

Unit – II

Recruitment and Selection

Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Satisfaction, Job Enlargement, Job Enrichment and Job Rotation, HR Planning, Recruitment, e-Recruitment & Selection Process, Sources of Recruitment, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews.

Job Analysis

- Job Analysis is a systematic and detailed study of jobs, to know its nature and to determine the characteristics of people to be employed on various jobs.
- Complete and detailed information relating to the nature and requirements of the jobs to be filled is necessary for determining the kind of personnel required. Such information can be gathered through the process of Job Analysis.
- It involves the collection of various facts regarding jobs and their analysis.
- It also includes the study and collection of necessary information relating to the responsibilities and operations of a specific job.
- A job can be analysed after it has been designed and someone is already performing that job.
- The data relating to the job may be :
 - The nature of the job
 - Operations or processes involved in doing the job
 - Materials and machines required to do the job
 - Qualities to be possessed by the employee to do the job.
 - Relation of the analysed job with other jobs present in the organisation.

USES OF JOB ANALYSIS

- Manpower Requirement
- Organisational Design
- Recruitment and Selection
- Placement and Orientation
- Training and development
- Job evaluation
- Job designing
- Performance appraisal

PROCESS OF JOB ANALYSIS

- Organising and planning for the job analysis programme.
- Obtaining current job design information

- Conducting 'needs research' – Investigate to determine which organisation, managers or staff requires job analysis or output from job analysis.
- Priority setting in the jobs to be analysed.
- Collecting Job data
- Redesign the job, if necessary.
- Preparing job classifications and job descriptions.
- Developing job specifications.

Methods for Collecting Job Analysis Information

1. Observation method

The observation method is when an outside analyst observes an employee and the tasks they perform.

They'll often shadow the employee for several days as they perform their duties, attend meetings and evaluate their workload to understand the role's essential functions.

While observing, the analyst takes detailed notes about the role, including what tools they use, how long they spend on tasks and who they interact with to complete their jobs.

2. Interview method

The interview method is when the analyst questions an employee about their role.

They hope to learn the same aspects of the job they might see in the observation method, like what systems they use, what processes they follow and how they apply their skills to achieve results.

With this method, the interviewee can formulate their own working styles to perform a particular role.

Analysts may interview several people in the same role to get a more holistic view of the responsibilities.

3. Questionnaire method

The questionnaire method is when analysts create a series of questions for employees to answer about their jobs.

They often ask the employee's managers and others on the team about their perceptions of the role to identify any gaps between expectations.

These questions can include asking employees about how they spend each day, what their priorities are and how they effectively perform their duties.

4. Daily method

The daily method is when an employee creates a record daily of the tasks they perform.

This can be over a set period of time, like a week, where they detail their activities and the length they spend on each.

This can be an objective way to understand how employees spend their time and can identify areas where an employee might shift their attention to more important responsibilities.

5. Functional job analysis method

Functional job analysis is a formal method to evaluate a job and capture quantitative results.

This means they might combine several other methods to understand everything about the role itself and the person performing them.

Analysts can identify what the individual and technical limitations are within a role to suggest areas for change.

Companies often use the functional job analysis method to create new job descriptions or postings based on what's needed to perform the roles.

6. Job inventories method

Job inventories involve a structured checklist that employees can check off to verify that they're completing certain tasks.

This usually comes from a role's job description or management expectation to ensure they're performing certain duties or using certain tools.

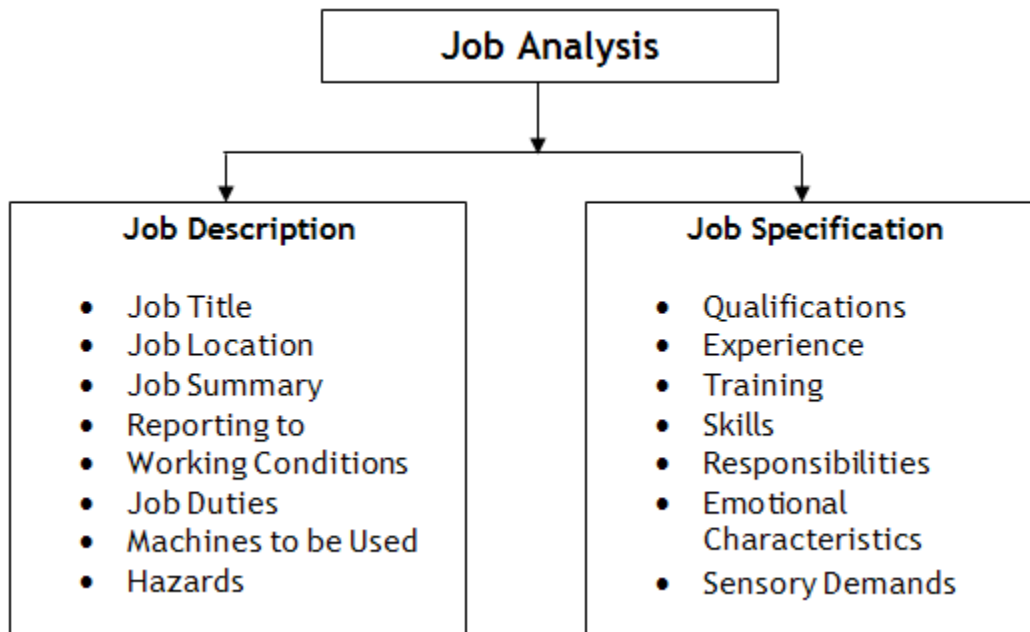
These checklists can focus on the tasks themselves, the team members or the qualifications for each role.

7. Job performance method

The job performance method is when an analyst actually performs the role of the employee to understand more about it.

This might mean they answer emails, perform physical tasks and interact with colleagues or systems to learn what an employee experiences.

With this first-hand experience, they can determine what some of the issues and requirements are and how companies might properly detail these in a job description.



JOB DESCRIPTION

- A job description is the product of Job Analysis as the data collected through Job analysis acts as the base for the job description.
- Job Description specifies what, how and why the job is to be done.
- It classifies the job into various sub-jobs and analyses each sub-job.
- The objective of the Job description is to differentiate a particular job from other jobs and to set its outer limits.
- Describing the nature and constituents of a job.

Contents of Job Description

- Proper Job title
- Job summary – refers to the contents of the job in terms of activities or tasks performed.
- Job location

- Duties and Responsibilities
- Machines Tools and materials – describes the machines, tools and materials required in the performance of each job. It will indicate the complexity and characteristics of the job.
- Working conditions
- Nature of supervision
- Relation to other jobs – the jobs immediately below and above are mentioned so that it indicates whom the job holder will report to and who will report to him.

Advantages of Job Descriptions:

- **Clarity and Expectations:**
Job descriptions clarify the roles and responsibilities of employees, helping them understand what is expected of them. Clear job descriptions give employees a clear understanding of their duties and responsibilities, reducing misunderstandings.
- **Recruitment and Hiring:**
Job descriptions are essential in the **recruitment process**, helping employers attract suitable candidates by clearly outlining job requirements and qualifications.
- **Performance Management:**
They provide a basis for evaluating employee performance, as they set the standard against which employees' work can be measured.
- **Training and Development:**
Job descriptions help identify gaps in employee skills and knowledge, facilitating targeted training and development initiatives.
- **Legal Protection:**
Well-defined job descriptions can protect employers legally by providing documentation of job expectations and requirements.
- **Career Advancement:**
Employees can use job descriptions to understand the skills and qualifications required for advancement, allowing them to plan their career development.

JOB SPECIFICATION

- Job specification is another output of job analysis.
- It is a statement showing the minimum acceptable qualities a person should possess for the proper performance of a job.
- It specifies the type of person required in terms of the Educational qualification one should possess, the previous experience, aptitude etc. and also assist in the selection of appropriate personnel for the job.

A proper job specification should include:

- Physical Characteristics required like height, weight, vision etc.
- Psychological and social characteristics like emotional stability, decision making etc.
- Mental characteristics like general intelligence, judgement, memory etc.
- Personal characteristics like education, family background etc.

Advantages

There are several benefits of having a comprehensive job specification. Some advantages are listed below:

1. Job specification highlights all the specific details required to perform the job at its best
2. It gives the HR managers a threshold and a framework on the basis on which they can identify the best prospects
3. Helps in the screening of resumes and saves time when there are multiple applications by choosing those who are closest to the job specification
4. HR managers can use job specification as a benchmark to evaluate employees and give them required training
5. It also helps companies during performance appraisal and promotions

Job Description vs Job Specification

- Job description is the summary of the responsibilities, duties and other features relating to the job while Job specification is a statement of the qualities the person doing the job should possess.
- Job description measures the job while Job specification measures the person handling the job.
- Job description assists the candidate in completely understanding the requirements of the job which are to be fulfilled by him while Job specification assists the management in selecting a proper match for the job.

Job Satisfaction

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels that he/she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual. Job satisfaction may not only be about compensation, perks or assets an employee might get but also is about the environment, culture and quality of work which a company can offer to employee. It may or may not be quantified though research methodology can be used to relatively check the satisfaction levels of employees in the same company or a sector on common parameters or questions.

Job Satisfaction Factors

Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is

lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

1. Compensation & Working conditions

One of the biggest factors of job satisfaction are the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, healthcare options etc. is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

2. Work life balance

Every individual wants to have a good workplace which allow them time to spend with their family & friends.

Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.

3. Respect & Recognition

Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees.

Hence recognition is one of the job satisfaction factors.

4. Job security

If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees.

5. Challenges

Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.

6. Career Growth

Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career.



Job Enlargement

Job enlargement is a job design technique wherein there is an increase in the number of tasks associated with a certain job.

In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level.

Job enlargement is a horizontal restructuring method that aims at increase in the workforce flexibility and at the same time reducing monotony that may creep up over a period of time. It is also known as horizontal loading in that the responsibilities increase at the same level and not vertically.

Benefits of Job Enlargement

The following are the major benefits of Job enlargement

1. **Reduced Monotony:** Howsoever interesting the job may appear in the beginning, sooner or later people complain of boredom and monotony. Job enlargement if planned carefully can help reduce boredom and make it more satisfying and fulfilling for the employees.
2. **Increased Work Flexibility:** There is an addition to the number of tasks an individual performs. There is thus an increased scope of carrying out tasks that are versatile and yet very similar in certain aspects.

3. **No Skills Training Required:** Since the individual has already been performing the task in the past, there is no great requirement for imparting of new skills. However people and time management interventions may be required. The job thus gets more motivational for the one performing it.

Job Enrichment

Job Enrichment is the process of enhancement of a job by increasing the level of responsibility and autonomy of employees. It provides employees with challenges and more accountability to instill a feeling of achievement and growth.

Organizations use job enrichment in HRM (Human Resources Management) as a strategy to make jobs more meaningful and engaging for employees. The job enrichment process expands job responsibilities, grants employees autonomy, and provides growth and development opportunities. This aims at higher employee satisfaction, motivation and increases the overall performance of the organization.

Job enrichment is a job design approach that focuses on adding job content to an existing job to make it more interesting and challenging.

The goal of job enrichment is to make job tasks more interesting and stimulating and to give employees the opportunity to develop their skills and knowledge.

This can lead to improved performance, increased motivation, and higher job satisfaction.

The three key features of job enrichment

The three key features of job enrichment are not always easy to apply in practice, but employers must recognize the benefits to be gained by attempting to implement them:

- **Complete units of work:** Assign complete units of work to the employees so that the worker's contribution can be identified and more challenging work offered - for example - cell production.
- **Direct employee feedback:** Employers must give feedback on performance to allow each worker to be aware of their progress - for example - two-way communication.
- **Challenging tasks:** Offer challenging tasks, some of which are beyond the worker's recent experience - these tasks will require training and learning new skills. Gaining further skills and qualifications is a form of gaining status and recognition.

Benefits of job enrichment for businesses

Motivated workforce

Job enrichment offers the advantage of improving workplace satisfaction, motivation, and employee experience.

Investing in an enriching [employee experience](#) is essential. Research has proven that contented employees are more punctual, work with greater enthusiasm and dedication, and contribute more actively to the company's natural growth.

Lower absenteeism

Employees who feel content and driven at work are less likely to miss a day unless necessary. This gives them more pride in their job and eagerness to come back each day - making it an ideal strategy for reducing [unauthorized absences](#) from the office.

Lower labour turnover

When your team is content, the chances of them resigning significantly decrease. Subsequently, this lowers the [turnover](#) rate in the company.

Investing in and nurturing your current staff is immensely beneficial, particularly when considering the amount of time and resources devoted to training each new employee.

If we don't make sure our employees are feeling fulfilled and challenged, then all that effort has gone to waste - since having to recruit a replacement for each person who departs means re-training them from square one.

Improved productivity

Enriched job roles provide more job satisfaction and [job engagement](#), which in turn results in higher [levels of productivity](#).

Employees work better when they are content - this is why job enrichment plays a key role in improving the overall performance of an organization.

Benefits of job enrichment for employees

Job satisfaction

Job enrichment leads to job satisfaction, which is essential for happiness and personal well-being. When job roles are enriched, employees can feel more valued by the organization and gain greater job satisfaction due to their increased sense of accomplishment.

Development opportunities

Employees gain new skills when job roles are enriched through job training or further education. This, in turn, increases job security and chances for job advancement, enabling employees to find more opportunities for personal development.

Improved earning capacity

The job enrichment process leads to improved job performance, which can result in increased pay or other rewards. This helps employees increase their earning capacity and improve their financial security.

Employee empowerment

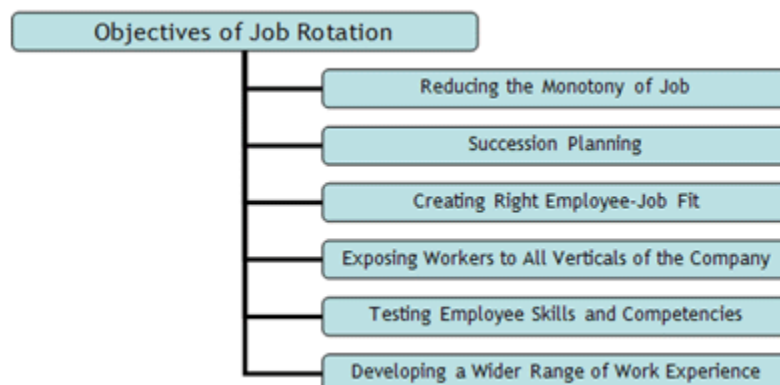
Enrich jobs give employees greater control over their job, making them feel empowered. This, in turn, leads to job satisfaction and engagement - which is essential for the success of any organization.

BASIS FOR COMPARISON	JOB ENLARGEMENT	JOB ENRICHMENT
Meaning	A technique of job design in which the task related to a single job are increased is known as job enlargement.	A management tool used to motivate employees, by adding responsibilities in the job is known as Job Enrichment.
Concept	Quantitatively expanding the scope of a job.	Qualitatively extending the range of activities performed by a job.
Objective	To decreases the boredom in performing a redundant task.	To make the job more challenging, interesting and creative.
Outcome	May or may not be positive	The result of job enrichment is always positive.
Requirement of additional skills	No	Yes
Expansion	Horizontal	Vertical
Supervision	More	Comparatively less

Job Rotation

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization. It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place. In addition to it, it reduces the monotony of the job and gives them a wider experience and helps them gain more insights.

Job rotation is a well-planned practice to reduce the boredom of doing same type of job everyday and explore the hidden potential of an employee. The process serves the purpose of both the management and the employees. It helps management in discovering the talent of employees and determining what he or she is best at. On the other hand, it gives an individual a chance to explore his or her own interests and gain experience in different fields or operations.



Job Rotation Objectives

- **Reducing Monotony of the Job:** The first and foremost objective of job rotation is to reduce the monotony and repetitiveness involved in a job. It allows employees to experience different type of jobs and motivates them to perform well at each stage of job replacement.
- **Succession Planning:** The concept of succession planning is 'Who will replace whom'. Its main function of job rotation is to develop a pool of employees who can be placed at a senior level when someone gets retired or leaves the organization. The idea is to create an immediate replacement of a high-worth employee from within the organization.
- **Creating Right-Employee Job Fit:** The success of an organization depends on the on-job productivity of its employees. If they're rightly placed, they will be able to give the maximum output. In case, they are not assigned the job that they are good at, it creates a real big problem for both employee as well as organization. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation.
- **Exposing Workers to All Verticals of the Company:** Another main function of job rotation process is to exposing workers to all verticals or operations of the organization in order to make them aware how company operates and how tasks are performed. It gives them a chance to understand the working of the organization and different issues that crop up while working.
- **Testing Employee Skills and Competencies:** Testing and analyzing employee skills and competencies and then assigning them the work that they excel at is one of the major functions of job rotation process. It is done by moving them to different jobs and assignments and determining their proficiency and aptitude. Placing them what they are best at increases their on-job productivity.
- **Developing a Wider Range of Work Experience:** Employees, usually don't want to change their area of operations. Once they start performing a specific task, they don't want to shift from their comfort zone. Through job rotation, managers prepare them in advance to have a wider range of work experience and develop different skills and competencies. It is necessary for an overall development of an individual. Along with this, they understand the problems of various departments and try to adjust or adapt accordingly.

HR Planning

HRP or HR Planning, is the process of carefully and scientifically preparing a strategy to ensure the right people are available at the right time, in the right place, and at the right cost for the organization.

Employees are the best resources of a company. Hence, HRP is all about finding the ideal employees and making sure they're in the right job, that benefits both the individual and the organization.

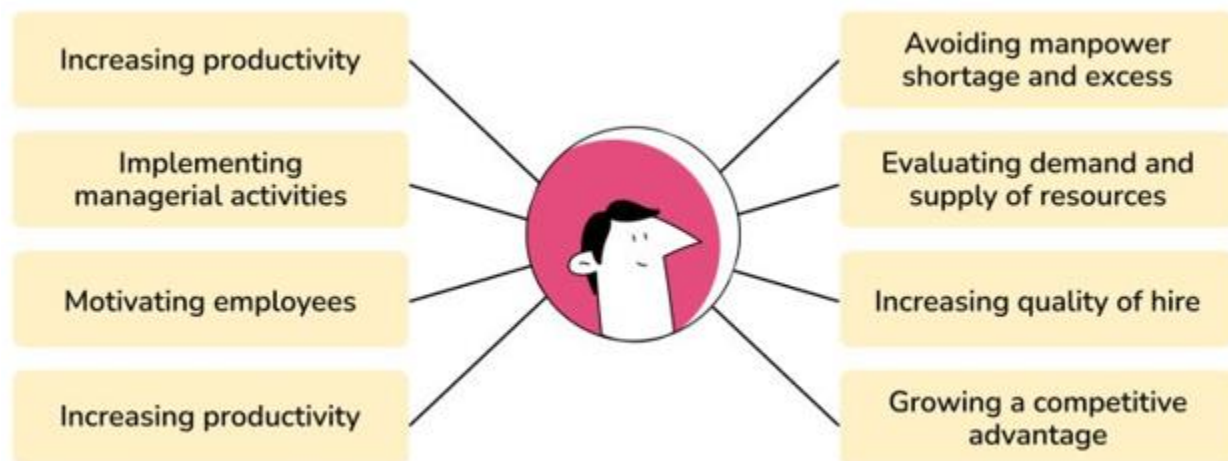
Definition of Human Resource Planning

E.W. Vetter defines HR Planning as “A process by which an organization should move from its current manpower position to the desired manpower position. Through planning the management strives to have the right number, right kind of people at the right place and at right time, doing things which results in both organization and individual receiving maximum long run benefits.”

Robbins and Coulter says “HR Planning is the process by which manager ensures that they have the right number and right kind of capable people in the right places and at the right times.”

According to K Aswathappa, “HR Planning is the process of forecasting a firm’s future demand for, and supply of, the right type of people in the right number.”

Importance of Human Resource Planning



In a [study](#) conducted by Ogunrinde in 2001, it was discovered that organizations that actively practiced human resource planning exhibited superior performance compared to those that did not engage in such planning.

Human Resource Planning is important in several aspects that revolve around working toward organizational goals. It is the baseline for all functions related to HR like recruitment, onboarding, reviewing, etc.

Its key important features include:

1. Increasing productivity

In HR planning, maximizing productivity is crucial. Efficient use of resources and minimizing waste, achieved through staffing activities like training, [performance appraisal](#), and fair compensation, leads to higher productivity.

HR planning ensures employees are skilled, motivated, and properly rewarded, enhancing overall efficiency and productivity in the organization.

2. Implementing managerial activities

The success of managerial tasks like planning, organizing, directing, and controlling relies heavily on having the right people (human resources) in place. Human resources play a crucial role in making sure these managerial activities work effectively.

So, HRP, which is about having the right staff in the right positions, is essential for all managerial functions to succeed. In simpler terms, having the right people is vital for any business to run smoothly.

3. Motivating employees

HR Planning goes beyond just placing the right people in the right roles. It also involves motivating employees through programs like incentives. These incentives are crucial because they encourage active participation and help in retaining employees within the organization.

So, within the scope of HR planning, designing effective incentive plans becomes extremely important. It ensures not only hiring suitable individuals but also keeping them engaged and motivated to contribute their best to the organization.

4. Improving employee relations

Strong human relations are vital for a company's stability. This strength is achieved through effective control, clear communication, and strong leadership. Human resources planning plays a key role in this.

By focusing on training and developing the workforce, HR Planning ensures that employees are skilled and cooperative. This in turn fosters better human relations within the organization. Essentially, HR planning helps create a positive work environment where employees understand their roles, communicate well, and cooperate effectively.

5. Coping with change

Human resource planning is important for organizations to cope with changes in the external environment. It enables the development and implementation of strategies to enhance employee and organizational performance.

6. Evaluating demand and supply of resources

Human resource planning ensures there is the right number of employees (demand) to meet the company's needs without overstaffing or understaffing. It's like finding the perfect balance, ensuring there are enough people to get the job done efficiently without unnecessary costs or gaps.

7. Increasing quality of hire

Human resource planning impacts the quality of applicants an organization attracts. Companies practicing HR planning know what qualities they need in applicants, making their hiring decisions more precise and effective. This results in attracting candidates who are better suited for the organization's needs.

8. Growing a competitive advantage

As discussed, organizations that invest in human resource planning can identify and nurture the best talents. By having the right people with the right skills in the right places, a company gains a competitive edge.

They can adapt to changes faster, innovate more effectively, and deliver superior products or services. In essence, human resource planning helps companies stay ahead of the competition by ensuring they have the right team to tackle challenges and seize opportunities.

Recruitment

Recruitment is searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. Recruitment is a step-by-step process of locating, identifying, and attracting qualified people to apply for the vacant post in an organization.

Recruitment means announcing job opportunities to the public and stimulating them so that several suitable people will apply for them. Recruitment is the process of discovering the potential for actual or anticipated organizational vacancies.

It is a process of accumulating human resources for the vacant positions of the organization.

Recruitment refers to attracting, screening, and selecting qualified people for a job at an organization or firm.

Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for future human resources needs even though specific vacancies do not exist.

Definition of Recruitment

Keith Davis states, “recruitment is finding and attracting capable applicants for employment. The process begins when recruits are sought and ends when their applications are submitted.”

According to Edwin B. Flippo, “recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

E-Recruitment

E-recruitment, also known as online recruitment, refers to the use of web-based technology for the various processes of attracting, assessing, selecting, recruiting and on boarding job candidates. Through e-recruitment employers reach larger number of potential employees. Companies may build their e-recruitment platforms in-house, use e-recruitment [HR software](#) or employ recruitment agencies that utilize e-recruitment as part of their package.

1. What are the ways in which E-recruitment can be conducted?

1. Company websites/Career portals

Many companies have a 'Careers' or 'Jobs' section on their website where they post current job openings.

This method offers a centralized place for applicants to view job descriptions, company values, and sometimes even testimonials from current employees.

2. Job boards and job search engines

Websites like Indeed, Monster, Glassdoor, and Simply Hired allow employers to post jobs.

They often provide a wide reach, enabling employers to tap into large pools of candidates.

3. Professional networking sites

LinkedIn is the most prominent platform where recruiters can post jobs, search for potential candidates, and even use the platform’s advanced analytics to find matches. It’s also common for job seekers to directly apply for jobs through LinkedIn's job section.

4. Social media recruiting

Platforms like Facebook, Twitter, and Instagram are increasingly being used for recruitment.

Recruiters can post job openings, share company culture insights, or use paid advertising to target potential candidates based on specific demographics.

5. Recruitment apps

Mobile applications like Switch and Jobr function like the Tinder app but for jobs, allowing recruiters and candidates to swipe right if they find a match.

6. Online recruitment agencies

Websites like Ceipal and Talenttrack offer specialized recruitment services and often have their own databases of candidates.

1. Why E-recruitment?

E-recruitment is preferred when time is a critical constraint and in situations where less capital can be spent on the recruitment process. It saves the hassle and makes the process more effective. It is becoming increasingly useful in the present day of work environment where most people are located elsewhere and also due to the disruption brought about by the pandemic in the work setting.

2. What are the benefits of E-recruitment?

1. Broader reach

With online job boards and social media platforms, organizations can reach a global audience.

2. Cost-effective

Reduces the cost associated with traditional recruitment methods like newspaper ads, agencies, and physical recruitment drives.

3. Fast recruitment

E-recruitment can speed up the process by automating tasks such as screening applications based on keywords.

4. Branding

Companies can strengthen their employer brand online through their website, social media, and platforms like Glassdoor.

5. Efficient data management

Storing applications, CVs, and other candidate details becomes easier with online databases.

6. Analytics and insights

Organizations can track metrics such as the source of applications, time to hire, and quality of hire easily.

7. Flexibility

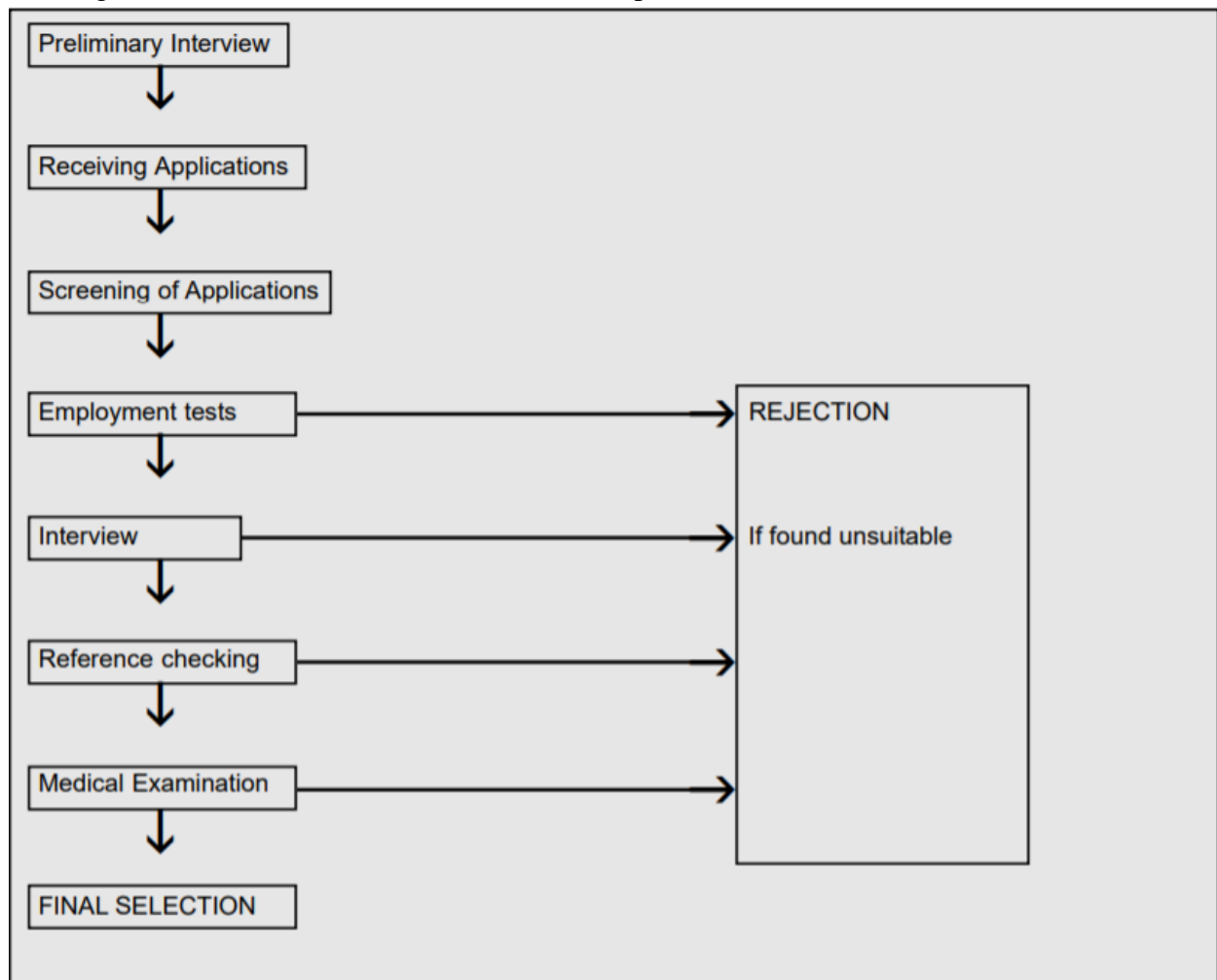
E-recruitment tools often provide flexibility in terms of customization based on the company's specific needs.

Selection Process

The selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organisation. The selection process varies from industry to industry, company to company and even amongst departments of the same company.

Selection Process

Every organisation creates a selection process because they have their own requirements. Although, the main steps remain the same.



- **Preliminary Interview**

This is a very general and basic interview conducted so as to eliminate the candidates who are completely unfit to work in the organisation. This leaves the organisation with a pool of potentially fit employees to fill their vacancies.

- **Receiving Applications**

Potential employees apply for a job by sending applications to the organisation. The application gives the interviewers information about the candidates like their [bio-data](#), work experience, hobbies and interests.

- **Screening Applications**

Once the applications are received, they are screened by a special screening committee who choose candidates from the applications to call for an interview. Applicants may be selected on special criteria like qualifications, work experience etc.

- **Employment Tests**

Before an organisation decides a suitable job for any individual, they have to gauge their talents and skills. This is done through various [employment tests](#) like intelligence tests, [aptitude tests](#), proficiency tests, personality tests etc.

- **Employment Interview**

The next step in the selection process is the employee interview. Employment interviews are done to identify a candidate's skill set and ability to work in an organisation in detail. Purpose of an employment interview is to find out the suitability of the candidate and to give him an idea about the work profile and what is expected of the potential employee. An employment interview is critical for the selection of the right people for the right jobs.

- **Checking References**

The person who gives the reference of a potential employee is also a very important source of information. The referee can provide info about the person's capabilities, experience in the previous companies and [leadership](#) and [managerial skills](#). The information provided by the referee is meant to be kept confidential with the [HR department](#).

- **Medical Examination**

The medical exam is also a very important step in the selection process. Medical exams help the employers know if any of the potential candidates are physically and mentally fit to perform their duties in their jobs. A good system of medical checkups ensures that the employee standards of health are higher and there are fewer [cases of absenteeism](#), accidents and employee turnover.

- **Final Selection and Appointment Letter**

This is the final step in the selection process. After the candidate has successfully passed all written tests, interviews and medical examination, the employee is sent or emailed an appointment letter, confirming his selection to the job. The [appointment letter](#) contains all the details of the job like working hours, salary, leave allowance etc. Often, employees are hired on a conditional basis where they are hired permanently after the employees are satisfied with their performance.

Sources of Recruitment

Internal Methods

The following are the most commonly used internal methods of recruiting people.

1. Promotions and Transfers: Promotion and Transfers are used to fill vacancies from within the Organization. A transfer is a lateral movement within the same grade, from one job to another. It may lead to changes in duties and responsibilities, working conditions, etc., but not necessarily salary. Promotion, on the other hand, involves movement of employee from a lower level position to a higher level position accompanied by (usually) changes in duties, responsibilities, status and value.

2. Job Posting: Job posting is another way of hiring people from within. In this method, the Organization publicises job opening on bulletin boards, electronic method and similar outlets. One of the important advantages of this method is that it offers a chance to highly qualified persons working within the Company to look for growth opportunities without looking for greener pastures outside.

3. Employee Referrals: Employee referral means using personal contacts of employees to locate job prospects. It is a recommendation from a current employee regarding a job applicant. The logic behind employee referral is that “it takes one to know one”. Employees working in the Organization, in this case, are encouraged to recommend the names of known persons, working in other Organizations for a possible vacancy in the near future. In fact, this has become a popular way of recruiting people in the highly competitive sectors like IT, Retailing, etc

External Methods

The following methods are used to recruit the people from outside:

1. Campus Recruitment: This is a direct method of recruiting people by visiting academic institutions such as colleges and universities. Here the recruiters visit reputed educational institutions with a view to pick up job aspirants having requisite technical or professional skills. Job seekers are provided information about the jobs and the recruiters, in advance. The Company gets a detailed profile of job seekers through constant exchange of information with respective institutions.

2. Advertisements: - Companies give advertisements to attract prospective job seekers. These include advertisements in newspapers; trade, professional and technical journals; radio and television; etc. In recent times, this medium has become just as colourful, lively and imaginative as consumer advertising.

3. Private Employment Search Firms: Search firm is a private employment agency that maintains computerized lists of qualified applicants and supplies these to employers willing to hire people from the list for a fee.

4. Employment Exchanges: As a statutory requirement, Companies are also expected to notify (wherever the Employment Exchanges Act, 1959, applies) their vacancies through the respective Employment Exchanges, created all over India for helping unemployed youth, displaced persons, ex-military personnel, physically handicapped, etc.

5. Gate Hiring and Contractors: Gate hiring is the method of recruitment used by small and medium sized Organizations generally where semi skilled workers are required. The job seekers present themselves at the factory gate and offer their services on a daily basis. Contractors are also used for the supply of such personnel.

6. Unsolicited Applicants / Walk-ins: Companies generally receive unsolicited applications from job seekers at various points of time. The number of such applications depends on economic conditions, the image of the Company and the job seeker's perception of the types of jobs that might be available etc. Such applications are generally kept in a data bank and whenever a suitable vacancy arises, the company would intimate the candidates to apply through a formal channel.

Since recruitment and selection costs are high (search process, interviewing agency fee, etc.) firms in recent times are trying to look at alternatives to recruitment especially when market demand for firm's products and services is sluggish.

Moreover, once employees are placed on the payroll, it may be extremely difficult to remove them if their performance is marginal.

TYPES OF INTERVIEWS

Depending up the requirements, situations, locations and time, the interviews are broadly classified into ten different categories. Recruiters should be knowledgeable enough to understand which type of interview should be used when.

The ten different types of interviews are as follows –

- **Structured Interview** – In this type, the interview is designed and detailed in advance. A structured interview is pre-planned, accurate, and consistent in hiring the candidates.
- **Unstructured Interview** – This type of interview is an unplanned one, where the interview questionnaire is not prepared. Here, the effectiveness of the interview is very less and there is a tremendous waste of time and effort of both the interviewer and the interviewee.

- **Group Interview** – In this type of interview, all the candidates or a group of candidates are interviewed together. Group interviews are conducted to save time when there is a large number of applications for a few job vacancies. A topic will be given to discuss among the candidates and the interviewer judges the innovativeness and behavior of each candidate in the group.
- **Depth Interview** – Depth interview is a semi-structured interview, where the candidates have to give a detailed information about their education background, work experience, special interests, etc. And the interviewer takes a depth interview and tries in finding the expertise of the candidate.
- **Stress Interview** – Stress interviews are conducted to discover how a candidate behaves in stressful conditions. In this type of interview, the interviewer will come to know whether the candidate can handle the demands of a complex job. The candidate who maintains his composure during a stress interview is normally the right person to handle a stressful job.
- **Individual Interview** – In an individual interview, the interview takes place one-on-one i.e., there will be a verbal and a visual interaction between two people, an interviewer and a candidate. This is a two-way communication interview, which helps in finding the right candidate for a vacant job position.
- **Informal Interview** – Such interviews are conducted in an informal way, i.e., the interview will be fixed without any written communication and can be arranged at any place. There is no procedure of asking questions in this type of interview, hence it will be a friendly kind of interview.
- **Formal Interview** – A formal interview held in a formal way, i.e., the candidate will be intimated about the interview well in advance and the interviewer plans and prepares questions for the interview. This is also called as a **planned interview**.
- **Panel Interview** – Panel interview, as the name indicates, is being conducted by a group of people. In this type of interview, three to five members of the selection committee will be asking questions to the candidates on different aspects. The final decision will be taken by all the members of the panel collectively.
- **Exit Interview** – Exit interviews are conducted for those employees who want to leave the organization. The importance of the exit interview is to discover why an employee wants to leave his job.

Common Interview Mistakes

There are several common interviewing mistakes that undermine an interview's usefulness. These are explained below since knowledge of the mistakes is the first step toward avoiding them:

Lack of Updated Job Description/ Knowledge of Job Duties:

Interviewers who don't precisely know what a job entails and what sort of candidate is best suited for it usually make their decisions based on incorrect stereotypes about what a good

applicant is. Accurate job information translates into better selection interviews. Thus, it becomes especially important to have a clear, defined and updated job description for each position that is being interviewed for.

Snap Judgments:

One of the most common interviewing errors is that interviewers tend to jump to conclusions or make snap judgments about candidates during the first few minutes of the interview, or even before the interview begins based on test scores or the resume submitted.

Negative emphasis:

This involves rejection of a candidate based on a small amount of negative information and is a tendency to focus on information, which will automatically disqualify a candidate, causing the interviewer to overlook her/his strengths. It has been found that interviewers, who previously recorded unfavorable references about candidates, tend to give the candidates less credit for past successes and hold them more personally responsible for past failures after the interview.

Feelings/ Mind set:

If an interviewer likes a candidate, she/he may attach positive attributes to the candidate that don't actually exist. Thus, interviewers could be influenced in their candidate selections by their background, attitudes, motives, values, aspirations and biases.

Stereotyping:

This refers to forming an opinion about how people of a given gender, religion, race, appearance, or other characteristic think, act, respond, or would perform the job – without any evidence that this is the case.

Halo/ Horn effect:

The "halo" effect occurs when an interviewer allows one strong positive point about the candidate to overshadow or have an effect on everything else. For instance, knowing someone went to a particular university might be looked upon favorably. Everything the applicant says during the interview is seen in this light. ("Well, she left out an important part of the answer to that question, but, she must know it, she went to XYZ University). The "horn" effect is just the opposite - allowing one weak point to influence everything else.

Candidate-order or Contrast error:

Strong(er) candidates who interview after weak (er) ones may appear more qualified than they are because of the contrast between the two. This means that the order in which the interviewers meet with candidates often affects how they rate them. Thus, an "average" candidate who is interviewed after several "unfavorable" candidates is evaluated much more favorably than she/he

might otherwise have been, since in contrast to the “unfavorable” candidates, the average one appeared much better than she/he actually was. Note taking during the interview and a reasonable period of time between interviews may alleviate this.

Influence of nonverbal behavior

Interviewers are also influenced by the applicant’s nonverbal behavior. Several studies have shown that applicants who demonstrate greater amounts of eye contact, smiling and other similar nonverbal behaviors are rated higher. One implication is that an otherwise inferior candidate who is trained to ‘act right’ in an interview will often be appraised more highly than will a more competent candidate without the right nonverbal interviewing skills.

Telegraphing

Some interviewers inadvertently help the candidate respond correctly to their questions by telegraphing the expected answer. This can translate into sending subtle cues (like a smile) regarding what answer is being sought. An even more obvious example might be Asking leading questions that lead the applicant to the answer you are looking for like: “This job calls for handling a lot of stress. You can do that, can’t you?”

Too much/ Too little talking:

Too much or too little guidance on the interviewer’s part is another common mistake. Some interviewers let the candidate dominate the interview to the point where too few substantive questions are pursued. At the other extreme, some interviewers stifle the candidate by not giving the person sufficient time to respond to questions.

Poor (Inadequate/ Inconsistent) record-keeping:

Unless you carefully document the interview, valuable material will slip through the cracks. Also avoid recording inappropriate information (i.e. anything not related to the job) or statements based on your own inferences.