



HUMAN RESOURCE: RECRUITMENT AND SELECTION PROCESS

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ABSTRACT

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition. In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selecting the wrong candidate or rejecting the right candidate could turn out to be costly mistakes for the organization.

1. INTRODUCTION

In this study helps the organization to identify the area of problem and suggest way to improve the recruitment and selection process, this study focus on understanding recruitment and selection process this study helps to manage a manpower budget for the recruitment and selection process, this study helps to evaluate the time constrain for the recruitment process. The study stratified sampling technique is used.

Recruitment is concerned with the process of attracting qualified and components personnel for different jobs. This includes the identification of existing sources of the labor market, the development of new sources and the need for attracting large number potential applications so that good selections may be possible.

Selection process is concerned with the development of selection policies and procedure and the evaluation of potential employees in terms of job specifications. This process includes the development of application blanks, valid and reliable tests, interview techniques employee reversal systems, evaluations and selections of personnel in terms of jobs specifications the making up of final recommendations to the hire management and the sending of offers and rejection latter's.

The Human Resources Management refers to the systematic approach to the problems in any organization. It is concerned with recruitment, training and Development of personnel. Human resource is the most important asset of an organization. It ensures sufficient supply, proper quantity and as well as effective utilization of human resources.

In order to meet human resources needs, and organization will have to plan in advance about the requirement and the sources, etc. The organization may also have to undertake recruiting selecting and training processes. Human Resources Management includes the inventory of present manpower in the organization. In cases sufficient number of persons is not available in the organization then external sources are also identified for employing them.

A part of Human Resources Management is assigned to personnel who perform some of the staffing function. The staffing process is a flow of events, which result in a continuous managing organizational position at, all levels from the top management to the operatives' level. This process includes manpower-planning, authorization for planning; developing sources of applicant evaluation of applications employment decision (selection) offers (placement) induction and orientation, transfers, demotions, promotions and separations.

In an environment of rapidly escalating competitive challenges, every company has to invest across the value chain to achieve world-class competitive capability in each of the businesses in its portfolio. These strategic interventions results in progressive transformation of traditional organizations into internationally competitive organization, where the focus is superior value for all stakeholders. Each business within portfolio is continuously engaged in upgrading competitive capability to effectively address growth challenges in the fast globalizing Indian market, and over time in the world markets. The vision of every company is now apparently is the creation of unique business models that foster international competitiveness of not only its business but also the entire value chain of which it is a part. This has made functioning of each organization much complex than the olden days.

Human resource management is a relatively modern concept. This involves a range of ideas and practices in managing people it is defined and described in a variety of ways. HRM is comparatively a new discipline to most countries but in the USA the term has been used for over fifty years as an alternative name for personnel management. For most of that time, the terms were used interchangeably.

The success of any organization depends upon the efficient manpower working in it. Recruitment and selection procedure plays a very important role in the present business concept. Since the company's functions starts with recruitment and selection, if it is not done in a systematic and effective way, all other functions will get affected. Recruitment forms the first stage in the process which continues with selection and betterment with the placement of the candidates.

Recruitment and Selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. In short, Recruitment and Selection is the process of sourcing, screening, short listing and selecting the right candidates for the filling the required vacant positions.

1.1 THE SCOPE OF RECRUITMENT AND SELECTION:

The scope of Recruitment and Selection is very wide and it consists of a variety of operations. Resources are considered as most important asset to any organization. Hence, hiring right resources is the most important aspect of Recruitment. Every company has its own pattern of recruitment as per their recruitment policies and procedures.

The scope of Recruitment and Selection includes the following operations:

- Dealing with the excess or shortage of resources
- Preparing the Recruitment policy for different categories of employees
- Analyzing the recruitment policies, processes, and procedures of the organization
- Identifying the areas, where there could be a scope of improvement
- Streamlining the hiring process with suitable recommendations
- Choosing the best suitable process of recruitment for effective hiring of resources

Any organization wants it future to be in good and safe hands. Hence, hiring the right resource is a very important task for any organization.

2. REVIEW OF LITERATURE:

explain a serious review of literature regarding the role of HRM about employees' awareness sharing behavior within organizations. The target of this chapter is to explore how specific HRM practices can contribute to employees' Awareness sharing behavior and thereby add value to organizations through improved individual and organizational capability. All of the sources cited in this chapter either reported original empirical research relevant to the issue that warranted their inclusion or involved a substantial literature review and discussion of the issue.

It is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization (Biswas2012). Stonner, Freeman and Gilbert (2000) stated that the purpose of recruitment is to provide a group of candidate that is large enough to let managers select the employees they need. Recruitment according to Nzuve (1997) refers to the discovery and development of the sources of required personnel so that sufficient number of candidates will always be available for employment in the organization. The purpose of recruitment is to seek out or explore, to evaluate, to induce and to obtain commitment from the prospective employees so as to fill up positions required for successful operation and organization.)Raghavi and Gopinathan 2013) define it as the process of creating a group of qualified candidates for vacancies within organizations. In both professional and non-professional fields, employment will include an attempt to identify a diverse group of applicants with the necessary qualifications and capabilities, and inform them of available job

opportunities. There are various methods of recruitment but for the sake of simplicity, they have been categorized under two broad headings.) Neeraj Kumari 2013)

Ongori Henry and Temtime Z (2009)

has to investigate the recruitment and selection practices of SMEs and suggest appropriate strategies on how to improve human resource management practices to enhance organizational performance. Recruitment and selection practices are the key factors to the entry point of human resource to any organization which also tends to determine the success and sustainability of SMEs. These practices are said to encourage innovation, survival and growth of SMEs if taken seriously by owner/managers.

Work by Alan Price (2007)

Price (2007), in his work *Human Resource Management in a Business Context*, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. There is existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company (Price 2007). This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position

Sonal sisodia and Nimit Chowdhary (2012)

It can be inferred that illustration in recruitment advertisement of service organization of service organization creates tangible representation and challenge the application to presume the intended significance of the illustrative appeal. Service employers should use visual communication to initiate relationship with prospective employees.

3. THEORETICAL BACKGROUND

Recruitment is the phase, which immediately precedes selection. Its purpose is to pave the way for the selection procedures by producing, ideally, the smallest number of candidates who appear to be capable either of performing the required tasks of the job from the outset, or of developing the ability to do so within a period of time acceptable to the employing organization. The smallest number of potentially suitable candidates can in theory, of course, be any number. The main point that needs to be made about the recruitment task is that the employing organization should not waste time and money examining the credentials of people whose qualifications do not match the requirements of the job.

Apart from the methods used and the general administration of task, the achievement of the objective will depend very much in the end on how efficiently the basic tasks of manpower planning and job analysis have been carried out and applied. In short, efficient recruitment of staff may be described as knowing what resources you want, what resources are available, where and how they may be found.

3.1 The Objectives of Recruitment are:

To attract people with multi-dimensional skills and experiences that suits the present and future organizational strategies

- To induct outsiders with a new perspective to lead the company
- To infuse fresh blood at all levels of the organization
- To develop an organizational culture that attracts competent people to the Company
- To search or head hunt/ head pouch people whose skills fit them. Company's values.
- To devise methodologies for assessing psychological traits
- To seek out non-conventional development grounds of talent
- To search for talent globally and not just within the company
- To design entry, pay that competes on quality but not on quantum
- To anticipate and find people for positions that does not exist yet.

3.2 Centralized and Decentralized Recruitment

Merits of Centralized Recruitment:

- Average cost of recruitment per candidate/unit should be relatively less due to economies of scale
It would have more expertise available to use
- It can ensure board infinity among human resources of various units/zones in respect of education, skill, knowledge, talent etc.,
- It would generally be above malpractices, abuse of powers, favoritism, bias etc.

Merits of Decentralized Recruitment:

- The unit concerned concentrates only on those sources/places where it normally gets the suitable candidates. As such, the cost of recruitment would be relatively less.
- The unit gets the most suitable candidates as it is well aware of the requirements of the jobs regarding cultural, traditional, family background aspects, local factors, social factors etc.,
- Units can recruit candidates as and when they are required without any delay.

3.3 IMPORTANCE OF RECRUITMENT:

Recruitment is one of the most fundamental activities of the HR team. If the recruitment process is efficient, then –

- The organization gets happier and more productive employees
- Attrition rate reduces.
- It builds a good workplace environment with good employee relationships.
- It results in overall growth of the organization

Here is a list that shows the purpose and importance of Recruitment in an organization:

- It determines the current and future job requirement.
- It increases the pool of job at the minimal cost.
- It helps in increasing the success rate of selecting the right candidates.
- It helps in reducing the probability of short term employments.
- It meets the organization's social and legal obligations with regards to the work force.
- It helps in identifying the job applicants and selecting the appropriate resources.
- It helps in increasing organizational effectiveness for a short and long term.
- It helps in evaluating the effectiveness of the various recruitment techniques.
- It attracts and encourages the applicants to apply for the vacancies in an organization.
- It determines the present futures requirements of the organization and plan according.
- It links the potential employees with the employers.

3.4 CHARACTERSTICS OF GOOD RECRUITMENT:

A good recruitment is the guiding can save an organization from facing situations like unproductive test and interview due to non availability of the right candidate in the applicant pool, compromising on the selection of good candidates, high attrition rate low productivity and low motivation among existing employees as a result of faulty policy.⁶The success of an enterprise largely depends upon the ability and efficiency of its employees. To get the capable and efficient employees, the recruitment policy of the organization must be very sound. An ideal recruitment policy must have following characteristics:

- All selections must be made at a central place of the enterprise.
- The whole process of recruitment must be strictly in accordance with the merit.
- The number of employees to be recruited must be determined well in advance according to the need of enterprise.
- No such assurance should be given at the time of recruitment which may not be followed later on.
- Higher posts must be filled up through promotions, so far as possible.

- The qualification experience, terms of service, salaries etc. must be determined well in advance.
- The selection of employees must be accordance with the merit.
- The abilities of employees must be according to the need of their jobs.
- New posts must be authorized by a higher officer.
- 10. Recruitment policy must be fair and flexible.

4. RECRUITMENT PROCESS:

The recruitment and selection is the major function of the human resource department. Recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. In an ideal recruitment programme, individuals responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for individuals with the appropriate qualification and interests, what inducements to use or to avoid for various types of applicant groups, how to distinguish applicants who are unqualified from those who have a reasonable chance of success and how to evaluate their work.⁵ Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. A general recruitment process is as follows:

Shows the process of recruitment

A recruitment policy

A recruitment organization

Development of sources of recruitment

Technique used to tap these sources

A method of assessing the recruitment programme

5. FACTORS EFFECTING RECRUITMENT:

Recruitment is an important function of the Human Resource Management in an organization, and it is governed by a mixture of various factors. Proactive HR Professionals should understand these factors influencing the recruitment and take necessary actions for the betterment of the organization.

When the market condition changes, the organization also needs to monitor these changes and discover how it affects the resources and analyze these functions for making recruitment an effective process.

We have Internal Factors as well as External Factors that influence the recruitment process.

5.1 Internal factor:

This is for those people who are already working in the organization; the HR people publish the circular on notice board and online portal to invite the deserving employees to participate in the interview via they can also upgrade their position level and avail their career growth. In this case, employees refer their resume personally and sometimes by their internal communication portal. This process may not be followed in all companies and organizations, for example in the study (Sintheya Rahman 2011). Some of the advantages of internal hiring have been mentioned. We review what each of Stonner, Freeman and Gilbert (2000) identified three advantages of an organization policy to recruit from within. First, individuals recruited from within are already familiar with the organization and its members, and this knowledge increases the likelihood that they will succeed. Secondly, a promotion from within policy fosters loyalty and inspires greater effort among organization members. Finally, it is usually less expensive to recruit or promote from within than to hire from outside the organization. Certain disadvantages to internal recruitment were also recognized. It limits the pool of available talent. In addition, it reduces the chance that fresh view points will enter the organization, and it may encourage complacency among employees who assume seniority ensures promotion.

Internal sources: The main sources of internal recruitment are as follows;

- **Present Employee:** The most common source of internal recruitment is through existing employees of organization. Generally, the organisation maintains the inventories of qualifications to choose employees for suitable vacancies. The usual method of creating a pool of internal application through job posting. The evaluate job opportunities relative to their skill, experience, interests and career goal. Promotions and transfers from present employees are example of internal sources of recruitment.
- **Employees Referrals:** It is also a good source of internal recruitment. Employee develops good prospects for their families and friends by acquainting them with the advantages of a job with the company furnishing letters of introduction and even encouraging them to apply. This source is an effective source of recruiting because many qualified people are reached at a very low cost to the organization. A major limitation of employee's referrals is that the referred individuals are likely to be similar in type to those who are already working in the organization.
- **Former Employees:** Former employees are another internal source of recruitment. Some retired employees may be willing to come back to work on a part time basis or recommend someone who would be interested in working for the company. Sometimes people who have left the company for some reason or the other are willing to come back and work. An advantage of this source is that the performance of these people is already known.

Merits of Internal Sources:

Internal recruitment offers the following advantages.

- It keeps employees happy and in high morale.
- It creates a sense of security among employee. Page 127
- Employees know that they stand the chance of promotion to higher positions. This induces them to work harder so as to prove their worth.
- Internal recruitment ensures continuity of employment and organizational stability.
- Prospects of transfer to new posts inspire employees to keep on adding to their knowledge and experience which leads to their development.
- Filling of vacancies from internal source is quite economical and convenient. No time and money is to be spent on advertisement, tests and interview because the knowledge and skill of employees are already known. There is no need for orientation of employees for preparing them for the new job.

Demerits of Internal sources:

Internal recruitment suffers from the following drawbacks:

- Existing employees may not be fully qualified for the new job. Required talent may not be available among the present staff.
- All vacancies cannot be filled through internal sources. The enterprise has to depend upon outside sources for entry level jobs.
- Internal candidates become accustomed to the company's work patterns and as such may lack originality and fresh outlook. Therefore, internal recruitment involves in breeding of ideas.
- This method narrows the choice and denies the outsiders an opportunity to prove their worth.

5.2 External factor:

From other organization/company/institute or fresh graduate people this process disapplicable, step by step selection and recruitment process is shown (Bushra BinteyMahbub 2020). Many vacancies are filled from outsiders. Even when an company owncandidates if transferred or promoted elsewhere in the company there comes a vacantposition, which should be filled externally. (Ayesha Yaseen 2015)The process below shows how groups of candidates are created from different sources.It is impossible to gather all candidates from a different category and experience usingonly one source. These sources have proven to be very useful and effective for finding the right number of people who are able.

External Sources: The main sources of external recruitment are as follows;

- **Advertising:** Advertising in newspapers and journals is the most popular source of recruitment from outside. It is a very convenient and economical method for different types of personnel. Detailed information can be given in the advertisement to facilitate self-screening by the candidates. If necessary, the enterprise can keep its identity secret by giving a post box number.
- **Educational Institutions:** Universities, colleges and institutes of higher education have become a popular source of recruitment of recruitment for engineers, scientists,. Management trainees, technicians, etc. Business concerns may hold campus interviews and select students for final interview at their offices. Universities and institutes generally run placement bureaus to assist in recruiting students. But educational institutions provide only young and inexperienced candidates.
- **Personnel Consultants:** A consulting firm is a specialized agency which helps client companies in recruiting personnel. .It serves as an intermediary between the enterprise and the jobseekers. On a requisition form a client company, it advertises the vacancy and receives applications. It may pass on the applications to the client company or may conduct tests and interview of the candidates, It charges fee from the client company. This source is generally used for recruiting executives. Page 129
- **Jobbers and Contractors:** These are sources of recruitment for unskilled and manual labour. They have close links with towns and villages for this purpose.
- **Employment Exchanges:** Public employment exchanges are important sources of recruitment of personnel. Job seekers register their names with these exchanges. Employers notify job vacancies to these exchanges that pass on the names of suitable candidates to the employers.
- **Leasing:** This method is often used by public sectors organizations. Under it personnel from civil services, defense services and private sector are employed for specific periods due to shortage of managerial personnel.
- **Unsolicited Applicants:** Due to unemployment problem in India business concerns receive a large number of unsolicited candidates at the main gate or through mail. Such jobseekers may be considered for causal vacancies or for preparing a waiting list for future use.

Merit of External sources:

The main advantages of external recruitment are as follows:

- **Wide choice:** The enterprise can choose the best personnel from among a large number of applicants. b) **Fresh Outlook:** Candidates recruited from external sources bring originality and fresh viewpoint. They are free from the in-built preferences and prejudices.
- **Varies Experience:** The enterprise can secure candidates with varies and broader experience. Page 130

Demerits of External sources:

External sources of recruitment have the following disadvantages:

- **Danger of Maladjustment:** Some candidates chosen from outside may fail to adjust themselves to new environment. They may be irritable, quarrelsome or suspicious. They may have to be terminated and replaced.
- **Expensive:** Greater time and money have to be spent on advertising, tests and interviews of external candidates, cost of inductions of new personnel.
- **Heart-burning:** External recruitment creates heart-burning and demoralization among the existing personnel.
- **Sense of Insecurity:** Recruitment from outside creates a sense of insecurity among the present staff. The staff may refuse to co-operate fully with the enterprise.

6. SELECTION PROCESS:

Selection is the process of carefully screening the candidates who offer themselves for appointment so as to choose the most suitable persons for the jobs that are to be filled. It is the process of matching the qualifications of candidates with the requirements of jobs to be filled. Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires. (Neeraj Kumari 2012). (Aleksandra Stoilkovska and others 2015) knows the process of selecting qualified individuals to fill vacancies in the organization. In other words, the organization will not have much chance of success if it fails to choose the people with the necessary qualifications because the main goal is to hire the best person and it is a fundamental principle in equal employment opportunities laws. He says (Bernard Oladosu Omisore 2016) is the process of choosing from the group of applicants who will be appointed by the institution based on specific regulatory requirements. Finally (Ayesha Yaseen 2015) explained it End result of a constructive recruitment is having suitable competent candidates from the pool of people. Next step is selecting the most productive and suitable person according to the requirements of the job vacancy it can be done by assessing the candidates by various tools or measures and making a rational choice or decision followed by an offer of employment.

Proper selection is very helpful in building up a suitable workforce. If right people are selected for various jobs, their productivity and efficiency will be high. Therefore, the basic purpose of the selection process is choosing right type of candidates to man various positions in the organization. In order to achieve this purpose, a well-organized selection procedure is required. Each step in the selection procedure should provide more and more information about the candidate. Such information will facilitate decision regarding selection.

6.1 COMMON SEQUENTIAL STEPS IN SELECTION PROCESS:

There can be no standard procedure to select different types of employees or to be adopted by all concerns. In practice, selection procedure differs from job to job and from organization to organization. In some cases, selection is a very simple and one-step process. But in many cases, it is quite complex and time consuming. The main steps in selection procedure may be as follows:

- Preliminary interview
- Application blank
- Selection tests
- Employment interview
- Checking of references
- Physical examination
- Final approval.

The steps listed above should not be treated as a rigid sequence. Some organizations do not follow all these steps while others follow them in a changed sequence. For example, some enterprises do not hold the preliminary interview. In some cases, physical examination may take place before selection tests. Some concerns require the candidates to fill two types of application forms, before and after the preliminary interview. In some companies the practice is to obtain the bio-data after the final interview to account for the time gap involved. Some concerns conduct physical examination relatively early in the procedure so as to avoid time and expense of screening medical unfit persons.

1. **Preliminary Interview:** The purpose of preliminary interview is to eliminate the totally unsuitable candidates. It is generally brief and may take place across the counter in the employment office of the company. It consists of a short exchange of information regarding the candidate's age, qualifications experience and interests, it helps to determine whether it is worthwhile for the candidate to fill in an application form. It saves the expense of processing unsuitable candidates and saves the candidate from the trouble of passing through the long procedure. Preliminary interview provide basic information about candidates. While providing important information, applications and curriculum vitae of the candidate tend not to be extremely useful for making final selection decisions.
2. **Application Blank:** Candidate who get through the preliminary interview are asked to fill up a blank application form specially designed to obtain the required information about the candidate. Different types of application forms are used by different organizations and for different jobs. As far as possible, the application should be brief and simple. It should elicit only such information which is relevant for the job concerned. Generally, an application form contains information regarding, (a) personal history name, date of birth, sex, marital status, nationality, etc. of the candidate, (b) educational qualifications, (c) job experience, and (d) references, etc. Application blank provides a permanent record of the candidate's education, experience, interests, etc. in his own handwriting. It helps to make tentative references regarding the candidate's suitability. It serves as the basis for framing questions to be asked in the employment interview. It also reflects the interest of the employer in the candidates for tests. Among the most traditional methods, application blank is prominent one useful to extract as much information as possible on various aspects of the candidates.
3. **Selection Tests:** Tests have become an important device in the process of selection. These are used for efficient performance of the job. Several types of tests are used to measure such skills and abilities which are needed in practice for screening applicants. Written tests may be descriptive or objective in nature. The personality tests are having meager popularity in employee's selection, greatly because they are difficult to defend legally. However, they are re-earning vital importance, and opportunities are that at some point in the career of employees they have to complete certain personality tests.
4. **Employment Interview:** Personal interview is perhaps the most widely used method for selecting employees. It is a face-to-face talk between the employer and the candidate. It is more thorough and comprehensive than the preliminary interview. The main purposes of employment interview are: (a) to check the information obtained in earlier steps, (b) to seek more information about the candidate, (c) to test the qualities of the candidate, and (d) to inform the candidate about the job and the organization. Personal and social traits like aptitude, interest, motivation, communicating skill, etc. can better be judged in an interview. Employment interview, however, suffers from several weaknesses. First, interview is a time-consuming and expensive device. Secondly, interviews can test only the personality of the candidate and not his ability for the job. Thirdly, interview process depends too much on the personal judgment of the interviewers. Inaccuracy and bias in judgment may yield misleading results. Fourthly, interviewers may not be able to elicit required information from the candidate. Finally, very often interview is interpreted as having greater meaning and validity than is justified. Answers to questions may not reveal the 'real man'. Appearance may be deceptive. A candidate good at interview may prove a failure on the job.
5. **Checking References:** Candidates are usually required to provide some references, i.e. names of person whom inquiries as to his educational background, experience, ability, character, etc., could be addressed. A referee can be a useful source of information in case he is sufficiently knowledgeable and truthful. He may be the previous employer or teacher of the candidate. Before making final selection, the enterprise may contact the references to seek information on the candidate's ability and integrity. A letter of recommendation may also be asked from the candidate. Checking the references may help to point out discrepancies regarding the candidate's previous employment, past salary and reasons for leaving the job. However, reference checks are not very reliable in practice because In general the references do not know the person well enough or they are biased in his favor. Moreover, the person they do respond when approached. They may be persuaded to give opinions frankly by giving an assurance that all information will be treated as strictly confidential. Some employers do have policies that preclude employees from providing reference information and it is always risky to ask candidates to self-selected reference.
6. **Group Discussion:** This method is being increasing used for the selection of executives and civil servants. Under this method, several candidates are brought together and given a topic for discussion. Interviewers sit at the back and observe how each candidate participates in the discussion. This method reveals personality characteristics,

communication skills, ability to get on with others, ability to appreciate others ideas, etc. The candidate cannot supposed to be different than what he really is. His personality assets itself and is revealed in his attitude and behavior during the crossfire of a discussion. The interactions emerging out of group discussions are analyzed to judge the orientation and their selling skills. Such analysis is known as interaction analysis.

7. **Physical Examination:** Physical or medical examination of candidate is carried out to ascertain his physical fitness for the job. It can vary from a simple check of physical appearance and willbeing to a very comprehensive examination. Some companies accept the medical certificate obtained by a candidate from a qualified physician. Other requires the candidate to pass the fitness test conducted by an expert appointed by the organization. A proper medical examination will ensure high standard of health and physical fitness for the employees. It will reduce the rates of absenteeism, accidents and labour turnover. A thorough medical checkup candidate fulfills three objectives; first, it helps to ascertain the applicant's physical capability to meet the job requirement. Secondly, it helps to prevent communicable diseases entering the organization. Thirdly, it protects the organization against unwarranted claims under the Workmen's Compensation Act.
8. **Final Approval:** After screening the candidates a list of suitable candidates is prepared. The list is sent to the line manager who requisitioned the personnel. He gives the final approval. The candidates formally approved by the manager concerned are appointed by issuing appointment letter and concluding service agreements. Generally, the candidates are appointed on probation for one or two years. This is because no selection procedure is foolproof. If during the probation period, an employee is found unfit he may be transferred to some other job. Alternatively, he may be given time and training to improve himself. If the organization cannot offer him a job which he can do well, his services may be terminated after due notice.

Year	Author	The name of the study and the most important findings and recommendations
2020	Dharshini.K.A & Seleena.R	<i>A Pragmatic study on Human Resources Trends in recruitment and selection process in Non-Banking Financial Companies in Kanniyakumari district (2020)</i> <i>The most important study recommended that it is necessary to enhance the new form of talent acquisition, such as campus recruitment, the trainees program to employ the appropriate talents, and the evaluation of candidates during recruitment must be more efficient. This study provided a conclusion that the recruitment process and selection among employees of non-banking financial companies have a positive importance Regarding their job satisfaction, the company still has to enhance the level of employment in new formulas for employment of qualified employees in the coming time period.</i>
2020	Sania Usmani	<i>Recruitment and Selection Process at Workplace: A Qualitative, Quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability. (2020)</i> <i>The most important results and recommendations mentioned in this review came to search of three studies related to the subject of the recruitment process and selection in the workplace: a qualitative, quantitative and experimental perspective of physical attractiveness and social desire. It was concluded that all three studies and</i>

		<p><i>data analysis, and found that physical attractiveness does not play a role in the selection and employment process</i></p> <p><i>Individually, this review will help shed light on theories on the factors that affect the recruitment process. The results of this review will also guide all future studies on how appearance, confidence, communication skills and resumption of clarity play an important role in the recruitment process rather than physical or facial attractiveness</i></p>
2019	<p><i>Sophia Diana Rozario and Others</i></p>	<p>Challenges in Recruitment and Selection Process: An Empirical Study (2019)</p> <p><i>The study indicated that there are some restrictions and it was considered an introductory study for future research. The first limitation relates to the cross-sectional nature of this study describing participants' feelings and thoughts about the selection process at a particular time only. Therefore, the results are based on the participant's emotions for that period only rather than evidence over a period of time for all VTA members. Another limitation is that the results are presented only to the views of the participants in this study only, and therefore represent a partial perspective for reviewing the selection process when considering all other employees in the organization who did not participate in the study. Based on the results of this research, one of the important results is to provide a comprehensive and representative research By involving more participants from each organization in this sector. This will greatly enhance the empirical knowledge base on employee selection as well as provide valuable insights and comparisons on perceptions of talent acquisition between different sectors. This will make a valuable contribution to developing a more comprehensive understanding of talent acquisition and staff selection in the recruitment process.</i></p>
2018	<p><i>Ahmedabad</i></p>	<p>A Study On Recruitment And Selection Process Of Airtel (2018)</p> <p><i>The study presented several recommendations, the most important of which was the necessity of an effective human resources management in the organization that depends on the effectiveness of many other human resources activities such as selection and training on the quality of new employees who are attracted through the recruitment process. Also on raising awareness about the risk of wrongful appointments, management must obtain specific training on the recruitment process. Finally, an improvement in organizational results was observed as a result of improved recruitment and selection strategies. More effectively, the more organizations recruit and choose candidates, the more likely they will be recruited and retained. In addition, the effectiveness of the enterprise selection system can affect low business outcomes, such as productivity and financial performance. Therefore, money investment is spent on developing a comprehensive and valid selection system.</i></p>

2017	Agneš Slavić and Others	<p>The Role of the Internet and Social Networks in Recruitment and Selection Process(2017)</p> <p>The results of the research conducted show that in Serbia, the internet and social networks are used in the recruitment process, but still not to a large extent. According to the results of the survey, 30% of organizations in Serbia use advertising job vacancies on the company's official website and 32% of organizations do this on commercial websites. The conclusion is that the decision to select a suitable candidate should not only be based on social network data, but this information can help in making decisions. Combining traditional selection methods with modern online methods can provide better results and provide a better database for decision makers to choose a suitable candidate.</p>
2016	Endah Setyowati	<p>Merit System in Recruitment and Selection Process of Civil Servant Candidate in Malang Indonesia (Implementation of Recruitment and Selection of Civil Servant Candidate in 2010) (2016)</p> <p>The results showed that formation submission has not been based on the analysis on the needs of employees, as well as job and workload analysis. There are three factors inhibiting the application of the merit system in the recruitment and selection of employees. The first is the administrative barriers related to the lack of harmonization between the policy framework which became the legal basis for carrying out recruitment and selection of employees. The results showed indications of corruption in the process of recruitment and selection of employees. Results also indicate that the practice of transaction between applicants and committee still happens. The third is the technical barriers associated with the limited ability of personnel resources in carrying out the responsibility and the lack of infrastructure in the process of recruitment and selection of employees.</p>
2015	Ayesha Yaseen	<p>Recruitment and Selection Process of Higher Education Sector and Its Impact on Organizational Outcomes(2015)</p> <p>Researchers in this research are of the view that GCU needs revision of its set up of selection and recruitment starting from job advertisement to the hiring of employees. As advertisements are given in newspaper while it could be improved by giving advertisement in other medium like internet etc that would increase the pool of candidates. Organization needs to remind itself the crucial role of HR in employee's selection and recruitment. The researchers mentioned several recommendations, the most important of them :</p> <ol style="list-style-type: none"> 1) The organization should maintain a proper formal written recruitment and selection process. 2) The organization should advertise for high and average skills positions in the metropolitan daily newspaper and internet. 3)The organization adopts structured interviews for all positions classed as high and average skilled.

		<p>4) The organization should use comfortable lounge-type seating area and a coffee table to be used to take interviews in the interview room.</p> <p>5) The organization should adopt and flourishes an employee orientation program.</p> <p>6) The organization should take care of that the orientation program is held with new employees on their very first day, where it must be held on first day or may than in initial week.</p> <p>7) All employees should be aware of selection and recruitment policy, criteria and tools.</p> <p>8) Selection and recruitment should be free of political influence and personal biasness.</p> <p>9) Organization should focus more on qualified as well as experienced candidates.</p>
2014	Prof G van der Waldt	<p>Staff Recruitment and Selection Process in the Nigerian Public Service: What is to be done?(2014)</p> <p>On the whole, it is safe to conclude that staff recruitment and selection in the Public Service in Nigeria are complementary and critical indispensable institutional activities that add significant value to Nigeria's civil service. This is due to the fact that they jointly provide the basis or bottom line for the efficacious role of the civil service in supporting the policy formulation process and translating policies into action. After all, the onerous task of the civil service is to operate the administrative machinery in accordance with the policy established by the political executive, and the work of government cannot be done without it.</p> <p>The researchers mentioned several recommendations, the most important of them:</p> <ol style="list-style-type: none"> 1. The Nigerian Public Service Commission should try as much as possible to ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of sex, ethnic origin and religion. 2. Staff recruitment and selection in the Public Service should not be based on the skills of the applicants alone. 3. Political office holders and other top government functionaries should minimize or stop constant interference in the issue of recruitment and selection of staff in the public service. 4. Public Service employers should be cautious in choosing recruitment and selection methods as well as assessing the predictive value of the methods in order to maintain credibility among applicants. 5. Recruiters in the Nigerian Public Service need to keep abreast of changes in the labor market to ensure that their recruitment efforts are not wasted or directed at too small a pool of labor.
2013	Wycliffe M. Nyangaresi and others	<p>Recruitment and Selection Process: A Case of City council of Nairobi, Kenya(2013)</p> <p>The study made important recommendations based on its findings and the most important of those recommendations was that for any organization in the competitive business</p>

		<p><i>world today to achieve its goals and objectives and in order to remain relevant to the market, it must invest heavily in the appointment and selection of its employees. And on the need to choose the right people for the right jobs right on time. And the recruitment and selection procedures must be fair enough for all applicants who provide equal opportunities to all applicants. It must be based on job descriptions and job descriptions for every job in the company. Employees must be appointed on the basis of their qualifications for the advertised position and not on the basis of someone who knows someone at the higher levels of that organization. If employees are hired on this basis, organizations are subject to failure.</i></p>
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CONCLUSION

The conclusion of this final thesis is following; in order to manage staff effectively a company needs to have a coherent system of Human Resource Management, which allows controlling all the processes from the moment of workforce planning until the retirement of the employee. The main objective of the HRM is the productive combination of human resources and goals of the company. HR Managers carry out the whole cycle of work with the personnel, from the study of the labor market and recruitment to retirement or dismissal. The main task of the HR managers is not only to search for candidates, who meet the requirements, but to create positive motivation for this job position and to predict how successful the candidate will be on this position. The recruitment process is one of the most problematic and at the same time one of the most basic processes in the life of any organization. Recruitment is conducted from internal and external sources. In the process of recruitment of new employees an organization satisfies its need for personnel. The sources for attraction HR differ in the degree of efficiency. In practice, the most effective source of attracting new employees are recommendations from friends and relatives, as well as the recommendations of the recruitment agencies. The selection of new workers is the process of studying the psychological and professional qualities of the candidate in order to determine his or her suitability for the duty on a certain job position. The choice of the most appropriate worker is based on matching his or her qualifications, specialties, personal qualities, abilities of the character and many other things with the job description. Moreover, it is important to remember about the social adaptation in a team. HR managers need to help workers to adapt to a new place, and to train the required skills, and so on. HR managers should not forget about ethics either. Ethical standards cannot be legislated, and therefore are not required for the personnel manager. However, the success of management depends largely on the implementation of these standards and violations can cause irreparable damage to the organization. I have applied my theory base on the analysis of the HRM in the company Fashion Unit Oy. During the analysis I found out features of HRM in this company and after that I have given some recommendations which in my opinion could help the company to be better and reach even higher position in the market. Thus, the objectives that I established in the beginning of my final thesis were achieved.

Recruitment and selection process getting very much importance these days in the organization. It is very critical thing to evaluate the human resource. It is a systematic procedure that involves many activities. The process includes the step like HR planning attaining applicant and screening them. It is very important activity as it provides right place at right time. It is not easy not an easy task as organization future is depend on this activity, if suitable employees are selected which are beneficial to the organization it is at safe side but if decision goes wrong it can be dangerous to the organization . So it is an activity for which human resource departments gets very much importance. Recruitment and selection procedure and its important also gets changed as the organization changed.

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