# **Study Unit 6: Recruitment, Selection, Placement and Induction**

# **Introduction**

*What takes a good company to a great company is not people but the right people"* Recruiting and selecting the right people is paramount to the success of an organization and its ability to retain a workforce of the highest quality.

Recruitment, whether this is from external or-internal sources, is a critical part of your role as a manager. In many ways, it's one of the most important "investments decisions you can make. Recruiting people who are right for the organization means stronger teams, higher performance and 'lower turnover as motivated employees are less likely to leave. Getting the right people is good for the organization and good for the person. Recruitment is concerned with accumulation of a pool of potential candidates in line with the human resource plan.

While all organization will at one time or another engage in recruiting, some do it more often than others .An organization with a large number of employees will find it recruiting on a regular basis. Organizations which are declining will find little need to recruit. Employment conditions in an organization will influence the rate of recruitment. The success of a recruitment exercise will depend on the ability of the organization to establish the correct requirements for a given job and to be able to identify individuals with the right attributes to fill within those jobs. This can be achieved through job analysis.

# **Learning Outcomes of Study Unit 6**

By the end of this topic you should be able to:

6.1 Define the concept of recruitment

6.2 Examine the sources of recruitment and selection

6.3 Factors to consider when making a choice for recruitment source

6.4 Explain the selection techniques to choose a suitable candidate in an organization

6.5 Discuss the concept of Placement

## 6.1 The concept of Recruitment

Recruitment

* Recruitment is a process of searching for and encouraging individuals (prospective employees) with the right skills to apply for a job or employment with an organization.
* Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.
* The process of attracting individuals in sufficient numbers with the right skills and at appropriate times to apply for open positions within the organization.

The process of recruitment begins with human resource planning which helps to determine the number and type of people an organization needs. Recruitment decisions are arrived after conducting HRP and forecasting

There are a number of reasons why vacancies arise in companies i.e. Creation of a new job or department, Resignation, retirement or death of staff, Promotion or transfer, Dismissal.

The success of a recruitment exercise will depend on the ability of the organization to establish the correct requirements for a given job and to be able to identify individuals with the right attributes to fill within those jobs. This can be achieved through job analysis.

Recruitment aims to attract applications from a number of capable candidates to provide a pool from which to select staff needed by the employees

## 6.2 Sources of recruitment

The finding out where suitable candidates are available and informing them about the openings in the organization is the most vital aspect of recruitment. Organizations generally recruit from within or outside it.

### 6.2.1 Internal sources

The workers already working in the organization may be more suitable for higher jobs than those recruited from outside. Internal sourcing tends to promote employee development.

***Advantages of Internal Recruitment***

* Employees are motivated, this is because existing employees are given preferences in promotion
* It ensures stability of employees since organization provides better opportunity to suitable employees; they will likely stay with the enterprise.
* Management is in a better position to evaluate the performance of existing employee before considering them for higher position.
* It is a cheap means of recruitment because the organization will not spend on advertising expenses, and training of new staff.
* Safeguards company’s secrets and sensitive information
* Reinforces a sense of loyalty and commitment towards the organization
* Saves time
* Maintains good organizational culture and values.
* Easy adoption and familiarization.

***Disadvantages of Internal Recruitment***

* Better skilled individuals with experience may be left outside the organization and this may limit the organization from enjoying the skills of new staff.
* Organization may promote people who are weak but already employed.
* Inbreeding i.e. no innovation and new perspectives
* Possible morale problems of those not promoted
* Political infighting for promotions (subjectivity)
* Employee development programmes may be expensive.
* Limited choice of candidates
* Creates a vacuum within the organization i.e. replacement is still needed for the persons that have been promoted or transferred'
* May affect the public image of the organization
* Maintenance of counterproductive habits and values with in a firm.

**Internal Sources**

• Job posting

• Employee referrals

• Promotions

• Transfers

• Rehired and retrenched employees (recalls or rehires)

### 6.2.2 External Sources of Recruitment

This refers to the practice of getting suitable persons from outside the Organization.

Every organization has to use external sources for recruitment in higher positions when existing employees are not suitable. Besides positions at entry level normally require external sourcing. The external sources are:

**Advertisements**: This is the best source for higher jobs. The advertisements are run in local press, magazines journals etc. The requirements of the jobs are indicated in the advertisement and the prospective candidates are to evaluate themselves against the requirements of the job before sending their application. You can reach a large audience in specific area. The content of the advertisement will impact on the number of applicants.

**Competing organizations:** Other organization within the same industry can be a good source of manpower especially when looking for high qualities in term of expertise and experience. These individuals are usually poached by offering better terms and conditions of service.

**Educational institutions:** Universities and other tertiary institutions have a profile of all students. Organizations can maintain close contact with these institutions and students are targeted in the course of their studies. Junior level, middle or managerial trainees can be recruited in this way.

**Unsolicited applicants:** These are causal applicants who usually contact employers through telephone, posts or in person even without an advertisement being run by an organization. Generally, employers with good reputation get unsolicited applications. If an opening is there, or is likely to be they’re then these people are considered for such jobs if they qualify.

**Employee referrals or recommendations:** This can be done by employees who retired from the organization and other persons who matter. When such people are requested to recommend some people, such recommendations are given due respect and consideration. The problem with this source is that the referee may fail to establish the requirements of the job. It may also lead to nepotism.

**Employment agencies:** These are specialized firms that are involved in placing people into jobs. Unemployed persons get themselves registered with these agencies. The vacancies may be modified with the agencies whenever there is need. The agencies supply a list of candidates fulfilling the required qualification to the organization.

**Trade unions:** These are organized forces that can recommend a person for a job.

**E-recruitment:** This can be done through on-line connections on internet or intranet.

***Advantages of External Sources***

* New blood, new perspectives, newcomers may have a fresh approach to problems and be up to date on the latest technology,
* Cheaper than training a professional
* Improves corporate image
* Competitive Spirit
* No group of political supporters in organization already
* May bring competitors' secrets, new insights
* Helps meet equal employment needs (Equal Employment Opportunities).
* Having access to a potentially large applicant pool
* Being able to attract people who have the skills, knowledge, and abilities an organization needs.

***Disadvantages of external sources***

* May not select someone who will fit (it's risky)
* May cause morale problems for those internal candidates
* Longer adjustment or orientation time
* May bring in an attitude from previous Company.
* It's somewhat costly

## 6.3 Factors to consider when making a choice for recruitment source

* Cost
* Organizational policy
* Time
* Appropriateness of skill
* Employment equity goals (Equal Employment Opportunity)
* Labour market conditions
* Level of growth of the organization
* Organizational culture
* Need to motivate employees
* Collective union agreements.

## 6.4 Employee Selection

This is the process of choosing the most suitable person for employment from a pool of applicants. It is a process of differentiating between applicants in order to identify and hire those with greater likelihood of success in the job.

It may also be the procedure of matching organizational requirements with the skills and qualifications of people. The main goal of selection is to match the human characteristics and abilities with the demands of the job i.e. to get the right person for the right job.

It is a process of differentiating between applicants in order to identify and hire those with greater likelihood of success in the job. It is a mutual process which involves evaluating and choosing among the different candidates who applied for a job. Selection is a decision-making process i.e. the organization decides whether to make a job offer or not and the applicants decides whether to take up the job offer or not.

The appointment of suitable persons on various jobs is very sensitive. The selection of a wrong person will mean loss of time and money which has been incurred in the process. It may also lead to organizational counterproductive behaviors by the appointed person.

### 6.4.1 Selection techniques

The process of personnel selection involves collecting information about individuals for the purpose of determining suitability for employment in a particular job. This information is collected using one or more selection devices or methods. Different kinds of positions require different kinds of selection techniques. Choosing the right techniques will help you to recruit the best person for the position. The selection techniques you choose depend on the particular skills, attributes and knowledge required for the position. You must be able to match the selection method with the selection criteria that are most critical to the position. Some of the techniques are;

**i) Assessment centers:** This involves subjecting applicants in a simulated work situation so that behaviors and performance on the job can be observed and evaluated. Normally applicants are invited to the organization premises and put into doing a series of activities related to the actual job e.g. role playing, focus group discussion, and problem solving. . A typical assessment may run over the course of one or two days and involve trained assessors evaluating a number of candidates. They can be expensive and complex to administer and are usually more cost effective when recruiting large numbers of people.

**ii) Bio-data:** This is a collection of personal information about the job applicants. They are asked to fill and application bank for describing their personal details. This technique is based on the assumption that our past experiences and behaviors can be used to predict future performance. This method however ignores the fact that our behaviors, values and attitudes are not constant and consistent overtime, they change depending on the circumstances in the environment and it is not automatic that our future behavior will be predicted by our past behavior. Information regarding individual biota can be collected using; standard application blank, weighted application blank and biographical inventories.

**iii) Letter of recommendation and reference checks:** This is where information about the applicant is sought from people who know him or her say former employers, co-workers, and teachers or lecturers from schools where the candidate studied from. Reference checks are a last opportunity to verify information the candidate has provided, validate their personal suitability and explore any areas of concern. This technique however is prone to over exaggeration of information by the referees.

**iv) Interview:** This involves an interaction between a candidate and a panel of interviewers. It is a selection method designed to predict future job performance on the basis of applicants' oral responses to oral inquiries. It is the most widely used technique of selection. Managers’ are extremely reluctant to hire any person without opportunity for face to face interaction.

Interviews are used to make quick evaluation of the applicant’s suitability for the job, to give candidate information about the organization to enable him or her make up his mind and to reflect fairness in the selection process. The interviews can be structured, unstructured or situational.

* Structured interviews: Here the questions that are asked are preset or standardized which are posed to all interviewees. The candidates are asked the same questions in the same order to achieve consistency in the assessment.
* Unstructured interviews: In this form of interview candidates are asked question in different format. The interviewee does much of the taking and questions may be derived from what he or she says and the feelings and perceptions of the interviewer.
* Situational interviews: In this case the questions that are asked are consistent with the requirements of the job. The questions are job performance based. Candidates are interviewed about what actions they would take in various job-related situations.

*Advantages of interview technique*

* useful for determining if the applicant has requisite communicative or social skills which may be necessary for the job
* interviewer can obtain supplementary information
* can assess the applicant's job knowledge
* can be used for selection among equally qualified applicants
* enables the supervisor and/or co-workers to determine if there is compatibility between the applicant and the employees
* allows the applicant to ask questions that may reveal additional information useful for making a selection decision
* the interview may be modified as needed to gather important information

*Disadvantages of Interview Technique*

* subjective evaluations are made
* decisions tend to be made within the first few minutes of the interview with the remainder of the interview used to validate or justify the original decision
* interviewers form stereotypes concerning the characteristics required for success on the job
* research has shown disproportionate rates of selection between minority and non-minority members using interviews
* negative information seems to be given more weight
* low evidence of predictive validity of the selection procedure
* not as reliable as tests

**v) Psychological tests:** a test is a yardstick for making employment decision. Tests are used to acquire numerical scores that can be used to draw conclusion about an individual. The purpose of this technique is to give an objective means of measuring individuals on merit. Common tests that are administered are;

* Intelligence tests; these are the most commonly used tests. They are believed to measure a combination of things or factors from the applicant e.g. memory, reasoning capacity, etc. they are based on the assumption that bright people can learn any job more quickly than those who are not.
* Personality tests: these seek to measure and discover personality characteristics which may affect job performance. The tests measure the personality characteristics of applicants that are related to future job performance. Personality tests typically measure one or more of these: extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience.
* Aptitude tests: These are designed to predict the potential that an individual has to perform on the job. They measure how trainable an individual is.
* Performance tests: This measure the ability of an individual to perform on the job e.g. applicants for position of secretary can be subjected to such tests to discover their tying speed. They are suitable for jobs that are observable and practical output visible.

**vi) Graphology:** The study of handwriting especially as an indicator of the writer’s character or disposition.

**vii) Letters of recommendation and reference checks:** This is where information about the applicant is sought from people who know him or her say former employers, co-workers, and teachers or lecturers from schools where the candidate studied from. Reference checks are a last opportunity to verify information the candidate has provided, validate their personal suitability and explore any areas of concern. This technique however is prone to over exaggeration of information by the referees.

**viii) Physical examination:** This is a pre- employment step that involves a comprehensive examination and matching of an applicant's physical capabilities with the job requirements. This is done through medical reports or other physical examinations.

**ix) Job Offer:** Once the candidate successfully passes through the above steps and continues to indicate his desire for employment, a job offer is made. The offer is in form of an offer that can either be accepted or rejected depending on the terms.

## 6.5 Placement

After an employee has been hired, he or she must be placed on the right job. Placement therefore can be understood as the allocation of people to their rightful jobs. Proper placement improves employee morale. The capacity of the employee can be utilized if she or he is placed in the job for which he is most suitable.

### 6.5.1 Principles of placement

Individuals should be placed on the job according to the requirements of the job. The job should not be adjusted according to the qualifications or requirements of the person.

The employee should be made well aware of the working conditions prevailing in the industry and all things related to the job.

The job should be offered to a person according to his qualifications. Placement should neither be higher nor lower than the qualification.

The placement should be ready before the reporting date of the newly selected person.

## 6.6 Induction

This is also referred to as orientation. It involves the provision to a new employee the information he needs to perform his job comfortably and effectively. The objective of orientation is to provide for a smooth transition into the new environment in a way that maintains motivation and gets the employee into production as soon as possible.

Induction is the process of introducing a new employee to the company culture and processes with the aim of bringing them up to speed as quickly as possible as well as making them feel socially comfortable and aware of their professional responsibilities. Companies will typically have an induction programme in place and follow the same processes for all new hires, although the induction process is may vary depending on the industry, the job role and the seniority of the new hire.

Introducing the new employee who is designated as a probationer to the job, job location, surroundings, organization, various employees is the final step of employment process. Some of the companies do not lay emphasis on this function as they view that this function will be automatically performed by the colleagues of the new employees. This is more so in educational institutions. This process gains more significance as the rate of turnover is higher among new employees compared to that among senior employees.

The orientation process may involve several phases depending on the circumstances; new employees, promotional employees or, employee needs. Each employee should be oriented according to their position as well as amass orientation that includes general information that pertains to everyone.

When an orientation process is designed, several factors must be considered such as employees job skills; maturity level; and professional needs; as well as the ways they learn most effectively. Some learn by hearing, some when they listen to a lecture or a demonstration, some by doing, and others when they see it in writing.

Box 6.1: Induction

Induction is the process of receiving and welcoming an employee when he/she first joins a company and giving him the basic information, he needs to settle down quickly and happily and start work.

There are several orientation processes implemented by different firms depending on the particular situation, but generally during orientation period, new employees are given relevant and accurate information about the organization and introduced to the work environment and its social settings. 6.6.1 Some of the issues which may be highlighted include the following;

* Introduction to the company/Outlining goals and objectives of the organization/ Review of the organizational history, products/services
* Outlining organizational rules, policies, procedures
* Communicating employee benefits
* Completion of employment documents
* Review of employer’s expectations
* Setting of employee expectations
* Introduction to fellow workers
* Explaining employee recognition program
* Introduction to the job and daily work routine
* How the employee job contributes to success of the organization
* Meeting with key persons within the organization
* Tour of the organizational facilities

### 6.6.2 Purpose of Induction in Organizations

Some organizations refrain from conducting any induction programs as they believe that it consumes valuable company time and resources, that they are too costly and proves to spoon feed individuals who are being paid to produce. However, according to theorist, induction training is much more than that; it is important

* The main purpose of induction training is to integrate new employees into the company and make them understand the systems and procedures followed by the organization. Induction training helps new employees settle down quickly in the new work environment, and gives them a sense of belonging. Also mentioned, was that it aides the employee to “fit in”, and understand the company and enable the new employee to find his or her way around the organization and develop a feeling of pride and value.
* Induction training saves a lot of money and time: Induction training is the first training program in which the employee participates after he joins the organization. Induction training provides him all the information needed to start performing his duties. If an employee is trained well in the induction program, he can easily adapt to his new role and start delivering results quickly – that’s how it saves the organization a lot of money and time.
* It reduces employee turnover: People join a company with a lot of expectations, and at the same time, they have lot of questions about the organization. All these queries must be answered in the induction training. Ineffective induction training leaves new employee confused about the job. Employees may feel frustrated and helpless, if they are not trained properly. On the other hand, effective induction training goes a long way in increasing staff retention rate and reducing employee turnover in a big way.
* It ensures operational efficiency: A good induction training program covers all aspects of the company thoroughly. It helps new employees become familiar with the organization’s work culture, vision, mission, and goals. At the same time, new employees understand their own role in achieving the goals of the company. This will help enhance the efficiency of employees quickly, as they adjust to the work culture of the organization and get involved in their job. Overall, it greatly helps increase the operational efficiency of the organization.
* It makes the new employee feel respected and valued: Good induction training gives a warm welcome to the employee and focuses on clarifying all his doubts about the organization and his job. It ensures that the new employee feels comfortable in the organization. It also makes him feel that he is welcomed, respected, and valued. This motivates the new employee greatly.
* It provides the necessary information: A comprehensive induction training program helps the new employee get all the necessary information about the company and clarifies the organization’s expectations on him. This helps him understand the culture, work norms, policies and procedures of the organization, and thus enables him to quickly adapt to the work environment.
* Induction training helps in establishing good communication: Induction training helps the new employee in establishing good communication with the organization. As part of the induction training program, the new employee is introduced to his direct supervisor, other employees, leads, and directors of the organization. This makes him more comfortable when he has to communicate with them later.
* It helps create a favorable image of the company in the mind of the new recruit thus establishing a valuable public relations tool, Foot and Hook (2008). McConnell (2007) also highlights that this type of training serves to make the employee feel empowered and as part of the team.
* A strong induction process helps reduce stress and anxiety associated with a new job, and improves their morale and feelings about the new job and organization they have joined.
* Managers, encouraged by HR, need to particularly engage with their employees during the early period of employment to build a trust partnership that works for both. HR needs to step up and facilitate better communication and understanding so that both the employee and their manager can develop a useful and sustaining employment relationship.
* Induction training creates a sense of belonging: That connection helps to make new employees feel like they have made the right decision to start working for your company. Feeling like you belong is a great start to any relationship and you want your staff to like coming into work.
* It motivates staff from the outset: A good induction will inspire new staff members to work hard, making them feel an important part of the organization straight away. Boosting morale and motivation levels is one of the key desired outcomes of an induction programme.
* A well-designed induction programmes can significantly increase the speed to competency of new employees thus meaning they are more productive in a shorter space of time.
* Induction training creates a workplace culture: New employees need to align and be assimilated into your workplace culture. They need to understand your values and the behaviors that drive those values.
* It creates compliance: Educate employees about your company policies on safety, bullying, sexual harassment, and other critical policies. This will help to protect the business by preventing incidents and better defending any claim.

### 6.6.3 The common obstacles met during the employee induction

Unfortunately, many organizations are still getting induction wrong. From content-dumping on the first day to just leaving new starters to ‘get on with it’, many organizations have found that not doing induction properly to be both expensive and ineffective. The common obstacles met during the employee induction training that makes managers conclude that it’s a waste of time include the following.

* Giving New Starters Too Much Information At Once: It makes sense to want to get your new starters productive as quickly as possible, however many organizations think this is done by overwhelming workers on day one and trying to tell them everything in one go. Put yourself in the position of the new starters. On your first day, it’s natural to have woes and worries about the new role, along with many questions, so adding the overwhelming feeling of having to process everything in one day is certainly counter-productive and not a good first experience.
* There are also organizations that do the complete opposite and adopt a ‘learn-as-you-go’ type of approach instead; where they let the new starters get on with it. This again fails to answer any of their concerns or questions they may have when joining the organization and can lead to them not meeting the expectations of the company, or not feeling confident enough to showcase their full potential.
* An Impersonal Induction Experience: Not fully understanding the roles of your new starters will result in a difficult induction experience, with generic and uninspiring content. Your workers will have their own expectations of their role, so it’s important to acknowledge these rights away and give your new starters enough information that is personal and relevant to them.
* Building a one-size-fits-all program will not answer the questions your workers will have; it just piles them with content about the company, rather than their individual roles and where they fit into the business. The point of induction is to get new starters productive and up-to-speed as quickly as possible, so content-dumping generic company information is only going to slow down this process significantly.
* Trying To Do Everything on Day One: Many companies focus on just using the new starters’ first few days to really engage them, but then struggle to follow-up or continue the induction process in the right way. By jumping into the onboarding process without a clear sense of direction or devoting enough time to getting new starters up-to-speed, organizations find themselves struggling to keep their new starters interested, and there will then be a lack of excitement when engaging with future training materials.
* Putting workers through a few hours’ worth of ‘training’ or leaving them with loads of content is certainly not going to get them productive quickly, let alone want to engage with your training material.
* Getting Lost In the Details: Many organizations find themselves focusing on only the formalities, rather than the experience for new starters. It’s daunting starting a new role and your employee induction training should be offering support and comfort to your workers, and not feels like a cold, strict experience.
* Not Utilizing Digital for Support: It’s understandable to want to free up valuable face-to-face time and that schedules and high workloads can get in the way of spending enough time in-person to support new starters. That’s why choosing the right learning platform for your employee induction training is vital as a permanent point of support for your workers.

It is worth noting that a well-defined and conducted programme can allay much of the apprehension new employees have when beginning a new job or career. A co-operative effort involving the employee relations department and the new employee’s department is crucial in getting the new employee off to a good start.

Whether an organization is large or small, it must have an effective orientation system. It can help instill in those who join any company a sense of purpose and a feeling that they are part of a professional and caring organization.