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RECRUITMENT

The term can be defined as the attraction of people to be incorporated into the routine activities of the organization by pre-defining work requirements and specifying the employee profile. It also measures an individual's likelihood of joining the organization, and its compatibility with the company's mission, vision and values. Recruitment can also be carried out in the processes developed for choosing individuals for unpaid positions, such as volunteer roles or training programs.

SELECTION

The selection process aims at conducting interviews and evaluating candidates for a specific job, defined at recruitment, selecting. Finally, an individual for the vacancy, based on predefined criteria. Selection can range from a very simple process to a very complicated one, which depends solely on the company you hire and the position the candidate is looking for. It is important to remember that in any and all selection process, it is necessary to obey certain labor laws, preserving both company and candidate, in order to avoid discriminatory acts during the selection of the employee.

Recruitment and selection are different processes. First is the recruitment that has as its premise: Attraction, selection and design of the appropriate candidates for the selection phase. Then the selection is made, which aims to conduct the interviews and evaluate the candidates, in order to select an individual for the job.

FACTORS THAT INFLUENCE RECRUITMENT AND SELECTION

All organizations, whether large or small, put time and resources into the process of recruiting and selecting employees for the activities. However, they do not consider the same criterion. There are factors that are often not considered by organizations, but directly influence the process. Administrative recruitment factors can be broadly divided into internal and external factors.

EXTERNAL FACTORS

- Supply and demand;
- Unemployment rate;
- Intern market;
- Place where the applicant resides;
- Company image.
- Supply and demand are the metric of the specific skills required in the job market. If the demand for a particular skill is high compared to the supply, a larger recruitment effort may be required. Thus, the higher the unemployment rate in a given area, the simpler the process of recruiting and selecting the company.
- The unemployment rate has become one of the influencing factors in the recruitment and selection process. The number of unskilled candidates is very large, which causes

difficulties in attracting and retaining suitable candidates. On the other hand, with the unemployment rate decreasing, it is important to explore new ways to recruit candidates.

- The company's image also directly influences the number of candidates who will be attracted to the position. In many cases, the applicant not only targets the salary amount, but prioritizes the company's qualifications and working conditions.
- It is very common for companies to prioritize candidates residing in their respective state. This avoids major changes and travel expenses for interviews and future allowances. The company's image is also extremely important as it is responsible for attracting a large number of candidates with varying levels of qualification.

INTERNAL FACTORS

- Recruitment policy;
- Company size;
- Cost growth and expansion.

Most organizations have a policy of recruiting employees internally or externally. Recruitment by appointment is one of the most used by organizations, as employees themselves know the company better, making it easier to recommend candidates who can easily adapt to the culture of the organization.

TYPES OF RECRUITMENT AND SELECTION

Recruitment and selection methods or sources are defined before the company begins to recruit candidates and should consider the source and type of employee you are looking for. There are usually two types of sources from which any organization can look for potential employees, both internal and external. But in addition to them, it is possible to perform mixed recruitment and online.

○ Internal recruitment

Internal recruitment methods include opening position changes, distributing announcements within the organization, searching the organizational database for the relationship of skills required to perform the job, to match the competencies held by current employees. This recruitment and selection method explores internal sources, filling positions and encouraging promotions.

The in-house recruit can drive job satisfaction and employee motivation as they see a new career opportunity available. Filling responsible positions with existing employees ensures that they are rooted in the culture of the organization. However, problems can arise if the internal promotion system is not seen as fair.

The best way to avoid negative impact when hiring or promoting an employee is to implement fair methods and procedures. By presenting the rules and steps of a structured promotion process, the company avoids discomfort by making employees understand and accept the outcome of the process.

- **External recruitment**

External recruitment methods include the form of disclosure. The choice of recruitment method, internal or external, made by managers, depends directly on the strategy of the organization, which mostly has the strategy of encouraging internal promotions and transfers.

- **Mixed recruitment**

Mixed recruitment is the combination of external and internal procedures. It is made in a way that can reconcile the interest in filling the vacancy and the appreciation of the company's talents. It can be done in three ways:

- **Prevalence of internal model**

Attempted internal recruitment and, only in the face of failure, is the search for professionals from outside the organization.

- **Prevalence of External Model**

Initial attempt to find the employee in the market and, only on failure, the vacancy is open to employees of the company.

- **Concomitant model**

External and internal recruitment occurring simultaneously. With this, it is possible to generate an equal competition between the candidates.

- **Online recruitment**

In online recruitment and selection, it is possible to use the internet in favor of HR. This makes external or internal recruitment more efficient. But in order to do so, it is necessary to have a specialized platform to reach a larger number of candidates and automate the processes.

WORKS OF INTERNAL RECRUITMENT AND SELECTION

The source of internal recruitment and selection includes the people who are part of an organization's payroll, ie its present workforce. Whenever any vacancy, transfer or promotion takes place, someone within the organization is updated and can apply to fill the vacancy.

1- Participatory contributors

In the recruitment and selection process, participant promotions and transfers can be a good source of recruitment. Promotion to higher positions has several advantages. Are they:

- ✓ Admiration;
- ✓ Moral construction;
- ✓ Encouragement of competent and ambitious individuals;
- ✓ Improved likelihood of good selection, from reporting on individual performance to readiness in availability;
- ✓ Low cost;
- ✓ The internally chosen employee is already familiar with the organization.
- ✓ Internal promotion can also serve as a higher level management development training device. The perfect promotion requires the use of work statement, personnel records and skill banks.
- ✓ Job posting opens up a range of options, so the medium and the way the job is advertised makes the company have a huge variety of candidates. A job that requires specific qualifications allows employees to strive for a better position within the company.

Advertisement

One of the bases for recruitment and selection, job openings should include important information about the job. Many allow machines to do their work. Therefore, it is important to question, measuring the willingness of relocation and preferences, as well as availability for training and courses.

Requirements

When a position needs to be filled, the requirements are broken down and the candidates selected. Although recognized, problem matching can be an effective elimination method in recruitment and selection.

Transfer

Another way to recruit and select employees is transfer without promotion. Transfers are frequent and give employees a broad view of the organization needed for future promotions.

2- SKILLS INVENTORY

- ✓ Another method of recruitment and selection is the use of skill inventory. Essentially, skill inventory includes:
 - ✓ A list of contributor names;
 - ✓ Training, courses and training;
 - ✓ Current position, work experience, relevant work skills;
 - ✓ Other skills and qualifications.
- ✓ The organization may search the skills inventory of other companies to identify potential candidates for job openings.

3- JOB OFFER

These recruitment and selection procedures specify:

- ✓ Candidate type;
- ✓ Qualifications for vacancies to be filled.
- ✓ With this, they end up adjusting workers to cover the gaps. Given the interest, employees who are able to fill vacancies are identified. The most qualified candidate occupies the highest position.

4- INDICATIONS

An excellent source of information allows:

- ✓ Current employees, who know someone who is qualified and interested in the position, nominate them for the position.
- ✓ Some companies offer referral bonuses, a way to encourage employees to refer people. Employees hired by referral are willing to work as mentors ensuring that the nominee succeeds in the company.

WORK OF EXTERNAL RECRUITMENT AND SELECTION

Every venture has to look for outside recruitment and selection sources for various positions. Organizations need to recruit outside employees to fill positions whose specifications cannot be met by internal employees and to meet additional job qualification requirements.

Some external sources of recruitment and selection are used by large enterprises:

1- Direct method: university recruitment

Jobs in commerce or industry have grown technical and complex, to the point that specialization is required for their execution. As a result, large organizations maintain close liaison with universities, vocational institutes and management institutes for the recruitment and selection of their employees. An advantage of this method is that the placement center helps locate candidates and provides resumes to organizations, in addition candidates may be prescribed. On the downside, the campus uses forms of recruitment and selection that recruit and hire people with little or no work experience. Thus, organizations have to offer some kind of training to candidates almost immediately after hiring.

2- Indirect method: announcements

Indirect methods involve advertising vacancies, mainly in newspapers, radio, television, trade and professional journals, technical magazines and pamphlets. Advertisements in newspapers and / or trade journals and magazines are the most commonly used method when qualified or experienced traders are not available from other sources.

Announcements usually provide a brief description of job responsibilities, compensation package, prospects in the organization, etc. This method is appropriate when the organization wants to reach a designated group and wants a large number of talented people from different places. Nowadays there are a considerable amount of job site on the web. Potential candidates can post job site resumes so that the organization's recruiter can look for the appropriate candidate more easily for recruitment and selection.

STEP BY STEP RECRUITMENT PROCESS

Recruitment is a process that aims to identify and attract people who are available in the job market, unemployed or looking for new opportunities, seeking to build a database of qualified candidates to perform a given job. This process includes five phases that are interrelated. Are they:

STEP 1: Recruitment planning

The first phase in the recruitment process is planning. Planning involves reducing job vacancies and gathering information about the nature of these jobs, outlining two specific objectives: the number and type of candidate to be contacted.

STEP 2: Quantity of candidates

Most organizations plan to attract a large number of candidates, much larger than they will actually hire. Scheduling the total time that the recruitment process will take place dictates the required number of candidates to be called so that all vacancies can be filled with qualified professionals.

STEP 3: Vacancy disclosure means

The way the company should disclose vacancies is directly related to the type of professional it seeks to retain, so it is important to evaluate which people want to be informed about job availability. The type of professional depends on the tasks and responsibilities involved and the qualifications and experience expected. These details need to be available in the job description and job specification.

SOURCES OF RECRUITMENT AND SELECTION

➤ University recruitment

University recruitment is a method that requires the company to visit and interact with students on the university campus, attending trade shows and evaluating the academic performance of candidates.

➤ Vacancy Ads

Vacancy announcements usually provide a brief summary of the work to be done, which can be linked via radio, magazines, newspapers, television, and the web.

➤ **Public and private employment agencies**

Public and private employment agencies provide a large number of vacancies, and they advise, advise and assist applicants by indicating job vacancies, informing about the labor market and salary levels.

For companies, agencies filter the candidates that best suit the vacancies offered, pre-selecting according to the qualifications required by the vacancy.

➤ **Employee referrals**

Companies increasingly make room for their employees to make appointments to fill vacancies. The recommendation of a current employee regarding an open job candidate is viewed positively by companies.

With this, the referral of trusted people, friends and employee acquaintances has also become a good source of candidates.

➤ **Trade Union Aid**

Unions can promote a handbook for workers with the basic qualifications required for a given job.

➤ **Traditional recruitment agency**

Traditional recruitment agencies have a fixed place of business. As a result, an applicant needs to visit a local branch for a short interview and assessment before having their registration done at the agency.

Recruitment consultants work to match the candidate database, always analyzing vacancies opened by clients for possible indication. Candidates are listed and those who obtain satisfactory evaluation proceed to an interview with potential employers.

➤ ***Research firms & executive resources***

Research firms and executive resources are the new hybrid operators in the recruitment world. These recruiters are able to combine aspects of recruitment research with hiring skills for the end client. These companies capture the intelligence of the candidate to assist and support the recruitment efforts of the companies.

➤ ***Promotion and transfer***

The promotion aims to move positions, where the employee goes from a lower position to a higher position.

Transfer allows an employee to move from one role to another.

➤ **Recruitment site**

Recruitment sites have two main characteristics: They work based on curriculum vitae database. It has a platform that allows company partners to post available job openings.

As a result, candidates have several alternatives from curriculum distributing sources and can distribute the document on various platforms. Many websites charge companies fees for job vacancies and charge applicants for access to search and resumes for application.

RECRUITMENT STRATEGY DEVELOPMENT

When the company becomes aware of how much and what type of professionals need to be recruited, some information needs to be considered. Are they:

1- “DO” OR “BUY”

A decision that must be made frequently in organizations is:

- ✓ Hire less qualified employees and invest in training and education programs;
- ✓ Make a greater effort to hire qualified professionals.

This decision can be called a “do” or “buy” decision. Organizations that invest in hiring qualified professionals need to pay more for these employees.

By “buying” employees, they have the advantage in the area in which they are qualified. Moreover, by having support and knowledge, professionals can start work immediately, without the effort and expense of training, which in these cases is little or no. null.

2- Technological sophistication

The second decision in strategic development is related to the method used for recruitment and selection. This definition is mainly influenced by the available technology. Technological advancement has made this possible, facilitating the work of recruiters, especially as teams evolve to use a recruitment and selection software.

3- Definition of where to look

To reduce expenses, organizations look to the marketplace for sources where they are most likely to draw good candidates. Generally, companies target them looking for their new employees, so they look for:

- ✓ In the domestic market, candidates who may occupy outstanding positions, such as administrative positions;

- ✓ In regional or local markets companies look for technical employees;
- ✓ In the local market, they start looking for salaried employees for smaller positions.
- ✓ Organizations dictate recruitment metrics by analyzing the need and scope of searches. As a result, many companies adopt a strategy in which the initial search is concentrated within the regional or local space, limiting the market, so that they only allow expansion if efforts do not achieve the desired results.

4- Search during recruitment

When a strategic recruitment plan is outlined, the search process can be started. But this involves two steps:

- ✓ **Vacancy Detection**

Sources and search methods are activated by issuing an employee requisition. This means that no current recruitment takes place until line managers verify that there is or will be a vacancy (vacancy means vacancy, vacancy, and it is also the time during which a position or job is not occupied or filled).

If the organization plans well and does a job by developing good sources and search methods, it will result in a large number of qualified candidates. These candidates in turn should be contacted and called for an interview.

- ✓ **Vacancy Disclosure**

Vacancy disclosure is a means by which the company needs to sell the organization, so you need to pay attention to the message that will be conveyed and the media used in the job posting. The recruitment message depends on the media. therefore, media selection needs to be viewed very carefully.

5- Elimination

The playoff can be considered as an integral part of the recruitment process, however, this is the first step in the selection process. The purpose of choice aims to:

- Eliminate candidates who are visibly unfit for work from the recruitment process at an early stage;
- This type of effective shielding can save a lot of time and money.

The elimination techniques vary according to the candidate and recruitment methods used.

6- Evaluation and control

Evaluation and control are incurred expenses required in the recruitment process. The expenses usually incurred are – Salaries for recruiters; administration and time that the professional spends preparing:

- ✓ Description, job specifications, announcements, agency link, and so on;
- ✓ Cost of producing manuals; general recruitment and administrative expenses;
- ✓ Cost of advertisements or other recruitment methods;
- ✓ Outsourcing cost while vacancies remain open;
- ✓ Cost of recruitment of candidates suitable for the selection process.

7- Recruitment process evaluation

The recruitment process aims to seek and retain a sufficient number of qualified professionals for evaluation. Recalling that, the evaluative objective may include:

- ✓ Return rate of applications;
- ✓ Number of satisfactory candidates for selection;
- ✓ Retention and performance of selected candidates;
- ✓ Cost of the recruitment process;
- ✓ Elapsed time of the data; comments on projected image.

8- Evaluation of recruitment method

The evaluation of recruitment methods may include:

- ✓ Number of initial questions that the company raised and that had results fully applied;
- ✓ Number of candidates at various stages of recruitment and selection process, especially short-listed;
- ✓ Number of candidates you recruited;
- ✓ Number of candidates retained in the organization after six months.

STEP BY STEP SELECTION PROCESS

Selection is the process of selecting individuals with the required qualifications who are competent to fill vacancies available within the organization. Selection is the process of selecting individuals with the required qualifications who are competent to fill vacancies available within the organization.

STEP 1: Preliminary Interview

Evaluations and voting of pre-selected candidates' curricula are carried out so that unsuitable candidates are eliminated. This action is usually followed by a preliminary interview with the purpose of choosing the best ones. The preliminary interview helps to eliminate people who do not fit. There are several types of interviews that can be applied in the selection process, among them:

✓ Structured Interview

With prefixed unified questions. A structured interview (also known as a unified interview or an investigative-administered survey) is a quantitative research method, usually employed in investigative research. The purpose of this approach is to ensure that each interview is presented with exactly the same questions in the same order. This ensures that the answers are reliably aggregated, enabling reliable comparisons between sample subgroups or between different survey periods.

✓ Unstructured Interview

Performed without structure and planning. In this case the survey questions are not pre-arranged, allowing spontaneity, making the recruiter need to elaborate the questions, developing them during the course of the interview. This is considered to be the opposite of a structured interview that offers a fixed amount of unified questions.

✓ Preliminary Interview

Interviews of this type usually last a few minutes to check the value of the candidate. When companies are very large and need to filter and discard candidates, this is a good way to eliminate them.

✓ **Behavior Interview**

Evaluation is based on the solution and approach of the candidates. Behavioral interviews are based on the premise that a person's past performance at work is the best dictator of future performance. When a company seeks behavioral interviews they want to know how candidates act and react under certain circumstances. They also want the candidate to give specific "real life" examples of how they would behave in question situations.

✓ **Stressful Interview**

It features a series of harsh and quick questions intended to upset the candidate. In this case, for a psychological evaluation and to measure the reactions and performance of candidates under pressure and tension, the evaluators submit them to a series of questions.

STEP 2: Applying Selection Tests

A job interview is a type of job test that involves a conversation between the job seeker and the representative of the organization. Interviews are one of the most popularly used employee selection devices.

Interview questions can be pre-structured, or completely unstructured, arising in conversation, or by a fixed list of questions.

Structured interviews are more valid than unstructured, that is, they are more accurate and help identify the best candidates more easily.

Recruiters are called to evaluate candidates who pass the interview to the tests. Different types of tests can be administered, depending on job, job and company. Generally, the tests determine the candidate's skill, aptitude and personality.

✓ **Ability Test**

Skill testing helps determine how an individual can perform work-related tasks effectively.

✓ **Aptitude Test**

The aptitude test helps determine a person's potential to learn in a particular area.

✓ Personality Test

Personality testing is used to measure an employee's motivation, predicting their functionality in a particular work environment.

✓ Interest Test

The interest test can be used to measure an individual's preferences for certain activities.

✓ Graphology Test

The graphology test is designed to analyze an individual's handwriting. It may suggest the degree of energy, inhibitions and spontaneity of the person, facilitating the assessment.

✓ Polygraph Test

Polygraph testing is designed to ensure accuracy of information determined in applications.

STEP 3: Job Interview

The job interview is one of the steps of the selection process. The job interview is one of the steps of the selection process. This step of the process is nothing more than a formal and detailed conversation needed to assess the acceptability of the candidate. The job interview can be:

- ✓ One-to-One: In this type of interview there are only two participants, the interviewer and the interviewee;
- ✓ Sequential: involves a series of interviews. In this case, the strength and knowledge base of each interviewer are used for the individual and punctual evaluation of the candidate;
- ✓ Panel Interview: Consists of two or more interviewers. Any panel interview is less intimate and more formal than one-on-one and needs to be well controlled and organized and can provide a wealth of information.

STEP 4: Candidate Reference

Many employers ask for names, addresses, and contact or reference number for the purpose of verifying information and perhaps obtaining additional information about an applicant. The reference serves two purposes:

- ✓ The first is to acquire information about the candidate from supervisors and employees who have had prior experience with the candidate;
- ✓ The second purpose is to assess the likelihood of potential success.

STEP 5: Selection Decision

After obtaining information through the previous steps, the selection decision, the most critical of all steps, must be made. The other steps of the selection process were used to reduce the number of applicants. The final decision must be made from the group of individuals who have passed the tests, interviews and benchmarks.

STEP 6: Physical Examinations

Certain jobs require unusual strength, strength and tolerance of harsh working conditions. In these cases the applicant has to pass the physical fitness test done by the company doctor or approved medical officers. Determining if the applicant is physically fit to perform the job.

This protects employers from possible claims for compensation from employees that are not valid, such as damage or illness that was already present when they were hired.

STEP 7: Job Offer

Finally the selection decision must be made. After obtaining information from the preceding steps, the decision has to be made in conjunction with the department managers, as they are responsible for employee performance.

The job offer is carried out by means of a letter of commitment. This letter usually contains a date by which the selected person must submit the documentation.

STEP 8: Employment Contract

Once the job offer has been completed and applicants accept the offer, certain documents must be submitted by the applicant and the employer. The employment contract is the form of attestation of hiring, so there is a need to prepare an employment contract.

STEP 9: Completing the Selection Process

Contrary to popular perception, the selection process does not end with contract execution. There is another step, one more difficult, to give feedback to unselected candidates.