Chapter fourth deals with the recruitment, selection process and hurdles. Issues regarding the retention and retraining of professionals in IT field. It also highlights on the detailed background of these issues and practical approaches of the study.

I) SIGNIFICANCE OF HUMAN RESOURCES:

HRD in brief is change of potential Human Resources into kinetic Human Resources that is optimization of the potential capacity of employees.

It is recognized everywhere that human resources in an organization are and essential prerequisite for growth or development. It has been rightly said in "A study of the Capacity of United Nations Development system that the "Human rather than capital is the key to development". Development is not a mechanical process. It is a human enterprise and its success will depend ultimately on the skill. Quality and motivation of the persons associated with it. It is therefore by increasing the efficiency integrity and the intelligence of its personnel that the organizations will give itself the real means for advancing
towards efficiency. The constant improvement of the efficiency of an employee is as much the responsibility of the employee himself as it is of the organization. Improved efficiency resulting in higher productivity is of mutual advantage to both the organization and the staff.

HRD is an effort to develop capabilities and competence among employees as well as to create and organizational environment conductive to the employee's development. A.D. Moddie has observed that "Good organization building has to create around it a bracing atmosphere a prideful tradition of integrity, excellence and fellowship. Human beings breather this ethos around them almost unconsciously and these traditions make for that ethos".

We can thus say that HRD implies a total revolution involving human and organizational issues. Let us now discuss some of the definitions. Uday Pareek defines it as: Broadly, there are three meanings attached to the concept of HRD. In the first place persons working in organizations are regarded as a valuable resource implying that there is need to invest time and effort in their development. Secondly, there are human resources that mean they have their known special characteristics and therefore cannot be treated like material resources. The approach focuses on the need to humanize organizational life and introduce human values in the organization. And thirdly the term human resource does not merely focus on employees as individuals but also in other
social realities units and processes in the organization. These include the role of the job a person has in the organization the dyadic unit (consisting of the person and his supervisor) the various teams in which people work the interteams processes and the entity of total organizations” Let us analyze this definition.

The first important need is to keep the employees satisfied internally and externally. The author in his book on International Civil Service has also said that the greatest efficiency and productivity will flow from the efforts of those who find satisfaction in their work and conditions of service who sense an awareness of the usefulness of these functions, who sense an awareness of the usefulness of these functions who feel encouraged to move ahead and meet new challenges, who perceive their working environment as one in which high standards of performance are maintained and rewarded and not one in which indolence and incompetence can be ignored or even protected and rewarded.”

Secondly, this definition concentrates on Dyad, teams, interteams and the organization. It means that there is a need of injecting creativity at all these levels so that the organization becomes functional and inertia is removed. Mr. Padma Seth has rightly said that:" If we wish to safeguard the future it is high time that all those who are running government, bureaucracy, education and industry, should get concerned
with creativity and change - take a second look at their work system and style and evolve and appropriate work method, upholding the new criteria of promoting creativity and total change if not a total revolution."

The management philosophy of the organization should be that it is self organizing in the face of change. A self organizing system adopts itself to it environment.

According to Ishwar Dayal, three things are important in HRD: (a) ways to better adjust the individual to his job and the environment .(b) the greatest involvement of the employee in various aspects of his work.(c) the greatest concern for enhancing the capabilities of the individual.

We may thus define HRD as a process for the development of employees through training, performance Appraisals, potential development exercised, communication policies, job enrichment programmes etc. and building of an organizational climate which may encourage openness, risk-taking role clarity awareness of employees responsibility increased communication, improvement of personnel policies management styles etc., so that employees may be effective in translating their potential energy into kinetic energy and the organization may e benefited in terms of better image higher productivity better utilization of resources, etc HRD in a way involves
total management and for HRD to be effective we have to introduce changes in management at all levels.

II) RECRUITMENT AND SELECTION PROCESS:

Technically speaking, recruitment and selection are not synonymous. Recruitment means announcing job opportunities to the public in such a way that a good number of suitable people will apply for them, Selection means choosing from that number, those applicants who are most likely to succeed in the jobs. An interview is the most widely used technique for selection.

Selection is a process of weeding out the unsuitable candidates and finally arriving at the best suitable one. In this sense, recruitment is a positive process while selection is a negative process of rejecting most of the candidates, leaving only a few who are considered suitable.

A properly planned and systematic recruitment policy is necessary to minimize disruption of work by constantly changing personnel and achieve equitable distribution of employment opportunities.

Recruitment policy should take into account that high caliber personnel are essential to have but hard to find despite tremendous unemployment. It is not easy to find the right type of personnel. In the expanding industrial economy of India, the demand for top
management, technical and scientific personnel is expanding at a fast rate with the result that an all-round shortage of such personnel is being felt. Many companies indulge in "pirating" i.e., attracting executives from sister organizations on higher salaries. But this does not, in any way, expand the supply of such personnel. Therefore, a sound recruitment policy has to base on a comprehensive programme of management development.

Recruitment needs fall into three bread categories- planed, anticipated and unexpected. The planed needs arise from changes in organisational decisions and retirement policies; unexpected needs arise from individual's decisions to leave the company and from ill health, accidents or deaths. The anticipated category comprises those jobs which the organization, studying the trends within and outside the company, can predict.

In India the organisational practices in selection vary widely. The private and public sector organization differ in their selection practices. Selection for public sector undertakings is done through Public Service Commission, Banking Service Commission, Subordinate Services Commission, etc.
1) Manpower Selection Process: Interviewing

(a) Goal

The interviewer's goal in selection is to match human characteristics and abilities with demands of jobs. This objective is most succinctly expressed as "to find the right man for the right job". Various techniques of personnel selection are in use in Indian industry. Techniques used by a particular organization depend upon a number of factors. Large organizations use more sophisticated selection techniques than small organizations. Again, selection techniques differ according to the kind of personnel that are to be selected. For instance, techniques used for the selection of managerial personnel ought to be different from those used for clerical or semi-skilled personnel. Good selection is important for all firms, especially for a small one. In a smaller organization, the effect of poor selection and inadequate training can have more disastrous results than in a large company. The selection of wife in monogamous society is felt far more important than equally poor selection of third or fourth wife in polygamous society.

(b) Tool

The application blank is used as a selection tool. When filled out, it provides factual information needed for evaluating the candidates' suitability. It is also used as a basic record of his personal data, if he is hired. Different forms may be used for different types of jobs. A
company may use one type of form, for manual workers. Application blanks of different companies differ in detail and the main items of information requested on application blanks are given below.

(c) Selection strategy

Consideration of selection strategy emphasizes (i) vacancy ratio (number of candidates available for the vacancy) and (ii) the probable cost of appointing an unsuitable candidate as the two most relevant parameters. These may be regarded as independent issues and can therefore represented as the vertical and horizontal axes of a diagram as follows:

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    MANY
       A   B
    FEW
       C   D
    LOW  HIGH
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Probable cost of selecting unsuitable candidates for situations- A, B, C, D are represented in the above figure. Now we consider probable solutions for each.

Situation A: In this situation there are many applicants and the cost of wrong selection is low, e.g., little investment is needed to train
the recruits. The obvious strategy here would be to apply screening devices, such as application blank, short interview etc. which involve minimum cost.

    Situation B: In this situation we find many applicants but the costs of wrong selection is very high. The right selection strategy would be tests, medical examination and series of interviews to prevent wrong selection.

    Situation C: Here we find very few candidates but the cost of wrong selection is low: the strategy here would be take all of them (if there are so many vacancies) and see how they turn out.

    Situation D: Here we find few candidates but the cost of wrong choice is very high. There is no obvious strategy. The management has to depend upon experiences for guidance.

2) Selection Procedure

(a) The Application Blank

    The primary aim of employee selection is to choose those people who are most likely to perform their jobs with maximum effectiveness and to remain with the company. The application blank or application form and employment interview are the two most widely used selection methods and they are often used in combination to supplement each other. The application blank provides the following information:
(a) Identifying information such as name, address, and tel. no.

(b) Personal information such as marital status, age, dependents, place of birth

(c) Physical characteristics, such as, height, weight, health, defects, identifying marks

(d) Family background

(e) Education, academic, technical and professional

(f) Experience

(g) References

(h) Miscellaneous comments including hobbies, financial status, membership of professional bodies

(i) Reasons for seeking job in the organization.

Some are of the opinion that application blanks and tests should be used to secure quantitative information whereas interviews should be used to gather qualitative information. But actually it is difficult to draw a clear line of demarcation between qualitative and quantitative information. A more practical approach is to gather as much factual information as possible on the application blank and then follow up in the interview with detailed questions on them.

(b) The Interview

The interview proves to be almost a universal selection tool. Dealing with people has always been an art and not a science.
Successful interviewing is an art rather than a science as it involves dealing with people; yet there are certain characteristics that are common to all satisfactory interviews. Once applications have been received they have to be scrutinized to decide which candidates will be interviewed. This process demands careful attention because when a large number of people have applied for a job, there is always the possibility of excluding better candidates than those who manage to secure an interview.

The interview is a face-to-face, oral, observational and personal appraisal method of evaluating the applicant. It can also be described as a conversation with a purpose and is used almost universally in the staffing process. There are three purposes that may be served: (i) giving information that will help the applicant makes up his mind about the company or the selling aspects, (ii) obtaining relevant information from the candidate and (iii) making the candidate feel that he has been fairly treated. In this country, obtaining information has been the primary objective of interview rather than giving information.

The interview makes three unique contributions to the selection process. First, it is the only way to see an applicant in action-how he looks, his manner, his bearing. Second, it is the only way to witness how he interacts and how he responds-his way of thinking, the effect of his personality on others. Third, it is perhaps the best way to get at the "will
features of a performance-motivation, initiative, stability, perseverance, work habits and judgments. The so called "can do" aspect can be examined by application, test and reference checks. Under the "can do" factors the following elements are included-appearance, manners, availability, education as required by the job, intelligence, ability to solve problems, relevant experience, knowledge, physical conditions and health.

Under the "will do" factors are included the following character traits-stability, industry, perseverance, willingness to work, loyalty and leadership.

Interviews are carried out in many ways- by the department head, by a personnel officer along with the line executive, by the interview-board consisting of senior executives or by a committee as in the case of public services.

Interviews in which just a few questions, mostly unrelated to the job, are asked, and the candidates unceremoniously dismissed, naturally create the impression that the interview is only a formality and that the decision in selection depends on factors other than the candidates merit or performance. Not only are qualified candidates disappointed but they rightly take away a bad impression about the agency as such.
3) Rules of interviewing

The techniques of good interviewing must be based upon sound rules. We shall consider that question by examining the following aspects of interviewing- (1) purpose (2) types (3) technical factors and (4) rules.

Interviewing has been the most universally used tool in selection. Usually the interview is done in conjunction with the application blank or recently the physical examination, psychological tests and diagnostic interview rating chart have been added to the interview as means of determining the fitness of an applicant for a given position. It should be noted that these are merely aids to the interview and do not supplant the interview.

Interviewing although widely used is one of the least reliable selection techniques. A study of interviews in the Canadian army recruits showed that interviews developed stereotypes of good candidates, showed early bias, used favorable tones with a good candidate and unfavorable tones with one likely to reject and were influenced more by unfavorable information than favorable.

Staff selection involves three steps:

(1) Assessment of job requirements,

(2) Assessment of applicant's qualifications and
(3) Evaluation of whether or not the qualifications match the job requirements.

Job analysis indicates the specific duties to be performed by the worker and the circumstances under which these duties are to be performed. The second and third steps involve the method of selection which includes a process of interviewing the applicant.

The main purpose of the selection interview is to determine the applicants' suitability for a job. The interviewer by means of talk and observation attempts to learn the applicant's mental, physical emotional and social qualities—potential or developed. His primary objective is to select the candidate who will best advance his business objectives. The applicant generally hopes for more than a job—he wants a good job with fair prospects for advancement. So the employer has to keep this in mind and in the interview he should serve the purpose of the applicant, He must give information that will help the candidate to decide whether or not to accept the post if it is offered to him. Thus the selection process is a rejection process by the prospective employee as well as the employer. It is always wise for an applicant to reject an offer that would result in an unsatisfactory situation in the long run even though there may be short-term advantages. Thus in the selection process the interview should serve the purposes of both the employer and the prospective employee.
Turning to induction or planned introduction, the interview is a desirable way to give the prospective employee information about the organization's philosophy, policies and procedures.

The interview is a very useful tool in training. The interviewer seeks to transmit "know-how" and "know-why" by means of talk and demonstration. Moreover, it can serve to develop loyalty towards the management. The "stress-type" interview is a good illustration of a training tool. Under this procedure the candidate is exposed to various types of difficulties, obstacles and inconveniences. He is then evaluated in how well he has handled the situation.

The main qualification of a good interviewer is his ability to establish and empathy with a candidate. He should possess ability, intelligence, experience, a balanced emotional life and awareness of his own biases and prejudices. It is his job to establish rapport-a relationship of mutual confidence and free expression. Halo effect is sometimes closely connected with the interview and is very dangerous. It is the tendency to judge the total worth of a person on the basis of one or two specific characteristics. Sometimes the interviewer is satisfied with one or two questions and gets the impression that the candidate is good in all respects.
4) Types of Interviewing:

There are different types of interviews in the field of human resource management:

(1) The preliminary employment interview
(2) The final hiring interview
(3) The follow-up placement interview
(4) The exit interview.

From another angle interviews may be classified as (1) the planned interview, (2) the patterned interview, (3) the non-directive interview, (4) the depth and stress interview, (5) the group interview, (6) performance appraisal interview and, (7) Several individuals may interview one applicant. This is called panel interview and because of its cost, it is usually reserved for managerial job applicants.

(a) The preliminary employment interview

The preliminary employment interview is conducted with or without the preliminary application blank filled out by the candidate and it makes a preliminary selection of candidates who are thus sent for final interview and selection by the department head. The objective of preliminary interview is to weed out those who are unsuitable and thus save the time of the line executive. It is considered desirable where a large number of applicants are to be assessed. The preliminary interview should be conducted by someone who inspires confidence and is
genuinely interested people. The advantage of preliminary interview is that it saves time for both the applicants and the final interview. It involves sorting out the applicants into two groups—those about whom the company needs more detailed information and those about whom the company has no interest. The preliminary interview minimizes unnecessary waiting by the rejected applicant. It also ensures that applicants whose names are already on the waiting list are considered.

(b) The final hiring interview

It is a wise practice that the final hiring interview be held in private where the candidates may feel free to answer questions and talk freely. The first condition of a satisfactory final interview is to create an atmosphere of friendliness. The friendly interview is designed to bring out the mental traits of the applicant such as attitudes, interests and capacities. The candidate should be made to feel that he is not giving an examination but has been called upon to give further information about himself. If the questions put to the candidate are not clear to him, the interviewer should clarify it. Unless the candidate is put at ease, it is not possible to make a right assessment of his capabilities. The applicant wants to sell his services and the company wants to secure these services. Thus the hiring interview involves a dual selling relationship. If during the final interview it is decided to employ the applicant, it is highly desirable to give him full information about the job. For many
skilled or semi-skilled jobs, trade tests are used and if the candidate is found suitable, after the interview he is sent to the department concerned to take this trade test. If the applicant is selected, it is advisable to sell the job to the applicant without delay. It is a debatable question as to who should be the final authority in selection. Sometimes the personnel officer performs this function. But this is not desirable practice. The personnel department should neither hire nor fire. Employees' should be selected by the executive under whom they will have to work. Usually large companies draw up application forms for labour, technical, clerical and management jobs. These forms are designed to meet the requirements of the particular organization and type of work. The interviewer assesses the candidate in the light of the data on the application blank.

(c) The follow-up placement interview

Every new employee is on trial for a time. During his probationary period, it should be determined whether he is adjusting to the new situation.

Before an organization can fill a job vacancy, it must find people who not only are qualified for the position but also want the job. Recruitment refers to organizational activities that influence the number and types of applicants who apply for a job and whether the applicants accept jobs that are offered.¹ Thus recruitment is directly related to both
human resource planning and selection. In addition, recruiting often represents the first contact between organizations and prospective employees. As such, care should be taken to create a positive first impression with these job applications. Although recruitment can be quite expensive, organizations have not always treated it as systematically as other HR functions, such as selection. During the coming years, however, the importance of recruitment will probably increase for many organizations. Even with a modest rise in recession-based unemployment at the beginning of the 21st century, fears of a looming tight labor market in the United States continue to plague organizations of all sizes.  

Driven by the inevitable retirements of baby boomers and fewer numbers of young people entering into the workforce, The labor shortage has caused many companies to develop retention strategies to hold onto their valued employees. For example, Hewlett-Packard Co. and Charles Schwab Corp. have preferred freezes or cut pay to void layoffs. Despite the fact that organizational layoffs reached a 10 year high at the end of the 1990s, experts anticipate a growing number of labor shortages in high skills areas. The recruiting process begins with an attempt to find employees with the abilities and attitudes desired by the organization and to match them with the tasks to be performed. Whether potential employees will respond to the recruiting effort depends on the attitudes they have developed toward
those tasks and the organization on the basis of their past social and working experiences. Their perception of the task will also be affected by the work climate in the organization.

How difficult the recruiting job is depends on a number of factors: external influences such as government and union restrictions and the labor market, plus the employer's requirements and candidate's preferences. Eternal factors are discussed first, and the important interaction of the organization as a recruiter and the employee as a recruit is examined in the coming section.

5) External Influences

(a) Government and Union Restrictions

Government regulations prohibiting discrimination in hiring and employment have direct impact on recruiting practices. Generally the government agencies can and do review the following information about recruiting to see if an organization has violated the law:

* List of recruitment sources for each job category.
* Recruiting advertising.
* Estimates of the firm's employment needs for the coming year.
* Statistics on the number of applicants processed by demographic category and by job category or level.
* Checklists to show what evidences was used to verify the legal right to work.

Although there is no guaranteed way to avoid legal entanglements associated with recruiting, following are considered as the basic principles of sound recruiting practices:

1. Establish general guidelines for recruiters.
2. Make sure applicants complete, sign and date an application for employment, including certain legal certifications.
3. Use outcome-oriented job descriptions.
4. Utilize an offer letter that outlines the commitments the organization is prepared to keep.
5. State that employment is "at-will".
6. List salary, frequency of pay increases, and benefits.
7. State conditions upon which employment may be subject.

(b) Labor Market Conditions

Another external environmental facto affecting recruiting is labor market conditions. If there is a surplus of labor at recruiting time, even informal attempts at recruiting will probably attract more than enough applicants. However, when full employment is nearly reached in an area, skillful and prolonged recruiting may be necessary to attract any applicants who fulfill the expectations of the organizations. Obviously, how many applicants are available also depends on whether the
economy is growing. When companies are not creating new jobs, there is often an oversupply of qualified labor.

An employer can find out about the current employment picture in several ways. The federal Department of Labor issues employment reports, and state divisions of employment security and labor usually can provide information about specific types of employees. There are also sources of information on local employment conditions as they affect their members.

(c) Composition of Labor Force and Location of Organization

The influence of HRM law on activities was noted in above sections. As the number of legal requirements has increased, it has become important for an organization to analyze the composition of the workforce. Regardless of the location of the organization, an aggressive diversity management program will be essential for organizations entering the 21st century. Due in part to skills shortages, progressive organizations now understand that effective diversity management is an integral strategic tool for enhancing competitiveness. For diversity management to work, however, it must be valued by the organization.6

6) Interactions of the Recruit and Organization:

After considering how external factors such as government, unions, labor market conditions, composition of the workforce, and
location of the organization restrict recruiting options, the next step in understanding the recruiting process is to consider the interaction between the applicants and organization in recruiting.

(a) The organizations' view of Recruiting:

Several aspects affect recruiting from the organizations viewpoint: the recruiting requirements set, organizations policies and procedures, and the organizations image recruiting 7 Without these, it is impossible for recruiters to determine how well any particular applicant fits the job. It should be made clear to the recruiter which requirements are absolutely essential and which are merely desirable. This can help the organization avoid unrealistic expectations for potential employees. An employer might expect applicants who stand first in their class, are presidents of extracurricular activities, have worked their way through school, are good-looking, have 10 years experience, and are willing to work long hours for almost no money. Contrasting with this unrealistic approach, the effective organizations examine the specifications that are absolutely necessary for the job. Then it uses these as its beginning expectations for recruits.

7) Organizational Policies and Practices

In some organizations, HRM policies and practices affect recruiting and who is recruited. One of the most significant of these is promotion from within. For all practical purposes, this policy means that
many organizations recruit from outside the organization only at the initial hiring level. Most employees favor this approach. They feel this is fair to present loyal employees and assures them of secure future and fair chance at promotion. Some employers also feel this practice helps protect trade secrets. The techniques used for internal recruiting will be discussed in the coming sections. Is promotion from within a good policy? Not always. An organization may become so stable that it is set in its ways. The business does not compete effectively, or the government bureaus will not adjust to legislative requirements. In such cases, promotion from within may be detrimental and new employees from outside might be helpful.

Other policies can also affect recruiting. Certain organizations have always hired more than their fair share of the disabled, veterans or ex-convicts, for example, and they may look to these sources first. Others may be involved in nepotism and favor relatives. All these policies affect who is recruited.

8) Organizational Image:

The image of the employer generally held by the public can also affect recruitment. All else being equal, it should be easier for an organization with a positive corporate image to attract and retain employees than an organization with a negative image. Thus for those organizations that reach the top of Fortune magazine's most admired
list, such as Dell, General Electric, and Starbucks. The time and effort needed to recruit high-quality workers may be less than for competitors who rank poorly. Recruitment should also be somewhat easier for companies that exude a strong community presence or positive name recognition. In sum, the ideal job specifications preferred by an organization may have to be adjusted to meet the realities of the labor market, government, or union restrictions, the limitations of its policies and practices; and its image. If an inadequate number of high-quality people apply, the organization may have to adjust the job to fit the best applicant or increase its recruiting efforts.

9) The Potential Employees View of Recruiting

The applicant has abilities, attitudes, and preferences based on past work experiences and influences of parents, teachers, and others, these factor affect recruits in two ways: how they set their job preferences, and how they go about seeking a job. Understanding these is vital to effective recruiting.

(a) Preferences of Recruits for Organizations and Jobs:

Just as organizations have ideal specifications for recruits, so do recruits have a set of preferences for jobs. A student leaving college generally expects to obtain a job that actually requires college-level education and skills. The graduate might also have strong geographic preferences and expectations about salary and may anticipate that
advancement will occur rapidly. However, such a recruit is not necessarily going to find her or his ideal. Recruits also face barriers to finding their ideal job, barriers created by economic conditions, government and union restrictions, and the limits of organizational policies and practices. The recruit must anticipate compromises, just as the organization must.

From the individual's point of view, choosing an organization involves at least two major steps. First, the individual chooses an occupation- perhaps in high school or early in college. Then she or he chooses the organization to work for within that broader occupation.

What factor affects the choice of occupation and organization? Obviously, there are many, many factors that influence these decisions. But a survey conducted by the National Association of Colleges and Employers found that occupational choice is most heavily influenced by parents, followed by teachers, career counselors, friends and relatives. As previously mentioned, choice of an organization might be influenced by corporate image. Additionally, many recruits prefer larger, well-established firms over smaller organizations. Research also suggests that satisfaction with the communication process in recruitment is critical to attracting applicants. In reality, however, this decision isn't always purely rational; it is also affected by unconscious processes, chance and luck.
10) **Job search and Finding a Job:**

People who are successful at finding the "right job" tend to follow similar research processes. It is not always enough to simply be in the right place at the right time. The effective job searcher creates opportunities in a systematic way. An effective job search involves several steps including self-assessment, information gathering, networking, targeting specific jobs, and successful self-presentation. The job search is a process that begins with self-assessment. The purpose of self-assessments is for job searchers to recognize their career goals and their strengths and weaknesses, interests and values, and preferred lifestyles. This information is used later in the search to help the applicant assess whether there is fit with a particular job offer. The assessment is similar to what organizational recruiters will be doing, but from the perspectives of the applicant.

Information gathering and networking are methods for generating lists of potential employers and jobs. Sources of information include newspapers, trade publications, college recruitment offices, and organizational "insiders".

Many questions about possible employers must be answered before a list of alternatives can generated.

1. Do I have a size preference: small, medium, or large, or no particular size?
2. Do I have sector preference (private, not for profit, or public sector)?

3. What kinds of industries interest me? This question is usually based on interests in products or services. Do I prefer working with mechanical objects or counseling people? This is a crucial question.

4. Have I checked to make sure that the sector, product, or service has a good future and will lead to growth and opportunity?

Once these kinds of questions have been answered, the job seeker can generate a list of prospective employers using a wide variety of sources including newspapers, personal contacts, and the Internet. When the job seeker has decided where he or she will send a resume, self-presentation becomes critical. Research suggests that recruiters want to see a resume and cover letter that is tailored to the position and is truthful. The cover letter and resume should include these items, in order of importance:

1. Position you seek.

2. Your specified job objectives.

3. Your career objectives.

4. Reason you seek employment.

5. An indication that you know something about the organization.
Unfortunately for the organizational recruiter, not all job seekers provide truthful resumes.\textsuperscript{15} A survey conducted by Reid Psychological Systems found that as many as 95 percent of college students are willing to be less than truthful about themselves when they are searching for a job. \textsuperscript{20} And with the use of résumé databases constantly increasing as an initial screening tool, \textsuperscript{16} the temptation to embellish one's own qualifications might be difficult to ignore. But job seekers need to understand that in the long run little can be gained from such practices, especially since falsification of an application is typically grounds for dismissal. Successful job seekers also prepare carefully for job interviews. They do their "homework" and learn as much about the company as possible in addition, they use" impression management" tactics to their advantage.\textsuperscript{17} Although it is not a good idea to present an unrealistic picture of one's qualifications, interviewers are strongly influenced by an applicant's interpersonal and communication styles during the interview. In fact, characteristics such as these are primary determinants of recruiter's firm-specific judgments about an applicant's suitability.\textsuperscript{18}

11) Methods of Recruiting

Once an organization has decided it needs additional or replacement employees, it is faced with the decision of how to generate the necessary applications. The organization can look to sources internal
to the company and, if necessary, to sources external to the company. Most organizations have to use both internal and external sources to generate a sufficient number of applicants. Whenever there is an inadequate supply of labor and skills inside the organization, it must effectively" get its message across" to external candidates. It is here that the organizations choice of a particular method of recruitment can make all the difference in the success of the recruiting efforts.

(a) Internal Recruiting:

i) Job Posting

Organizations can make effective use of skills inventories for identifying internal applicants for job vacancies. It is difficult however, for HR managers to be aware of all current employees who might be interested in the vacancy. To help with this problem, they use an approach called job posting bidding.

In the past, job posting was little more than the use of bulletin boards and company publications for advertising job openings. Today, however, job posing has become one of the more innovative recruiting techniques being used by organizations. Many companies now see job posting as an integrated component of an effective career management system.

A model job posting program was implemented at National Semiconductor. Postings are computerized and easily accessible to
employees via the company's intranet. Computer software allows the employees to match an available job with their skills an experience. It then highlights where gaps exist so the employees know what is necessary if they wish to competitive for given job.\textsuperscript{19}

ii) Inside Moonlighting and Employees Friends:

If there is a short-term shortage, or if no great amount of additional work is necessary, the organization can use inside moonlighting. It could offer to pay bonuses of various types to people not one time payroll to entice workers into wanting to take one "second" job. Nationally, it is estimated that approximately 6 percent of all employed people have held more than one on at the same time.\textsuperscript{20} Moonlighting is so common at some organizations that HR departments consider issuing "moonlighting policies" that include the communication of performance expectations, prevention of conflict of interest, and ad protection of proprietary information.\textsuperscript{21} Thus some persons will clearly be motivated to accept the additional work if they are fairly compensated.

Before going outside to recruit, many organizations ask present employees to encourage friends or relatives to apply. Some organizations even offer "finder's fees" in the form of monetary incentives for a successful referral. When used wisely, referrals of this kind can be a powerful recruiting technique. Organizations must be
careful, however, not to accidentally violate equal employment laws while they are using employee referrals.

(B) External Recruiting:

When an organization has exhausted its internal supply of applicants, it must turn to external sources to supplement its workforce; Research indicates that walk-ins provide an important external source of applicants. As labor shortages increase, however, organizations are becoming more proactive in their recruitment efforts.

A number of methods are available for external recruiting. Media advertising, e-recruiting, employment agencies, executive search firms special-events recruiting, and summer internships are discussed here, there is also a separator section on college recruitment of potential managers and professionals.

i) Media Advertisements:

Organizations advertise to acquire recruits. Various media are used, the most common being help-wanted ads in daily newspapers. Organizations also advertise for people in trade and professional publications. Other media used are billboards, subway and bus cards, radio, telephone, and television. Some job seekers do a reverse twist; they advertise for a situation wanted and reward anyone who tips them off about a job.
In developing a recruitment advertisement, a good place to begin is with the corporate image. Simply using a corporate logo is not enough, however. Effective recruiting advertising is consistent with the overall corporate image; that is, the advertisement is seen as an extension of the company. Therefore, it must be representative of the values that the corporation is seeking in its employees.

Another innovative way to attract prospective employees with particular skills is the use of recorded want ads. Want ad recordings were used by 40 companies recruiting engineers and scientists at a New York City convention. At a special recruiting center, job hunters were able to pick up a telephone and hear a three-minute taped recruiting message that included a job description and details about how to contact the company.

Help-wanted ads must be carefully prepared. Media must be chosen, coded for study, and analyzed for impact afterward, if the organizations name is not used and box number is substituted, the impact may not be as great, but if the name is used, too many applicants may appear, and screening procedures for too many people can be costly. This is a difficult decision to make in preparing recruitment advertisements.

In addition, ads need to comply with EEO requirements and not violate the law. For example, HR recruiters find that including diversity
in recruitment ads helps to attract more employees from diverse populations. Ads need to be written to avoid indicating preferences for a particular race, religion, or gender or a particular place of national's origin.

ii) E-Recruiting:

Perhaps no method has ever had a revolutionary an effect on organizational recruitment practices as the Internet. There are many reasons for the popularity of the Internet as method of recruitment. From the organization's perspective, it is a relatively inexpensive way to attract qualified applicants. For example, using an executive search firm might cost an organization as much as one-third of a positions first-year salary as commission.

Organizations are also beginning to see that having their own human resources Web page on the Internet can be an effective addition to their overall recruitment strategy. A typical organizational home page will provide background information about the company, its products and services, and employment opportunities and application procedures. Many also include online resume templates that can be completed and sent via the Internet.

As such job search Web sites proliferate on the Web, recruiters need to be aware of some of the legal risks of using e-recruiting at their
companies. The Hr Journal reviews four of the potential risks that need to be considered.

iii) Employment Agencies and Executive Search Firms:

Although similar in purpose, employment agencies and executive search firms differ in many important ways. Executive search firms tend to concentrate their efforts on higher level managerial positions with salaries in excess, while agencies deal primarily with middle-level management or below. Most executive search firms are on retainer, which means that the organization pays them a fee whether or not their efforts are successful. In contrast, agencies are usually paid only when they have actually provided a new hire, finally, executive search firms usually charge higher fees for their services. One of the reasons that organizations are willing to pay these higher fees is that executive search firms frequently engage in their recruiting efforts while maintaining the confidentiality of both the recruiting organization and the person being recruited. 25

iv) Special-Events Recruiting:

When the supply of employees available is not large or when the organization is new or not well known, some organizations have successfully used special events to attract potential employees. They may stage open houses, schedule visits to headquarters, provide literature, and advertise these events in appropriate media. To attract
professional, organizations may have hospitality suites at professional meetings. Executives also make speeches at association meetings or schools to get the organizations' image across. One of the most interesting approaches is to provide job fairs. A group of firms sponsors a meeting or exhibition at which each has a booth to publicize jobs available. Though sometimes challenging to manage in times of higher unemployment, some experts claim recruiting costs have been reduced by 80 percent using these methods. They may be scheduled on holidays to reach college students who are home at that time or to give people who are already employed a chance to look around. This technique is especially useful for smaller, less well-known employers. It appeals to job seekers who wish to locate in a particular area and those wanting to minimize travel and interview time.

v) Summer Internships:

Another approach to recruiting and getting specialized work done that has been tried by organizations is to hire students as interns during the summer or part time during the school year. The list of organizations using internships is extensive; it includes AT&T, General Motors, most major accounting firms, the life insurance industry, and so forth. The use of internships is, Infact, dramatically increasing. Some estimates suggest that nearly one out of every three students at four-year universities will have one or more internship experiences before graduation. Internship
programs have number of purposes. They allow organizations to get specific projects done, expose themselves to talented potential employees who may become their "recruiters" at school, and provide trail-run employment to determine if they want to hire particular people full time. The realities of the job market of the 1990s have also introduces two new reasons for internship programs. First, many organizations now see them as a way to attract the best people in areas where there are labor shortages. To do so, companies such as Accenture and BAT industries actually begin identifying talented students in their senior year in high school, help them with college expenses, and provide paid work experiences. Their hope is to develop a lasting relationship with these talented young people. A second new reason that organizations are using more internship is to improve the diversity of their recruitment efforts. Many companies claim that they want to be more aggressive in recruiting minorities but say that the competition for talented people is severe.

From the student's point of view, the summer internship means a job with pay; NCR for example, provides students with approximately 600 paid internships each year. An internship can also mean real work experience for the student, a possible future job, a chance to use ones talents in a realistic environment and in some cases earning course credit
hours. In a way, it is a short form of some co-op college work and study programs.

There are costs to these programs, of course, sometimes the interns take up a lot of supervisory time, and their work is not always the best. But the major problem some organizations have encountered concerns the expectations of students. Some students expect everything to be perfect at work. When it is not, they get negative impressions about the organizations they have worked for, assuming that it is less well organized than others in the field. Such disillusioned students become reverse recruiters.

vi) College Recruiting:

There is a growing gap between the skills that organizations will need over the next several years and those currently possessed by potential employees. College recruiting can be extremely difficult, time-consuming, and expensive for the organization. Nonetheless, recruiters generally believe that college recruiting is one of the most effective ways of identifying talented employees.\(^{31}\) is suggests that college recruiting will continue to play an important role in organizations overall recruitment strategies, but that organizations will be careful about controlling expenses. The college recruiting process is similar in some ways to other recruiting; however, in college recruiting, the organization sends an employee, usually called a recruiter, to a campus
to interview candidates and describes the organization to them. Coinciding with the visit, brochures and other literature about the organizations are often distributed; the organizations may also run ads to attract students or may conduct seminars at which company executives talk about various facets of the organization.

In the typical procedure, those seeking employment register at the college placement service. This placement service is a labor market exchange providing opportunities for students and employers to meet and discuss potential hiring. During the recruiting season, candidates are advised of scheduled visits through student newspapers, mailings, bulletin boards, and so forth. At the placement service, they reserve preliminary interviews with employers they want to see and are given brochures and other literature about the firms. After the preliminary interviews and before leaving the campus, the recruiter invites the chosen candidates to make a site visit at a later date. Those lower on the list are told they are being considered and are called upon if students chosen first decide to accept employment with the firm.

Students who are invited to the site are given more job information's and meet appropriate potential supervisors and other executive. They are entertained and may be given a series of tests as well. The organization bears all expenses. If the organization wants to hire an individual, he or she is given an offer before leaving the site or
shortly thereafter by mail or phone. Retraining may take place on salary and benefits. Depending on the current labor market. The candidate then decides whether to accept or reject the offer.

As with other forms of recruiting, organizations are becoming more creative in their use of colleges and universities. Many of the changes are designed to reduce overall recruiting costs while maintaining a strong flow of applicants into the organization. The trend seems to be for an organization to develop a stronger, ongoing relationship with a relatively select number of schools.

vii) The Effective College Recruiter:

Various people influence the applicant during the process of choosing a job: peers, family, spouse, friends, and professors. One of the most important influences remains, however, the recruiter. The recruiter is the filter and the matcher, the one who is actually seen by the applicants and is viewed as an extension of the organization. The recruiter is seen as a primary example of the kind of person that organization values and wants to attract in the future.

For these reasons, recruiters must be carefully chosen by the organization. Good recruiters convey an image and appearance that reflect favorably on the organization. They must be outgoing, self-motivated, and obviously good salespeople. In additions, however, good recruiters also possess well-developed interpersonal skills because part
of there responsibility should be to determine why job offers are accepted or rejected by candidates. Finally, recruiters should be very familiar with company they represent, for at least two reasons. First, applicants want to discuss opportunities with someone they perceive to be knowledgeable about the company. Second, the recruiters need to be able to determine whether the applicant will fit into the value system of the organization.

Students prefer recruiters who have work experience in their specialties and have some personal knowledge of the university they are visiting. Students also have preferences for specific behavior during the recruiting interview. Characteristics they want most in the recruiter are friendliness, knowledge, personal interest in the applicant, and truthfulness. Some applicants prefer enthusiastic and knowledgeable communicators.33 Major flaws students have found in typical recruiters include the following:

Lack of interest in the applicant: Students infer indifference if the recruiters presentation is mechanical, bureaucratic, and programmed.

Lack of enthusiasm: If the recruiter seems bored, students infer that he or she represents a dull and uninteresting company.

Interviews that are stressful or too personal: Students resent too may personal questions about their social class, their parents, and so forth. They want to evaluate for their own accomplishments. They, like
most people, also unanimously reject stressful or sarcastic interviewing styles.

Time allocation by recruiters: The final criticism of recruiters has to do with how much time they talk and how much they let applicants talk or ask questions. From the point of view of the applicant, much of the recruiter's time is wasted if it includes a long, canned history of the company, number of employees, branches, products, assets, pension plans, and so forth. Man of the questions the recruiter asks applicants are answered on the application blank anyway.

Good recruiters are not going to guarantee success in filling positions, however. Although they can and do make a difference, applicant's decisions are affected more by characteristics of the job and the organization than they are by particular characteristics for recruiters. Other research also suggests that recruiters may have very little positive influence on an applicant's choice. Recruiters do make a difference when they do not present themselves well. In this case, they can have negative effect on applicants even when the job and the organization are both appealing.\(^{34}\)

**viii) Realistic Job Previews:**

It is important of recruiters to provide realistic expectations about the job. When they do so, there is significantly lower turnover of new employees, and the same number of people applies. Researchers have
found that most recruiters give general, glowing descriptions of the company rather than balanced or truthful presentation.

Research suggests that recruitment can be made more effective thought the use or realistic job previews. A realistic job preview provides the prospective employee with views; the job is presented as attractive, interesting, and stimulating. Some jobs are all of these things. However, most jobs have some unattractive features. The RJP presents the full picture, warts and all.

In practice, realistic job previews can be used in a variety of ways. For example some pharmaceutical companies like Pfizer have been known to encourage job candidates to accompany one of the firms sales representatives to experience firsthand what the job is like. Although typically reserved for the final two or three candidates for the sales position, this provides candidates with a realistic picture of what a pharmaceutical sales position, this provides candidates with a realistic picture of what a pharmaceutical sales representative does each day: whether its calling on doctors, restocking samples, completing company paperwork, digging for competitive information, and the like. In other companies, a realistic job preview may only consist of the interviewer discussing the positive and negative aspects of the job in question.
(C) Alternatives to Recruitment:

An organization's human resource plan may suggest that additional or replacement employees are needed. However, because of the cost and permanence of recruiting individuals, and alternative to recruitment may be used.

i) Overtime:

When a firm faces pressures to meet a production goal, it may mean that employees need to work overtime. By having employees work overtime, organizations avoid the costs of recruiting and having additional employees. Overtime can also provide employees with additional income. However, there are potential problems: fatigue, increased accidents, and increased absenteeism.

On a limited, short-term basis, having some employees work overtime may be an alternative to recruitment. Continuous overtime, though, has often resulted in their labor costs and reduced productivity.

ii) Outsourcing:

Outsourcing, sometimes called "staff sourcing" involves paying a fee to leasing company or professional employer organization that handles payroll, employee benefits, and routine human resource management functions for the client company. Leasing is especially attractive to small and midsize firms that might not otherwise be able to afford a full-service human resource department. But while small
businesses can expect to save from 15 to 30 percent of benefit costs such as health insurance premiums by using leased employees, care must be exercised in choosing a leading company. In recent years, at least six leasing companies have gone bankrupt, leaving approximately 36,000 workers and hundreds of small businesses liable for millions of dollars associated with health care and other workers compensations claims.38

iii) Temporary Employment:

One of the most noticeable effects of the downsizing epidemic and the labor shortages of the past two decades has been a dramatic rise in the use of temporary employees. Historically, temporary employment agencies were seen only as sources of semiskilled clerical help during peak work periods. Today, "just in time" employees can be found staffing all types of jobs in organizations, including professional, technical, and higher executive positions.39 There are, in fact, nearly 7,000 temporary employment agencies across the United States that have been in business for more than one year.40 The major advantages of temporary employees include relatively low labor costs, and easily accessible source of experienced labor, and flexibility in responding to future changes in the demand for workers.41 The cost advantage of using temporary help stems from the fact that the organization does not have to provide fringe benefits, training, or a compensation and career plan. The temporary work can move in and out of the firm when the workload
requires such movement. A disadvantage of hiring temporary help is that these individuals do not know the culture or work flow of the firm. The unfamiliarity detracts form their commitment to organizational and departmental goals.

Table No. 4.1

Temporary Employment at a glance in Selected Industries

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Industrial Area</th>
<th>Permanent Employment</th>
<th>Temporary Employment</th>
<th>Total No. of Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Shendra</td>
<td>30%</td>
<td>70%</td>
<td>40</td>
</tr>
<tr>
<td>2</td>
<td>Waluj</td>
<td>40%</td>
<td>60%</td>
<td>265</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>305</strong></td>
</tr>
</tbody>
</table>

From the above table it is indicated that in this global and financial crises most of the industries preferred temporary Employment or daily wages employment (30% & 70% in Shendra respectively). In their industries. Waluj MIDC industrial area only 40% of the Industries are having permanent employees where as 60% of the employees they hired from private job consultant’s.

III) SELECTION METHODS:

Personnel selection methods are procedures for identifying the most suitable person for a job from a field of candidates. There is extensive literature available giving detailed information on the
development, design and usage of personnel selection methods and personnel selection has been one of the central areas of research and practice for psychologists and human resources professional for many years. Personnel selection is based on the view that there are stable individual differences between people which can be measured and are at least partly, responsible for determining people's job performance and other aspects of work related behavior. A traditional procedure for designing personnel selection systems exists and several comprehensive tests in United States Europe and elsewhere give details of this. The process begins with a job analysis to identify the essential components of the job. This information is then used to prepare a job description which, in turn provides a basis for assessing the key qualities that an effective performer in the job will need. These are usually expected in the form of person specification. Selection methods are then used to assess candidates and evaluate the extent to which they meet the requirements of the job. For example if it became clear that to perform well in the job candidates would need good numerical ability, a psychological test of numerical ability could then be incorporated into the selection procedure
IV) SELECTION:

Selection is the process by which an organization chooses from a list of applicants the person or persons who best meet the selection criteria for the position valuable, considering current environmental conditions. Although this definition emphasizes the effectiveness of selection, decisions about whom to hire must also be made efficiently and within the boundaries set forth in equal employment opportunity legislation, thus, there are actually multiple goals associated with an organization's selection process.

At a basic level, all selection programs attempt to identify the applicants who have the highest chance of meeting or exceeding the organization's standards of performance. In this case, however, performance does not refer simply to quantity of output. It can also involve other objective, such as quality of output, absenteeism theft, employee's satisfaction, and career development. Compounding the problem of developing an effective selection system is the fact that the goal isn't always to find applicants who have most of a given quality. Rather, selection is the search for an optimal match between the job and amount of any particular characteristic that an applicant may possess. For example, depending on the job, more intelligence it's always better than less. Or, it is possible for an applicant to be too socially skilled if the job doesn't require high levels of such skills. These situations can
easily leads to the selection overqualified candidates.\textsuperscript{43} Thus it is highly unlikely that a selection system can effectively cope with all possible objectives. As a result, one of the initial tasks involved in developing and implementing an effective selection process is for the organization to identify which objective is most important for its circumstances.

1) \textbf{Influences on the Selection Process:}

A number of characteristics of the organization can influence the amount and type of selection process it uses to hire needed employees. Size, complexity and technological volatility are a few of these. Since the development and implementation of large-scale selection efforts can be very costly, complex selection systems are most often found in larger organizations with the economic resources necessary to pay for such systems. Size alone, however, doesn't determine how selection is approached. For an organization to recover the costs of developing an expensive selection system there must be a sufficient number of jobs that need to be filled. In structurally complex organizations with many job titles but very few occupants, the number of years needed to get back the money invested in such a selection system may be too great to justify its initial expense.

Another characteristic of the organization that is an important determinant of the kind of selection system it develops is its attitude about hiring from within. Many organizations have elaborate internal
job posting programs designed to help fill as many job vacancies as possible from within, other organizations look more quickly to external personnel pools of new employees. While these two models of filling job vacancies will have some overlapping selection processes, each will also focus to some extent on different criteria and different techniques.

(a) External Environment:

The external environment is an equally important determinant of the kind of selection system that an organization utilizes. Not only are most organizations subject to federal employment law and regulations, but there are many state-specific regulations that also affect what an organizations can and cannot do in its selection system. Some states, for example, have imposed much higher limits than others on many organizations ability to test applicants for drug use, Similarly, a number of states provide past employers with more protection against being sued by a former employee because of information that may have been divulged during checking of references. Any or all of these state-specific issues can affect the selection system that is ultimately used.

One of the most significant environmental influences on selection is the size, composition, and availability of local labor markets. These, in turn, are affected by economic, Social and political pressures on a community. At a basic level when unemployment rates are low, it may be difficult for an organization to identify, attract, and hire the number
of people it needs. On the other hand, when there is an oversupply of qualified applicants, selection strategies can be very different.

2) Selection Criteria

At the core of any effective selection system is an understanding of what characteristics are essential for high performance. This is where the critical role of job analysis in selection becomes most apparent, because that list of characteristics chosen have been identified during the process of job analysis and should now be accurately reflected in the job specification. Thus, from a performance perspective, the goal of a selection system is to accurately determine which applicants possess the knowledge, skills, abilities, and other (KSAO) characteristics dictated by the job. Additionally, the selection system must be capable of distinguishing between characteristics that are needed at the time of hiring, those that are systematically acquired during training, and those that are routinely developed after a person has been placed on the job. Different selection criteria may, indeed, be needed to assess these qualitatively different KSAOs.

(a) Categories of Criteria:

With these potential differences in mind, the criteria typically used by organizations for making selection decisions can be summarized in several broad categories: education, experience, physical characteristics, and other personal characteristics.
(b) **Formal Education:**

An employer selecting from a pool of job applicants wants to find the person who has the right abilities and attitudes to be successful. A large number of cognitive, motor, physical, and interpersonal attributes are present because of genetic predispositions and because they were learned at home, at school, on the job, and so on. One of the more common cost-effective ways to screen for many of these abilities is by using educational accomplishment as surrogate for summary of the measures of those abilities. For example, although this is unfortunately not always true, it usually is sage to assume that anyone who has successfully completed high school or its equivalent has basic reading, writing arithmetic, and interpersonal skills.

For certain jobs, the employer may stipulate that the education is in particular area of expertise, such as accounting or management. The employer might also prefer that the degree be from certain institutions, that the grade point average be higher than some minimum, and that certain honors have been achieved. To be legal, educational standards such as these must be related to successful performance of the job. Care must be exercised not to set standards that are higher than actually required by the job.
(c) Experience and Past Performance:

Another useful criterion for selecting employees is experience and past performance. Many selection specialists believe that past performance on a similar job might be one of the best indicators of future performance. In addition's employers often consider experience to be a good indicator of ability and work-related attitudes. Their reasoning is that a prospective employee who has performed the job before and is applying for similar job must like than work and must be able to do the job well. Research supports these assumptions. Over a large number of studies, experience is related to job performance. But the organization must have a rational basis for defining what it means by "relevant experience". Not all previous experiences are equally good predictors of performance on a given job.

(d) Physical Characteristics:

In the past, many employers consciously or unconsciously used physical characteristics as a criterion. Studies found that employers were more likely to hire and pay better wages to taller men, and airlines chose flight attendants and companies hired receptionists on the basis of beauty. Many times, such practices discriminated against ethnic groups, women, and handicapped people. For this reason, they are not illegal unless it can be that a physical characteristic is directly related to effectiveness at work. For example, visual acuity would be a physical
characteristic that could be used to hire commercial airline pilots. It might not, however, be legally used for hiring a telephone reservations agent for an airline.

In a similar way, candidates for a job cannot be screened out by arbitrary height, weight, or similar requirements. These can be used as selection criteria only when that job involves tasks that require them.

(e) Personal Characteristics and Personality Type:

The final criterion category is a catchall that includes personal characteristics and personality types. Personal characteristics include marital status, sex, age, and so on. Some employers have, for example, preferred "stable" married employees over single people because they have assumed that married people have lower turnover rate. On the other hand, other employers might seek out single people for some jobs, since a single person might be more likely to accept a transfer or a lengthy overseas assignment.

Age, too, has sometimes been used as a criterion. While it is illegal to discriminate against people who are over the age of 40, there is no federal law that specifically addresses this issue for younger people. However, minimum and maximum age restrictions for jobs can be used only if they are clearly job-related, thus age should be used as a selection criterion only after very careful thought and consideration.
Specific aptitudes and skills can also be considered part of this category of criteria. Although education and past experience are often used as measures of ability, many organizations also try to assess whether applicants possess certain aptitudes. For example, a successful applicant for pilot training in the military does not need actual plying experience. Rather, the military uses spatial-relations aptitude as one criterion.

Many employers also prefer to hire people with certain personality types. Some jobs, such as being a lifeguard, may require essentially no consideration of an applicant's personality. Many jobs fall between these extremes. For example, one particular aspect of personality—such as being outgoing—may be useful for salespeople, caseworkers, or others who work extensively with the public.

Although once viewed in an unfavorable light due to perceptions of low predictive validity, recent findings on personality tests have been much more positive regarding the link between personality and job performance. Of the five dimensions, conscientiousness and emotional stability have
been shown to predict performance across most occupational groupings. As with other personal characteristics, selecting using any aspect of personality should always be based on whether it is really necessary for high performance. Many personality measures run an even greater risk of being legally challenged as an invasion of privacy than other kinds of selection tools. Thus, the organization wishing to use personality as a criterion must be certain that successful and unsuccessful employees can be distinguished in terms of their personalities. It is probably unwise to use personality as a general criterion for screening out undesirable applicants since the same personality characteristic that leads to failure in one job might lead to success in another. In part, because of this fact, there is still considerable debate whether general, broad personality measures or more specific ones are the best to use in selection.

3) Reliability and Validity of Selection Criteria

Once an organization has decides upon a set of selection criteria, a technique for assessing each of these must be chosen. The alternatives are numerous: application blanks and biodata forms, interviews, psychological tests of aptitude and personality, work sample tests of present skills, physical and medical testing, and checks of previous experience through references. Regardless of the method chosen fro
collecting information about applicants, the organization must be certain that the information is both reliable and valid.

(a) Reliability:

The main goal of selection is to take accurate predictions about people. The organization wants to make its best guess about who will be a successful employee. In this way, the organization can avoid hiring the wrong person for a job. In other words, the main purpose of selecting is to make decisions about people. If these decisions are going to be correct, the techniques used for making them must yield reliable information.

Reliability refers to how stable or repeatable a measurement is over a variety of testing conditions. As a simple example, imagine that you tried to use a tape measure to determine how tall an applicant for job as a firefighter was, because there are both minimum and maximum height restrictions for the job. If you measured a given applicant three successive times and obtained values of 6 feet, 6 feet 1.2 inches, and 5 feet 11 1.2 inches, you may not know the applicants exact height, but you would have a family good idea. On the other hand, imagine that your three attempts yielded values of 6 feet, 6 feet 6 inches, and 5 feet 4 inches. In this latter case, out would have virtually no idea how tall the applicant actually was. The point is that although reliability is rarely perfect, a measuring tool can still be useful if it is only some what unreliable.
Once the measurements become too inconsistent, however, they become meaningless.

The reliability of a selection tool can be judged in a variety of ways. In practice, one common way to assess reliability is to correlate the scores of applicants given the same test on two different occasions.

(b) Validity:

For a selection tool to be useful, it is sufficient for it to be repeatable or stable. Both legally and organizationally the measures that it yields must also be valid. There are many ways of assessing validity, but all of them focus on two issues. Validity addresses the questions of what a test measures and how well it has measured it.\textsuperscript{51} In selection, the primary concern is whether the assessment technique results in accurate predictions about the future success or failure of an applicant.

To illustrate these two issues and the relationship between validity and reliability lets return to our example of measuring the firefighter applicant's height. As noted previously, if the measurement is too unreliable, then it will be impossible to determine his or her correct height. Even if the tape gives the same measurements (high reliability), it might still have very little accuracy (validity). For example, the pate measure may not have been calibrated properly at the factory where it was made. If so, it will be almost impossible to accurately determine the
applicant's height. Finally, this tape measure might be perfectly reliable and an accurate way to measure height but if you try to weigh applicants with it, it will yield totally useless information.

To summarize, for a measuring tool to be useful, it must be reliable, valid, and put to the use for which it was actually intended.

A detailed explanation of the various strategies for determining the validity of a selection tool can be found in the Principles for the Validation and Use of Personnel Selection Procedures, a set of professional standards developed by a committee of members from the Society for Industrial and Organizational Psychology (SIOP). The following, however, are brief descriptions of three types of validity that the HR specialist should be familiar with: (1) Content (2) Construct, and (3) Criterion-related.

(1) **Content:** The degree to which a test, interview, or performance evaluation measures the skill, knowledge, or ability to perform the job is called content validity. An example of a content-valid test is typing test for a secretarial position. Such a test can roughly replicate conditions on the job. The applicant can be given a typical sample of typing work under" normal" working conditions. Thus, the applicant would be asked to type typical piece of work using the same kind of typewriter or word processor that would be encountered on the actual job. If the content of
the typing test is actually representative of the work that is done on the job, then the test is said to be content-valid.

Content validity is not appropriate for more abstract job behaviors, such leadership potential leadership style, or work ethic. When selection procedure involve the use of tests to measure leadership characteristics or personality, construct

Validity rather than content validity is appropriate.

(2) **Construct Validity:** A construct is a trait that is not typically observable. For example, we cannot see leadership: we can only assume that it exists from the behavior someone displays. A test therefore has construct validity en it actually measures the unobservable trait that it claims to measure. Because traits cannot be directly observed, however, construct validity cannot be established in single study but can be assumed to exist only on the basis of large body of empirical work yielding consistent results.53

(3) **Criterion-Related Validity:** The extent to which a selection technique can accurately predict one or more important elements of job behavior is referred to as criterion-related validity. Score on a test or performance in some simulated exercise are correlated with measures of actual on the job performance. The test is called predictor: the performance score is referred to as a criterion. Criteria relevant to personnel selection include measures such as quality or quantity of
output, supervisory ratings, absenteeism, accidents, sales, or whatever the organization deems most relevant. However, the choice of a criterion is at the very heart of determining whether a selection system is legal.\textsuperscript{54}

The organization must exercise care in choosing a measure that best reflects the actual contributions of employees to its effectiveness. Not all criteria can be predicted equally well from any particular type of selection tool.\textsuperscript{55} Two popularly used types of criterion-related validity are predictive and concurrent. Predictive Validity is determined by using the score obtained from a sample of applicants for a job. The steps in predictive-validity study for given test are:

1) Administer the test to a large sample of applicants.

2) Select individuals for the job. It is actually preferable if the test whose validity is being measured is not used in the hiring decisions.

3) Wait an appropriate amount of time and then collect measures of job performance.

4) Assess the strength of the predictor-criterion relationship

Predictive validity is an important form of criteria-related validity, but it does have drawbacks. The employer first must wait until it has hired a large number of people for whom it has predictor scores and then until it can obtain meaningful measures of job performance for the
people who were hired. For some jobs, the time it takes to determine who is a good employee can be long.

Concurrent validity is also used to determine whether selection test can predict job performance. In concurrent validation, the first step is to administer the tests to present employees performing the job. At approximately the same time, performance measures for these employees are also collected. The test scores are then correlated with the performance measures. If the test is significantly related to performance, it would be a candidate for future use with applicants in the selection process.

The biggest advantage of concurrent validation is that it can be conducted relatively quickly. Therefore, it is usually less expensive than predictive validation. However, there are several potential problems associated with the use of concurrent validation. First, this method uses experienced employees. If experience is important in job performance, such validations will be biased in favor of applicants with experience. Second, present employees often balk at completing tests. They are puzzled by the request to take a battery of tests and often will not provide honest answers or their best answers. Third, there is a self-selection bias that can restrict the range of test scores. Among present employees, there is likely to be restriction because the least skilled and least able workers have been terminated, demoted, or transferred, and
the most skilled and most able have been placed in more responsible jobs.

Despite these potential problems, concurrent validation can be an effective method for assessing the validity of certain kinds of selection tests. However, it should not automatically be used as an alternative to predictive validation simply because it can be done more quickly. The organization should carefully analyze its circumstances before choosing which of the methods to use.

4) The Selection Process

In the past, selection was often thought to be an easy decision. Decisions were based on the subjective likes or dislikes of the boss. Selection tools were designed to aid this gut reaction. Today, selection is viewed as much more than simply relying on intuition.

The selection decision is usually perceived as series of steps through which applicants pass. At each step, more applicants are screened out by the organization, or more applicants accept other job offers and drop from the list of applicants.

(a) Preliminary Screening:

The most common first step in any selection process usually involves asking an applicant to complete an application form. Application blanks, as these are typically referred to, vary in length and sophistication. Nearly all application blanks ask for enough information
to determine whether the individual is minimally qualified for the position. For example, application blanks can be useful initial screening tool for jobs that require some type of professional certification. In this way, the application blank can eliminate the need for subsequent interviews to gather this information. This makes the selection process far more efficient, first, by reducing the number of applicants that need to interviewed and, second, by allowing interviewers to focus on other kinds of information that are perhaps more difficult to obtain.

(b) Employment Interview:

Other than application blanks the interview is definitely the selection technique most often encountered by persons applying for a job in the United States. Surprisingly, the topic of interviews has generated hundreds of research studies over the past 20 years, covering such topics as verbal-nonverbal behavior, personality characteristics, impressions management, interviewer-interviewee similarity, and pre interview impressions. Because interviews are so widely used to select new employees, they must maximize their potential for identifying qualified persons. Two strategies for making the most out of an interview are

(i) Structuring the interview to be reliable and valid, and

(ii) Training managers to use the best available interviewing techniques.
(c) Employment Tests:

A technique that some organizations use to aid their selection decisions is the employment test. An employment test is a mechanism that attempts to measure certain characteristics of individuals. These characteristics range from aptitudes, such as manual dexterity, to intelligence to personality.

(d) Reference Checks and Recommendations:

If one has ever applied for a job, you were probably asked to provide a list of people whom the organization could contact to get information about you. These references might have been work-related, or they might have been personal. In either case, to the extent that you could, you provided that organization with a list of people who you believed would generally speak favorably about you. Rarely, when given the opportunity, does someone knowingly include the name of reference who will give a negative impression to the new organization.

(e) Physical Examinations:

Physical examinations can be used to screen out unqualified individuals but generally should be required only after a conditional offer of employment has been made. However, if an organization is going to use such examinations, all individuals who are conditionally offered employment should be required to have one. These requirements do not mean that an organization must hire an individual
with a disability if the person cannot perform the essential functions of the job. They do, however, help to protect the rights of individuals with disabilities who are qualified. 59

V) RETENTION

The high attrition rate in the present industrial scenario is the greatest concern and a subject of much analysis and debate. Organizations use different methodologies for calculating their turnover rate. It is a known fact that turnover calculation is a grey area which does not always depict the true picture. While new techniques are common, there are no proven theories. Further the approach to this calculation might vary from organization to organization. Disclosure of the figure not only has direct impact on the business but also affects employee morale and productivity. Significantly, it might also trigger a chain reaction- a high attrition rate will lead to more people leaving the organization, while lower rate will act as a retention strategy. It is, therefore, not surprising that most industry observers are skeptical when organization disclose their employee turnover.

Attrition is unfortunately viewed as a management flaw when in fact it could well be recruitment error. In some cases it can be simply seen as an organizations competitor appreciating its quality of hire and its output, post-training almost a backhanded compliment.
1) The Employee Retention Challenges of the industries.

A company's employees have always been a key asset but today more and more companies are realizing that their people are by far their most important asset. In a world where technologies, processes and products are quickly duplicated by competitors and the pace of change and level of competition are constantly increasing people are the key to the most reliable sources of advantage better service increased responsiveness, stronger customer relationships. And the creativity and innovation that keep a company one step ahead.

At the same time however it's getting tougher to hold on to those employees. Unemployment is at its lowest point in a quarter of century. Retirement is expected to reduce management ranks by 20% or more over the next five years. Younger, highly mobile workers are bringing new values and expectations to the workplace, complicating retention efforts. And after years or turmoil in business, the traditional sense of company loyalty has disappeared among virtually all employees. Not surprisingly employee turnover rates are in the mid to high teen on average and as high as 50% in some industries. Most executives know that such turnover can be expensive hiring and training a single employee typically costs huge amount of money. But there are more far reaching costs well churning in the workforce leads to reduced customer
satisfaction over productivity and the loss of an organizations knowledge and intellectual capital.

Thus, the problem of employee retention has an impact far beyond front line managers and beyond even the HR department. It affects the performance of the entire company meaning that ability to keep good employees is rapidly becoming a critical competitive weapon.

2) Reasons for Attrition

It is not easy to find out as to who contributes and who has the control on the attrition of employees. Various studies/surveys conducted indicate that every one is contributing to the prevailing attrition. Attrition does not happen for one or two reasons. The way the industry is projected and the speed at which the companies are expanding have a major part in attrition.

Let us look back for moment and ask ourselves did we plan for growth of this industry? The answer will be no. The readiness in all aspects will ease the problems to some extent. In our country we start the industry and then develop the infrastructure. All the major IT companies have faced these realities. If you look within the specific reasons for attrition are varied in nature and it is interesting to know why the people change jobs so quickly. Even today the main reason for changing jobs is for higher salary and better benefits. But in call centers the reasons are many and it also true that for funny reasons people
change jobs. At the same time the attrition cannot be attributed to employees alone.

3) Organizational matters

The knowledge employees always assess the management values, work culture, work practices and credibility of the organization. The Indian organizations do have difficulties in getting the businesses and retain it for long time. There are always ups and down in the business. When there is no focus and in the absence of business plans, non-availability of the campaigns makes peoples quickly move out of the organization.

4) Working environment

Working environment is the most important cause of attrition. Employees expect a very professional approach and international working environment. They expect a very friendly and learning environment. It is proved beyond doubt that Theory X will not work in the call centre. It means no bossism; rig in rules and stick approach will not suit the call centre. Employees look for freedom, good treatment form the superiors, good encouragement, friendly approach form one and all good motivation and which is very much as per the Theory Y of Douglas McGregor.
5) Job matters

No doubt these jobs bring lots of pressure and stress is high. The employees leave the job is there is too much pressure on performance or any work-related pressure. It is quite common that employees are moved from one process to another. Theory takes time to get adjusted with the new campaigns and few employees find it difficulty to get adjusted and they leave immediately. Monotony sets in very quickly and this is one of the main reasons for attrition. Youngsters look upon jobs as temporary and they quickly change their job once they get in to far field that attracts them more. Under such circumstances, there are no solutions for retaining the employees. The employees move rout if there are strained relations with the superiors or with the subordinates or any slightest discontent.

6) Salary and other benefits

Moving from one job to another for higher salary, better positions and better benefits are the most important reasons for attrition. The salaries and perks offered by MNC companies in Bangalore, Delhi and Mumbai have gone up rapidly and it is hardly impossible for Indian companies to meet the expectations of employees. Employees expect salary revision once in six months and if not, theory moves to other organizations.
7) **Personal reasons**

The personal reasons are many and only few are visible to us. The foremost personal reasons gauge getting married or falling in love or a change of place. The next important personal reason is going for higher education. Most of them clear their exams and other appears for GATE examination or other examinations and once they clear their exams they quickly move out.

Health is another aspect, which contributes to attrition. Employees do get affected with health problems like sleep disturbances, indigestion, headache, throat infection and gynecological dysfunction for lady employees. Employees who have allergic problems and unable to cope with the air-conditioned offices etc. will tend to get various other health problems and lose interest in work.

8) **Poaching**

The demand for trained and competent manpower is very high. Poaching has become very common. The big companies target employees of smaller companies. Placement agencies always look forward to good days for doing more business.

Employees with 4-6 months experience have great confidence and dare to walk out and get a better job in week's time. Most of the organizations have employee referral schemes and this enables peoples
to spread the message and refer the known candidates from the previous companies and earn money too.

In this chapter attempt is made to bring out the issues and areas in the concepts of recruitment, selection, retention and retraining of professionals in the field of IT.

VI) RETRAINING

Retraining is the process of learning a new skill or trade, often in response to a change in the economic environment. Generally it reflects changes in profession choice rather than an "upward" movement in the same field.

There is some controversy surrounding the use of retraining to offset economic changes caused by free trade and automation. For example, most studies show that displaced factory workers in the United States on the average have lower wages after retraining to other positions when a factory is closed due to off shoring. A similar issue surrounds movement from technical jobs to liaison jobs due to offshore outsourcing. In this view, some changes target entire personality types and not just specific job titles. In an extreme view, it can be viewed as a "personality economic fight" where different personalities battle over privileges. In this case it would be "social people" versus "techies". However it is observed by the researcher that this pattern of retraining prevalent in US and Europe is not witnessed in the area of the present study.
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