

Human resource strategies to select appropriate staff

Abstract

This paper aims to evaluate relevant human resource management effectively selecting appropriately skilled individuals to fill open positions within an organization. As organizations face the challenges of a rapidly changing business environment, the ability to attract and retain top talent has become critical for achieving sustainable competitive advantage. By adopting effective HRM strategies, organizations can optimize their recruitment and selection processes, ensuring that they attract candidates with the right skills, knowledge, and competencies. This paper examines various HRM strategies, including job analysis, recruitment methods, selection techniques, and onboarding practices, providing insights into their effectiveness in identifying and hiring the most suitable candidates. The analysis also highlights the significance of aligning HRM strategies with organizational goals and values to promote long-term success.

Importance of human resources

1. It supplies skilled workers through scientific selection process.
2. It ensures maximum benefit out of the expenditure on training and development and appreciates the human assets.
3. It prepares workers according to the changing needs of industry and environment.
4. It motivates workers and upgrades them so as to enable them to accomplish the organization goals.
5. Through innovation and experimentation in the fields of personnel, it helps in reducing costs and helps in increasing productivity.
6. It contributes a lot in restoring the industrial harmony and healthy employer-employee relations.
7. It establishes mechanism for the administration of personnel services that are delegated to the personnel department.

Thus, the role of human resource management is very important in an organization and it should not be undermined especially in large scale enterprises. It is the key to the whole organization and related to all other activities of the management i.e., marketing, production, finance etc. Human Resource Management is concerned with the managing people as an organizational resource rather than as factors of production. It involves a system to be followed in business firm to recruit, select, hire, train and develop human assets. It is concerned with the people dimension of an organization. The attainment of organizational objectives depends, to a great extent, on the way in which people are recruited, developed and utilized by the management. Therefore, proper coordination of human efforts and effective utilization of human resource is very essential.

Introduction

Selecting appropriately skilled workers is a critical aspect of human resource management (HRM) for organizations. In today's competitive business landscape, organizations must ensure they have a skilled and competent workforce to drive productivity, innovation, and overall organizational success. This section highlights the importance of selecting appropriately skilled workers and its impact on organizational performance.

1. Meeting Job Requirements: Selecting workers with the right skills is crucial to meet the specific job requirements. Each position within an organization demands a unique set of skills, knowledge, and competencies. By selecting individuals who possess the required skills, organizations can ensure that employees can effectively carry out their responsibilities, meet performance expectations, and contribute to the achievement of organizational goals.
2. Enhancing Organizational Performance:

Appropriately skilled workers have a direct impact on organizational performance. When employees possess the necessary skills and expertise, they can perform their tasks efficiently, leading to increased productivity and effectiveness. Skilled workers are better equipped to handle complex challenges, make informed decisions, and deliver high-quality outputs, thereby improving overall organizational performance.

3. Driving Innovation and Adaptability: In today's rapidly changing business environment, organizations need to foster innovation and adaptability to stay competitive. Skilled workers often bring a diverse range of experiences, knowledge, and perspectives to the organization. Their expertise allows them to contribute fresh ideas, creative problem-solving, and adaptability to changing market dynamics. By selecting appropriately skilled workers, organizations can foster a culture of innovation and drive continuous improvement.
4. Cost Reduction: Selecting workers with the right skills can help organizations reduce costs. Skilled workers tend to require less training and supervision, as they already possess the necessary knowledge and competencies. This reduces the time and resources

spent on training programs, allowing organizations to allocate resources more efficiently and effectively. Moreover, skilled workers are less prone to errors and rework, resulting in cost savings and improved operational efficiency.

5. **Employee Engagement and Retention:** Selecting appropriately skilled workers contributes to higher levels of employee engagement and retention. Skilled workers feel valued and recognized for their expertise, leading to increased job satisfaction and commitment. They are more likely to be motivated, challenged, and fulfilled in their roles, which enhances their overall engagement and commitment to the organization. Additionally, organizations that prioritize skill development and career growth opportunities for their employees can foster a positive work environment and improve employee retention rates.
6. **Building a Competitive Advantage:** Selecting appropriately skilled workers can provide organizations with a significant competitive advantage. Skilled employees enable organizations to deliver superior products or services, respond effectively to customer needs, and outperform competitors. They contribute to building a strong reputation for the organization, attracting top talent, and enhancing customer satisfaction, leading to increased market share and long-term success.

Significance of human resource management strategies in the recruitment and selection process.

Human resource management (HRM) strategies play a vital role in the recruitment and selection process of an organization. The process of identifying, attracting, and selecting the right talent is critical for organizational success.

1. **Attracting High-Quality Candidates:** HRM strategies help organizations attract high-quality candidates by effectively communicating the organization's brand, values, and culture. Strategic employer branding efforts, such as showcasing the organization's mission and vision, offering competitive compensation packages, and emphasizing a positive work environment, can create a strong employer brand that appeals to top talent. HRM strategies also involve targeted recruitment efforts that reach potential candidates through various channels, including job portals, social media platforms, and professional networks.
2. **Aligning Recruitment with Organizational Needs:** HRM strategies ensure that the recruitment and selection process is aligned with the specific needs of the organization. Through comprehensive job analysis and workforce planning, HR professionals identify the required skills, competencies, and qualifications for each position. This alignment ensures that the recruitment efforts focus on attracting candidates who possess the necessary capabilities to contribute to the organization's goals and objectives.
3. **Effective Screening and Selection:** HRM strategies enable organizations to implement effective screening and selection techniques to identify the most suitable candidates. These strategies involve the development and utilization of various tools and methods, such as application screening, assessments, tests, and interviews. By incorporating structured and standardized selection processes, organizations can objectively evaluate candidates based on their qualifications, skills, and potential cultural fit. This improves the accuracy of candidate evaluation and reduces the risk of biases and subjectivity in the selection process.
4. **Reducing Hiring Costs and Turnover:** Implementing effective HRM strategies in the recruitment and selection process can help organizations reduce hiring costs and turnover. By employing targeted recruitment methods and conducting thorough assessments, organizations can identify candidates who are the best fit for the organization, resulting in higher employee retention rates. This reduces the need for frequent recruitment and selection processes, saving time and resources. Moreover, selecting candidates with the right skills and qualifications reduces the risk of mismatches between job requirements and employee capabilities, further reducing turnover and associated costs.
5. **Enhancing Diversity and Inclusion:** HRM strategies contribute to enhancing diversity and inclusion within organizations. Through proactive efforts, such as targeted recruitment campaigns, diversity-focused partnerships, and inclusive language in job advertisements, organizations can attract a diverse pool of candidates. By implementing fair and unbiased selection processes, organizations can ensure equal opportunities for candidates from different backgrounds. A diverse workforce brings a range of perspectives, experiences, and ideas, fostering innovation, creativity, and improved decision-making within the organization.
6. **Ensuring Legal Compliance:** HRM strategies in recruitment and selection prioritize legal compliance, ensuring that organizations adhere to applicable laws and regulations. These strategies include establishing fair and non-discriminatory practices, conducting background checks and reference verifications, and maintaining appropriate documentation throughout the process. Compliance with legal requirements mitigates the risk of legal disputes and penalties, safeguarding the organization's reputation and credibility.

Recruitment and selection process of an appropriate staff in an organization

Recruitment

Recruitment means search of the prospective employee to suit the job requirements as represented by job specification—a technique of job analysis. It is the first stage in selection which makes the vacancies known to a large number of people and the opportunities that the organization offers. In response to this knowledge, potential applicants would write to the organization. The process of attracting people to apply is called recruitment. **Dale S. Beach** has defined —Recruitment as the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour upon whom the organization can depend when it needs additional employees. According to **Edwin B. Flippo**;—Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Sources of Recruitment : The various sources of recruitment are generally classified.

Sources of Recruitment:

The various sources of recruitment are generally classified as internal source and external source.

(a) Internal Sources: This refers to the recruitment from within the company. The various internal sources are promotion, transfer, past employees and internal advertisements.

(b) External Sources: External sources refers to the practice of getting suitable persons from outside. The various external sources are advertisement, employment exchange, past employees, private placement agencies and consultants, walks-ins, campus recruitment, trade unions, etc.

MERITS OF EXTERNAL SOURCES

1. Qualified Personnel: By using external sources of recruitment the management can make qualified and trained people to apply for vacant Jobs in the organization.

2. Wider choice: When vacancies are advertised widely a large number of applicants from outside the organization apply. The management has a wider choice while selecting the people for employment.

3. Fresh Talent: The insiders may have limited talents. External sources facilitate infusion of fresh blood with new ideas into the enterprise. This will improve the overall working of the enterprise.

4. Competitive Spirit: If a company can tap external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.

Demerits of External Sources

The demerits of filling vacancies from external sources are as follows:

1. Dissatisfaction among Existing Staff: External recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.

2. Lengthy Process: Recruitment from outside takes a long time. The business has to notify the vacancies and wait for applications to initiate the selection process.

3. Costly Process: It is very costly to recruit staff from external sources. A lot of money has to be spent on advertisement and processing of applications.

4. Uncertain Response: The candidates from outside may not be suitable for the enterprise.

1. Merits of Internal sources

a) Cost Savings: Internal recruitment can result in significant cost savings for organizations. Since the recruitment process is focused internally, there is no need to spend on external advertising or recruitment agencies. Moreover, internal candidates often require less training and onboarding compared to external hires, which further reduces costs associated with orientation and assimilation.

b) Retention of Institutional Knowledge: Internal recruitment allows organizations to retain valuable institutional knowledge. Internal candidates are already familiar with the organization's culture, processes, and systems. Their existing knowledge and experience can be leveraged to contribute to the organization immediately, minimizing the learning curve associated with external hires.

c) Increased Employee Motivation and Morale: Promoting from within can boost employee motivation and morale. It demonstrates that the organization values and rewards internal talent, fostering a sense of loyalty and dedication. Internal candidates who see opportunities for growth and career advancement within the organization are more likely to be engaged, productive, and committed.

d) Reduced Onboarding Time: Internal recruits typically require less onboarding time compared to external hires. They are already familiar with the organization's policies, procedures, and culture, allowing them to quickly integrate into their new roles. This reduces the time and resources spent on extensive training and orientation programs.

2. Demerits of Internal Sources

a) Limited Pool of Talent: One of the primary challenges of internal recruitment is the limited pool of talent available. Organizations may face constraints in terms of the number and qualifications of internal candidates for a specific position. This limitation can restrict diversity and fresh perspectives within the workforce, potentially stifling innovation and creativity.

b) Potential for Internal Politics and Conflict: Internal recruitment can give rise to internal politics and conflicts. When employees compete for promotions or advancement opportunities, it may lead to strained relationships, favoritism, or perceptions of bias. This can create a challenging and divisive work environment if not managed properly.

c) Risk of Stagnation and Lack of Fresh Perspectives: Relying solely on internal recruitment may result in a lack of fresh perspectives and new ideas within the organization. External hires often bring diverse experiences, skills, and knowledge from different industries or organizations. Without external input, there is a risk of stagnation and a failure to embrace new approaches and innovations.

d) Limited Pool of Skills and Expertise: Internal recruitment may not always provide access to specialized skills or expertise required for certain positions. External candidates may possess unique qualifications, experiences, or perspectives that can enrich the organization. In such cases, internal recruitment strategies may not fulfill the specific skill requirements, necessitating external hiring.

Selection

To select means to choose. Selection is a part of the recruitment function. It is the process of choosing people by obtaining and assessing information about the applicants (age, qualification, experience and qualities) with a view of matching these with the job requirements and picking up the most suitable candidates. The choices are made by elimination of the unsuitable at successive stages of the selection process. Purpose of Selection The purpose of selection is to pick up the most suitable persons who would match the requirements of the job and the organization. The emphasis in selection is, therefore, on the optimal match between the person and the job. Now the question arises as to which is the dependent variable? Person or job. Some organizations emphasize on selecting the Right Person for the Right Job. Here the Job is usually considered constant (through Jobs and Job context do undergo changes over time) and the person is sought to be fitted into the job. Creative and innovative organizations, instead, seek to find the Right Job for Right Person.

Selection process

The selection process begins with the job specification. The more clearly and precisely it is done the less would be the number of qualified applicants. Suppose the purpose is to select management trainees. If the qualification is graduation in any discipline, the number of applicants may be in thousand. Of course, the reputation of the firm, the job content, compensation package, location, etc. also influence the response to any recruitment drive. But Job specification does play an important role in deciding the quantity and, quality of response from prospective applicants. The selection process covers the period from the job specification and initial contact with the applicant to his final acceptance or rejection. The successive stages in the selection process are referred to as hurdles that the applicants should cross. Not all selection processes, however, include all these stages. The complexity of the selection process usually increases with the increase in the skill level and job level (responsibility and accountability) of the position for which selection is being made. The sequencing of the hurdles also may vary from job to job and organization to organization.

Initial Screening: The initial screening or preliminary interview is done to limit the costs of selection by letting only suitable candidates go through the further stages in selection. At this stage, usually a junior executive either screens all enquiries for positions against specified norms (in terms of age, qualifications and experience) through preliminary interview where information is exchanged about the job, the applicant and the, mutual expectations of the individual and the organization. If the organization finds the candidate suitable, an application form, prescribed for the purpose, is given to these candidates to fill in and submit.

Application Form: The application form is usually designed to obtain information on various aspects, of the applicant's social, demographic, academic and work-related background and references. The forms may vary for different positions some organizations may not have any form specially designed instead, ask the candidates to write applications on a plain sheet.

Tests: A test is a sample of an aspect of an individual's behavior, performance or attitude. It also provides a systematic basis for comparing the behavior, performance or attitude of two or more persons. Tests serve as a screening device and provide supplementary inputs in selection decisions. Their value lies in the fact that they serve additional predictors intended to make selection decision more apt and accurate.

Intelligence Tests: These are tests to measure one's intellect or qualities of understanding. They are also referred to as tests of mental ability. The traits of intelligence measured include: reasoning, verbal and non-verbal fluency, comprehension, numerical, memory and spatial relations ability. Binet-Simon; Stanford-Binet and Wechsler-Bellevue Scale are some examples of standard intelligence tests.

Aptitude Tests: Aptitude refers to one's natural propensity or talent or ability to acquire a particular skill. While intelligence is a general trait, aptitude refers to a more specific capacity or potential. It could relate to mechanical dexterity, clerical, linguistic, musical academic etc. These are proficiency tests to measure one's skill or acquired knowledge. The paper and pencil tests may seek to test a person's knowledge about a particular subject. But there is no guarantee that a person who knows most also performs best. Work sample tests or performance test using actual task and working conditions (then simulated one's) provide standardized measures of behavior to assess the ability to perform than merely the ability to know. Work sample tests are most appropriate for testing abilities in such skills as typing, stenography and technical trades. Work sample tests bear demonstrable relationship between test content and job performance.

PIP Tests: PIP tests are those which seek to measure one's personality, interest and preferences. These tests are designed to understand the relationship between any one of these and certain types of jobs. Interest tests are inventories of likes and dislikes of people towards occupations, hobbies, etc. These tests help indicate which occupation (e.g. artistic, literary, technical, scientific, etc.) are more in tune with a person's interests. Strong Vocational Interest Blank and Kuder Preference Records are examples of interest tests.

Projective Tests: These tests expect the candidates to interpret problems or situations. Responses to stimuli will be based on the individual's values, beliefs and motives. Thematic Apperception Test and Rorschach Ink Blot Test are examples of projective tests. In Thematic Apperception Test a photograph is shown to, the candidate who is then asked to interpret it. The test administrator will draw inferences about the candidate's values, beliefs and motives from an analysis of such interpretation. Other Tests: A wide variety of other tests also are used though less frequently and in rare instances. These include polygraphy (literally mean many pens), graphology (handwriting analysis), non-verbal communication tests (gestures, body movement, eye-contact, etc an lie-detector tests. The following could be considered as thumb rules of selection tests:

- (a) Tests are to be used as a screening device;
- (b) Tests scores are not precise measures. Use tests as supplements than stand-alone basis. Each test can be assigned a weightage;
- (c) Norms have to be developed for each test; and their validity and reliability for a given purpose is to be established before they are used;
- (d) Tests are better at predicting failure than success;
- (e) Tests should be designed, administered assessed and interpreted only by trained and competent persons.

INTERVIEW

Interview is an oral examination of candidates for employment. No selection process is complete without one or more interviews. Interview is the most common and core method of both obtaining information from job-seekers, and decision-making on their suitability or otherwise. Organizations may seek to make their selection process as objective as possible. But interview which is an essential element of the process, by and large still remains subjective. Interviews usually take place at two crucial stages in the selection process, i.e., at the beginning and in the end. Interviews can differ in terms of their focus and format. Usually, several individuals interview one applicant. This is called panel interview. Such panels usually consist of representatives from-personnel and concerned operating units/line functions. In this method, usually, applicants get screened from one stage to another, at least in the initial stages. Interviewing is both an art and a science. The effectiveness of the interview as a screening device can be improved by taking care of certain aspects like the following:

1. The interview should be based on a checklist of what to look for in a candidate. Such a checklist could be based on proper job analysis. Each critical attribute which the interview seeks to evaluate may be assigned a specific weightage.
2. It is desirable to prepare a specific set of guidelines for the interview.
3. The interviewers need to trained to evaluate performance in the interview objectively. Also, all interviewers need to develop common understanding about the criteria measures, their purposes and weightages.
4. The interviewers may use past behavior to predict future behaviors and obtain additional information to attempt such linkages more meaningfully.
5. There should be proper coordination between the initial and succeeding interviews.

BACKGROUND INVESTIGATION

The background investigation in selection process may include verification of reference from past teachers, employers or public men; police verification; and, medical examination. Background verification is sought to guard oneself against possible falsification by applicant. But given the acute skill shortages and competitive pirating strategies of employers it is possible for some of them to give clean chit to those whom they wish to get rid of and be unfair to those whom they are not prepared to lose. Therefore, employers in-private sector generally find that they get more accurate information when they track the actual past performance than when they merely ask for references reflecting opinion about the candidate. Medical and physical examinations are usually resorted to by employers as part of the selection process mainly to:

- (a) determine whether the applicant has the physical ability to carry on the duties and responsibilities effectively; ascertain whether the applicant has a record of health problems, which can potentially affect his behavior and performance on the job adversely.
- (b) know whether the applicant is more sensitive to certain aspects of work-place environment such as chemicals.

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