i.e. Recruitment from outside.

a) INTERNAL SOURCES: i.e. Recruitment with an organization, this includes following.

1) Transfer

Transfer involves shifting of an employee from one job to another without a corresponding change in status, responsibility, rank, rate of compensation of employee. Employees are transferred from the department in which they are in excess to another where more employees are required.

2) Absorption of Trainees

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

3) Internal Advertisement

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

4) Lent services

Lending the services of a senior executive to another plant, which has been newly started by same management. The services of senior executives are required to set up a new plant.

5) Extension of services

The extension of service of retiring employees for one or two years.

b) EXTERNAL SOURCES: i.e. recruitment from outside.

1) Employment Exchange

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

Public employment exchanges serve as an important source of recruitment of personnel. They register the name of job seekers and refer appropriate candidate to employers.

2) Advertisement (external)

Recruitment through advertising is one of the most common method of attracting personnel of all types particularly skilled and educated employees. Usually the advertisement is given in the appropriate newspapers and magazines with full description of the job, pay scales, the chance of promotion etc. The procedure of applying and some introduction about the company is given in the advertisement.

3) Colleges and Universities

Colleges and universities, technical institutions etc. are a good source of recruitment of skilled and technical personnel. Circulars may be send to the authorities concerned who display them to the students, so that interested students can apply. In some cases, the representatives of the firm visits with the institution and interview interested students. Some big firms now maintain a close relation with the universities. Vocational schools and management institutions to recruit employees for job requiring formal education and training.

4) Recommendation of present employees

This is an excellent source of recruitment. Employees of the enterprise may be encouraged or recommend their friend and relatives for employment in the organization.

5) Labor/ Trade unions

Labor union can also be good source of manpower information. They recommended candidates for employment whenever vacancies occur.

6) Field Trips

An enterprise may send out teams of experts to town and cities where the kinds of personnel needed by it may be found. In this case, it becomes necessary to give wide publicity to the date, venue and the time, which such teams would interview, candidates at different places.

7) Jobbers and contractors

Many industries in India secure their manpower requirements through jobbers and contractors. Jobbers and contractors have close links with town and villages from where most unskilled workers to the place on payment of commission. They are ready to supply any number of workers.

8) Personnel consultants

A consulting firms acts as an intermediate source between the applicants and enterprise. There are the specialized agencies in recruitment of manager and other senior officers on requisition of client companies. The consultant's agencies advertise job description in leading newspapers and periodicals without disclosing names of employers, sometimes, these firms screen, interview and select candidates if asked by company.

9) From Other firms

Recruiting personnel from other firms is a popular practice. There are corporations, which have made a name of themselves in training and development of people, particularly executives.

Evaluation of various sources of Recruitment

It is very difficult to say which is suitable to a company for recruiting the personnel at various levels. According to the suitability of the source of Labor supply depends upon size of company, nature of job and supply of qualified personnel. No source is bad or good in itself in all circumstances and for all employees.

RECRUITMENT PRACTICES IN INDIA

The different sources for recruitment in India have been classified thus: i) Within the organization; (ii) Badli or temporary workers;(iii) Employment agencies;(iv) Casual callers; (v) Applicants introduced by friends and relatives in the organization; (vi) Advertisements; and (vii) Labor contractors.

According to a survey of public and private sector employers by Prof. Basavaraj, the following methods were used to recruit employees;

a) In the public sector (steel units), the major sources of recruitment in order of preference are: (i) Casual callers or employment seekers; (ii) Newspaper advertisements; (iii) Scheduled tribes and scheduled castes; (iv) Employment Exchanges; (v) Other public undertakings; (vi) Internal advertisement; (vii) Displaced persons; (viii) Relative and friends; (ix) Employee recommendations; and (x) Institutions.

a) In the public sector (heavy engineering), the sources for non-supervisory staff are:

- (i) Employment Exchange
- (ii) External advertisement;

- (iii) Internal advertisement;
- (iv) Central training institute;
- (v) Introduction by the liaison officer of a corporation;
- (vi) Deputation personnel; and
- (vii) Transfers from other public undertakings.

b) In the private sector, the survey disclosed that the procedures, through formulated, were not institutionalized in character. In some organizations, preference was given to sons and relatives of employees and to local people. In order of preference, the major sources are: 20 (i) Advertisements; (ii) Employment Exchanges; (iii) Relatives and friends; (iv) Casual callers; and (v) Employee recommendations.

B) SELECTION

A planned recruitment programme provides the organization with job-applicants from whom a required number of selections are made selection process is negative function because attempts to eliminate applications, leaving and only the best to be selected.

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

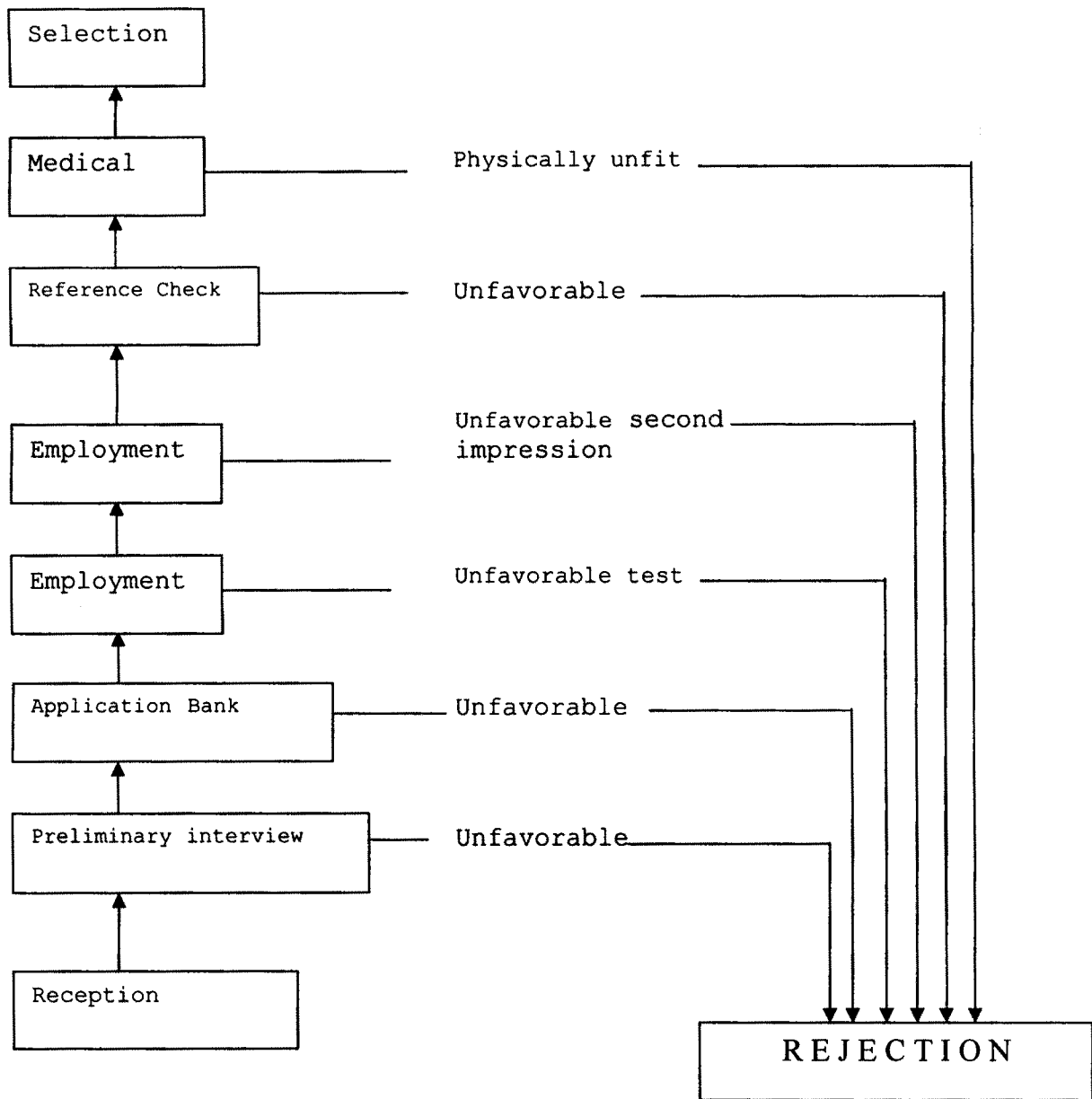
- Dale Yader

IMPORTANCE OF SELECTION

1. Scientific selection facilities procurement and qualified and skilled workers.
2. Proper selection of candidates reduces the cost of training and development.
3. Proper selection of personnel reduces personnel, problems in the organization like labor turnover, absenteeism, monotony etc

PROCUREMENT FOR SELECTION

Techniques used by the particular organization depend on a number of factors including its size, resourcefulness, and staff objectives. Various steps of selection process may be described as under:



1) Application Blank

The application blank is invariably used as one of the selection tools. The applications are the starting point of the selection process. Where application forms i.e. application blanks are used, the data become a part of employees record. Application blank contains written record of the following information's.

- a) Identifying information: Such a family background data and place of birth, age, sex, height, citizenship, martial status etc.
- b) Information regarding education.
- c) Information regarding experience.
- d) Expected salaries and allowances.
- e) Information regarding community activities.

2) Preliminary Interviews

Preliminary or initial interview often held in case of 'at the gate' candidates. This is usually of short duration and aimed at certain basic information with a view to identifying the obvious misfits or unqualified.

3) Screening Of Application Forms

Information given in the application form is used for selection purposes, the applications that seem to be unfit for the job on the basis of information given in the application blank is rejected out rightly at this stage.

4) Employment Tests:

An employment or a selection test is an instrument designed to measure selected qualities and abilities and a prospective incumbent in terms of job specifications.

- a) Intelligence Tests: are a measure of the individual's capacity for reasoning, capacity for verbal comprehension, numbers, vocabulary, word and fluency etc.
- b) Aptitude tests: are measure for the individual's capacity for talent and ability to learn a job if he is given adequate training.
- c) Achievement tests: are used to certain weather the individual actually known what he claims to know.

d) Judgment tests: are which evaluates the judgment skills and the applications.

5) Interviewing

Interviewing is the most widely used selection technique by all kinds of organizations. It is relied upon to a great extent in accepting or rejecting the candidates. The basic objective of the interviewing is to measure the applicant against the specific requirements of the job.

6) Reference Checks

Reference check serves as an important solution technique is conducted properly.

7) Physical examination

Candidates who have crossed the above hurdles required to go for the medical examination.

8) Selection

If candidate successfully overcomes all the obstacles or tests given above he would be declared as selected.

PRINCIPLES OF SELECTION POLICY

- 1) The responsibility for the selection of employees should be assigned to an efficient and qualified selection board, so that only the right man can be selected.
- 2) 'Job first, man next', should be basic and fundamental principles for selection.
- 3) Management should not rely much on one single source. Selection should be from external sources.
- 4) Selection policy of the organization should commensurate the employment policy of the government.

5) The selection policy should be unbiased and employment oriented.

The Features of recruitment and selection policy

- a) Great dis-proportion between the number of position available and the no of aspirants
- b) Difficult is dismissal of an employee.
- c) Absence of manpower planning.
- d) Different types recruitments.

The important problems in the proper selection in India are as follows.

- I. Defective recruitment policy.
- II. Old selection techniques and lack of psychological tests.
- III. Untrained selectors.
- IV. Lack of manpower planning.
- V. Attitude of employers.

C) TRAINING

Introduction

Training and development of human resources in industry has been recognized as an important tool for the development of desirable motives and attitude for both the management and labor. Training, serves as an important means for the development of effective work habits and methods of work and thereby improves job performance, reduce waste, and accidents. Prepares individual for modified jobs, avoids unnecessary turnover, improves the quality of the product and so on. It means not only merely improved production but also equips them with capabilities for promotion and healthy relations. New programs may encourage employers and managers to accept organizational change to gain better understanding of organizational goals, and philosophy and evaluate economic and social consideration.

• **Definition:**

"Training is the art of increasing the knowledge and skill of an employee for along a particular job"

EDWIN FLIPPO

The above definition says that training is an art, which one has to develop himself to increase knowledge and skill for the purpose to do the specific job."Training is the organized procedure which people learn knowledge and skill for a definite purpose".

IMPORTANCE OF TRAINING:

Training is essential for health administration in industry to accomplish a successful piece of work from.

- 1) There is a persistent shortage of skill and it is felt that the most direct attack on the problem of unemployment, especially in developing countries can be made through expansion of facilities for vocation training and professional education.
- 2) Skill shortages have often been further aggravated by rapid technology changes. Managers are faced with labor markets in which skilled manpower fails to meet the needs for new skill requirements.
- 3) Obsolescence becomes a position and widespread characteristic of human resources in the working organization if the managers, who were formerly adequately prepared, are not benefited from additional personnel growth during their work period.
- 4) The inevitability of having unemployables consequent upon the social goal of equal employment opportunities necessitates the adequate process of training process of training and training development facilities.
- 5) Many Organizations have recognized the potential payoff from their investment in people and they realize that they must offer training and development opportunities for their own survival these are built in opportunities for profit in their ventures.

NEED AND OBJECTIVE OF TRAINING:

The need and objective for the training of employees;

a) To increase Productivity.

Instructor can help employees increase their level of productivity performance on their present assignment. Increased human performance often leads to increase operational productivity and increased company profits.

b) To improve Quality.

Better-informed workers are less likely to make operational mistakes. Quality increases may in relationship to a company product or services or in reference to the intangible organizational employment atmosphere.

c) To help a company fulfill its future personnel

Organization that have a good internal programme for duration will have to make less drastic manpower changes and adjustment in the vent of sudden personnel alternatives. When the need arises organization vacancies can be easily staffed from maintaining an adequate instructional programme for both its non-supervisory and managerial employees.

d) To improve organizational climate

An endless chain of positive reaction from a well-planned training programme.

e) To improve health and safety.

Proper training can help prevent industrial accidents. A safer atmosphere leads to more stable mental attitudes on part of employers. Managerial mental status would also improve, if supervision know they can better themselves through company designed development programmes.

1) Obsolescence prevention

Training and development programme foster the initiative and creative of employees and help to prevent manpower obsolescence due to age, temperament, or motivation on the inability of a person to adapt himself to technological changes.

2) Personal growth

Employers on a personal basis gain individual from their exposure to educational expressions. Management development programme seems to give participants a wider awareness, an enlarged skill and enlightens realistic philosophy and makes personal growth possible.

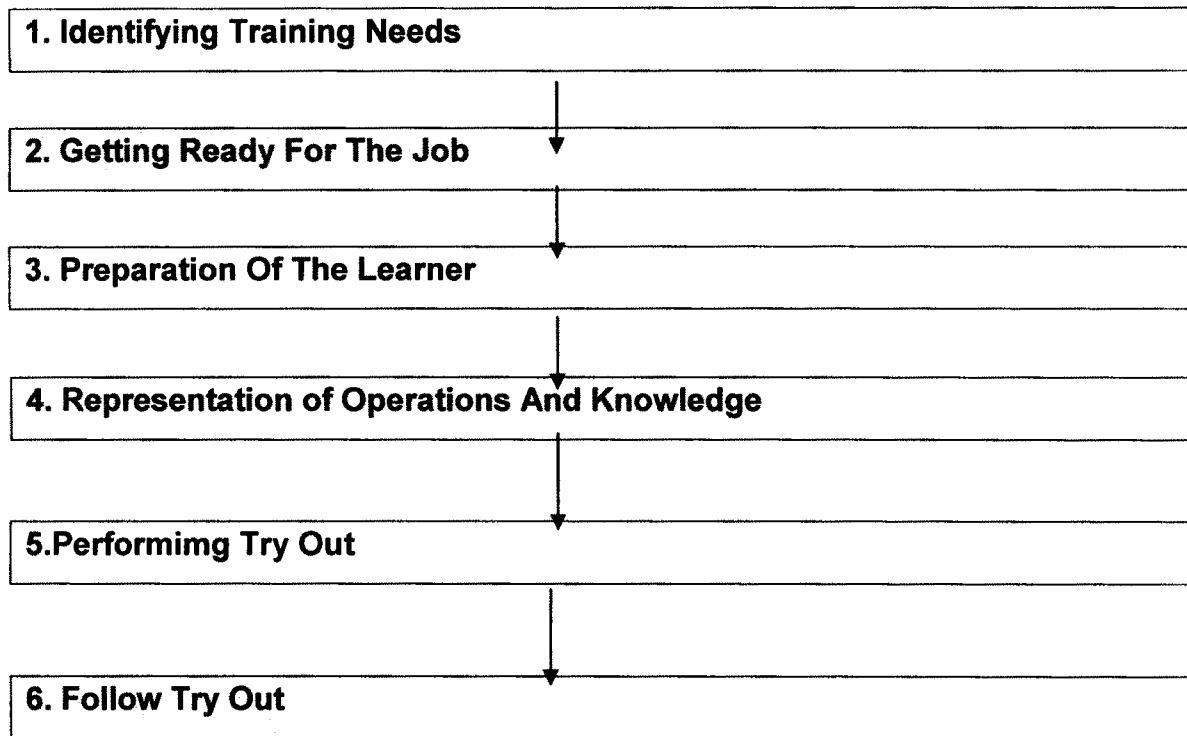
It may be observed that the need for training arises from more than one reason.

- 1) An increased use of technology on production.
- 2) Labour turnover arising from normal situation due to death or physical incapacity, promotion within the organization and change of occupation.
- 3) Need for additional hands to cope with an increased production of goods.
- 4) Employment of inexperienced or new labor requires detailed instruction for an effective performance.
- 5) Old employers need refresher courses to enable them to keep abreast of the changing methods; techniques are of sophisticated tools and machinery.
- 6) Need for employers to do the work in a more effective way, to reduce learning time, reduce supervision time, reduce wastage and spoilage of raw material and produce quality products.
- 7) Need for reducing grievances and minimize accident rates.
- 8) Need for maintaining the validity of an organization as a whole and raising the morale of its employees.

STEPS IN A TRAINING PROGRAMME

Training programmes are a costly affair, and a time consuming process, therefore they need to be drafted very carefully.

Usually in the organization of training programmes the following steps are considered necessary



Steps

1) IDENTIFYING TRAINING NEEDS.

A training programme should be established only when it is felt that it would assist in the solution of specific operational problems. Those involve making a thorough analysis of the entire organization, its operations and manpower resources available. In order to find the trouble spots where training is needed following are the steps for discovering training needs.

- a) Analyzing jobs and men- if men are less capable they can be given training.
- b) Identifying production problems- if that is low productivity, poor quality high cost, and high rates of absenteeism and labor turnover, too many grievances, indication of need for training.
- c) Collecting employees and management opinions -either by questionnaires a intensive or
- d) By anticipating requirements of different job- the line managers can forecast before the manpower requirement on basis of long term plans regarding business expansion, new plants, new designs and technology.

2) GETTING READY FOR THE JOB

The decision as to who is to be trained is very important. An organization has different kinds of employees the newcomer, the older employee, the supervisory staff and employees from different departments. .

This step consists of firstly putting the learner at ease so that he doesn't feel nervous because he is on a new job. This includes creating a favorable climate during the training programme by removing the unfavorable factors, which might create a block in the learning process.

The second step is stating the importance and ingredients of the job and its relationship to work flow, for the trainee has to realize how the training is going to fulfill his needs and how it will help to better his work performance.

The next step entails creating an interest and encouraging questions from the trainee to find out what the learner knows and what he needs to know.

The last step includes explaining the 'Why' of the whole job and relating it to some job the worker already knows and in placing the learner as close to his normal working positions possible and in familiarizing him with the equipment, materials, tools and trade items.

3) PRESENTATION OF OPERATIONS AND KNOWLEDGE

This is the most important step in a training programme. The trainer should clearly tell, show, illustrate and question in order to put over the new knowledge and operations. The learner has to be told of the sequence of the entire job step and its performance is necessary.

4) PERFORMANCE TRYOUT

Here, the trainee is asked to go through the job several times, slowly explaining each step to him. Mistakes are corrected, and if necessary some complicated steps are done for the trainee the first time. Then the trainee is asked to do the job, gradually building up skill and speed. As soon as the trainee demonstrates that he can do the job in the right way, he is put on his own but not

abandoned. The trainee is then tested and the effectiveness of a training programme evaluated.

5) EVALUATION OF THE PROGRAMME

For a programme to be successful it is important that it is to be monitored so as to take remedial action at the earliest. Many managers assume that any type of training is worthwhile but it should be understood that the results are obtained only after evaluation of the training programme that is been implemented.

DIFFERENT TYPES OF TRAINING

1) ON THE JOB TRAINING

It is essentially the function of the line manager or the supervisor, The work place can be taken as a classroom to learn new concepts. Now here the management has to choose-whether the training, which happens on the job, is left to chance. It can be either taken seriously and planned organized and directed, or it can go in a casual manner. But on the job training a person can handle the equipment while he learns. So that he gets to know the technicalities deeply and also such heavy equipment cannot be shifted to the training room. Here the emphasis is on training as well as on production.

2) VESTIBULE

Where vestibule there is classroom type of training. Here actual equipment, material and conditions of the shop floor are replicated. The only idea behind this is to have a concentrated training effort under proper guidance of skilled instructors.

3) CLASSROOM INSTRUCTION

This type is mostly used when imparting training where attitudes, concepts, theory and problem solving techniques have to be learnt. The lectures can be used for a large group and hence is sometimes cost effective. Case

studies- Syndicate exercises role-plays help to make the environment a more participate one, which is of much more importance.

4) TEACHING MACHINES

The principle involved here is that of 'programmed learning" The individual operates a machine which presents facts for him to learn and then after some particular stage, a test is given to which he feeds his answer (e.g.) this type of training can be given in mathematics, languages etc)

5) GROUP DYNAMICS

The behavior of a group on a whole is determined, studied, or also, behavior of particular person is studied and is put to examination. This can shorten the communication gap between people may be good listeners also emerge from the group. Here they do not promote acquiring knowledge but promote an understanding towards the attitudes of people, understanding of gestures, feelings of sensitivity to others.

Beside the above stated type of training there are also other types like the following.

➤ INDUCTION TRAINING

When new machine operator is selected induction training is conducted to provide every information about the organization and company information is given either orally in the form of lectures and also written documents are provided such as pamphlets, memorandum, etc.

➤ INTERSHIP TRAINING

This is a work and study method to gain practical knowledge; workers have to attend lectures in IT and for practical application in factory. Through this method there is a balance between theory and practice.

➤ APPRENTICESHIP TRAINING

This is the only method, which is statutory in nature, i.e. it has been made compulsory by law. Both parties agree upon an agreement including stipend,

duration, etc. if there are more than 500 employees then employer bears the cost.

➤ **DEMONSTRATION**

Here management while explaining anything performs activity himself. This training can be aided by audiovisual. an example could be safety training.

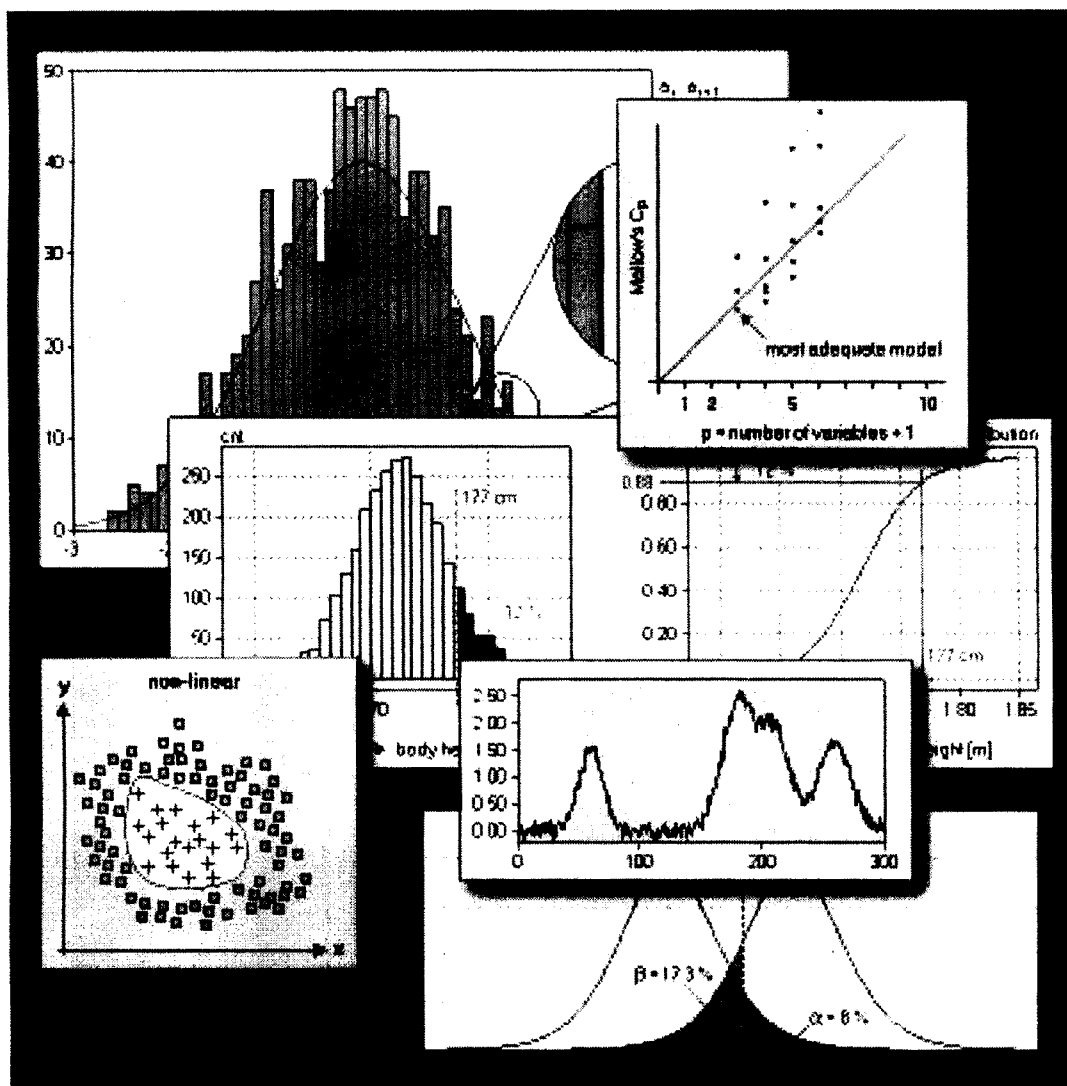
➤ **REFRESHER/RETRAINING**

This type of training is given when technology changes for example a new machine is installed and existing workers do not know how to run the machine, so this training is seen as the best solution.

END OF CHAPTER 3

Chapter IV

Data Analysis & Interpretation



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