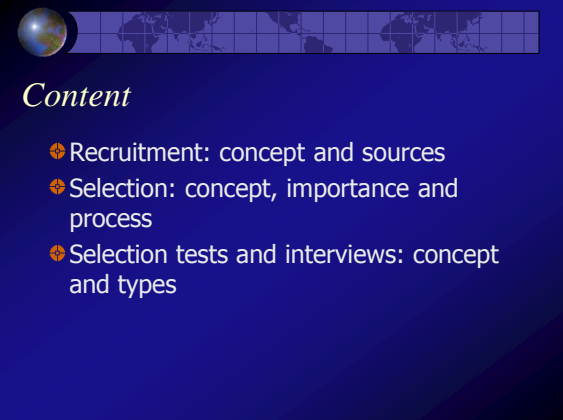




Recruitment and Selection

Unit 4



Content

- ✦ Recruitment: concept and sources
- ✦ Selection: concept, importance and process
- ✦ Selection tests and interviews: concept and types



RECRUITMENT



Recruitment, selection and Socialization: Concept

- ✦ Attracting, hiring and retaining valued employees
- ✦ Part of prime employment process
- ✦ Globalization – competition – quality – shortage of skill



R&S and Socialization

Emerged issues

- ✦ Compatible with business strategy
- ✦ Following procedures of quality R&S for OD and design
- ✦ International perspective of R&S and S
- ✦ Government regulation prohibiting discriminatory recruitment policies



Recruitment: Definition

- ✦ *"Recruitment is the process of attracting a pool of candidates for a vacant position"* – **McKenna and Beech, 1997**
- ✦ *"Recruitment is the discovering of potential candidates for actual and anticipated organizational vacancies"* – **Decenzo and Robbins 1993**

Recruitment: Definition

✦ "Recruitment involves the searching for and obtaining (of) qualified job candidates in such numbers that the organization can select the most appropriate person to fill its job needs"

— Schuler and Huber, 1993

Recruitment: Definition

✦ "Recruiting is that set of activities an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objective" –

Ivancevich and Glueck, 1989

Sources and Methods of Recruitment



Selection: concept

✦ Who should be hired (rejected)?

✦ *It is a process of gathering information for the purposes of evaluating and deciding who should be hired, under legal guidelines, for the short-and long-term interests of the individual and the organization. – Schmitt and Scheinder*


Selection: importance

Ensuring the high quality personnel in the organization.

- ✦ Three important considerations
 - ☒ Organizational performance
 - ☒ Good selection involves high costs
 - ☒ Severe legal implications of poor selection


Selection: process

- ✦ Application forms or letter of Application
- ✦ **The selection interview**
- ✦ **Selection Tests**
- ✦ Reference Checks
- ✦ Physical Examinations
- ✦ Final selection decision



Application forms or letter of Application

- ✦ Early stage of selection process to short list of candidate
- ✦ It provides *Personal details, Education and training, Work history and interests*
- ✦ It facilitates interview preparation of those who are short-listed.



The selection interview

- ✦ Most widely used tool
- ✦ A genuine two-way exchange information
- ✦ No matter how excellent corporate strategies are, the ultimate success is largely affected by selection and employment of qualified corporate managers




The selection interview: Types

- ✦ Unstructured interview
- ✦ Structured interview
- ✦ Semi-structured interview




The selection interview: Validity and Reliability.....???

- ✦ Subjective judgment by untrained interviewer
- ✦ Prior judgment
- ✦ Biasness of interviewers
- ✦ Absence of consensus on opinion from a panel of interviewer





Selection Tests

- ✦ Systematic procedure for sampling human behaviour.
- ✦ Unbiased information about an applicant's provides a basis for predicting job performance and behaviour.





Selection Tests: types

- ✦ Aptitude Tests:
 - ☐ *to measure the potential of individuals to perform.*
- ✦ Achievement Tests:
 - ☐ *to predict what an individual can perform based on his or her current knowledge.*
- ✦ Situation Tests:
 - ☐ If you are appointed.....



Selection Tests: types

- ✦ Vocational Tests:
 - ▣ *to measure a candidate's preferences in different types of job*
- ✦ Personality Tests:
 - ▣ *to measure emotional maturity, extro- / introversion*
- ✦ Proper selection tests to be chosed



Selection Tests should be ...

- ✦ Reliable: *consistency in measuring*
- ✦ Valid: *Judgment correlates with performance*
 - ▣ Content: *test item with job content*
 - ▣ Concurrent: *test result with current performance*
 - ▣ Predictive: *performance with future requirements of job.*