**Human Resource Management – Definition**

According to **Gary Dessler**:-

"Human resource management refers to the policies and practices one needs to carry out the people or human resource aspects of management position including recruiting, screening, training, rewarding and appraising."

According to **G.R. Agrawal**:-

"Human resource management is a process concerned with the management of human energies and competencies for achieving organizational goals through acquisition, development, utilization and maintenance of a competent and committed workforce in a changing environment."

**Human Resource Management - Meaning**

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. HRM can also be performed by line [managers](http://humanresources.about.com/od/glossarym/g/manager.htm).

HRM is the organizational function that deals with issues related to people such as compensation, hiring, [performance management](http://humanresources.about.com/od/glossaryp/g/perform_mgmt.htm), organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

**Review of Recruitment and Selection**

Most employers recognize the fact that their staffs are their greatest asset, and the right recruitment and induction processes are vital in ensuring that the new employee becomes effective in the shortest time. The success of an organization depends on having the right number of staff, with the right skills and abilities. Organizations may have a dedicated personnel/human resource function overseeing this process, or they may devolve these responsibilities to line managers and supervisors. Many people may be involved, and all should be aware of the principles of good practice. Even it is essential to involve others in the task of recruitment and induction.

**Meaning**

Higher education is a human resource intensive enterprise. It is not surprising, then, that recruitment and selection of staff should be a very priority in most if not all units and divisions of student affairs. Recruitment and selection should include procedures directed to analyze the need and purpose of a position, the culture of the institution, and ultimately to select and hire the person that best fits the position. Recruitment and selection policy should, then, be directed toward the following objectives:

* Hire the right person.
* Conduct a wide and extensive search of the potential position candidates.
* Recruit staff members who are compatible with the college or university environment and culture.
* Hire individuals by using a model that focuses on student learning and education of the whole person.
* Place individuals in positions with responsibilities that will enhance their personal development.

**Issues in Recruitment and Selection**

* Do not discard applicants who “stopped out” to provide care for a child, or for maternity leave.
* Consider the dynamics of the interview – is the candidate being interviewed in an environment that is representative of the office environment.
* Understand questions that cannot be asked regarding family, children, pregnancy, etc.
* Provide medical insurance that covers the full range of medical needs of women employees, including reproductive health care.
* Provide life insurance, disability and pension programs that are nondiscriminatory on the basis of gender.
* Have clear and vigorously enforced sex, race and sexual orientation discrimination and sexual harassment policies and include a statement about these policies in the advertisement of the position.

Before attempting to diversify a staff and make it more gender equitable, you must tackle issues such as, “gender stereotyping; discrimination in hiring, pay, and promotion; family issues; and sexual orientation discrimination.

There are five areas critical to this process:

1. Open Communication
2. A commitment to creating an inclusive environment
3. Clear preconceived expectations based on gender.
4. A neutral supervisor who can observe different styles and facilitate communication when a conflict arises.
5. Training –Sexual harassment as well as gender issues training. (It is thought that 75-80% of sexual harassment complaints could be prevented by understanding gender differences)

**Recruitment**

Full-cycle recruiting is a term used by human resources specialists who manage the recruitment process from start to finish. Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings you have. Sourcing has evolved in the past several years with the proliferation of job and career sites. Many of the newspapers that once had pages of job listings in the Sunday edition have been replaced by job sites such as CareerBuilder and Monster.

## Recruitment Technology

Technology for managing the initial employment process is referred to as an applicant tracking system. These sites are linked to the careers section of a company website. When perusing the Internet, many job seekers prefer to learn more about the company first, before performing a job search through the careers section. An applicant tracking system is configured according to the employer needs. The simplest kinds merely collect basic information about the applicant and permit the applicant to cut and paste or upload a resume. More sophisticated systems match the resume qualifications to specific jobs in the database and suggest matches for which the applicant may want to consider. The recruiter can then access the applicant information, based on keyword searches and qualifications to determine which applicants would possibly qualify as candidates.

## Applicant Assessments

Many employers require additional qualifications, such as security clearance, background investigations, proficiency examinations and other batteries of tests to determine initial suitability. For executive level positions, the assessment process may include observation of the candidate decision-making skills, interpersonal relationship skills and even business etiquette. There are a myriad of methods used by recruiters to determine suitability outside a typical review of the applicant work record.

## Selection

Once the applicant has become a candidate, it means she has the requisite skills to warrant an investment of resources necessary to schedule, prepare and conduct an interview. These days interviews are one of the most important factors in the selection process because the recruiter and hiring manager are looking at more than what can the candidate do for the company. They are looking for soft skills the candidate may have in terms of building teams, working in collaboration with other professionals, and what the candidate can bring to the company that no other candidate can. Interviews may be one-on-one for administrative and support positions; however, candidates for management and director level positions can expect to be panel interviewed and judged on their capability to interact with a variety of personalities while presenting her qualifications in a manner that sells her capabilities to the prospective employer.

## Final Decision

The final decision to extend an offer of employment should come from the employment section of the human resources department. While the hiring manager or directors involved in the interview process are ultimately the people to whom the prospective employee will report, the employment specialists have the expertise and knowledge to process the final steps in the hiring process. There are employment laws that every employment specialist must follow--eligibility to work is one of the hottest topics in employment, particularly with visas, lotteries for work permits and permanent resident cards that validate a non-U.S. citizen right to work in the U.S. Finally, the new employees orientation, new hire documents and initial paperwork is provided by the employment specialists.

# Definition of the Recruitment & Selection Process

The recruitment and selection process is important for new and established businesses alike. Your human resources department has the support and expertise of employment specialists who assist hiring managers with the procedures to ensure your company leaders are making wise hiring decisions. There are several pieces to the recruitment and selection process: sourcing candidates, reviewing and tracking applicants, conducting interviews and selection for employment.

## Sourcing Candidates

This is the first step in the recruitment and selection process. Sourcing candidates means your employment specialist is using a variety of methods to find suitable candidates for job vacancies. Sourcing can be done via online advertising on job and career sites or professional networking and participation in trade associations. Another creative sourcing technique employment specialists utilize is monitoring employment changes at industry competitors to recruit applicants familiar with the same type of business you are operating.

## Tracking Applicants

The next steps in the recruitment and selection process are tracking applicants and applications and reviewing resumes. Applicant tracking systems (ATS) are becoming extremely helpful to employers, and this technology aids in the management of job vacancies and applications for every open position. Employment specialists use ATSs to review applications and resumes. Following your employment specialist applicant review, he can then decide which applicants he wants to interview. With some ATSs, applicants can track application status. An ATS can be developed for organizations of any size, including small businesses.

## Preliminary Phone Interview

Conducting a preliminary phone interview is essential for obtaining information about the applicant background, work history and experience. When your employment specialist conducts a preliminary interview, the objective is to determine whether or not the applicant has the requisite skills and qualifications for the job vacancy. Consistent with widely accepted human resources practices, the Texas Association of Counties recommends. A quick initial review will reveal those applicants who obviously do not meet the minimum requirements for the job. While an employment specialist may probe further into the applicant experience and interpersonal skills, the purpose of this interview is to narrow the field of applicants to send for consideration by the hiring manager.

## Face-to-Face Interview and Selection

In this stage of the recruitment and selection process, the hiring manager reviews the applications and resumes the employment specialist forwarded to her. The hiring manager invites the applicant to interview face-to-face; communication about the interview and scheduling is generally handled by the employment specialist. This ensures that all qualified applicants receive the same information. At times, the employment specialist will prepare the applicant for the face-to-face interview. After the hiring manager interviews the applicant, she further narrows the field of candidates from which to select for the job opening. In many companies, there is an additional interview by the same hiring manager or perhaps a panel of interviewers.

## Extending an Employment Offer

Once the hiring manager decides which candidate is most suitable for the job vacancy, it time to inform the candidate of pre-employment matters, such as background inquiries, drug tests and, if applicable, licensing information.

When recruiting for positions where you negotiate the terms of employment, compensation and benefits, and other issues, a draft employment offer may change hands from the candidate to the employer until the parties reach an agreement. An employment offer should always be in writing to document the terms of your agreement with your prospective employee.

## Considerations

Your company recruitment and selection process is the best way to achieve success in the business world. According to Dr. Stuart Greenfield, contributor to the American Society for Public Administration, implementing more effective processes to recruit candidates and select the best and the brightest will improve one ability to meet one organization human resource needs.

# Problems in Recruitment & Selection

## Recruitment Strategy

Before you compose the first job posting, you must determine whether hiring employees actually is in the best interest of the company. Bringing on new employees can be costly, when you combine the costs to recruit, orient and train them. Labor costs for full-time employees can be high, especially if your company offers employee benefits. Small businesses might look at alternatives to bringing on full-time staff, such as temporary workers, outsourcing or giving additional responsibilities to current employees. Also, hiring contract labor or independent contractors relieves you of the responsibility to manage a full-time staff, assume liability for payroll taxes and offer employee benefits.

## Expenses

The cost to hire and replace hourly workers is approximately six months' wages; the cost to replace salaried personnel is the salary for a year and a half, according to 2007 figures analyzed by management consultant firm The Hay Group. Recruitment costs include advertising space, professional memberships, job fair sponsorship and college recruiting trips. As of 2011, the cost to recruit one employee ranged from approximately $3,000 to more than $5,000, according to the 2011 Recruiting Benchmarks Survey by the National Association of Colleges and Employers. Outsourcing can relieve your company of the responsibility to hire and manage an employee who specializes in full life-cycle recruiting, unless your staffing demands are consistently high and worth the salary of a full-time in-house recruiter.

## Interviewing Skills

Generally speaking, recruiters and other HR staff know much about full life-cycle recruiting -- the process from sourcing candidates to completing the process for newly hired employees. However, the selection is up to a hiring manager, who often has functional and departmental expertise in her area, but isn't an HR practitioner. Therefore, in addition to the actual recruitment of candidates, seasoned recruiters may take on the responsibility of preparing hiring managers and panel members for candidate interviews. HR department recruiters have the expertise to provide the kind of guidance that hiring managers need to hone their ability to make wise hiring decisions.

## Promotion From Within

Selecting talent that's already in the company can save money. However, unless your company has an objective selection method for internal candidates, subjectivity could be problematic. Admitting that favoritism is problematic is difficult, although witnessing it seems to be more commonplace, according to management consulting firm Penn Schoen Borland in its study of merit versus favoritism in internal promotions conducted for Georgetown University McDonough School of Business. More than 90 percent of high-level executives say they have seen merit fall by the wayside when selecting internal candidates for promotion, Anne Fisher wrote in an August 2011 article for CNN Money. In addition, promotion from within the organization may deprive your company of the fresh perspective that new talent can bring. External candidates are most often recruited for high-level positions because the employer needs the skill set that the current employee base cannot provide.

# Recruitment & Selection Questions

Questions are an important part of the recruitment and selection process. Carefully crafted questions can help the hiring manager and team improve the odds of selecting the candidate most likely to succeed on the job. But not all questions are equally useful and not all hiring managers are equally skilled at creating, asking and evaluating questions.

## Open- versus Closed-Ended Questions

During any interview, the interviewer will ask a combination of open- and closed-ended questions. Both have their place, but open-ended questions are often more effective in getting thorough and complete responses from potential candidates. A closed-ended question requires a simple yes/no or one-word response: "Are you interested in this position?" An open-ended question is phrased in a way that requires the job applicant to provide more information: "Why are you interested in this position?" Interviewers should be thoughtful about when they use each of these types of questions to ensure they're getting the information they need.

## Leading Questions

Leading questions are those that suggest to the job candidate the answer that the interviewer is seeking. "You don't mind working overtime, do you?," is an example of a leading question to which the applicant is likely to respond: "No, not at all," even if they do, in fact, mind. Interviewers should avoid asking leading questions and should try to frame their questions so it is not apparent to the interviewee what the correct or desired response is.

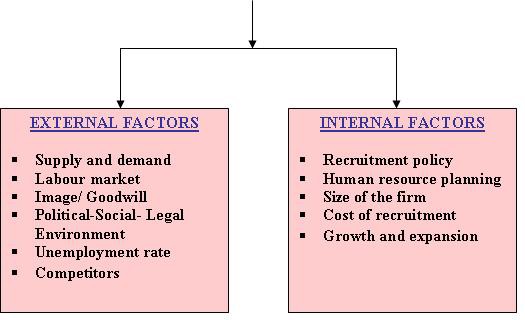
## Behavior-Based Questions

Behavior-based questions are questions that ask candidates to share a past experience as an example of how they would respond in a certain situation. This is in contrast to a question that would ask a candidate to describe how they might respond in a situation. So, for instance, instead of asking: "What would you do if you were faced with an angry customer?," the interviewer would say: "Tell me about a time when you had to deal with an angry customer. How did you handle that situation?" Behavior-based questions provide interviewers with a more credible indication of an applicant's actual behavior in a real situation

# Factors Affecting Recruitment

The recruitment function of the organizations is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the organization. And the external factors are those factors which cannot be controlled by the organization. The internal and external factors affecting recruitment function of an organization are:

**FACTORS AFFECTING RECRUITMENT**



**Internal Factors Affecting Recruitment:**

The internal forces i.e. the factors which can be controlled by the organization are:

**• RECRUITMENT POLICY**

The recruitment policy of an organization specifies the objectives of recruitment and provides a framework for implementation of recruitment program.  
It may involve organizational system to be developed for implementing recruitment programs and procedures by filling up vacancies with best qualified people.

With the HRMS application **HAPA (Human resources And People Appreciation)** the candidate bank can be easily managed by storing the resumes of the applicants & by assigning them various rounds of interviews. This helps the HR in filtering a huge volume of available candidate profiles for a vacancy, which helps in the possibility of finding the most suitable profile. This feature helps to streamline the recruitment procedure & also in the implementation & automation of the recruitment program in accordance to the policies.

**A recruitment policy of an organization should be such that:**

• It should focus on recruiting the best potential people as also done by HAPA.  
• To ensure that every applicant and employee is treated equally with dignity and respect.  
• Unbiased policy.  
• To aid and encourage employees in realizing their full potential.  
• Transparent, task oriented and merit based selection, which is exactly what HAPA helps an HR to do.  
• Weightage during selection given to factors that suit organization needs.  
• Optimization of manpower at the time of selection process which can be achieved by candidate filtering & interview assignments through HAPA, involving the appropriate approval authorities.  
• Defining the competent authority to approve each selection. If defining of authorities can be automated and made task oriented as done in HAPA. The selection process becomes clean, rapid & streamlined.  
• Abides by relevant public policy and legislation on hiring and employment relationship.  
• Integrates employee needs with the organizational needs.

**FACTORS AFFECTING RECRUITMENT POLICY:**

• **HUMAN RESOURCE PLANNING**  
Effective human resource planning helps in determining the gaps present in the existing manpower of the organization. It also helps in determining the number of employees to be recruited and what qualification they must possess.

**• SIZE OF THE FIRM**  
The size of the firm is an important factor in recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations.

**• COST**  
Recruitment incur cost to the employer, therefore, organizations try to employ that source of recruitment which will bear a lower cost of recruitment to the organization for each candidate.

**• GROWTH AND EXPANSION**  
Organization will employ or think of employing more personnel if it is expanding its operations.

**External Factors Affecting Recruitment:**

The external forces are the forces which cannot be controlled by the organization. The major external forces are:

**• SUPPLY AND DEMAND**  
The availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professional demanded by the company, then the company will have to depend upon internal sources by providing them special training and development programs.

**• LABOUR MARKET**  
Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the requisition or announcement in the meeting etc will attract more than enough applicants.

**• IMAGE / GOODWILL**  
Image of the employer can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Image of a company is based on what organization does and affected by industry. For example finance was taken up by fresher MBA’s when many finance companies were coming up.

**• POLITICAL-SOCIAL- LEGAL ENVIRONMENT**  
Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. For example, Government of India has introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. Also, trade unions play important role in recruitment. This restricts management freedom to select those individuals who it believes would be the best performers. If the candidate can’t meet criteria stipulated by the union but union regulations can restrict recruitment sources.

**• UNEMPLOYMENT RATE**  
One of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the company is not creating new jobs, there is often oversupply of qualified labor which in turn leads to unemployment.

**• COMPETITORS**  
The recruitment policies of the competitors also effect the recruitment function of the organizations. To face the competition, many a times the organizations have to change their recruitment policies according to the policies being followed by the competitors.

The above mentioned recruitment process is automated, using the HRMS application HAPA (Human resources And People Appreciation). Here, the**Candidate Bank Management** feature allows the recruitment team to upload and save the resumes of applicants. These applicants, using HAPA, can be assigned various rounds of interviews with an option of selection/rejection (with feedback/comments/reasons) in each round.  
In HAPA, once the candidate gets hired, and after the CTC is approved by the authority, the offer /appointment letter is automatically emailed to the candidate. Also, with an option of taking a print-out, if required.  
Once the appointment/offer letter is emailed to the employee, after the employee details are entered in the application using the **Employee Record Management** feature, the employee ID gets automatically generated.

**Selection**

Whatever form the applications take, there may be a need to sift them before moving on to the interview stage. Such a sift serves to match the applicants as closely as possible to the job and person specification and to produce a shortlist of people to interview. To avoid any possibility of bias, such sifting should be undertaken by two or more people, and it should involve the direct line manager/supervisor as well as personnel. The sifting stage can also help the organization by providing feedback on the advertising process and the suitability of the application form. It can also identify people who might be useful elsewhere in the organization. If references or medicals are to be taken up before the invitation to interview stage, it should be made clear on the application form/information pack sent to the applicant.

If our organization believes that pre-employment health screening is necessary, you must make sure it is carried out in a non-discriminatory way: for instance, do not single out disabled people for medical assessment. If a report from any individual’s doctor is sought, then permission must be given by the individual, and they have the right to see the report (Access to Medical Reports Act 1988).

The candidates who best match the specifications may then be invited for interview. The invitation letter should tell candidates that they should advise the organization in advance if any particular arrangements need to be made to accommodate them on arrival or during the interview; for instance, ramp access or lighting levels. The invitation letter should also clearly state whether the organization will pay the candidate’s reasonable travel expenses for the interview.

**A formal definition of selection is as following**:

“It is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job”

Selection process assumes and rightly so, that there are more number of candidate actually selected candidates are made available through recruitment process.

Selection Procedure

Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

But selection must be differentiated from recruitment, though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

The **Employee selection Process** takes place in following order-

1. **Preliminary Interviews-** It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.
2. **Application blanks-** The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.
3. **Written Tests-** Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.
4. **Employment Interviews-** It is a one to one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Moreover the competencies of the candidate cannot be judged. Such interviews may be biased at times. Such interviews should be conducted properly. No distractions should be there in room. There should be an honest communication between candidate and interviewer.
5. **Medical examination-** Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.
6. **Appointment Letter-** A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

**Factors Affecting Selection Decisions**

The goal of selection is to sort out or eliminate those judged unqualified to meet the job and organizational requirements, whereas the goal of recruitment is to create a large pool of persons available and willing to work. Thus, it is said that recruitment tends to be positive while selection tends to be some what negative.

A number of factors affect the selection decision of candidates. The important among them are:

(a) Profile matching.  
(b) Organizational and social environment.  
(c) Successive hurdles.  
(d) Multiple correlation

**Profile Matching:** Tentative decision regarding the selection of candidates (who are known) is taken in advance. The scores secured by these known candidates in various tests are taken as a standard to decide the success or failure of other candidates at each stage. Normally, the decision about the known candidates is taken at interview stage. Possible care is also taken to match the candidateâ€™s bio-data with the job specifications.

**Organizational and Social Environment:** Some candidates, who are eminently suitable for the job, may fail as successful employees due to varying organizational and social environment. Hence, candidatesâ€™ specifications must match with not only job specifications but also with organizational and social environmental requirements.

**Successive Hurdles:** In this method hurdles are created at every stage of selection process. Therefore, applicants must successfully pass each and every screening device in case of successive hurdles.

**Multiple Correlations:** Multiple correlations is based on the assumption that a deficiency in one factor can be counter-balanced by an excess amount of another. The composite test score index is taken into accounting the selection tests. Hence, for broader line cases multiple correlation method is useful and for other successive hurdles method is useful.

**Barriers to effective selection:**  
  
  
The main objective of selection is to hire people having competence and commitment. This objective is often defeated because of certain barriers. The impediments which check effectiveness of selection are perception, fairness, validity, reliability, and pressure.   
  
  
**PERCEPTION**: Our inability to understand others accurately is probably the most fundamental barrier to selecting right candidate. Selection demands an individual or a group to assess and compare the respective competencies of others, with the aim of choosing the right persons for the jobs. But our views are highly personalized. We all perceive the world differently. Our limited perceptual ability is obviously a stumbling block to the objective and rational selection of people.   
  
  
  
**FAIRNESS:** Fairness in selection requires that no individual should be discriminated against on the basis of religion, region, race or gender. But the low number of women and other less privileged sections of society in the middle and senior management positions and open discrimination on the basis of age in job advertisements and in the selection process would suggest that all the efforts to minimize inequity have not been very effective.   
  
  
  
**VALIDITY:** Validity, as explained earlier, is a test that helps predict job performance of an incumbent. A test that has been validated can differentiate between the employees who can perform well and those who will not. However, a validated test does not predict job success accurately. It can only increase possibility of success.   
  
  
  
**RELIABILITY:** A reliable method is one which will produce consistent results when repeated in similar situations. Like a validated test, a reliable test may fall to predict job performance with precision.   
  
  
  
**PRESSURE:** Pressure is brought on the selectors by politicians, bureaucrats, relatives, friends, and peers to select particular candidate. Candidates selected because of compulsions are obviously not the right ones. Appointments to public sector undertakings generally take place under such pressure