
UNIT 4 RECRUITMENT, SELECTION, AND TRAINING

Structure

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Recruitment
 - 4.2.1 Internal sources
 - 4.2.2 External sources
- 4.3 Selection Process
 - 4.3.1 Process and Techniques of Selection
- 4.4 Induction
- 4.5 Training and Development
 - 4.5.1 Objectives of Training and Development
 - 4.5.2 Training Process
 - 4.5.3 Internal Mobility
- 4.6 Let Us Sum Up
- 4.7 Keywords
- 4.8 Suggested Readings/References
- 4.9 Possible Answers to Check Your Progress
- 4.10 Unit End Questions

4.0 OBJECTIVES

After studying this unit, you will be able to:

- define the significance, process, and techniques of recruitment and selection;
- identify the importance of induction;
- discuss the need and approaches for training and development of manpower;
- list the steps in the process of training; and
- explain the meaning and objectives of internal mobility, transfers, promotions, and separation of employees in human resource development.

4.1 INTRODUCTION

Efficient management of manpower in an organization has emerged as an important function. Recruitment, selection, and training and development play an effective role in the efficient management of manpower. Motivation through internal mobility and establishing better human resources are other aspects that improve the participation of the employee in organizational activities and yield higher productivity. Productivity level increases when

resources are utilized in the best possible manner. Higher productivity is a result of minimum wastage of time, money, effort, and energy. This is possible through the proper recruitment, selection, training and development, and remuneration of manpower in an organization.

Earlier organizations viewed training as a costly affair and not worth it. But now the scenario is changing and they have realized the importance of training in the organization. Training is considered a retention tool and creates a smarter workforce to yield the best results. In this unit, you will learn the significance and process of recruitment, selection, and training of human resources in an organization.

4.2 RECRUITMENT

Recruitment is a positive process of attracting suitable applicants to apply for the available jobs. It is a process of searching the candidates to employ and stimulating them to apply for jobs in the organization. Normally in small companies, managers and administrators take care of recruitment; and in large organizations, it is outsourced to external agencies. There are two sources of recruitment viz. internal sources search and external sources search.

4.2.1 Internal Sources

Current employees are an important applicant pool for job vacancies in an organization. These vacancies may represent promotions (upward moves) or transfers (lateral moves). Method of internal search involves the following:

- Posted on bulletin/Notice Boards of the organization
- Through memos circulated among the shop supervisors.
- Advertised in the in-house employee magazine/bulletins/handouts.
- Other methods like 'word-of-mouth' and/or "who-you-know" system.

4.2.2 External Sources

According to Dunn and Stephen, there are three external sources of recruitment viz. direct methods, indirect methods, and third party methods.

1. Direct Method: The campus placements and casual applicants are commonly used direct methods of recruitment. You may be aware that the most frequently used direct method is campus placements in coordination with the college placement officer who will stimulate students to apply for jobs. Usually, this type of recruiting is performed in co-operation with placement bureaus of educational institutions assisting in attracting students, arranging interviews, and making available space and students' resumes. The advantage of this method is the companies get an opportunity to demonstrate the activities and prospects of the organization to skilled, semi-skilled, and unskilled prospective employees. They can also seek the opinion of the teachers. The interviews can be arranged on short notice and are also cost-effective. Other direct method includes casual applicants who directly apply to companies, with or without reference to the company advertisements.

2. Indirect Methods: Now let us discuss indirect sources of attracting applications for filling job vacancies (i.e., recruitment). Advertisements; Industry/trade associations; Professional Associations; other reputed firms are the sources of indirect methods of recruitment.

Normally for filling higher-level jobs or for filling a large number of vacancies, when qualified internal employees are not available in required numbers, companies give advertisements in newspapers, websites, job portals, TV, radio, etc. Proper design of advertisements will encourage the right persons to apply for jobs.

Seminars/conferences conducted by the industry associations and other professional bodies/institutions are another source of indirect recruitment. In such meetings, companies can identify and attract the professional talent required for the organization.

3. Third-party methods: Recruitment can also be done through third parties like employment exchanges, private consultancy agencies for filling the desired vacancies. This approach is mostly used to attract applicants for lower-level technical, sales, clerical staff, office workers, supervisors, and lower-level management personnel. The companies can also seek applications from trade unions. In the present day, the internet is also widely used to fill these vacancies.

The followings are the advantages of third-party sources:

1. Faster recruiting cycle.
2. Reduced recruiting costs like mailing costs, advertisements.
3. Reduces the amount of paperwork.
4. Reduces workload for the HR department.
5. It helps them to attract better quality applicants.
6. Attracts a large and broader range of applicants than traditional methods.

Challenges of Recruitment

Despite having so many sources of recruitment, it is still difficult for managers to choose the best candidates. You should also be aware of the important challenges of recruitment.

The ability of an organization to attract applicants depends on the good or bad image of the organization, its working conditions, poor quality of the products, and political pressures. Sometimes unattractive jobs, internal policies of the organization, budgetary support, and government interference can also add to the challenges of the recruitment process. Another challenge is recommendations from within and outside the organization and nepotism. As HR managers you should develop a policy and convince the senior management to support your idea of attracting the right applicants to fill suitable vacancies. There could be resistance within the organization and much depends on your power and position in the organization.

Check Your Progress 4.1

- Note:** a) Write your answers in the space given below.
b) Match your answers with those given at the end of the unit.

1. What is meant by recruitment in an organization?

.....
.....
.....
.....
.....

2. What is third-party recruitment?

.....
.....
.....
.....
.....

4.3 SELECTION PROCESS

Now after going through the recruitment process, you should start the selection process. The selection process starts after the recruitment process ends. Selection of suitable employees is quite a significant task to appoint the right persons for the right job at the right time and right place. From among the applicants received through the recruitment process, you should sort the applicants by looking for the technical skills, communication skills, typing, computers skills, etc., required for filling the job vacancies in the organization. The selection plays a significant role because it is during the selection process the followings are judged by the HR managers:

- Determination of the suitability of the applicants to the organizational culture.
- Ability to perform the tasks assigned.
- Short-term training and long-term development needs of the selected employees.
- Ability to work with teams.
- Suitability of the applicants to achieve short-term and long-term objectives of the organization.

4.3.1 Process and Techniques of Selection

The selection process may vary from organization to organization. The following is the normal process of selection followed in many organizations:

- Screening of applicants –grades.
- Application Blank
- Group discussion
- Employment Tests: Written, Psychological Test
- Interviews: Preliminary interviews, Final interviews
- Reference Checks

- Physical Examination
- Final Selection

1. Screening of Applicants-Grades

You should do the screening in two phases. In the first phase, a rough screening is done to check the eligibility in terms of age, qualifications, skills, trades, software knowledge, experience, etc. In the second phase, fine screening is done to consider the other criteria. For example, in India, if we say eligibility is 60 % marks in the qualifying exam then there will be many applications. Fine screening is done by judging the quality of the college from where the applicant is graduating or completing the qualifying exam. We should be able to identify good universities and colleges in the country and decide whether the students are getting marks based on intelligence, hard work, and discipline. Our previous experience of the students working in the organization is also considered as a benchmark for deciding the quality of the college. Considering the quality of the college sometimes the experience criteria can also be relaxed because those students can perform as well as experienced employees if we provide training to compensate with the experience. In this way, if we screen we will be able to separate a good candidate from all the applicants for filling different vacancies in the organization.

2. Application Blank

Application blanks will be given to screened applicants for uniformly filling their bio-data. An application blank is a printed bio-data designed to bring uniformity among the information provided by the applicants. As you are aware the applicants write their bio-data in different styles. To compare the data of different applicants, companies application form keeping in mind the factors to be considered to fill suitable candidates for the job vacancies. This application designed to suit the requirements of the companies is called application blank. For example, some applicants do not write their year of passing the qualifying exams, percentage of marks they get, name of the college from where they complete degree or diploma, experience, salary is drawn in previous organization. To have data for comparison, organizations expect prospective employees to fill the application blank. You must also be aware that research has found that about 60% of the hiring decision is normally taken based on the application blank.

The weighted application blank: Here weights are assigned to different attributes such as intelligence, skill, hard work, sincerity, dependability, etc. This is a cost-effective tool that can reduce employee turnover and also an easy-to-do analysis of job applicants' responses to questions on standardized job-application forms and can help to predict with accuracy the candidates' potential for long-term employment of an applicant.

3. Group Discussion

Group discussion is a process of making applicants discuss some current or subject-based topic so that the employer can understand the communication, leadership, coordination, teamwork, empathy-related skill in the applicants.

Group discussion is also useful to judge whether the prospective employee will gel well with the organizational culture, group/team culture with which he/she will be associated after selection for a particular job.

4. *Employment Tests*

The written test will be conducted to test the analytical abilities of the person and particular knowledge about the subject and other psychological tests were also conducted to test the suitability of the person who is going to be held that particular job. When used appropriately under a well-planned testing programme, tests can and do lead to several positive benefits to a company in the long run. These benefits are as under:

- i. It is easier to determine the value of a test as a selection device in comparison to interview or application blanks.
- ii. Tests are subjected to minimum subjective bias. Tests are much more objective than any other device.
- iii. Tests provide a uniform basis for comparing candidates from diverse backgrounds.
- iv. Tests reduce to a considerable extent the labor turnover which in the turn, may reduce the cost of training because lesser workers will have to be trained as a result of reduced turnover.
- v. Tests help in increasing production because better workers are employed and may result in increased satisfaction of employees because they are placed on the job for which they are most competent and interested.
- vi. Tests minimize the time of selection and can also be judiciously used in training the selected manpower.

Trade Tests are those tests that are designed to measure proficiency and skill already acquired by the candidate through training experience? These are also known as proficiency or performance tests. Various jobs require specialized skills such as driving, typing, stenography. In these jobs, the candidate is asked to demonstrate his abilities by undergoing a trade test. Many industrial organizations in India are using this test for the selection of clerical, supervisory, managerial, and technical personnel.

Psychological Tests are the best judges of the psychological behavior in selecting an employee and are superior to the traditional interview procedure. It helps the management in selecting a candidate for a technical position. The psychological test may be classified into the following categories:

1. Intelligence Tests
2. Interest Tests
3. Achievement Tests
4. Aptitude Tests
5. Personality Test

There are several instruments available for the above tests and the organizations and recruitment agencies have used them extensively for filtering the probable candidates for the job interviews. You may be aware

that an instrument is developing by testing the validity of and predictability of a questionnaire by administering it across samples drawn from various industries in different regions of different countries. An iterative procedure is followed tested till the results are dependable. A key will also be developed by the researchers to interpret the research data and after being satisfied the instrument along with the key will be published for use by several researchers and organizations. You should also be aware that some instruments are free and others might have copyrights of the instruments they develop with a lot of effort. Accordingly, prior permission/payment should be made to the copyright holder before using the instruments.

5. Interviews: Interview Process, Preliminary interviews, and Final interviews

A. Interview Process

First, let us understand the process of interviewing, and later we will understand the significance of preliminary and final interviews. An interview process should focus on the following broad steps:

- Breaking the ice/putting the candidate at ease.
- Getting and checking information.
- Summarizing/closure.
- Giving information- job/company.

Ice-breaking means putting the applicant at ease by introducing panel members to the interviewee. The panel should receive the candidate courteously and may be asked to relax. Water, light refreshments, tea/coffee may also be offered to the applicant so that he/she feels that the panel members are quite friendly. From the body language, we can understand whether the interviewee is at ease or has stress. After ensuring that the applicant is at ease then he/she may be asked to introduce him or herself.

During the interview process, the panel may cross-check the information provided in the application blank or resume and seek more information if necessary. Questions on job-related conceptual and technical issues may be asked and depending on the quality of the answers the interview may be continued to understand in depth about the suitability of the interviewee to the job under consideration. In case of the suitability of the interviewee, information about the job and company may be given and an indication of whether the applicant will proceed for the next stage of the selection process may be hinted. The interview may be summarized and closed.

B. Types of Interviews

Following are the different types of interviews. Depending on the nature of the job and the responses given by the interviewee the type of interview may be changed from time to time.

- i. Directed interview
- ii. Non-directed interview
- iii. Patterned interview
- iv. Stress interview
- v. Group interview

- vi. Board interview
- vii. Exit interview
- a. **Directed interview:** This is a straightforward face-to-face question and answers interview in which the questions related to the job duties and responsibilities are addressed. This provides an opportunity to measure the job knowledge, personal characteristics, attitudes, and level of motivation of the interviewee.
- b. **Non-directed interview:** Non-directed interview is also called a depth interview. Here the interviewee is kept at ease and is the panel can engage in an informal conversation with the candidate to explore the overall personality of the applicant. This is a conversational interview where the interviewee is free to express his ideas. Even though some answers are wrong the panel may continue with the interview to judge the suitability of the candidate for the job.
- c. **Patterned interview:** Patterned interviews are also called structured interviews. Based on the job requirements a set of questions are prepared in advance and a standard method of recording observations is indicated to all the panel members. This method is more suitable if a large number of candidates apply for the jobs or for filling many vacancies in the organizations. A combination of direct and non-direct interview approaches may be adopted to filter the interviewees.
- d. **Stress interview:** For certain jobs, there is a need for the emotional stability of the employees. Under any circumstances, the job demands that the employees should not lose their cool temperament. For example, employees working in customer relations or public relations departments or personal secretaries of senior managers should always maintain a cool temperament and should not lose their temperaments. To judge this quality stress interview is conducted. Here the panel members try to annoy, embarrass or frustrate the candidate. They ask questions rapidly without giving enough time to answer. They often interrupt the candidates while answering and even criticize their answers. They even try to insult and frighten the interviewee. You should understand that all this is done to know the mental and emotional stability of the prospective candidates for jobs that require the ability to maintain calmness even during stressful situations.
- e. **Group interview:** Group interviews are conducted through group discussion among the interviewees. A topic for discussion will be given for discussion within a time limit. In this method the interviewers will observe the characteristics like initiation, leading, influencing, coordination, empathy, clarifying, time sense, effectiveness, summarizing, etc. The underlying assumption is that the behavior displayed can be related to the potential success in the job.
- f. **Board interview:** An interview board or panel of experts will call interviewees one by one and assess the in-depth knowledge to screen the interviewees.
- g. **Exit interview:** Exit interviews are conducted when an employee leaves the organization. This will help to know what the outgoing

employee feels about the job or the organization. The purpose is to know the deficiencies in the plans, programmes, and policies of the organization so that corrective steps can be taken.

C. Preliminary interviews

Preliminary interviews are conducted to personally verify whether the data provided in the application blanks are correct. This is a selection instrument where face-to-face interaction with the applicants takes place with the interview panel. Normally an interview panel consists of 2-3 people and sometimes it may have 10-12 people to judge the suitability of the applicants from various angles. The size of the interview panel depends on the level of the position to be filled. When a large number of vacancies are to be filled, parallel interviews panels may be established to take care of the time and technical constraints of the panel members. In the preliminary interview the panel members may judge the following during the interview process:

- Understand the data gaps in the application blanks/resume submitted by the candidates.
- A candidate may have high verbal but low quantitative scores and may want to go through a programme that has many quantitative courses.
- An MBA may be intelligent and have a good educational background but may have held relatively low jobs. Could this be because of his/her inability to get along i.e. a personality problem, family problem, or job-related problem?
- A candidate with an arts background may prefer a less structured/defined job as compared to an engineer who needs precise instruction and guidance.

D. Final Interviews

A combination of the above approaches of recruitment and selection are used to filter the candidates for the final interview. In the final interview, a serious and in-depth analysis of the applicant is made to decide on the suitability of the candidates in terms of expertise, adaptability to the culture, and individual behavior.

6. Reference Checks

Applicant's past performance, health, character, personal activities, and education are verified by persons other than the applicant. The principal source of such information is a reference that is provided by the applicant at the time of submission of application for the job.

7. Physical Examination

If required physical verification of the personal and professional information supplied by the done applicant is done before the final selection of the candidates.

8. Final Selection

The final selection of the candidate is done after matching the organizational requirement and knowledge and skill candidates possess to best serve the organization. The selection order to the applicant is issued after due

verification of the information and documents supplied by the candidates. The terms and conditions of the job should be specified to the candidates during the final selection.

Check Your Progress 4.2

Note: a) Write your answers in the space given below.

b) Match your answers with those given at the end of the unit.

1. How screening of applicants is done in the selection process?

.....

2. Enlist the types of interviews that can be done in the selection process.

.....

4.4 INDUCTION

“Induction” is a term that describes the introduction process. A well-planned introduction helps new employees become fully operational quickly and is often integrated with a new company and environment. On-boarding is included in the recruitment process for retention purposes. Many companies have onboarding campaigns in hopes to retain top talent that is new to the company, campaigns may last anywhere from 1 week to 6 months.

4.5 TRAINING AND DEVELOPMENT

A business’s most important asset is often its people. Training and developing them can be one of the most important investments a business can make. The right training can ensure that your business has the right skills to tackle the future. It can also help attract and retain good quality staff, as well as increase the job satisfaction of those presently with you - increasing the chances that they will satisfy your customers.

Training and development refer to the imparting of specific skills’ ability and knowledge to an employee. A formal definition of training and development is:

“... It is an attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitudes or increasing his or her skills and knowledge.”

The need for training and development is determined by the employee’s performance deficiency, computed as follows:

Training and Development need = Standard performance – Actual performance

We can make a distinction between training, education, and development. Such distinction enables us to acquire a better perspective about the meaning of the terms. Training, as was stated earlier, refers to the process of imparting specific skills. Education, on the other hand, is confined to theoretical learning in the classrooms.

4.5.1 Objectives of Training and Development

Staying ahead in today's business world is more challenging than ever. Building trust and promoting teamwork are just two expectations of any business leader. Training and development programs are designed to keep an organization at the front of its industry maximize performance and energize every level of the organization. Training and Development are also seen to strengthen the tie between employee development and strategic operational objectives.

The objectives of Training and Development are as follows: -

- Efficiency: Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organization.
- Fewer accidents: Accidents, scrap, and damage to machinery and equipment can be avoided or minimized through training. Even dissatisfaction, complaints, absenteeism, and turnover can be reduced if employees are trained well.
- Meeting manpower needs: Future needs of employees will be met through training and development programmes. Training serves as an effective source of recruitment. Training is an investment in human resources with the promise of better returns in the future.
- Improves quality: Better-informed workers are likely to make fewer operational mistakes. The quality of products or services will increase. This can be well measured through the reduction in rejections.
- Personal growth: Training programmes also deal with the personality development of the employees (through goal setting, motivation, leadership skills, etc.) thus they gain through exposure to training programmes.
- Obsolescence prevention: Training and development programs foster the initiative and the creativity of the employees and help to prevent manpower obsolescence, which may be due to age, temperament, or the inability of the person to adapt her/him to technological changes.

4.5.2 Training Process

The following steps are followed in the process of manpower training in an organization.

1) Organizational Objectives and Strategies

The first step in the training process in an organization is the assessment of its objectives and strategies. What business are we in? At what level of quality do we wish to provide this product or service? Where do we want to be in the future? It is only after answering these and other related questions

that the organization must assess the strengths and weaknesses of its human resources.

2) Assessment of Training Needs

Organizations spend vast sums of money on training and development. Before committing such huge resources, organizations would do well to assess the training needs of the employees. Organizations that implement training programmes without conducting needs assessment may be making errors.

Needs assessment occurs at two levels: a) Individual and b) Group

Individual: An individual needs training when his or her training falls short of standards, that is, when there is performance deficiency. Inadequacy in performance may be due to lack of skill or knowledge or any other problem. The problem of performance defiance is caused by the absence of skills of knowledge that can be remedied by Training.

Group: Assessment of training needs occurs at the group level too. Any change in the organization's strategy necessitates training groups of employees. For example, when the organization decides to introduce a new line of products, sales personnel and production workers have to be trained to produce, sell, and service the new products. Training can also be used when high scrap or accident rates, low morale, and motivation, or other problems are diagnosed.

Benefits of Needs Assessment

Needs assessment helps diagnose the cause of performance deficiency of employees. Causes require remedial actions. There are specific benefits of needs assessment.

- Trainers may be informed about the broader needs of the training group and their sponsoring organizations.
- The sponsoring organizations can reduce the perception gap between the participant and his or her boss about their needs and expectations from the training programme.
- Trainers can pitch their course inputs closer to the specific needs of the participants.

3) Establishment of Training Goals

Once the training needs are assessed, training and developmental goals must be established. Without clearly set goals, it is not possible to design a training and development programme and, after it has been implemented, there will be no way of measuring its effectiveness. Goals must be tangible, verifiable, and measurable. This is easy where skill training is involved. For example, the successful trainee will be expected to type 55 words per minute with two or three errors per page. But behavioral objectives like attitudinal changes can be more difficult to state. Nevertheless, clear behavioral standards of expected results are necessary so that the programme can be effectively designed and results can be evaluated.

4) Devising the Training and Development Programme

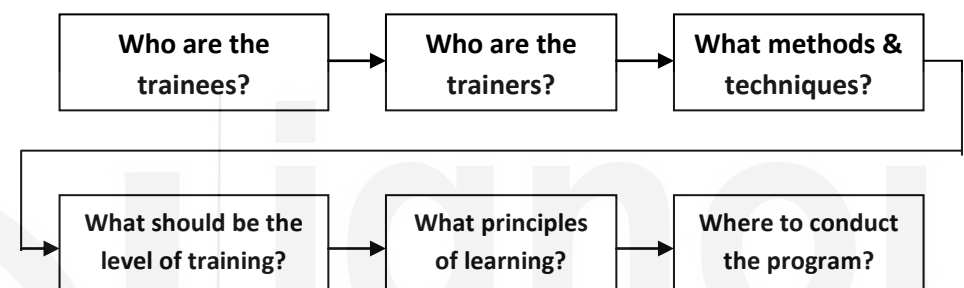
Who are the trainees?

Trainees are selected based on:

- Self-nomination
- Recommendations of the Supervisor
- By the HR Department itself

Whatever is the basis, it is advisable to have two or more target audiences. For example, rank-and-file employees and their supervisors may effectively learn together about a new process and their respective roles. It also helps facilitate group processes such as problem solving and decision-making.

Every training and development programme must address the following vital issues:



Who are the trainers?

Training and development may be done by:

- Immediate Supervisors
- Co-workers
- Personnel Staff
- Specialists in other parts of the company
- Outside Consultants
- Industry Associations
- Faculty Members at Universities

5. Implementation of the programme

Once the training programme has been designed, it needs to be implemented. Implementation is beset with certain problems:

- a) Most managers are action-oriented and frequently say they are too busy to engage in training efforts.
- b) The availability of trainers is a problem. In addition to possessing communication skills, the trainers must know the company's philosophy, its objectives, its formal and informal organizations, and the goals of the training programme. Training requires a higher degree of creativity than, perhaps, any other personnel specialty.
- c) Scheduling training around the present work is another problem.

Programme implementation involves action on the following lines:

- a) Deciding the location and organizing training and other facilities
- b) Scheduling the training programme
- c) Conducting the programme
- d) Monitoring the progress of trainees

6. Evaluation of training and development programmes

The last stage in the training and development process is the evaluation of results. Since huge sums of money are spent on training and development, how far the programme has been successful must be judged or determined. Evaluation helps determine the results of the training and development program. In practice, however, organizations either overlook or lack facilities for evaluation.

4.5.3 Internal Mobility

The term 'Internal mobility' refers to the movement of employees from one role to another role by awarding them diversified opportunities within your organization. These moves can be either vertical or horizontal and might involve a change in job title, or simply more responsibility and ownership over important assignments.

Vertical moves, in this context, refer to movements up the organizational chart. These may be in the form of dry promotions where the incumbent is vertically loaded with higher responsibilities without any monetary or in the form of wet promotions where the monetary benefits are also awarded.

Horizontal moves, on the other hand, might include taking on more responsibility of a similar nature or changing to a new department and position at the same level of seniority.

Some forms of internal mobility are described in the following sections.

Transfers

Consider transfer as "the movement of an employee from one job to another on the same occupational level and at about the same level of wages or salary" No appreciable change in task or responsibility is expected, SCOTT and others define transfer as "the movement of an employee from one job to another. It may involve a promotion, demotion, or no change in job status other than moving from one job to another."

Types of Transfer: Transfers are of many types. It may be a reward transfer or a punishment transfer. Transfers can be classified as production transfers, Replacement transfers, Versatility transfers, shift transfers, or remedial transfers. They can be temporary or permanent. However, it is better to have a clear-cut and flexible transfer policy. Otherwise, it may lead to a lot of heart-burning among the affected employees.

Promotions

Define promotion as "the advancement of an employee to a better job - better in terms of greater respect of pay and salary. Better houses of work

or better location or better working conditions-also may characterize the better job to which an employee seeks promotions, but if the job does not involve greater skill or responsibilities and higher pay, it should not be considered a promotion.” This definition takes into consideration only a Vertical promotion.

Employee Separation

Broadly speaking, in normal scenarios the separation between employer and employee can be due to any of the following three:

- 1) Resignation – Employee decides to leave the organization.
- 2) Termination – Employer decides to break the contract of employment.
- 3) Absconding – When the employee decides to leave the organization without tendering his resignation or following the proper process of separation.

Apart from the above mentioned, the relationship between employer and employee can also be terminated during the lay-offs (Financial or economic crisis); during the process of mergers, acquisitions, and take-over; or any other legal intervention by the state or central government.

Based on the type of employee that has been hired by the company, if local or an expatriate or a national of other country or if an employee is hired through outsourcing agencies, the process of separation and the documents involved in it also differs.

Check Your Progress 4.3

Note: a) Write your answers in the space given below.

b) Match your answers with those given at the end of the unit.

1. What are the issues that must be addressed in the training and development programme?

.....
.....
.....
.....
.....

2. What are the types of rewards?

.....
.....
.....
.....

4.6 LET US SUM UP

Human resource is an important resource to manage and sustain the organization/company/enterprises. The existence of qualified, competent, and devoted manpower in an organization helps in achieving higher productivity and fulfilling the organizational goals. Recruitment and selection of the right manpower is an important but complex process. Recruitment is a process of searching the candidates to employ and stimulating them to

apply for jobs in the organization. There are two sources of recruitment namely internal and external sources. The manpower can be recruited from the existing employee through promotion and transfer. External sources of recruitment include direct methods, indirect methods, and third-party methods. After completion of the recruitment process, the selection process starts. Selection of suitable employees is quite a significant task to appoint the right persons for the right job at the right time and right place. The normal process of selection has the steps such as screening of applicants—grades; preparation of application blank, conducting group discussion, organizing Employment Tests (written, psychological test), interviews; reference checks, physical examination; and final selection.

Induction is a well-planned introduction process of new employees to make them fully functional quickly and is often integrated with a new company and environment. Human resource is the most important asset of the company. The right training to the employee ensures that the business has the right skills, attracts and retains good quality staff, and increases the job satisfaction that ultimately increases consumer satisfaction. For this purpose, we have understood the process of training. In the process of training first, we have to assess the organizational objectives and strategies and then decide on the training need and goals. After this, we devise and implement the training and development programme and in the last, we evaluate the training and development programmes. In the last, we have understood the meaning and significance of different methods of internal mobility viz. transfers, promotions, and employee separation as part of recruitment and selection of manpower in business organizations.

4.7 KEYWORDS

- | | |
|--------------------------------|--|
| Group Discussion | : It is a process of making applicants discuss some current or subject-based topic so that the employer can understand the communication, leadership, coordination, teamwork, empathy-related skill in the applicants. |
| Human Resource Planning | : To utilize human resources to their full potential, planning is a must. If planning is effective, meaningful, and strategically right, every personnel of the organization would be able to contribute much in their endeavor. |
| Psychological Tests | : Test to judges the psychological behavior in selecting an employee. |
| Recruitment | : It is a process of searching the candidates to employ and stimulating them to apply for jobs in the organization. |
| Training Evaluation | : Training evaluation is a systematic process of collecting and analyzing information |

for and about a training activity, which can be used for planning and guiding decision-making on the assessment, relevance, and effectiveness of various training components.

Training Needs Assessment : The entire process of deciding on what to include in the content of the training programme is called determining training needs.

Training Needs : Training needs of individuals/participants are important through the overall training objectives of any training programme and it should get topmost priority. And the needs should include individuals/participants' needs and his/her organizational needs.

Training Process : As training helps in building capacities among the individuals to improve their job performance, the process of training is through which it is done is important. The process of training depends on the background of the trainees and the subject area of the training. Major steps in the training process include training needs identification, curriculum development deciding on the training methods, and training evaluation.

Training : Training helps in building capacities among the employees to attain their strategies and responsibilities with regained vigor and new knowledge and skills through which they get satisfaction and organization to which they belong are also benefited.

4.8 SUGGESTED READINGS/REFERENCES

1. Arthur, W. Sherman., Jr and George W. Bohlander., 1992. Managing Human Resources, 9th (Edn.). Cincinnati; South-Western.
2. Aswathappa; K. 1997. Human Resources and Personnel Management, New Delhi, Tata Mcgraw Hill Pub. Co.
3. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, Latest edition available.
4. Frederick, W. Taylor, 1911. The Principles of Scientific Management, New York, Harper.
5. Gary Dessler, "Human Resource Management", 12th Edition, Pearson-Latest edition available.

6. James A. Budford, Jr., Bedlian Arthur G., and James R. Linder 1995. Management in Extension, Columbus, Ohio State University Extension.
7. K. Aswathappa, "Human Resource Management, Text and Cases", TMH, Latest edition available.

4.9 POSSIBLE ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress 4.1

1. Recruitment is a positive process of attracting suitable applicants to apply for the available jobs. It is a process of searching the candidates to employ and stimulating them to apply for jobs in the organization.
2. The employment exchanges, private consultancy agencies, etc are hired by the organizations for filling the desired vacancies mostly to attract the applicants for lower-level technical, sales, clerical staff, office workers, supervisors, and lower-level management personnel.

Check Your Progress 4.2

1. Screening is done in two phases; in the first phase, a rough screening is done to check the eligibility in terms of age, qualifications, skills, trades, software knowledge, experience, etc. In the second phase, fine screening is done to consider the other criteria. Fine screening is done by judging the quality of the college from where the applicant is graduating or completing the qualifying exam.
2. The types of interviews are: Directed interview; Non-directed interview; Patterned interview; Stress interview; Group interview; Board interview; Exit interview.

Check Your Progress 4.3

1. The important aspects to be considered in a training and development programme are types of trainees and who will be training them; methods and techniques of training; level and principles and lastly where and when to conduct the program.
2. There are different criteria to classify the transfer. A transfer may be a reward transfer or punishment transfer. Transfers can be classified as production transfers, Replacement transfers, Versatility transfers, shift transfers, or remedial transfers. They can be temporary or permanent.

4.10 UNIT END QUESTIONS

1. You are required to hire five sales representatives for your company. Describe appropriate recruitment, selection, and induction methods you would use?
2. Briefly explain the concept of selection? Outline those selection techniques which are popularly used in India?
3. What is the Recruitment process? What are the modern sources and techniques of Recruitment?

- Human Resource Management**
4. Briefly discuss what an interviewer can do to improve his or her performance?
 5. Discuss the process of the Training Programme concerning any organization?
 6. Critically examine the importance of the training of personnel towards the development of an organization?

EXERCISES

1. In Groups prepare an interview (including a sequence of at least 25 questions) you will use to interview candidates for the job of an executive position in an MNC. Each group should present their interview questions during the counseling session.
2. Prepare and give a short presentation on the recruitment and selection process of an organization of your choice.
3. Develops a short and programmed learning programme on the subject “Guidelines for giving a more Effective Lecture”. You can work individually or in groups.
4. Compare and contrast in groups about the system of training in various organizations from the viewpoints of purpose and organization requirements.