RECRUITMENT AND SELECTION

Dr. Radhika Kapur

ABSTRACT

In any kind of organization, recruitment and selection processes are considered useful, because they help in finding the most suitable candidates for the jobs. Recruitment and selection are important operations in human resource management, designed to make best use of employee strength in order to meet the strategic goals and objectives of the employers and of the organization as a whole. It is a process of screening, sourcing, shortlisting, and selecting the right candidates for the vacant positions. The employers put into practice recruitment strategies and methods that would be the most beneficial to achieve organizational goals and objectives. The main purpose of this research paper is to understand recruitment and selection procedures. The main areas that have been taken into account include, significance of recruitment and selection, principles of recruitment and selection, factors affecting recruitment and selection, posting vacancies, recruitment and selection process, types of recruitment and types of interview.

Keywords: Recruitment, Selection, Candidates, Organizations, Jobs, Factors, Interview

INTRODUCTION

Recruitment is the process of identifying, screening, shortlisting and hiring of the potential human resources for the purpose of filling up the positions within the organizations. It is the central function of human resource management. Recruitment is the process of selecting the right person, for the right position at the right time. The educational qualifications, experience, abilities and skills of the individuals need to be taken into consideration when recruitment takes place. It is the process of attracting, selecting and appointing potential candidates to meet the needs and requirements of the organizations. Recruitment takes place internally, i.e. within the organization and externally, i.e. from the usage of external sources. Internal factors include, the size of the organization, recruiting policy, image of organization and image of job. External factors include, demographic factors, labour market, unemployment rate, labour laws, legal considerations and competitors. Efficiency in the recruitment processes generates productivity and builds a good working environment and good relations between the employees (Recruitment and Selection, 2016).

Selection is the process of picking or choosing the right candidate, who is most suitable for the job. It is the process of interviewing the candidates and evaluating their qualities, which are necessary for a specific job and then selection of the candidates is made for the right positions. The selection of right candidates for the right positions will help the organization to achieve its desired goals and objectives. When selection of the employees takes place, it is vital to ensure that they possess the desired qualifications, skills and abilities that are required to perform the job duties in a well-organized manner (Recruitment and Selection, 2016).

Recruitment is called a positive process with its approach of attracting as many candidates as possible for the vacant positions. It is the process of identifying and making potential candidates to apply for the jobs. On the other hand, selection is called a negative process with the elimination of many candidates as possible. There are numerous individuals, who apply for the jobs, but selection is made only of those individuals, who are qualified and proficient. Selection is important, the reason being, hiring of good resources can help in increasing the overall performance of the organization. Both the processes of recruitment and selection are considered important for the effective functioning of the organizations and they take place simultaneously. They are imperative for growth and development of the organization (Recruitment and Selection, 2016).

SIGNIFICANCE OF RECRUITMENT AND SELECTION

The recruitment and selection of the individuals within the organizations result from a thorough and a systematic process. The employees need to possess complete knowledge of the strategies and methods that are required to get implemented for recruitment and selection. Legislation and good practice and the range of recruitment sources and selection methods as well as possessing the skills and abilities in interviewing and evaluating potential employees highlight the significance of recruitment and selection (Chapter 5, 2010). The areas that highlight the significance of recruitment and selection have been stated as follows:

When job vacancies arise within the organizations, then the employers give due consideration to the recruitment and selection processes. These processes enable the employers to identify and analyse the positions that are required to get filled in order to achieve the desired goals and objectives. Vacant positions within the organizations signify the lack of human resources and these are regarded as barriers within the course of implementation of tasks and in the achievement of goals and objectives. Thus, whether it may take place on an immediate basis or may be a time consuming process, importance of these processes is recognized during the time of job vacancies.

Resources are considered as the most important asset of any organization, hence, hiring the personnel with appropriate skills and abilities is important. The patterns of recruitment and selection differ from one company to another. When machines, equipment and devices are made use of to enhance productivity, then it is the human resources that operate them. The machines, devices and other equipment are made use of in an effective way, when they are put into operation by skilled and proficient personnel. It is vital that individuals should possess complete knowledge regarding how to make use of machines and enhance productivity. In some cases, this job may be manageable, whereas in others it may be tedious and demanding. Therefore, recruitment and selection are considered as important aspects in any organization and should be made of appropriate personnel.

The significance of recruitment is recognized by the fact that organization gets satisfied with more productive employees. It not only enhances productivity and profitability, but also encourages good relationships among the employers and the employees. It contributes towards

2

growth and development of the organization. It determines the current and future job requirements. It helps in increasing the success rate of selecting the right candidates, who are able to make efficient use of their skills and abilities in leading to growth and development. It helps in evaluating the effectiveness of various recruitment methods. It determines the present future requirements of the organizations and formulate plans accordingly. Recruitment strategies contribute in the implementation of managerial functions in an operative manner (Recruitment and Selection, 2016).

The significance of selection is recognized, because it helps in choosing the most suitable and qualified candidates, who can meet the requirements of the jobs within an organization. For meeting the goals and objectives of the organization, it is vital to evaluate the various attributes of each candidate, such as their qualifications, skills, abilities, experiences, personality, nature and overall attitude. The other candidates, who have not found to be suitable to carry out the job duties are eliminated. The organization is required to follow appropriate selection processes, the reason being, if the selection is not carried out in an appropriate manner, then it would impose unfavourable effects upon the organization and loss would be incurred to the employer in terms of money, time, and efforts (Recruitment and Selection, 2016).

PRINCIPLES OF RECRUITMENT AND SELECTION

The principles of recruitment and selection have been stated as follows: (Recruitment and Selection, 2013).

The first point to identify about recruitment is that it is a process with a number of key stages, all of which work in co-operation to improveone's chances of finding the best candidates available for any advertised position. The candidates are required to go through various stages and they are given certain tasks or go through various rounds of interviews, which they have to accomplish in order to get selected. In some cases, final round of interviews, include only two people, one is selected and the other one gets rejected.

It is worth giving indications that in terms of leading, guiding and managing employees, if one is not recruiting the best people available, then it is always going to be challenging to manage them on daily basis.

Another general rule is, when seeking to fill any job vacancy,one should always consider the internal candidates that could be encouraged to the available post and then recruit externally for the junior position.

Too often senior managers pay less attention to the recruitment process and only become actively involved when a senior post is being filled, or at the end of the process for thefinal interview. This is anerror and one should be concerned with the eminence and appropriateness of every employee, who joins the business.

It is often assumed that interviewing is something that any experienced manager can carry out. It involves open ended as well as close ended questions. Interviews can be conducted by anybody, but it is important that individualscan do it well, if they are appropriately trained and

possess effective communication skills.It is not worthwhile to conduct interviews without acquiring proper training.

There are many legal issues that are associated with the recruitment process and it is necessary for all the individuals to familiarise oneself with the relevant legislation. It is vital for the members of the organization to become familiar with the policies and procedures that are required in the recruitment and selection processes.

FACTORS AFFECTING RECRUITMENT AND SELECTION

The factors affecting recruitment and selection are organized into the internal and the external categories. The internal factors have been stated as follows: (Recruitment and Selection, 2016).

Size of the Organization - The size of the organization is one of the most important factors affecting the recruitment process. To develop business, recruitment planning is mandatory for hiring more resources, which will be crucial in the management of future operations.

Recruitment Policy - Recruitment policy of an organization, includes hiring from the internal or external sources of organization. It is an important factor, which affects the recruitment process. It identifies the objectives of recruitment and provides a framework for the implementation of recruitment programs.

Image of the Organizations - Organizations having a good positive image in the market can easily attract competent and proficient resources. Maintaining good public relations, providing public services, and leading to goodwill of the organizations, definitely helps an organization in improving its reputation in the market, and thereby draw the best possible human resources.

Image of Jobs - Just like the image of the organization, the image of jobscontribute a critical role in the recruitment and selection processes. Jobs having a positive image in terms of better remuneration, promotions, recognition, and amiable working environment with career development opportunities are considered as the characteristics to arouse interest and enthusiasm within qualified candidates.

The external factors have been stated as follows: (Recruitment and Selection, 2016).

Demographic Factors - Demographic factors are related to the characteristics of potential employees such as, their age, religion, educational qualifications, gender, occupation, economic status, and place of location.

Labour market – Labour market exercises control on the demand and supply of labour. For example, if the supply of people having specific skills and abilities is less than the demand, then the hiring will require more efforts. On the other hand, if the demand is less than the supply, then hiring will be relativelymore manageable.

Unemployment rate – If the unemployment rate is high in a specific area, hiring ofhuman resources will be simple and manageable, as there will be an increase in the number of applicants. For various job positions in all types of organizations, large number of applications are received.

In contrast, if the unemployment rate is low, then recruiting tends to be difficult due to lessernumber of resources.

Labour laws – Labour laws reflect the social and political environment of the market, which are created by the central and the state governments. These laws dictate the compensation, working environment, safety and health regulations, and the job duties of the workforce, for different types of employments. As the governments undergo transformations, there are transformations that come about in the labour laws.

Legal considerations – Job reservations for different castes such as Scheduled Tribes, Scheduled Castes, and Other Backward Classesare the best examples of legal considerations. These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.

Competitors – When organizations in the same industry are competing for the best qualified resources, there is a need to analyse the competition and make provision of the resources packages that are finest in terms of the industry standards.

Equal Opportunity – When recruitment and selection of the employees take place, then it is vital to take into consideration, equal employment opportunities for the individuals. Equal opportunity results when all the applicants are treated on an equal basis and consistently at every stage of recruitment. There should not be any discrimination against anybody on the basis of factors, such as, caste, creed, race, religion, ethnicity, gender and socio-economic background. Fairness and justness is ofprincipal significance in the recruitment and the selection processes (Klug, 2017).

POSTING VACANCIES

Job posting refers to the practice of publicising and displaying advertisements of an open job to the employees. In most cases, internet, newspapers, notices and bulletin boards are the areas where job postings are found.These include, listing of the attributes, such as, designation, criteria of knowledge, qualifications, skills and experience. In some cases, they also specify the salary package. The purpose of posting vacancies is to bring to the attention of the interested persons, they may be internal or externalto the organisation and the jobs that are to be filled. Before posting vacancies, important areas that need to be taken into consideration by the employers include: (Richardson, n.d.).

Whether the retention of the job is done in the present form with the title, remuneration or status or whether any changes are required to be brought about.

Each hiring unit is responsible for determining its hiring needs, requirements and the scope and responsibilities of the proposed individuals. The nature of the recruitment options will vary based on the purpose for which hiring is carried out. The various positions within the organizations or educational institutions include, clerical, technical, administrative, managerial and so forth (Klug, 2017). The skills, abilities and experience of the employees would remain the same or any changes are required to be brought about in the personality characteristics of the individuals, before the processes of recruitment and selection takes place.

Are thereefficient, competent, practiced and experienced applicants serving in other positions withinthe organisation, who may be potential candidates for the job. Job rotation is considered vital in all types of organizations to improve employee morale, so that they do not find their job duties monotonous and tedious. Job rotation helps in the development of skills and abilities of the employees and make them familiar with other functions and tasks within the organization. It helps the employees in gaining knowledge and experience.

Whether the existing organizational policy for recruitment is still applicable. For example, referrals of the employees by the staff members, friends or family members are still an acceptable way of filling vacancies.

Whether the organization considers external sources as the most effectual means of recruitment. Whether external sources are regarded as more beneficial to the organizations in the long term, when they are recruiting individuals from external sources.

Necessary is the availability of the functional human resource information system that supports recruitment. In the present existence, there has been extensive utilization of technology in the recruitment and selection procedures. A computerized system would have the following features: (Richardson, n.d.).

Forthcoming vacancies within the organizations need to ensure that capable and proficient individuals are recruited on time, in order to avoid any kind of delay in the production processes.

In some cases, recruitment and selection processes require number of rounds, which the individuals have to go through. They may even take 10 to 15 days of time, especially for leadership and higher level positions within the organizations. It needs to be ensured that candidates systematically move through the process and are kept informed of their status.

Ensure that qualified candidates, whose applications are pending should be communicated with to maintain their interest within the organization. As these candidates are valuable and would be dedicated towards the accomplishment of goals and objectives.

Assist in analysing appointment, transfer and exit trends and provide other data that leads to the facilitation of planning, organizing, evaluating and assessing the recruitment process.

Identify any antagonistic impacts of the recruitment process on vulnerable and marginalized groups. Forexample minorities, especially where Equal Opportunity, Affirmative Action legislation exists.

For internal recruiting, control of the internal job posting process, creation of the notices, and then matching the internal applicant qualifications with job specifications is crucial. Where jobs are not being posted, creation of a list of qualified internal candidates is necessary.

RECRUITMENT AND SELECTION PROCESS

It is important that the job announcements shouldbe made available to all the employees. Satisfactoryjob postings can ensure that minority workers and otherindividuals belonging to disadvantaged groups and economically weaker sections of the society are aware of the opportunities within the organization. The weakness to the job positing is employee pessimism that occurs when jobs are posted as open, but in reality, the organization has already selected a strong internal candidate. Such practices generateantipathy and disbelief among employees, when

6

they believe the job posting is just a formality with less real opportunity for advancement (Gusdorf, 2008).

The elements in the recruitment and selection processes have imperative contributions to make in helping find most suitable candidates for the given posts. The elements have been stated as follows: (Recruitment and Selection, 2013).

Job Vacancy – The first step is when vacancy arises within the organization. One should be aware of the vacant positions and by when they should get filled with capable employees. Job vacancy enables the individuals to determine the factors, such as, redesigning, or initiating part time employment opportunities for the individuals. In some cases, vacant positions may get filled with qualified candidates rapidly, whereas in others, it may be a time consuming process. One should implement measures to reduce the risks associated with recruitment. The existing employees should see that there is a potential career path within the organization, which may motivate them to stay longer.

Job Analysis –Two main factors need to be taken into consideration regarding job analysis. First is expectation of the employers from their employees, within the organization, the employers have certain expectations from their employees regarding performance of job duties, and they expect them to inculcate the traits of regularity, diligence, resourcefulness, conscientiousness and creativity. The other areas that need to be taken into consideration are the characteristics of the job. These include, training, work experience, skills and knowledge, physical attributes, personality traits, communication skills and personal circumstances. Development and utilization of well-structured questions based on the profile of the employees will help in getting the better insight of the true personality of the candidate.

Attracting Candidates –In attracting candidates for the jobs, there are two important sources that need to be taken into consideration, internal recruitment and external recruitment. In the case of internal recruitment, the following advantages are, it reduces recruitment costs, internal employees are already familiar with all the aspects of the organization, its goals, objectives etc. It can act as a motivating factor for others in the business by displaying that it is possible to acquire promotional opportunities and the employers are already familiar with the person, within the organization. Sources of external recruitment includes, websites, advertisements in newspapers, journals, magazines, recruitment agencies, consultants, employment fairs, and seminars.

Screening Candidates –The purpose of the screening process is to narrow down the field, so that one is able to spend more time with the candidates for formal interviews. Large numbers of applications are received for the positions, and all the applicants are not called for the interviews, hence, it is vital for the employers to screen the candidates to select the most suitable ones for the interviews. In the number of applications received, screening is done on the basis of factors such as, educational qualifications, experience, skills, and so forth. When this process has been effectively implemented, only then the screening process takes place. After the screening process is implemented in an adequate manner, then interviews are organized for the candidates.

Interviewing Candidates – The important aspects that need to be taken into account for interviewing candidates include, ensuring that proper notice is given regarding the date and time of the interview, ensuring that the candidates are aware that they should reach the premises on time, ensuring that they are clear where to go and whom they should contact on arrival and ensuring that they are aware of the documents that need to be brought along in the interview. These aspects contribute in preparing the candidates on the complete basis for the interview. The employers or the interviewers need to review the resume and all the job applications before interviewing the candidates. It is vital to implement time management skills for the interview processes, so that they can be completed on time.

Selecting and Appointing Candidates –The methods of selecting and appointing candidates are different in various organizations. The procedures generally include the steps, such as, the selection of the candidate, verbal communication of his or her appointment, medical completed if appropriate, sending of appointment letters and signing the contract. Selecting and appointing candidates depend upon the urgency of getting the vacancy filled. When job vacancies are to be urgently filled, then selecting and appointing of candidates may take place immediately after the interviews. In some organizations, candidates are appointed on an immediate basis, after their selection and other formalities, such as giving appointment letters or signing the contract.

Induction and Training –Induction is the process of receiving and welcoming of the employees, after they have been selected and providing them the required training needed to settle down adequately. Induction has three aims, to smooth the early stages, when everything is likely to be extraordinary and unfamiliar to the new employees. To establish a positive attitude of the organization within the mind-sets of the employees, so that they are likely to stay for a long term and to obtain effective output from new employees in short period of time. Training is referred to making use of methods and strategies to enhance the awareness, knowledge and information among the employees. Various training methods include, role plays, vestibule training, field visits, and lectures. The employees should receive on the job and off the job training to generate information regarding history, personnel, goals and performance of job duties. The main purpose of training is to balance the needs and requirements of the organizations and human resources.

Employee Evaluation –Monitoring the performance of the employees is an essential aspect within the organization. It is necessary to evaluate the employees from time to time in order to monitor enhancement of productivity and their performance. The methods of employee evaluation help in identifying the limitations and the measures that are required to get implemented to improve them. Monitoring the performance of the employees is stated as an on-going activity and new employees can be trained in a better way to enhance productivity. The evaluation process can tell whether the recruitment process is working efficiently or are there any changes and transformations that need to be brought about. The main purpose is to ensure that the quality of the employees get enhanced that are recruited within the organizations. This is imperative to improve employee productivity and to achieve the organizational goals and objectives.

TYPES OF RECRUITMENT

Types of recruitment are broadly classified into two different categories. These are the internal sources and the external sources. Internal sources of recruitment refer to the hiring of employees within the organization internally. In this case, applicants are seeking different positions and are those who are currently employed within the same organization. At the time of recruitment of employees, main consideration is given to those employees, who are currently working within the organization. This is an important source of recruitment, which provides the opportunities for progress and use of the existing resources within the organization. Internal sources of recruitment are the finest and the stress-free way of selecting human resources as their work performance and other qualities are already known to the organization. The internal sources have been stated as follows: (Recruitment and Selection, 2016).

Promotions - Promotion refers to advancement of the employees by evaluating their job performance. When the employers, managers and supervisors feel satisfied with the performance of the employees, they promote them to an upper level within the organization and it leads to an increase in pay and benefits. It is the process of shifting an employee from a lower position to a higher position with more responsibilities, remuneration, facilities, and status. Internally, many organizations fill the vacant positions at higher levels with the process of promotions.

Transfers – Transfer refers to the process of interchanging from one job to another without any change in the designation and responsibilities. It can also be the shifting of the employees from one department to another department or from one location to another, depending upon the requirement of the position. Transfers are normally based on the job requirements and the capabilities of the employees. If the organization has two branches, then it may take place between two branches. The internal shifting of the employee from one branch to another is known as transfer.

Recruitment of Former Employees –Recruitment of former employees is a process of internal sources of recruitment, wherein the ex-employeesare called back, depending upon the requirement of the positions. This process is cost effective and saves plenty of time and money. The other major benefit of recruiting former employees is that they are well aware of the organization, the roles and responsibilities of the job and personnel. The employers are well versed with their personality traits and approaches and the organization is not required to undertake much stress regarding their training and development.

Internal Advertisements or Job Postings - Internal advertisements are referred to as the processes of posting and advertising jobs within the organization. These jobpostingsarean open invitation to all the employees within the organization, where they can apply for the vacant positions. It makes provision of equal opportunities to all the employees. Hence, the recruitment will be carried out from within the organization and it involves less expenses.

Employee Referrals - Employee referrals is an operative way of sourcing the right candidates at a low cost. It is theprocess of hiring new capitals through the references of the employees, who are currently employed within the organization. In this process, the present

employees can refer their friends and relatives for filling up the vacant positions. Organizations inspire employee referrals, the reason being, it is lucrative and saves time ascompared to hiring candidates from external sources. In most cases, employees are stimulated and motivated towards the performance of job duties, by giving them benefits, incentives and rewards for their performance.

Previous Applicants –In this case, the hiring team examines the profiles of previous applicants from the organizationalrecruitment database. These applicants are those, who have applied for jobs in the past. These individuals can be easily contacted and the response will be positive in most cases. It saves cost and employees are well aware of all the features of the organization and the performance of their job duties. It is also an economical way of filling up the vacant positions.

External sources of recruitment refer to hiring of the employees outside the organization externally. In other words, the applicants seeking job opportunities in this case are those, who are external to the organization. External employees bring innovativeness, resourcefulness, creativity and new thoughts and ideas to the organization. Although hiring through external sources is an expensive and a difficult process, it has great potential of driving the organization towards the achievement of goals and objectives. The external sources have been stated as follows: (Recruitment and Selection, 2016).

Direct Recruitment - Direct recruitment refers to the external source of recruitment, where the recruitment of qualified candidates are carried out by putting a notice regarding job vacancy on the notice board of the organization. This method of sourcing is also called as factory gate recruitment. This is in most cases used to recruitblue collar and technical workers.

Employment Exchanges - As per the law, for certain job vacancies, it is compulsory that the organization provides detailsto the employment exchange. Employment exchange is a government entity, where the details of the job seekers are deposited and given to the employers for filling the vacant positions. This source of external recruitment is accommodating in hiring of the unskilled, semi-skilled, and skilled workers.

Employment Agencies –Employment agencies are external sources of recruitment. They are functioned by various sectors, such as private, public and government. It provides, unskilled, semi-skilled and skilled resources in accordance to the needs and requirements of the organizations. The job seekers usually register themselves with employment agencies and in this way, they have a database of qualified candidates and organizations can use their services at the time of requirement.

Advertisements - Advertisements are the most prevalent and common external sources of recruitment. The job vacancy is displayed through various print and electronic media with a specific job description and specifications of the requirements. Advertisements regarding jobs are displayed in newspapers, magazines and on the websites. Making use of advertisements is the best way to source candidates in a short span and it provides an efficient way of screening the specific requirements of the candidates.

Professional Associations - Professional associations can help the organizations in hiring professional, technical, and managerial personnel, however, they focus on sourcing mid-level and

top-level resources. There are many professional associations that perform the roles of facilitators between the organizations and the job-seekers.

Campus Recruitment - Campus recruitment is an external source of recruitment, where the educational institutions such as, colleges and universities make provision of information to the students regarding employment opportunities. It is when opportunities are made available for hiring students. In this process, the organizations visit technical, management, and professional institutions for recruiting students directly for new positions.

Word of Mouth Advertising - Word of mouth is an imperceptible way of sourcing the candidates for filling up the vacant positions. There are many reputed organizations with good image in the market. Such organizations only need a word of mouth advertising regarding a job vacancy to arouse interest and enthusiasm among large number of candidates.

TYPES OF INTERVIEW

An interview is a determined exchange of notions, the answering of questions and communication between two or more persons. Normally, an interview is a process of private conversation between people, where questions are asked and answers are obtained. The main purpose of the interviews is to acquire information about qualities, attitudes, prospectus and so forth. In various types of interviews, interviewers examine the behaviour and communication abilities of the candidates. An interview refers to a discussion with one or more persons acting as the role of an interviewer,who ask questions and the person, who answers the questions acts as the role of an interviewee. The primary purpose of an interview is to transfer information from interviewee to interviewer. Interviews can be either formal or informal, structured or unstructured. Interviews can be carried out on a one to one basis or in groups, they can be conducted over telephone or through video conferencing (Recruitment and Selection, 2016).

The ten different types of interviews have been stated as follows: (Recruitment and Selection, 2016).

Structured Interview - In this type, the interview is planned, designed and detailed in advance. A structured interview is pre-planned, precise, and reliable in hiring the candidates.

Unstructured Interview - This type of interview is an unexpected one, where theinterview questionnaire is not prepared. The interviewers are not well prepared regarding the questions that are to be asked and in obtaining accurate answers. Here, the usefulness of the interview is less and there is a waste of time and effort of both the interviewer and the interviewee to a large extent.

Group Interview - In this type of interview, all the candidates or a group of candidatesare interviewed together. Group interviews are conducted to save time, when there arelarge number of applications received forlimited job vacancies. In this case, asubject will be given tothe candidates to get engaged in group discussions and the interviewer judges the innovativeness and behaviour of each candidate within the group.

Depth Interview - Depth interview is a semi-structured interview, where the candidateshave to give detailed information about their educationalqualifications, work experience, special interests, skills, aptitude and so forth. In this case, all the information about the candidate is known first and then the interviewer takes a depth interview and begins analysing

11

the expertise and proficiency of the candidate. This interview enables the interviewer to acquire detailed information, so that the selection process becomes more manageable.

Stress Interview - Stress interviews are conducted to ascertain how a candidate would react during the time of stress and cope up with problems. In this type of interview, the interviewer will come to know whether the candidate can deal in an effective manner with the demands and needs of a complicated job. The candidate, who maintains his self-control during a stress interview is normally the right person to handle a stressful job.

Individual Interview - In an individual interview, the interview takes place on a one to one basis. In this case, there will be a verbal and a visual interaction between two people, an interviewer and a candidate. This is a two-way communication interview, which helps in finding the right candidate for a vacant job position. In this case, an interviewer may make use of open-ended and close-ended questions. Open-ended questions may involve elaborate explanations of the answers and close-ended questions involve one word answers, such as yes, no etc.

Informal Interview - Such interviews are conducted in an informal way, i.e., theinterview will be stable without any written communication and can be arranged at any place. There are not any proper procedures of asking questions in this type of interview and it is not adequately structured. It is more like an informal conversation between the individuals and takes place in a friendly manner.

Formal Interview - A formal interview is organized in an informal manner, i.e., the candidate will be aware about the dates and timings of the interview well in advance and the interviewer plans and prepares the questions for the interview. This is also called as a planned interview. In this case, the interviewee is supposed to provide accurate answers to all the questions asked by the interviewer.

Panel Interview - Panel interview, as the name indicates, is being conducted by a groupof people. In this type of interview, three to five members of the selection committee will be asking questions to the candidates on various concepts. The final decision of selection of the candidates will be taken by all the members of the panel collectively.

Exit Interview - Exit interviews are conducted for those employees, who want to leave theorganization. The significance of the exit interview is to ascertain the reasons behind leaving the job. There are several reasons for which the employees leave jobs, such as, transfer to another location, health problems, promotional opportunities in other organizations, availability of rewards and incentives in other organizations, family issues and so forth.

CONCLUSION

Human resources are stated to be an integral part of any organization. The jobs, functions, tasks and operations can beadequately performed by proficient and skilled personnel. Therefore, within the organizational structure, it is vital to implement effective recruitment strategies and selection processes. When the members of the organization are aware of proper recruitment and selection processes, then they are able to make selection of human resources in an appropriate manner. There are numerous job duties and functions within the organization and performance of

all kinds of tasks and operations require skills and abilities, which can be honed by making provision of adequate training to the personnel.

The individuals hired may be experienced and knowledgeable, but they do experience changes and transformations within the organizationsregarding various aspects, such as, the working environmental conditions, performance of job duties, attitudes and behavioural traits of the employers, methods to enhance productivity, utilization of innovative techniques and methods and so forth. When the employees are selected, it is important that they should be loyal and dedicated towards the organizations. They should be committed towards the performance of job duties and possess the traits of resourcefulness, diligence, and conscientiousness. Finally, it can be stated that organizations are required to put into practice recruitment and selection processes with accuracy, precision and truthfulness.

BIBLIOGRAPHY

Chapter 5. (2010). Recruitment and Selection. Retrieved June 05, 2018 from http://www2.cipd.co.uk/NR/rdonlyres/194F086A-6EE1-451C-B72A-D3C7CFECC435/0/9781843982531_sc.pdf

Gusdorf, M. L. (2008). Recruitment and Selection: Hiring the Right Person. Society for Human Resource Management. Retrieved June 05, 2018 fromhttps://www.shrm.org/academicinitiatives/universities/TeachingResources/Documents/Recruitment%20and%20Selection%20IM.pdf

Klug, D. (2017). Recruitment and Selection Handbook for University Staff Positions. Arizona State University. Retrieved June 06, 2018 from https://www.asu.edu/hr/documents/RecruitmentHandbook.pdf

Recruitment and Selection. (2016). Tutorials Point. Retrieved June 06, 2018 from https://www.tutorialspoint.com/recruitment_and_selection/recruitment_and_selection_tutorial.pdf

Recruitment and Selection. (2013). Failte Ireland. Retrieved June 06, 2018 from http://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/2_Develop_Your_Business/1_StartGrow_Your_Business/Recruitment-and-Selection.pdf

Richardson, M.A. (n.d.). Recruitment Strategies. Managing/Effecting the Recruitment Process. Retrieved June 05, 2018 from http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN021814.pdf