

**Human Resource Management - 1**  
**Prof. Kalyan Chakravarti**  
**Department of Basic Courses**  
**Indian Institute of Technology, Kharagpur**

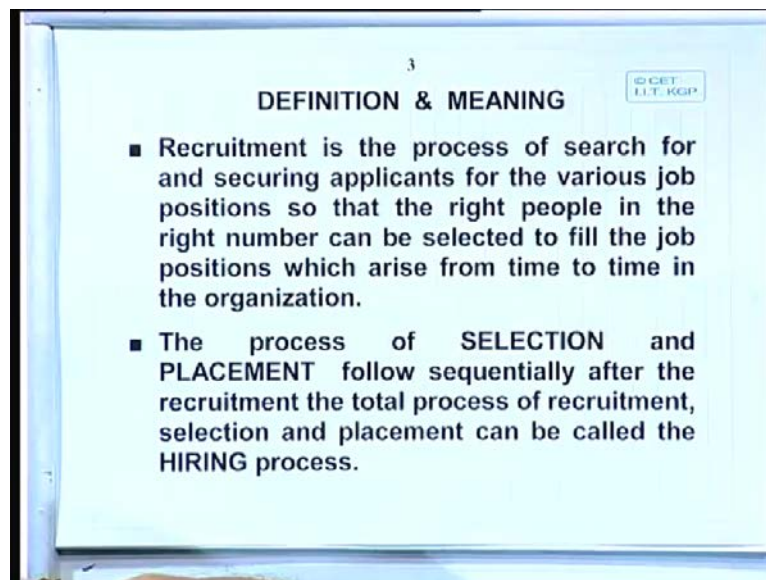
**Lecture No. # 06**  
**Recruitment and Selection**

(No audio from 00:53 to 01:13) Good morning.

Good morning.

Today our topic is Recruitment and Selection, so everyone knows what recruitment **right**, and everyone knows what is selection, but I am sure everyone does not know, what is the difference between the two, we will see that as we go along.

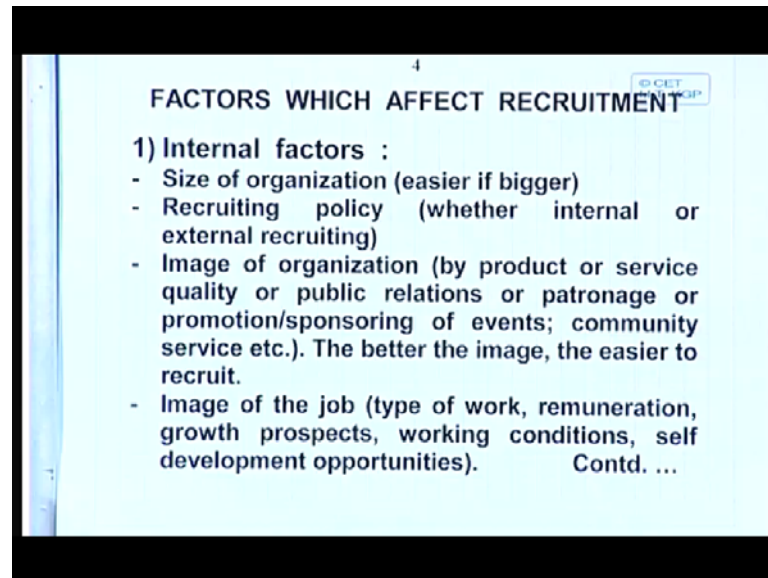
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So, recruitment is a process of search for and securing applicants, you search and secure, that is you come to know who are the applicants, for the various job positions, so that, the right people in the right number can be selected to fill the job positions which arise from time to time in the organization. Now as you have noted, this topic is following the topic of human resource planning. Planning was to plan for and this is the

implementation, they actually get the people. The process of selection and placement, follow sequentially after the recruitment, the total process of recruitment and selection and the placement can be called the process of hiring. So, three components together, first is recruitment, then selection, and then you actually hire or you can call it appointment, **right**.

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Some of the factors which affect recruitment, some are internal factors, and some are external factors. Internal factors, size of organizations **all right**, if it is bigger, then it is easier. Why do you think? Because well known, you say Tata or L and T, or Reliance, all the people know about this company, but if you will say Shyamlal Maniklal private limited, people do not about that, it is a small company, may be 10, 12 people, so is more difficult.

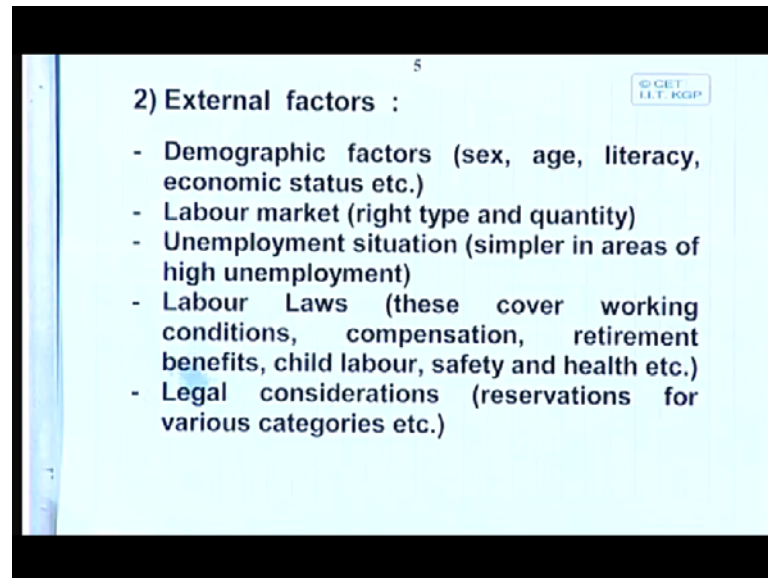
So, we call brand equity, you have heard the term brand equity, brand IIT and some popatmal institute of technology, that does not have the brand equity, people have not heard of it, whereas IIT has brand equity. So, recurring recruitment policy whether internal or external recruitment, so this is another factor, some people have a policy, that we will try it to fill vacancies by promotions, from internal sources. Because, we have already people whom are tried and tested, we know how they work and therefore, they must get the opportunity also, to keep them motivated, so many companies have this policy.

But, sometimes you have a situation where you have vacancy, and you have to take from outside, because that skill that you require may not be available or people may not be ready to fill up the post, so you go to the external sources, and the policies are there. Image of organization, by product or service quality or public relations or patronage or promotions, sponsoring of events, community service etcetera, so image of organization is the same as **all right**, same concept as brand equity, what I talked about, thus the image.

And there are various ways in which the companies they build their image, one of the popular ways is sponsoring events **right**, say world cup is going on, you sponsor the world cup, that means you give the prizes, you give the money for the prizes. And in return what happens? The media, that is the television **all right**, they will flash your banner, they will always say this is sponsored by Reliance or sponsored by Tata, so that way you build your image. That you are a patron of the sporting activity of the nation, so you get a good image, amongst the member of the general public, then there are many other ways in which you can build image.

Image of the job, see one was the company, then the image of the job itself, type of work, remuneration, growth prospects, working conditions, self development opportunities. So, in order to attract people, to join your company, you not only give the image of the company, but also the type of job, build the image for the job, that is an exciting job, **all right**, there is a learning to be head hear, for you own self development and so on, any question?

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Those were the internal factors, now we come to the external factors, demographic factors that are sex, age, literacy, economic status etcetera, labor market, right type. And quantity, unemployment situation, simpler in areas of high unemployment, obviously is not it? If you go to a backward area where there is a so few jobs, many people are unemployed, and you advertise even for a very low skill job, and you will have 1000 and 1000s of applications.

Remember, it was in the newspaper a few months ago, railways were

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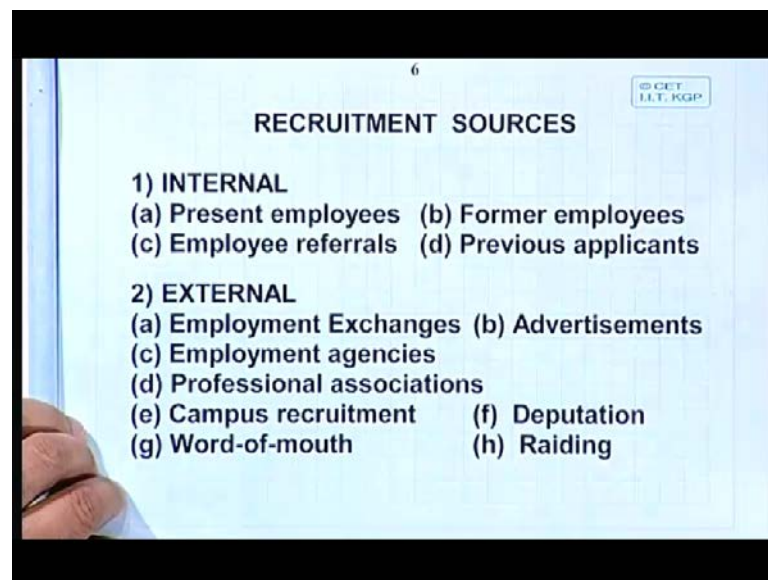
Yes recruiting for a lower level job, and rash took place, because there was such huge number of application, see that people who congregated there, it was difficult to control the crowd. So, if you have areas where there is more unemployment is easier to recruit. Then labor laws, these cover working conditions, compensation, retirement, benefits, child labor, safety and health, etcetera. If you have very stringent labor laws all right, then that is one of the factors which will affect, external factor which will affect your recruitment, and legal considerations, reservations, for various categories.

So, if you have a got a certain standard of people that you want to recruit all right, these people must have these qualifications, but at the same time there is legislation for reservations of various categories. Some time they may clash with each other, you may

not be able to find the right people of your standard or quality to fill those reserved posts. So, these are some of the factors which the HR manger has to keep in consideration, when he is recruiting. Then labour laws, these cover working conditions, compensation, etcetera, their requirements about local labour, being taken.

Requirements about, first giving your requirement to the employment exchange, you cannot just advertise for certain categories of job. And the employment exchange then, will from among those who have registered with them, send you the people and then you look at the people, so initiative will not be yours. So, those were some of the factors, which affect the recruitment.

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Now, we come to recruitment sources, we are setting up a factory, green field factory in a certain town, may be not in a backward area, but in the rural area, let us say. Then where from are you going to get your people, so recruitments sources, internal sources of course we said, is always a possibility depending on your companies policies **all right**, and which means from present employees, from employee referrals.

Referrals means, there are some people who are referred to you, that we have sending the bio-data of so and so, please see whether, you can fit him in into your organizations, so these are referrals. Then former employees **all right**, those who may have left you for a better job, then found out that they made a mistake. Because, in fact your job was better than the job, he thought was better wants to come back, it is not very infrequent, in good

organizations when people leave, younger people they leave, because they get a better salary offer from a smaller organization. Because, smaller organizations reason in this manner, that if he is being selected by Tatas or L and T, that means he must be good, because they have a strict recruitment process and a selection process. So, why we should go to the trouble of again trying to advertise and recruit and select; let us only take people, who are in good companies and attract them by giving a higher salary, higher benefits which they would have to wait for, if they continued in their existing companies.

So, they give that lure the attraction and people leave, but often they find out that money is not everything, because the working conditions may not be very good, may be there were companies policy, which are very restrictive; they inhibit your self development, may be the power is so centralized, that you may have a higher salary, you may have a higher title but, you do not enjoy the power, so, recognition may not be there. So, a host of other things they probably find out, and then they want to come back.

So, therefore, this is a source also, we call it internal because, he has work with you before and their former employees. And what is the benefit to the company? He is a tried and tested person, he has been with you, because every time you recruit and finally select, remember you are running a risk. Whatever interviews you may do, can you really within an half an hour or a 1 hour interview and some data which has been given and which you asked for, can you really ensure that he is the right person, very often you realize you made a mistake.

Whereas, a former employee who left off his own accord, you know he was a good employee but, some companies have policies that they do not take back former employees, so you have to see that, there are companies. Why they make the policy, because their top management have a feeling that, if they have left **all right**, they did not have either loyalty to your company or if they have left it will be a bad motivating factor for existing employees.

Because, they are hoping to be promoted, someone left and you take him or her back, so there are many considerations like this, why some companies have a policy not to take back former employees.

**(( ))**

Yes

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Referring, say say you are the HR manager and I all right am a friend of yours, private friend.

Private friend

Yeah, and someone say look my son, he had just passed engineering and you see can you put him somewhere, so then I say all right, let me see I have got a friend working here in a good company, so I send the bio-data and phone you, as I am sending the bio-data and see if you have a vacancy but, select him on merits, means give him a chance.

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Well it depends, favor means it depends on the company, there the company we said, we are very much welcome the referral, because if you do not have advertise and you save the money. Let us say a case, where for a post you normally would have advertised, and you would have got let us say 20, 30, 40 applications for it. But, from known sources you already got referral 20, 30, 40, you may say let us, not spend the money on the advertisement.

Let us interview these people, if they are meeting our requirements, after screening the application, interview them, if you find someone good, take them, but sometime referral is, that you may get someone who is referring a candidate who is no good. He wants the candidate to be taken as a favor all right, because he wants all right to push some ones case with undeserving, then the company must decide what they want to do.

Many of the companies will not accommodate, some may accommodate, may be it is from a very powerful person, who can help the company to make lots of money, in some ways. If they simply take one person, and give him a job, it depends on the management's policy. But, now a days with competitive economy, to see where there is competition; more and more companies will not be willing to do it.

So, what happens, when you take a referred candidate who does not fit in your organization, he becomes an unproductive asset in the sense; because he is not giving

output, he is not doing the job, so if he is not doing someone else has to do the job, so you hire one more meritorious person to do the job. So, you are wasting money now, therefore, when competition was not there, such a thing could be accepted or tolerated, by some units, some organizations, not all. Now, I suspect more and more, if you **if you** take people who are not contributing, you are just increasing your expenses and which will ultimately reflect on the cost of your product of the service, for the expenses have to be recover from the prices that you set. The price then may be too high you would not be able to sell it therefore; I do not think it will happen now.

So, as you say there are two sides of it, referred candidates can be good, referred candidates **all right**, can be good for the company, but at the same time, if the referred candidates do not meet up with your specifications, then it is bad for the company, **right**. Then external is the employment exchanges, advertisement of course, employment agencies in the case of lower level, professional association like institutional engineers India or if you want some specially skills, then you will have to go to these, you may go to the professional institutions.

Campus recruitment is very popular, **when** when you have the entry level, that is you trainees then campus level are is very popular. Word-of-mouth but, this is very important for small organization, which do not have brand equity, they pass on by word-of-mouth, and then they in a cheap manner, relatively instead advertising and so on. If they find 2 or 3 the good candidates, they interview and they appoint, so word-of-mouth, what are the examples, where they would do it? Say small organization or a housing society; say you want a manager, would you advertise for it, you would not? So, you would probably pass it through word-of-mouth, and few candidates will come, and then you interview them, and so on.

Then deputation, what is deputation? Different department, you deputed or in very large organization, you may have got within the group, 10 companies or 5 companies you know, like Tata's have got so many companies under their group, each is different company, Tata Infotech, Tata steel, Tata motor company. So, in one of the companies, if you find that there is a requirement and a vacancy and you find that you can spare a good man from another company then you send on deputation, for a limited period of time. Deputation is popular, when you are doing projects, because then you a can get people for a limited period of time.



Once the project is over then he can go back to his parent company and raiding, raiding is what, what is raiding? Raiding is humla, that means you have a competitor, you take away people from the competitor, so you have Infosys and Wipro let us say, there both competing. So, the HR manager of each will try to lower people from, why from competitor, because they are doing the same thing, they are the same knowledge base the employee, they do not require retraining, so in that sense it is cheaper, so raiding also is popular.

There are some companies **all right**, who if there is a if it is a dominant industry with 2 or 3 people or let us say it is a consolidated industry, with 2 or 3 players only, who are dominating in that industry, so they have a packed with each other. Say Infosys and Wipro say look, let us have a gentlemen agreement that you will not take our people and we in turn will not take your people, so that also exist in industry. Now, how far each of these companies behaves in a gentlemanly fashion, who do not know, but sometimes they have that agreement.

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ADVANTAGE	DISADVANTAGE
1. Open process	1. Expensive and time consuming
2. Availability of talented candidates	2. Unfamiliarity with the organization
3. Opportunity to select the best candidate	3. Discourages the existing employees
4. Provides healthy competition	

Then evaluation of internal source, you have advantages and disadvantages. Familiarity with own employees, obviously that is an advantage, you know how he is, but disadvantage is limited choice, then better use of talent. Why, advantage why is it better use of talent, evaluation of internal **all right** anyone, why better use of talent? Because, obviously if you have a vacancy, which is of a higher or a different more challenging,

only then the employee himself or herself will be interested in coming, is it not. And you will not offer unless you feel, that he or she has got the talent to take a higher job. So, therefore, if you give that and fill that vacancy with the internal you are better utilizing the talent of your inside person. But, the disadvantage is discourages competition, that means if the word was round in the market, then that company they advertise only for the sake of advertising, they will finally fill it from their internal.

So, what is going to happen? If and when you do advertise for a position people may not apply to you, then economical recruitment obviously, because advertising is a huge amount of expense now a days, going to campuses is a big expense. But, if you have internal, it is just question of telephone, the department heads agreeing, HR department is told, and letter of transfer is given, so is very economical.

Disadvantage is stagnation of skills, why do you say the stagnation of skills, evaluation of internal source. Because, they say that if you take people from outside, you have infusion of as they say fresh blood in to the organization. When people who come from outside bring with them certain new ideas, some new practices good people that you take. And it infuses practices which will be more beneficial to the organization and sometimes if you only take from within the organization you use the word inbreeding, what is the meaning of inbreeding? That the same people from the same culture, you only transfer them to department to department.

And nothing new and fresh is coming out, it is the same air which is circulating within the room, no fresh air is coming from outside, so after time what happens it gets stale that air, so it is always good to have new blood coming, from that point of view. Even in universities for faculty recruitment, many universities they have a rule, that those who do PhD from their own university, they do not take them immediately. Because, you imagine a **position** situation, where PhD's will then become senior, if they become a faculty they will have an own research scholar, ultimately you will have all PhD's from the same institute.

So, fresh ideas etcetera from other institute, that is a kind of inbreeding, that is marring within the families, inbreeding, so you do not get fresh talent, that is the reason. And then motivator, **all right** why motivator, because the employees know that if there is a vacancy, there will be internal advertisement on our company notice board, we can apply

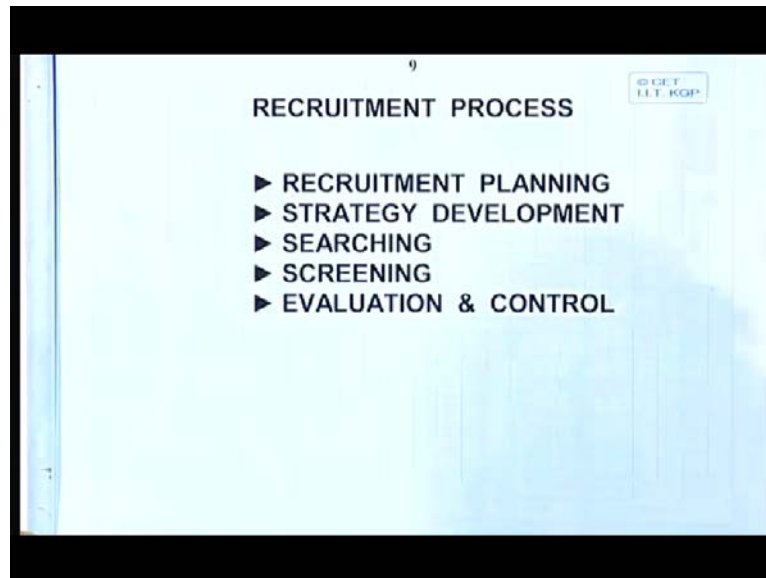
for it; we will get a fair chance, so people get motivated. On the other hand you see, every time there is a vacancy company brings people from outside, then people get demotivated, they say here was a chance you did not give us such chance, you are taking from outside, so advantage is motivated. And creates conflict, why do they say that disadvantage, creates conflict?

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Because, you are from department A, he is from department B, you come in competition, I select you, I do not select him but, you he still remain an employee then he feels bad about him, he says there was favoritism, actually. Because, the two bosses **you know**, his boss is good friend now with our boss therefore, I did not get a chance whether, my boss is not good friend, so all sorts of things happen, so there is a potential for conflict, this happens, any question?

So, evaluation of external source, open process, availability of talented candidates, opportunity to select the best candidate, provides healthy competition, these are some of the advantages. On the other hand, disadvantage is very expensive and time consuming, unfamiliarity with the organization the new man that comes, he is unfamiliar, there is a time learning curve he has to take time before he starts contributing, he has to be trained, discourages existing employees which we said in the last slide demotivated. Existing employees feels that why they are taking from outside, they should could have take in from inside and they feel bad about it.

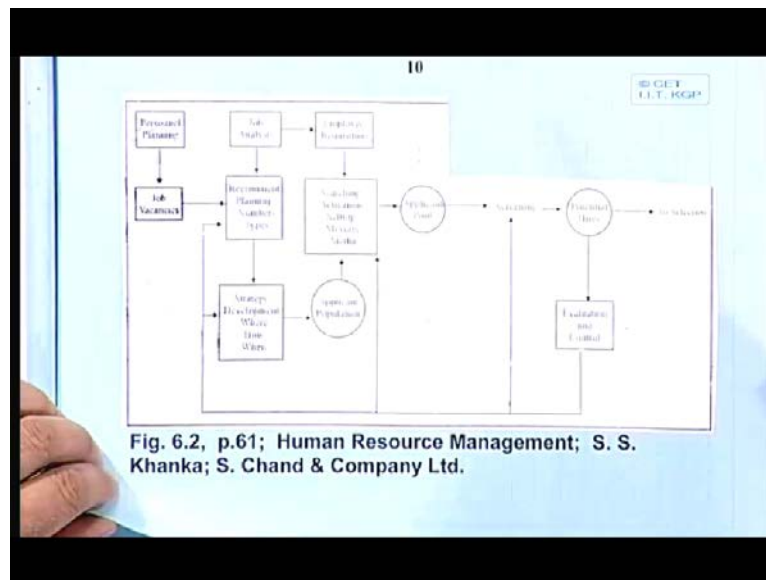
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So, in short this is a summary, the recruitment process then is recruitment planning **all right** strategy development in what manner and from with source is you going to get, searching, screening, evaluation and control. So, this is in some the re-recruitment process, and usually every HR department or division, they have a specialized section **you know**, 3 or 4 people who specialized in the recruitment, then they keep in touch with the various universities.

If there is campus interview or if it is industrial worker the ITI industrial training institute, so they have relationships built up and with the newspaper advertisement and so on, so they specialize, recruitment section it is called.

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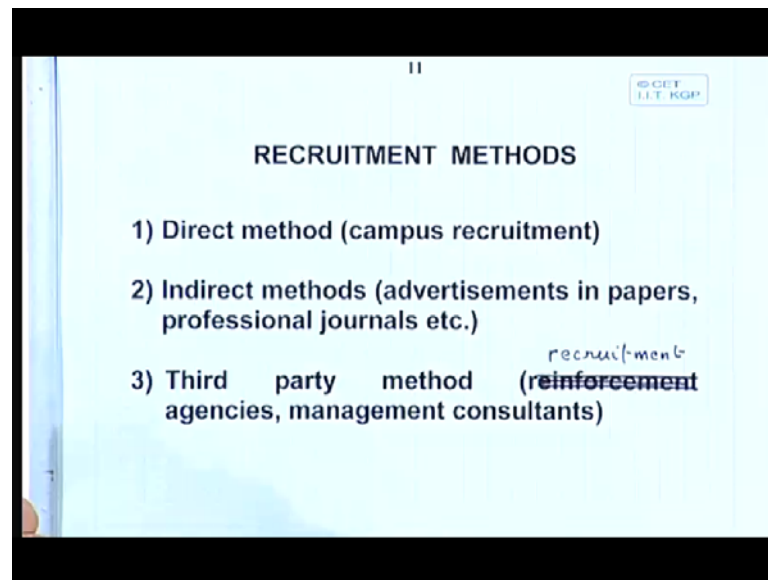


So, here you see personal planning, job vacancies, once you have the vacancies in place, recruitment planning number and time. Similarly, you do job analysis and that is the input to recruitment planning **all right**, that is also an input to employee requisitioning, and when it is requisition the search will happen **all right** activation selling the message, from recruitment planning it comes to strategy development where, how and **when** when you do the recruitment.

Similarly, from this it goes to applicant population **all right** and the applicant population means it is search, so you see there is a close loop control here. Now, from here screening, this is screening applicant pool it goes to screening, from all these places **all right**, recruitment numbers **all right**, strategy development where and how, Application this closed loop goes here, and comes to screening, from screening potential hires, that means those people who can be taken, and from here evaluation controlled to the next, after recruitment is selection process.

So, this is a conceptual representation of how the recruitment process is done internally, these are the companies requirement, and how then the input **all right** it receives and the output it gives, gives to whom, for the selections, for the final selection.

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And this is just some of the methods, recruitment methods are direct method is campus recruitment, indirect method, advertising in papers, professional journals etcetera. Why do they call this direct? Because, it is one to one, you have the potential hires who are right there, and the hirers, if the hirers go straight and meet the prospective employees direct, this is through a medium. You do not go directly, you go to newspaper, newspaper advertises, and then they come to you, so it is indirect.

Third party method is reinforcement, this is recruitment agencies, **recruitment agencies** management consultant, these are usually for higher level course, general Managers, vice president, because consultants **you know** they have access to a data bank similarly, recruitment agencies normally are for middle level and lower level. They also have large data bank of people with their bio-data, and the type of job, say marketing in various industries, they are manufacturing in various industries, and it is industry wise they have, they have job wise, so they have huge computerized data bank.

So, if you send them, they have immediately at the beck and call, they can immediately send emails to people who fit your specification, and say we have a vacancy for this would you like to apply, some of them apply. When they apply, then these agencies will screen the applications themselves, and send the applications to the actual company, which is doing the hiring, then the company **all right**. And they do not tell of course, which company to the people who make the applications, why it is obvious, because then

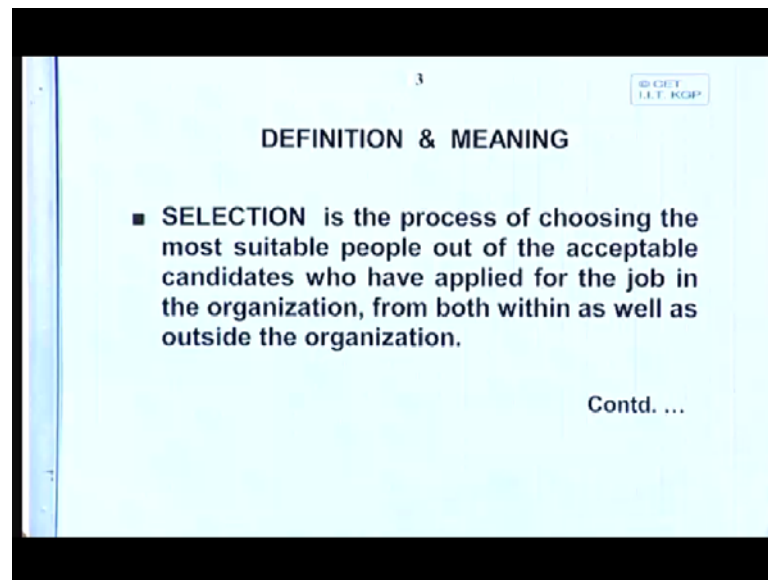
the people may directly contact the company and bypass the recruitment agencies. If the bypass the agencies, what happens? Agency loses the commission, you as the company will pay the commission is the through the agency you get, is it not. So, they will give code numbers and so on, there are various ways which you do it, to safeguard this keep it secret, that this job is from which company they would not tell the people on the databank.

Similarly, they would not tell address etcetera, of these people, telephone numbers to the company, that is you because, you may also directly phone them, ask them to come for interview, so these are some of the tricks on the trade, as we call it. Now, any question on the recruitment part? Seem simple enough **right**, easy job, same pay, would anyone to join recruitment, section of HR, not so easy, it appears easy.

Because, there is the paradox, you have 1000s of people out there, but you may not have the time that you require, after all your input is requisitions coming is not it, from various departments in your company, we want so and so type of people, and then they write a job description and a job specification. Remember, the first topics we took, so it is not so easy to match and get enough people to apply, and if you do not get enough people to apply, how are you going to select; then you have to tell the department, sorry no one has applied, in which case you are not doing your job, you cut a sorry figure there.

Then department says this is useless, the recruitment department, they cannot get anyone just 2 candidates, 3 candidates, they have got, we want a wider selection, so it is not so easy. However, let me not discourage you, because recruitment also has got its own challenges, but you can do the job well; there are lots of engineers, in many **many** very good companies, who are in charge of the recruitment also. Because, they have got the analytical ability **all right**, and they are intelligent so they can do it in an innovative manner.

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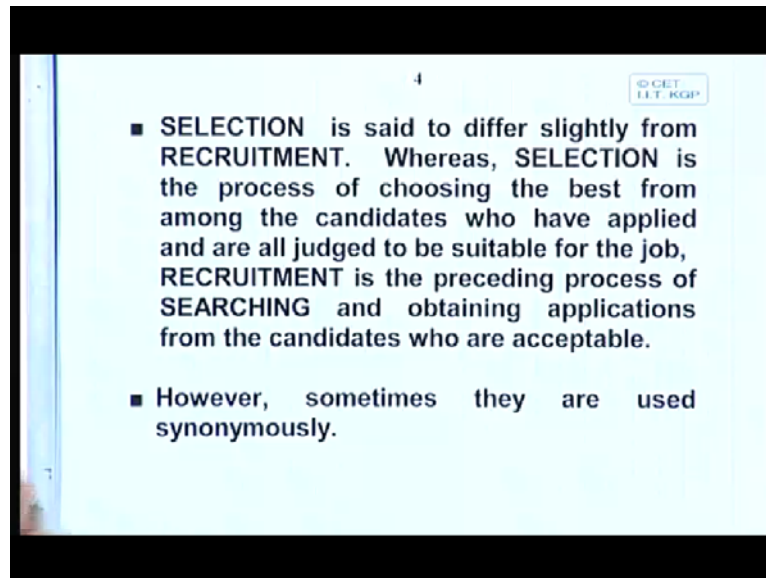


Next is selection, we say these two sides of the same coin, so in essence in recruitment what have you done, you get after searching, large number of people, that means you generate options for one post you generate several options, then these options you give to the manager, and say now I am giving you these options, you please select from them, one, two, three, that is the selection process. And this is some definition; selection is a process of choosing the most suitable people out of the acceptable people.

Because the option that you put up is as per the job specs and the job description, anything which fall outside that you will reject, no you would not put up for selection. So who are acceptable, and who have applied for the job in the organization both from within, as well as outside the organization **right.**



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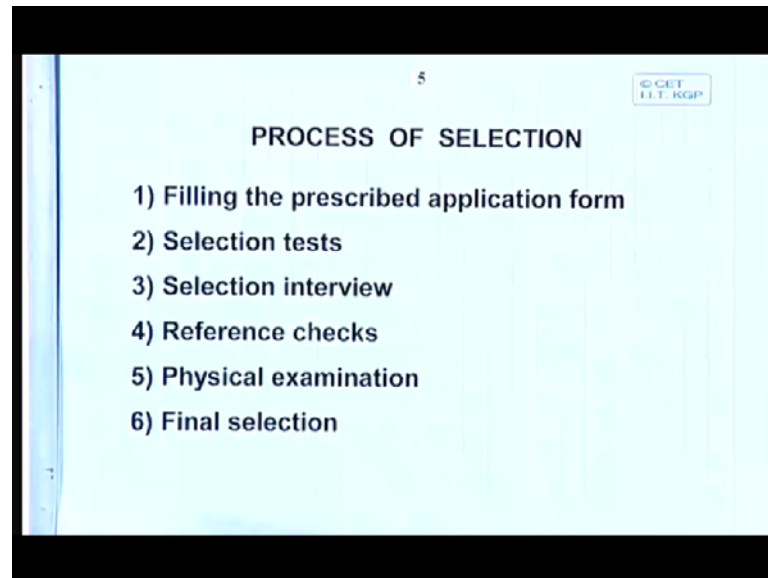
And as we said a little while ago, Selection is said to differ slightly from recruitment. Whereas, selection is a process of choosing the best from among the candidates who have applied, and are all judged to be suitable for the job, all are suitable but, you select best. Recruitment is the preceding process of searching and obtaining applications from the candidates who are acceptable.

However, sometimes they are used synonymously and in fact we do it, do not we, before today you may not have known the difference between selection and recruitment, now you know it. Otherwise, we thought recruitment selection they mean the same thing, and it is used also synonymously.

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Yes, you want to recruit they say the first part, so this is the slight difference in meaning, but recruitment usually means you want to hire.

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And we saw early on hiring is three components **right**, first is recruitment that is a search, then selection that is a selection process, and then placement, placement means often you select and you still cannot place, you know why, tell me why?

Bribery

Bribery, what kind of briberies, what kind No, sometimes what happens, good candidates they have multiple offers, they may not choose your company, they have better offer they join, so you cannot place them.

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No, not nominee, no usually what happens, personnel department will always have one member on the panel, so if is a 3 member committee, or 2 member committee, one will be personnel and the other will be the requisitioning department. Say you are from manufacturing you have sent a requisition for a post, so that naturally, that department representative has to be there, he is from sale department, so these two are common always.

And sometime we have a third member also from any other department or if it is a higher position you are from external also, some people who have knowledge. Even in our faculty recruitment, the selection committee for full professor will have a external, expert coming from any other university or from any other industry. But, for lower say assistant

professor, it will be internal board where you have our own director, deputy director, dean of faculty planning and may be one or two other professors. So, that is usually the constitution of the committee. So, process of selection is filling the prescribed application form when the candidates come, they have applied but, when they come to your organization you have your own form. So, first they will fill up according to your form, selection tests **you know** that, so many people come to our campus for interviews, 100s of companies they many have their own test, many do not have their own test.

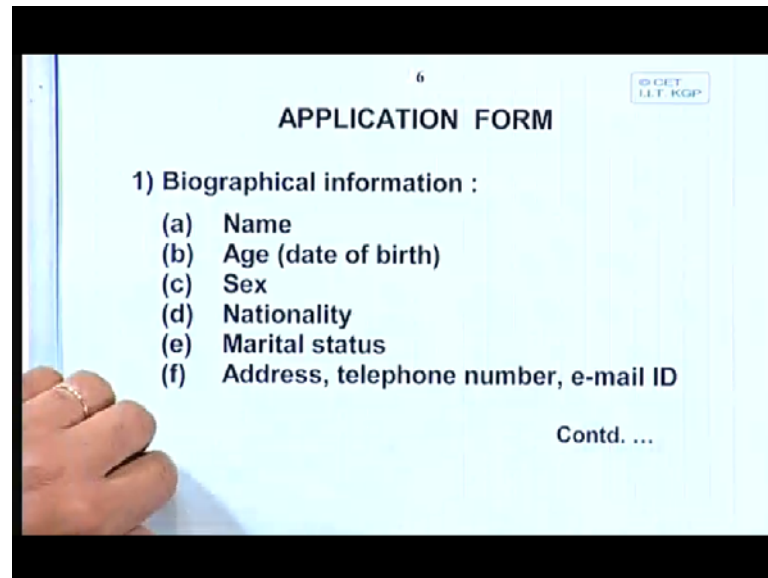
Selection interview which is very important reference checks, what is reference checks, in the application form many of the companies **all right**, will ask give 2 references or 3 references, or people who know you well, but are not your relatives or something like that, your relatives will only give good reference, they want neutral people. So, you write their name and address, telephone number, sometimes say someone has referred me as a professor.

I may get a call from that company, Professor Kalyan Chakravarti? Yes, sir we are calling from this company, one of the people who applied for this job has given your reference. Sir, in confidence we want to ask you few question about him, please answer. Then they will ask, that how was he in terms of reliability as a person, you know him, and please tell us on a 0 to 5 scale, was he highly reliable or unreliable or somewhere in between. So, I say on telephone, then what about his honesty and integrity, then I think ((  
)) proxy once, so then what to do? Then I say, then I tell well **you know**, I would not judge him very low on that but, neither very high.

So, the other one understand, so that is why you should not indulge in these practices, because you do not know when it I will catch up with you, in some form or the other, because in all honesty I cannot say, that will high integrity. But I also know, some times young people **you know** out of without thinking etcetera, (( )) that means you should not dam him for life, so all these considerations are there, but anyway coming back to the topic that is what references mean.

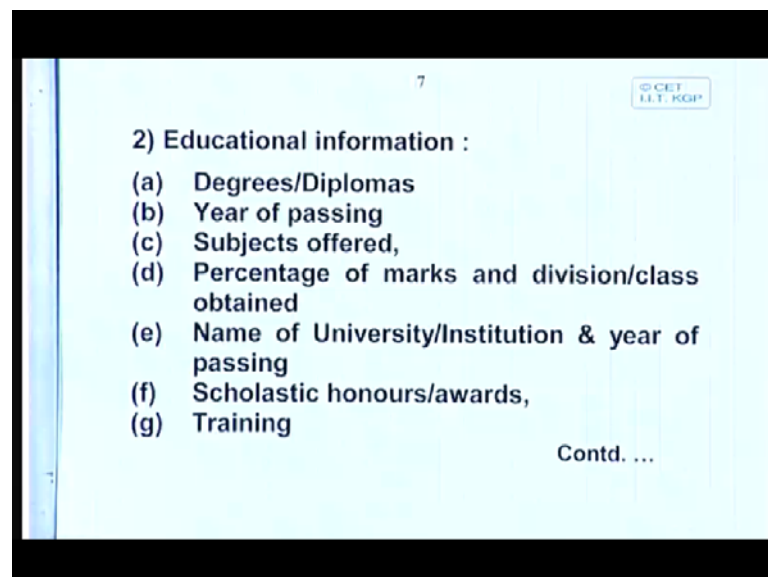
Physical examination of course, medical fitness is always there in all company and then the final selection. Often what happens, the short list is made by the panel, and then it goes to a higher level, **you know** who finally select out of them, but many companies say that the panel itself is empowered to select one, as set for appointment.

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Application form which most companies have and you have to fill up is name, age, that is date of birth, sex, nationality, marital status, address, telephone number and now of course, email ID this is bio-graphical data.

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Then next is educational information, degrees or diplomas, year of passing, subjects offered or taken, percentage of marks and divisions to class obtained, name of university institution and year of passing, scholastic honours or awards, training if any. Why do they ask year of passing?

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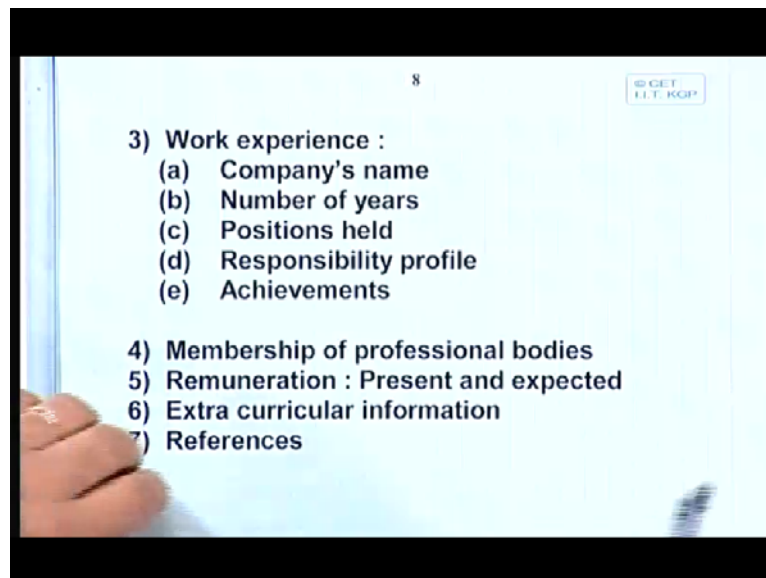
That **you know** he has told you that know, say if you have passed, I passed **you know**, [FL], then I did graduate, then masters and then PhD.

(( ))

Gap that is the thing, say there is a gap, we know that between BA and MA, there should be two years **right**, if you find that he has done BA in 2003 and MA in 2005 or let us put the other 2002 and 2000 and 2001 and 2004, that means there are 3 years and obviously, you as an interviewer will ask question, what happen, did you fail, where you sick, did you dropout, what happen?

Because, one of the things require to judge similarly, if in 1 year he has passed, then you have to ask which university, does this university have 1 year program, is it a proper MA master degree or is some other kind of diploma or certificate therefore, the year is important, scholastic honours, awards and trainings.

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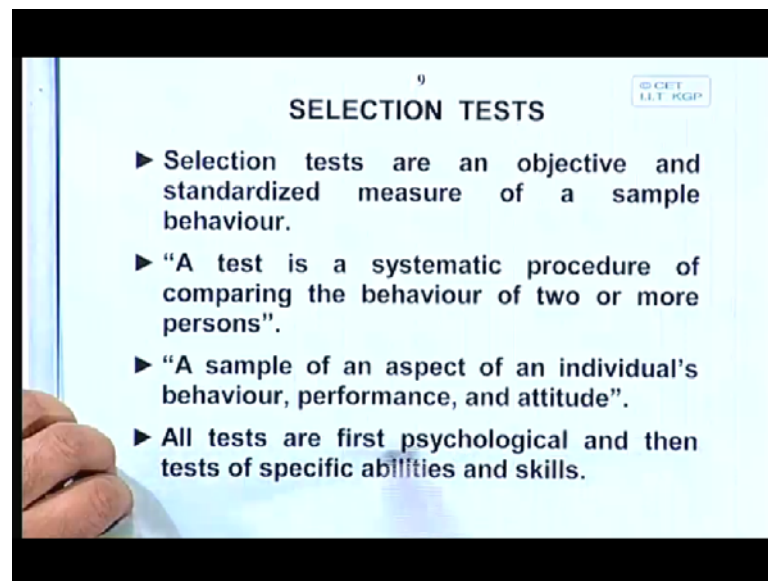


Then, third category in that form you will always have experience, so one is biographical data, educational experience, then work experience, so company's name, numbers of years, position held, responsibility profile, achievements. Then members of professional bodies to see that apart from working in one company, whether you had affiliation in

your profession with other professional bodies, remuneration present and expected. extracurricular information and references.

So, this is usually, the common denominator for all the companies application form, some ask many more questions also. But, this generally, this is the minimum which is there, common to all, then as I say earlier some people take test **you know** in the selection procedure.

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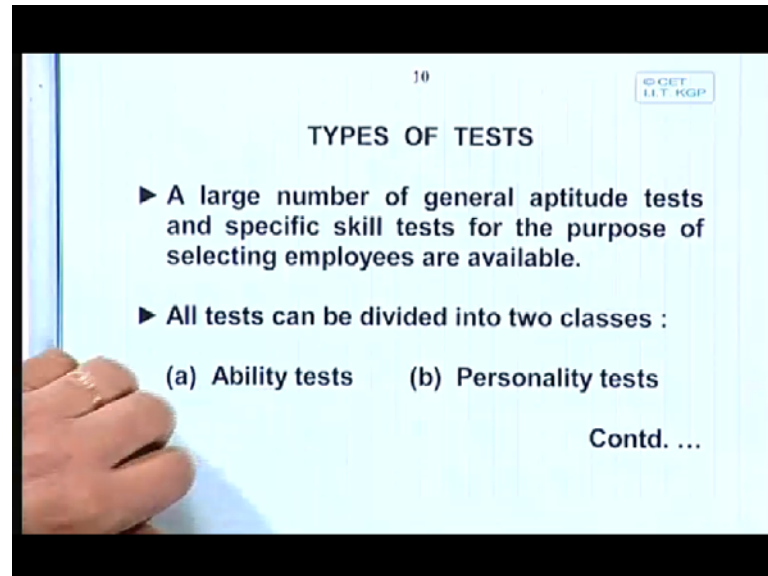


So, selection test are an objective and standardized means to measure, standardized measure of a sample of a sample behavior, some of these are psychological tests, some are aptitude tests to find out the aptitude. A test is a systematic procedure of comparing the behavior of two or more persons, the whole idea is to have objectivity, because when you have panel interviewing they are subjective remembers, because 3 or 2 human beings are interviewing and many things come in perceptions, we have study the about **you know**, does not it come in to play.

Attribution theory that is also comes into play and so many other human factors common to play. So, you try to balance that by having a test score which gives you some objectivity, different people taking the same exam under same conditions, so the score will therefore, give you some objectivity about their comparative merit. Then a sample of an aspect of an individual behavior performance and aptitude, that is what it gives. All

tests are first psychological, and then tests of specific abilities and skills, that is psychological and aptitude test.

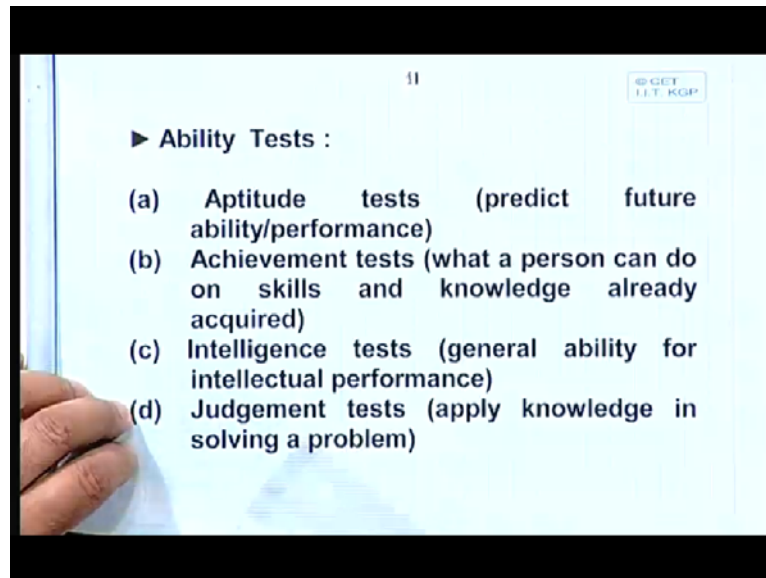
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Then you have a variety of test which has been designed by psychologist **you know**, large number of general aptitude test and specific skill test for the purpose of selecting employees are available to the employer, you can buy them, by the rights, and there are people many of these tests who are licensed to apply the tests, and interpret the test all right. And usually big companies have in their HR department, people who hold that license, were certified to test.

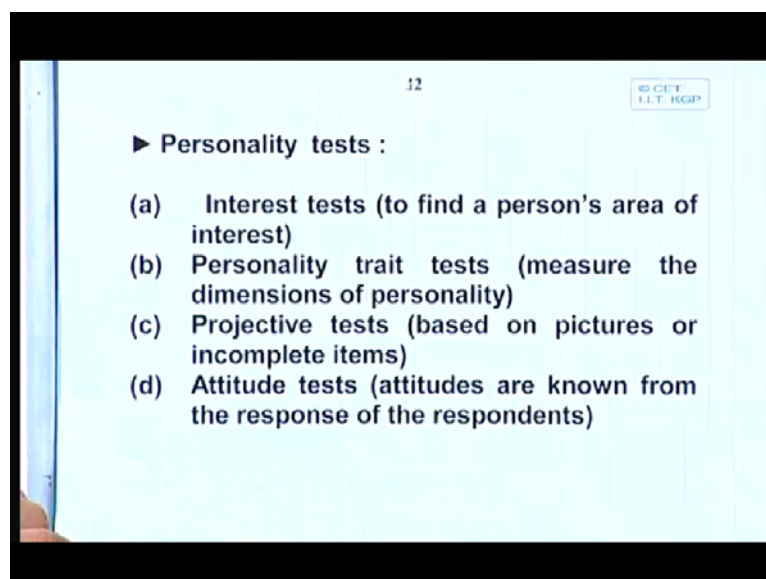
All tests can be divided into two classes, ability test and personality test, why? Because, it is not enough for company, if you are able to do a job, company wants to know in advance, will you do the job at all, you may have the ability but, you absent yourself **all right** or you do not do the job, you cheat on the job. So, such things are very important, that is the reason.

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Then in the ability test, what they normally do, if they have aptitude test which predicts future ability or performance, some prediction may come true, may not come true. Achievement test, what a person can do on skills or knowledge, already acquired. Intelligence tests, general ability for intellectual performance, general ability remember, it is not a guarantee. Judgment test, apply knowledge in solving a problem, so these are the kinds of ability tests, that you have.

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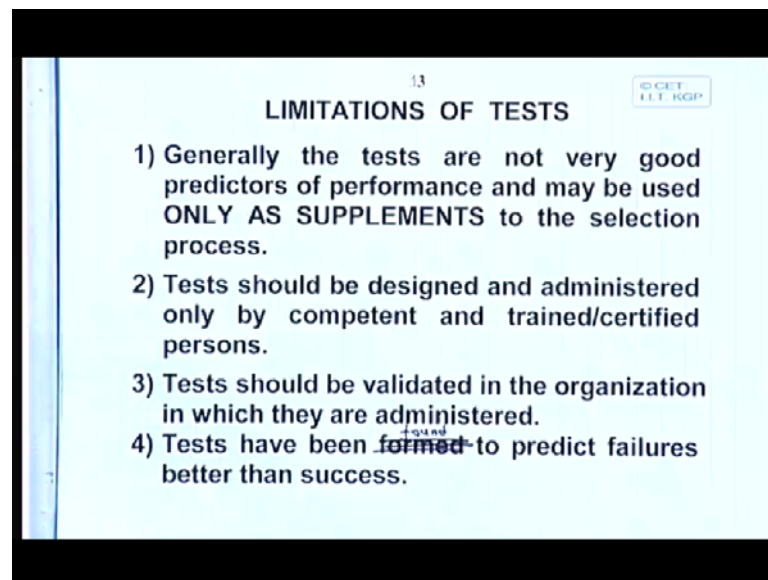


And then you have the second category, that is personality tests, and here you have interest tests, to find out a person's area of interest. Then you have personality trait tests, remember when we are talking of personalities, we said that there are certain theories, trait theories; traits means, individuals own attribute **all right**, measure the dimensions of personality.

So, whether he has internal locus of control, external locus of control, high machiavellian type of personality or what, we try to measure that. Aptitude test, attitude not aptitude, attitude test is very important, because the attitude of an individual is of enormous interest and value to the organization. Organization when they do training, they say there are always three things you train your employees for, one is knowledge, one is skills and third is attitude.

You train people also to have positive attitude, and to start with if you take an employee with a negative attitude, it becomes very detrimental to the company. Even if his knowledge is very good, and skill is very good, he always has a negative attitude and this inhibits good performance, and also it upsets fellow employees.

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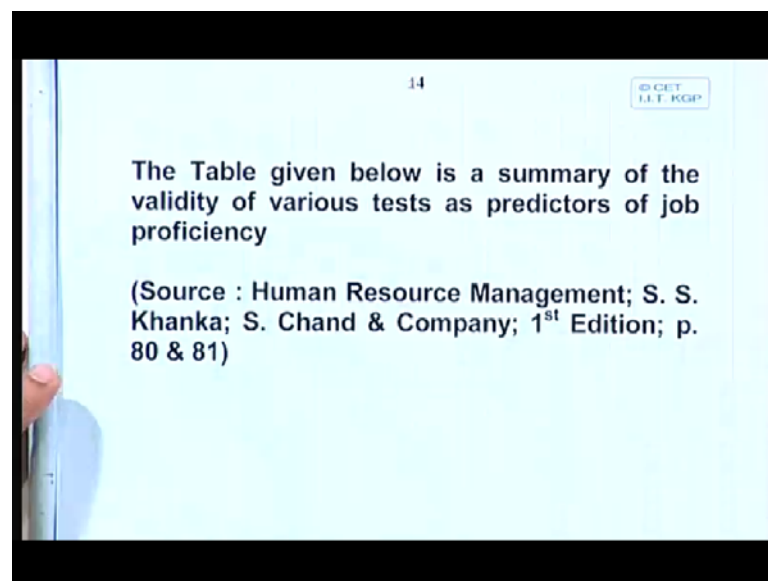


Now, as I said tests are no guarantees, so is recognized, you as an employer, when you interview people you must recognize this. Limitations of tests are generally, the tests are not very good predictors of performance, and may be use only as supplements, so you have test score here, it is a supplement. Rely more on your interview your collective

judgment of the panel. They are also good for screening out, if you have large number of people, it gives you a method of screening of people, because it is impossible may be to interview 5000 candidates, so if test can screen it out. And test should be designed and administered only by competent and trained and certified person, I told you all these psychological tests and aptitude tests, you require certified people, so if you do not have, if you have small organization, there are others who are certified, whom you can hire to carry out your test, and pay him a lump sum for that.

Test should be validated in your organization in which they are administered, that means what is the validation process; it is a slow process of trying to find a co-relation over a numbers of years, between the test scores of employees whom you finally selected and hired. And the scores on his performance appraisal over the years, by his various bosses in the department, to get a kind of validation **all right** and tests have been found, found not formed to predict failures, better than success think about it, so tests do have a value.

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If they predict this fellow, has got a negative attitude, if you still hire him the chances are high, you will find the he has failed to do the job. But, if it says that he has a very positive attitude, chances are not very high, that he will always be a good employee with positive attitude; so it is better to predict failures than success. The table given below is the summary of the validity of various tests as predictors of job proficiency, and this is the table.

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Chart 7.2 : Validity of Various Tests as Predictive of Job-Proficiency

Job	Intelligence Ability	Types of Tests			
		Spatial and Mechanical Ability	Perceptual Accuracy	Motor Ability	Personality Traits
1. Executive	Moderate	Moderate +	Moderate	Low	Moderate
2. Supervisor	Moderate	Moderate	Moderate	Low	Low
3. Clerical	Moderate	Low	Moderate	Low	Low
4. Sales	Low	Low	Low	Low	Moderate +
5. Protective Service	Moderate	Low +	Low +	Low	Low
6. Vehicle Operator	Low	Low +	Low	Moderate	Moderate
7. Trade & Crafts	Moderate	Moderate	Moderate	Low	Low
8. Industrial	Moderate	Moderate	Moderate	Moderate	Moderate

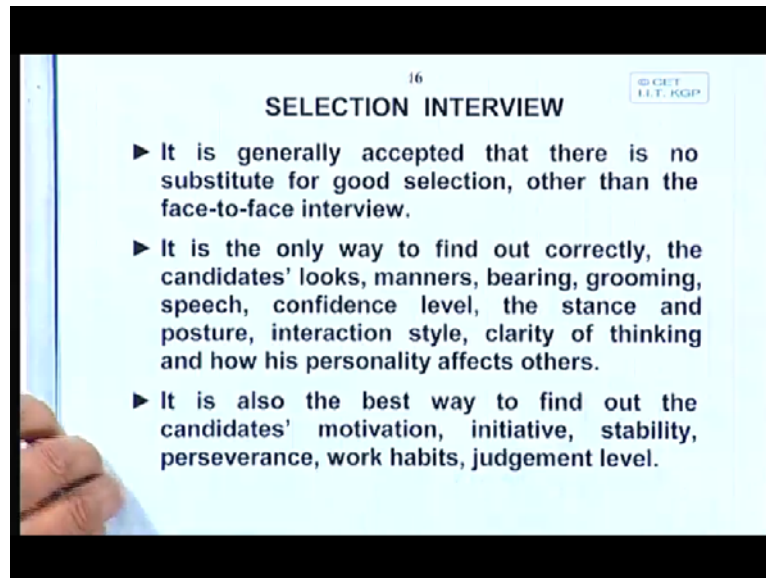
Selection

Low Predictability = 20  
 Moderate Predictability = 26 - 35  
 High Predictability = 35 - 50  
 High = 50 +

I will read it out, but not all of it, you can see it in the text book prescribed, so here is a job intellectual ability, special and mechanical ability, these are different test; perceptual ability, motor ability, and personality traits. And here you have job, which is supervisor, clerical, this is not exclusive, it should be executive, clerical, sales, protective service, vehicle operator, and etcetera. And this is the type of validity, say in case of intellectual moderate **all right**, moderate plus, moderate low, so executives are not very good at working low, and so on.

Selection low predictability is 20, this is the factors they applied, to use the word whether low or high, depending on the scores, which came out in the test; you can see it later.

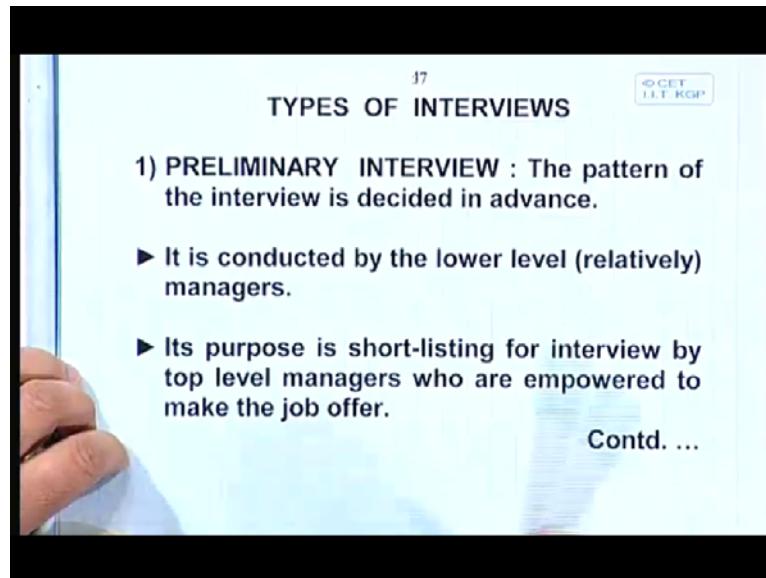
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Important is selection interview generally accepted that there is no substitute for a good selection; interview is very important, other than face to face interview. That is why even in education institution, we have a viva **right**, viva is nothing but, an interview to find out how much the student has learnt and knows, is far more reliable than a test paper.

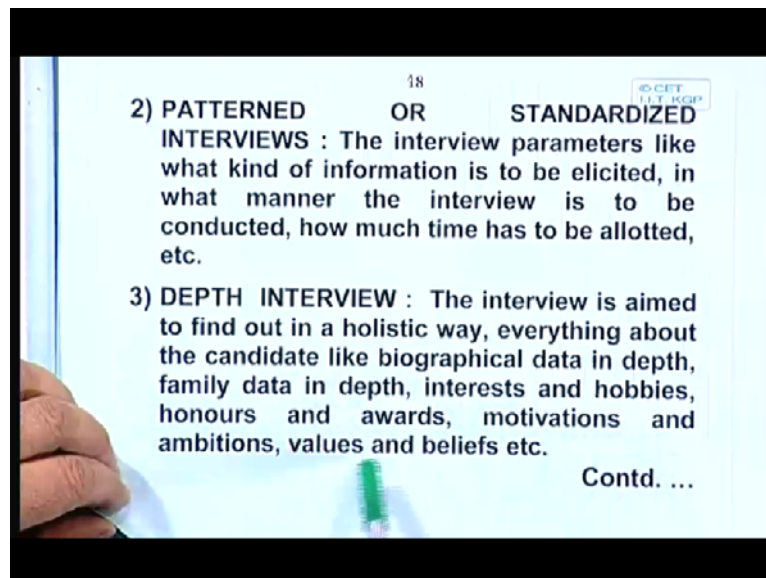
It is the only way to find out correctly, the candidate looks, manners, bearing, grooming, speech, confidence level, the stance and posture, interaction style, clarity of thinking, and how his personality affects others. It is also the best way to find out the candidates motivation, initiative, stability, perseverance, work habits, and judgment level.

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And you have several types of interviews, you have the preliminary interviews, for screening out and it is done by lower level managers, is basically for short listing.

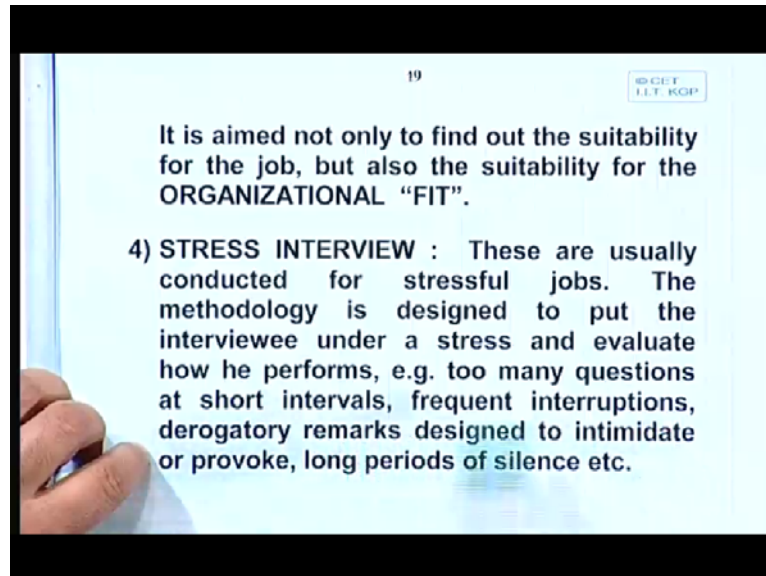
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After that you have the interview which is patterned or standardize interview, the interview parameters like what kind of information is to be elicited, so the panel members get a check list, they ask questions on that, that is why it is standardized in what manner the interview is to be conducted, how much time has been allotted. Then we have depth interviews, the interview is aimed to find out in a holistic way, everything

about the candidate, like biographical data in depth, family data in depth, interests and hobbies, honours and awards motivation, and ambitious.

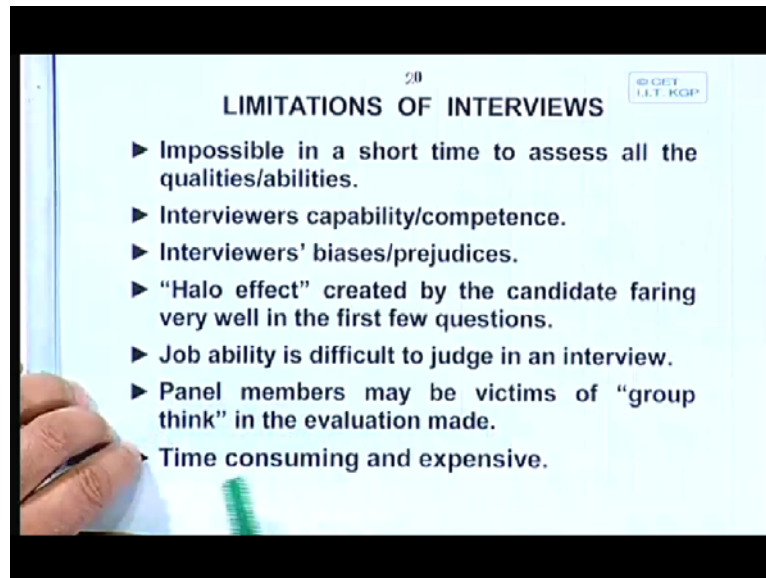
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Interesting part is, it is aimed not only to find out suitability for the job, but, for the suitability for organizational fit, he may be very good, but he may not fit the culture of the organization, particularly for higher level, and middle level also, this is important. This is very interesting stress interviews, these are usually conducted for stressful jobs, the methodology is designed to put the interviewee under a stress and evaluate how he performs.

Example, too many question at short intervals, frequent interruptions, derogatory remarks, designed to intimidate or provoke long periods of silence. So, when he walks in, no one looks at him, he is standing there at the door **you know**, so he is he does not know what to do. And then, when he starts coming and sits down, someone says we did not ask you to sit down, then he says sorry sir and he stand, so stress is being given.

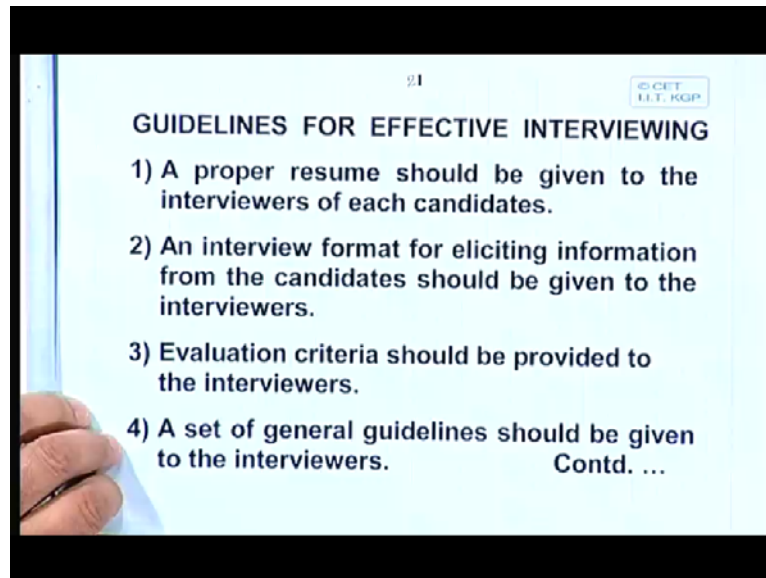
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Limitations of interview are, impossible in a short time to assess, interviewer's capability or competence is also important. In fact, many companies they have training programs, training executives or manager how to interview well, interviewers biases and prejudices, they are human beings. Halo effect, we have learnt he answer one question well, you think that he is very good, even if he cannot answer the other, that is the human fealty as an interviewer.

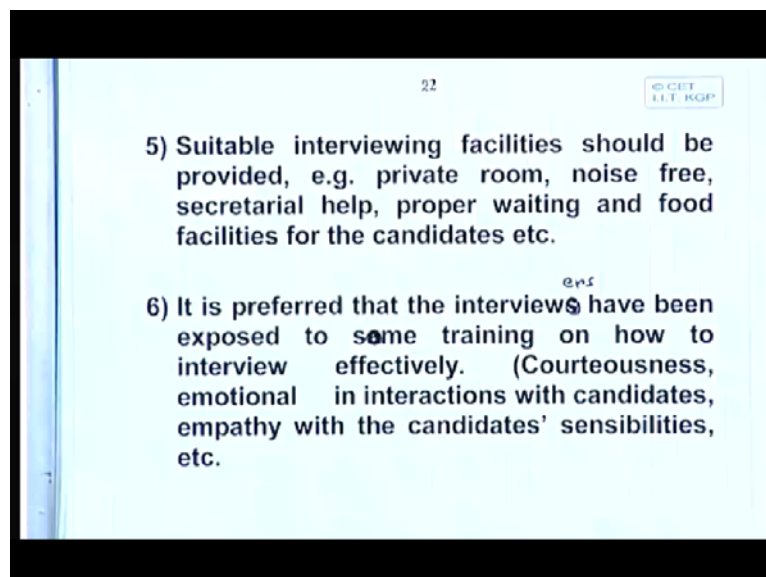
Job ability is difficult to judge in an interview, panel members may be victim the group think, you have studied the group think in decision making topic in the evaluation made, time consuming and expensive.

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An effective interviewing, some tips a proper resume should be given to the interviewers, the interview panel, and an interview format for eliciting information from the candidates should be given to the interviewers. Evaluation criteria should be provided to the interviewers, set of general guideline should be given to the interviewer, all this is a job remember of the HR department.

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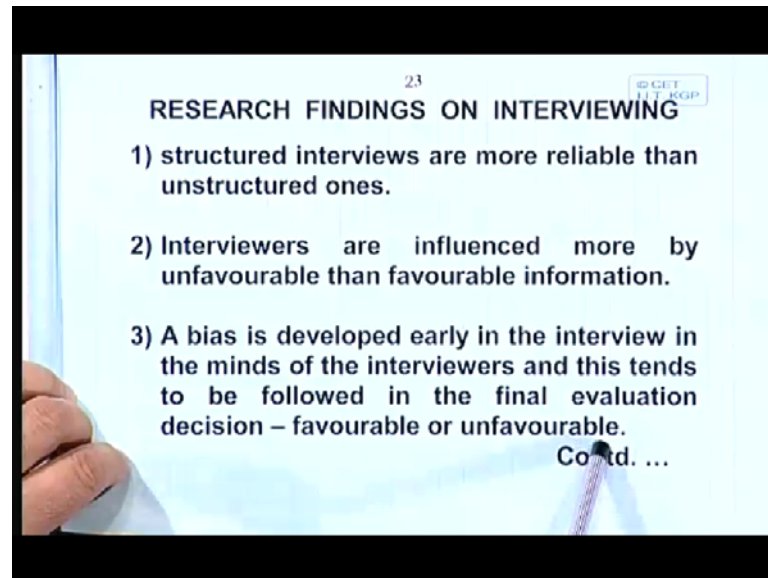


Suitable interviewing facilities should be provided like private room, noise free etcetera. It is preferred that interviewers have been exposed, interviewers have been exposed to



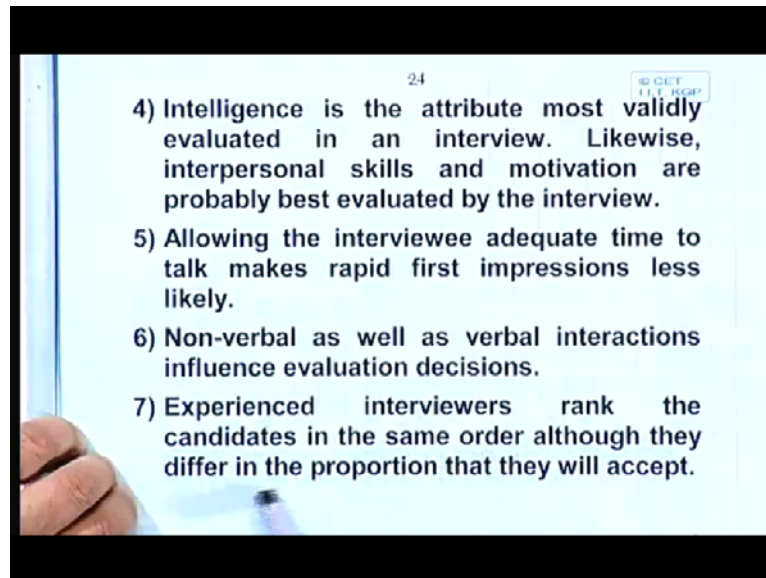
some training, this is a interviewers had been exposed to some training on how to interview effectively, courteousness, emotion in interactions with candidates, empathy with candidates, sensibility etcetera.

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And research findings on interviews, structured interviews are more reliable than unstructured, these are research find; interviewers are influenced more by unfavorable than favorable information. A bias is developed early in the interview in the mind of the interviewers, and this tends to be followed in the final evaluation decision, favorable or unfavorable.

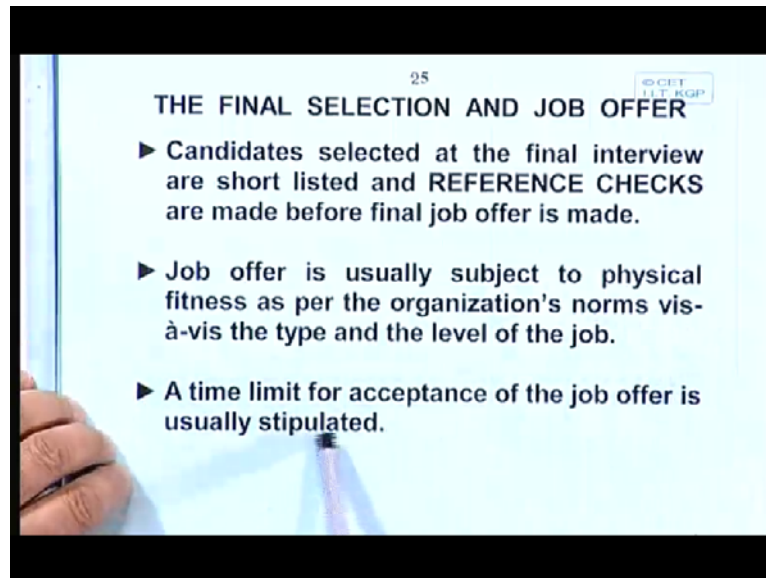
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Intelligence is the attribute most **valid** validly evaluated in an interview, likewise interpersonal skills and motivation are probably best evaluated by interview. Allowing the interviewee adequate time to talk makes rapid first impression less likely; allow him to talk, instead of asking him question all the time.

Non-verbal as well as verbal interactions influence evaluation decisions. Experienced interviewers rank the candidates in same order, although they differ in the proportion that they will accept, which is true we find it in our selections and admissions of candidates as students in our MBM course. We have so many panels **right**, the scores may differ but, usually you will find the ranks are the same, because you are the same level and experienced interviewers on the panels, various professors.

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Final selection and job offer candidates selected at the final interview are short listed, and reference checks are made, that is where you have to be careful, as I told you; job offer is usually subject to physical fitness as per organizational norms. Time limit for acceptance to the job is usually stipulated, which is very practical, because you cannot wait no, you have to fill up the vacancy, so you give them time, that this offer is made subject to its acceptance within the period of 30 days from the date of this offer, something like that.

After which it shall automatically be invalid, and then you are as an employer, you can make the same offer to some other candidate, whom you are put as number two in the selection. So, this ends the chapter or topic on recruitment and selection, and next class we will look at performance management, very important.