Recruitment, Training and Development

Block

2

Selection, Placement and Induction

Block 2

Selection, Placement and Induction

Block 2 of the course on Recruitment, Training, and Development gives an overview of the functions of selection, placement and induction. The block contains three units. The first unit gives an overview of selection. The second unit deals with modern employee selection procedures. The third unit discusses the new employee induction trends.

Unit 5, *Selection Process: An Overview* deals with the significance of selection process and the factors affecting selecting decisions. It also deals with the selection procedure which includes various methods of collection of information from the candidates and evaluation of the same. Thereafter conduct of interviews and tests for selection are discussed.

Unit 6, *Modern Employee Selection Procedures*, deals with various modern selection methods practiced by various organizations that include: on-line testing, web testing, competency-based selection, video-based testing, and crowd testing, referral-based selecting and internet selection. It also deals with the factors that influence selection process.

Unit 7, *New Employee Induction Trends*, explains how to reduce the anxiety of new employees when they join a new job in an organization. It deals with several induction programs to acquaint new employees with their job roles, colleagues, working environment, policies and procedures of the organization. The unit describes the importance of understanding organizational culture to the new employees to overcome cultural shock and adapt themselves to the new environment.

Unit 5

Selection Process: An Overview

Structure

"The secret of my success is that we have gone to exceptional lengths to hire the best people in the world."

– Steve Jobs

5.1 Introduction

Speaking on the importance of selection function in an organization, Steve Jobs emphasized on the importance of finding the right kind of people for elevating organizational effectiveness.

In the previous unit, we had discussed current and future hiring trends. The present unit deals with the selection process.

5.2 Objectives

After studying this unit, you should be able to

- Understand the concept and procedure of selection to have the right fit in the organization

- Know how to collect and evaluate information from candidates to select the best candidate from a pool of qualified candidates

- Analyze the methods of conducting interviews and tests for selection of suitable candidates for jobs

5.3 Concept of Selection

After identification of sources of human resources, an organization searches for prospective employees and stimulates them to apply for jobs. The management has to carry out the function of selecting the right candidate for the right job at the right time.

The following points would help us to understand it better:

- The objective of selection is to identify the most suitable candidate who can successfully perform the job, from the pool of qualified candidates.

- The selection procedure comprises methods to ascertain whether the specifications of the candidates' match with the requirements and specifications of the job or not.

- The selection procedure cannot be effective until the requirements of the job to be filled and employee specifications are clearly mentioned and candidates for screening have been attracted.

5.3.1 Significance of Selection Process

Hiring good resources would go a long way in improving the performance of the organization. The importance of selection process is enumerated below:

- Proper selection procedure when followed in an organization would help in acquisition of the right kind of talent.

- Selecting the right kind of people would improve the efficiency in the organization which would ultimately lead to more productivity.

- Selecting the right kind of people that fit into the organizational framework would help the organization to achieve its objective in a better way.

- Following an efficient selection procedure would improve the employer-employee relationships in the organization.

5.3.2 Factors Affecting Selection Decisions

Making selection decisions is crucial for hiring the right fit to the organization and the decision-making is affected by several factors. The goal of selection is to eliminate unqualified candidates so as to meet the requirements of the job and the organization.

The factors that affect the selection decision of candidates are as follows:

- **Matching of profile:** A tentative decision regarding the candidate's

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selection scores is pre-determined as a standard for success or failure for candidates at every stage. The organization also takes care of matching the résumé of the candidate with the job specifications.

- **Social and organizational environment:** The specification of the candidate should not only match the job specifications but also the social and organizational environment.

- **Successive hurdles:** The organization places several hurdles at every stage of the selection process. Hence, the applicants are required to pass every stage.

- **Multiple correlations:** A candidate has to pass through all the steps in selection before a final decision is made. The selection tests are accounted for by taking the composite test score index.

Example

Cognizant, a multinational information technology service and consulting company, embraces diversity and inclusion. Hence, during the selection process along with the educational qualifications and experience, the company also looks for sensitivity and diversity management skills of the candidate to ensure a proper fit into their culture.

For more details, check out https://careers.cognizant.com/global/en (Accessed on 2/2/2022)

5.4 Procedure of Selection

Selection will be effective only when there is a match between the organizational requirements and skills and knowledge of the selected candidates. The next important aspect is the procedure followed in selection. Let us understand it in a better way:

- A thorough job analysis is to be done prior to advertising the vacant positions in the organization.
- Similarly, every care should be taken in collection and evaluation of application forms, conducting interviews, and reference checks to select the right candidate.
- Companies follow different selection methods or techniques depending upon the nature of business, company size, number of persons to be employed, regulations of government to name a few.
- The selection procedure employs various methods to collect information related to the candidate's qualification, experience, behavior, ability, aptitude, etc., for judging whether the candidate is suitable for a job or not.

(Refer Exhibit 5.1 for a selection process at Wipro.)

Exhibit 5.1: Selection Procedure at Wipro

Wipro Ltd., a leading multinational conglomerate operating in over 50 countries, follows a recruitment process that differs in various geographical areas. They, however, follow a generic process for inviting applications. The steps involved in the selection process at Wipro are:

1. The advanced search option of the company helps the candidates to apply for a specific job that matches the profile of the candidate.
2. Despite no vacancies, the candidates can upload their resumes. They would receive calls whenever vacancy arises.
3. The selection process starts with technical/functional interviews with their business and talent acquisition teams. The candidate is required to complete online assessments for selective skills.
4. Upon successful completion of the selection process, the next stages like documentation needed for roll out of offer letter, background verification for checking candidates' credentials follow.

Source: https://careers.wipro.com/hiring-process (Accessed on 1/2/2022)

Check Your Progress - 1

1. Which employee function is concerned with identifying the most suitable candidate who can successfully perform the job from the pool of qualified candidates?

    a. Induction
    b. Recruitment
    c. Placement
    d. Selection
    e. Appraisal

2. Which of the following is not a step in the selection process?

    a. Induction
    b. Job analysis
    c. Application form
    d. Written examinations
    e. Interview

5.4.1 Steps in the process of selection

Selection process **or** selection procedure involves a series of steps to be followed for choosing the right candidate. These are:

- Job analysis

- Recruitment

- Application form

- Evaluation of Application Forms

- Testing the Candidate

- Interviews for selection

- Medical Examination

- Reference Check

- Final decision by the concerned line manager

- Employment

All these are discussed in detail.

5.4.2 Job analysis

Job analysis is the basis for selecting the right candidate. Organizations need to undertake extensive job analysis and use its deliverables - job description and job specification as inputs for the next step in the selection process.

5.4.3 Recruitment

Recruitment refers to the process of searching for potential candidates and stimulating them to apply for jobs in an organization.

5.4.4 Application form

An application form is also known as an application blank. It is used to secure information from prospective candidates. It is also helpful in screening candidates at the entry level.

In the application forms, information related to the following fields needs to be filled:

- **Personal background information:** It includes details such as name, present and permanent address, and date of birth, marital status and nationality for their official records.

- **Educational attainments:** This includes the list of schools and colleges attended, marks secured and co-curricular and extra-curricular activities.

- **Work experience:** This gives information about the candidate's prior job experience, tenure of job, his duties and responsibilities in the current job. Such information helps the recruiters to determine the abilities of the candidate and his aptitude for a particular job.

- **Salary:** This refers to information on salary drawn in the current employment and the expected salary and benefits.

- **References:** Since past performance can often be an indicator of future performance, references allow recruiters to contact candidates' past associates to determine the person-job fit of the candidate in the current role.

5.4.5 Evaluation of application forms

Application form is structured to collect detailed information from the applicant about his background, qualifications, experience, attitudes, and interests so as to have a realistic picture of the applicant.

Application forms can be evaluated using two methods – clinical and weighted methods. In some cases, biographical inventories are also used by organizations. Let us discuss them in detail.

- **Clinical method**: In this method, the application form is analyzed in detail, with inferences being drawn to project the personality of the applicant and forecast future job success.

- **Weighted method:** In this method, certain weights are assigned to the answers given by the applicants. A weighted application form imparts objectivity and differentiates between the characteristics of successful and unsuccessful candidates.

- **Biographical inventories:** Sometimes, management wishes to select existing employees for higher positions. In such cases, the employee is asked to submit updated information about himself/herself.

5.4.6 Testing the candidate

It is difficult to assess the candidates' credentials through application forms. Various types of tests before the interview would help the employers for taking selection decisions. To test the suitability of the candidates, written tests, interviews, group discussion and other tests are conducted.

- **Written examinations***:* After the applicants are screened, the organizations conduct written tests to test the ability of the candidate in arithmetical calculations, to test his/her aptitude, reasoning and to find out the candidate's attitude towards the job.

- **Preliminary interview***:* The preliminary interview is conducted in order to solicit necessary information from the candidate and also to assess the suitability of the applicant to the job as well as eliminating unsuitable candidates.

- **Group discussion:** In a group discussion, a group of candidates are brought to a conference table and asked to discuss a subject-matter or a case study.

  o The group discussion helps in securing more information regarding the candidate's suitability to the job.

  o The candidates are required to discuss, analyze, and find alternatives, and select the best possible solution.

  o A selection panel then selects the candidates in areas of initiating the discussion, identifying the problem and soliciting unrevealed information. The selection panel ranks the candidates in order of merit.

- **Tests:** This stage in the selection process helps in soliciting information that helps in further assessment of the candidate's suitability to the job.

  ➢ The employment tests that help in evaluating the candidate's suitability to the job are also called psychological tests.

  ➢ The tests help in ranking the candidates and help in determining how successful they will be on the job.

Example

Candidates appearing for the Indian rally recruitment goes through a Physical Fitness Test (PFT) as the first phase. There are 100 marks fixed for the Indian Army Physical Test which consists of various events such as the race (run), push-ups, long jump to name a few.

For more details, check out https://www.apssb.in/indian-army-physical-test/ (Accessed on 02/02/2021)

Concepts of Testing

To assess the quality and usefulness of testing and to measure consistency of testing, job analysis, reliability and validity tests are conducted.

- **Job analysis:** This is an important testing concept since it offers basic information about the type of candidate required by an organization.

> ➢ Job specification and job requirements provide information related to the demands made by the job on the incumbent.

> ➢ Employee specifications provide information related to the characteristics and behavior of the employees required for successfully performing a job.

> ➢ Employee specification is the basis for deciding upon a particular test or series of tests for the selection of candidates.

- **Reliability:** Reliability refers to the consistency level of the scores or results that are obtained through a series of measurements. If a candidate secures the same or similar scores in the first, second and the third test, the test is said to be reliable.

- **Validity:** The validity of a test is the degree to which the test measures whether the candidate possesses the necessary skills that are intended to measure in the selection process so as to provide accurate prediction of success of the candidate on the job

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Check Your Progress - 2

3. Which among the following refers to the degree to which a test measures what it is intended to measure?
   a. Reliability
   b. Validity
   c. Job analysis
   d. Compatibility
   e. Valuation

Types of Tests

Selection tests measure the competencies and capabilities of candidates. However different candidates require different types of tests. Depending upon the position of the job, candidates are tested for their IQ, abilities, physical capabilities etc.

Tests are classified into following five types:

1. **Aptitude tests:** These tests measure the ability of an individual to acquire the required proficiency in a given job when he/she is given sufficient training.

   These tests are further classified into:

a. **Intelligence tests***:* These tests measure the Intelligence Quotient of a candidate by measuring factors like logical reasoning, comprehension, word fluency, analytical skills, and general knowledge.

b. **Psychomotor tests***:* These tests measure motor ability and eye-coordination of candidates. They are helpful in the selection of semi-skilled workers.

c. **Mechanical aptitude tests***:* Used in selection of skilled and mechanical employees, apprentices, these tests measure special visualization capacities, speed and knowledge of mechanical matter to name a few.

d. **Clerical aptitude tests***:* These tests measure specific capacities involved in office work such as comprehension, spelling, computing, word measuring, copying, etc.

2. **Achievement tests:** These tests are concerned with the accomplishment of the candidate by measuring the value of specific achievements and are used by organizations when they wish to employ experienced candidates. These tests can be further classified into:

a**.** **Job knowledge tests**: They test the applicant's knowledge in his/her area of work experience

b. **Sample tests**: They test the candidate's ability to perform the job in which he/she is experienced.

3. **Situational tests:** Situational tests examine the probable responses of the applicant to real-life business situations. In this test, the candidate is asked to solve the critical situations in the job or cope with the situation. The tests include group discussions and in basket exercises.

a. **Group discussion***:* These tests are conducted to observe the candidate's ability in areas of initiating, proposing ideas, oral communication skills, leading, coordinating, etc.

b. **In-Basket***:* The candidate is provided with telephone and telegraphic messages, actual letters, information about the job and the organization, and reports and requirements of various officers to take decisions on the 'in- basket' information.

4. **Interest tests***:* The purpose of this is to test the extent to which the candidate is interested in the job and its profile.

5. **Personality tests***:* These tests help discover clues about the value system of an individual, his/her emotional reactions, maturity and integrity.

a. **Objective tests**: They are suitable for group testing

b. **Projective tests**: Candidates are asked to project their own interpretation of certain situations based on figures and pictures.

Example
One of the commonly used intelligence tests is Stanford-Binet Intelligence Scale (SB). It is a standardised assessment of intelligence and cognitive abilities for individuals aged 2 to 89 years.   *For more details check out https://stanfordbinettest.com/ (Accessed on 2/2/2022)*

Activity 5.1

ABC Media Ltd. is a content development company that develops quarterly journals and magazines on management subjects. The company is planning to start monthly journals and magazines. It gave a newspaper advertisement saying that it required applications from candidates who have a flair for writing, have English language fluency, and are knowledgeable in management subjects. After scanning The applications, the company conducted a written test for the short-listed candidates. The candidates were tested on their logical reasoning and reading comprehension skills, language fluency, vocabulary and their subject knowledge. Identify the type of test given by the company to the candidates. Also discuss other tests used in testing the aptitude of candidates in the selection process.

Answer:

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Check Your Progress – 3

4. Which of the following tests are helpful in the selection of skilled, mechanical employees, apprentices, technicians?

    a. Clerical aptitude

    b. Psychomotor

    c. Intelligence

    d. Mechanical aptitude

    e. Aptitude

5. Which test examines the probable responses of the applicant to real-life business situations?
   a. Personality
   b. Aptitude
   c. Achievement
   d. Situational
   e. Psychomotor

6. Which of the following tests measure specific capacities involved in office work such as comprehension, spelling, computing, word measuring, copying?
   a. Clerical aptitude
   b. Mechanical aptitude
   c. Intelligence
   d. Psychomotor
   e. Achievement

5.4.7 Interviews for Selection

Interviews for selection are conducted by the hiring companies. The purpose of such *interviews* is to determine whether a candidate is suitable for the position he or she has applied for. Interviews are generally conducted rigorously to select the right candidates.

Types of Interviews

Interviews are designed to gather information from the interviewees on their abilities, skills and competencies besides their attitudes. The different types of interviews are:

Preliminary interview

Preliminary interviews are conducted to gather non-job related information in an informal and unstructured way. These interviews are further classified into:

a. **Informal interview:** This interview is conducted to gather non-job related information. The interview between the candidate and the manager to inquire about the vacancies and any other particulars is an example of an informal interview.

b. **Unstructured interview:** In this interview, the candidate reveals information about his/her interests, background, knowledge, expectations, etc.

Core interview

Core interviews are the interviews that assess the real potential of the candidates in several ways.

a. **Background information interview:** This interview is conducted to gather information about the candidate which is not available in the application blank.

b. **Job and probing interview:** This interview tests the candidate's knowledge about the duties, methods of doing the job, handling problems at the job to name a few.

c. **Stress interview:** In this interview, the interviewer puts the interviewee under stress by asking the candidate irrelevant questions, interrupting him while speaking or criticizing the candidate or just keeping quiet, so as to assess the applicant's ability to perform and deliver under stress.

d. **Formal and structured interview: T**his is a structured interview in terms of its scope and contents and comprises questions that are prepared well in advance and more or less the same questions are asked to all the candidates. This reduces subjectivity in the process.

e. **Panel interview:** Here, a panel of experts interview a candidate and give a consolidated judgment in line with the weightage of each factor. These types of interviews reduce the subjectivity involved in a one-to-one interview.

f. **Depth interview:** In this interview, the candidate is examined in core areas of skill and knowledge with the experts asking questions so as to extract critical answers. The candidates are also asked to explain the minute operations at the job.

Decision-making Interview

After the experts have evaluated the candidate's knowledge in the core areas of the job, the departmental heads or section heads conduct the final interview of the applicants.

These are informal interviews in which the applicant's:

- Interest in the job/organization

- Reaction/adaptability to the working conditions

- Work adjustment and allotment

- Expectations regarding salary, allowances, benefits, promotions, career opportunities are discussed.

The departmental head and the HR manager together communicate their decision to the chairman of the interview board or the decision-making authority, who takes the final decision on selecting the candidate.

Interview Process

The interview process consists of several steps. They are described here:

a. **Preparation for the interview:** The interviewer has to prepare himself/herself for the interview as it helps in focusing on covering all the important aspects of the interview.

   The preparations made by the interviewer need to include certain factors:

   - Choose the interview based on the job requirements and nature of interviews discussed earlier.

   - Identify the skill, knowledge areas to be examined based on job requirements.

   - Determine the type and number of interviewers. The interviewer should be selected based on technical competence, common sense, personal characteristics, potential for growth to name a few.

   - Review information about the candidate is obtained in advance through application blanks.

   - Finalize the physical setting where the interview would be conducted.

   - Determine the aspects to be covered in the interview.

   - Identify the conditions under which the interview technique would be effective.

b. **Conducting the interview:** The interviewer should take a lot of care in this process in order to avoid mistakes.

   The various activities involved in conducting interviews are:

   - The interviewer has to open the interview on a cordial note. This helps him/her build up a rapport and gain the confidence of the interviewee.

- The interviewer should obtain information related to the skill, aptitude, knowledge, and traits of the candidate. This can be obtained through a structured interview.

- The interviewer should record the expressions of the interviewee which could be later evaluated to gauge the suitability of the candidate for the job.

- The interviewer should guide the interview in a tactful manner without causing psychological inconvenience to the interviewee.

- The success of the interviewer in conducting the interview is evaluated on the basis of the candidate's experience and the amount of information that is collected to make a recruitment decision.

c. **Closing the interview:** The interview should be concluded on a pleasant note and should be followed by evaluating the results.

d. **Evaluation of interview results:** The interviewer evaluates the strengths and weaknesses of the candidate against the job and organizational requirements. Though interview provides the basis for the final choice, yet all other selection techniques are also considered to take a final call on job suitability.

Final Interview*:* The final interview is the most crucial step in the selection process. This process varies from organization to organization and there is no uniform procedure for all organizations.

- Depending upon the level of jobs, the designation of final interviewing authority also varies.
- Generally, for most senior positions, the highest authority in the organization will be the interviewer.
- For the remaining positions, senior people in the organization will take up the final interview and the decision will be communicated to the highest authority for approval.
- All the earlier discussed interviews will be conducted at different stages and once the candidate comes out successful in those interviews, final interview will be conducted.
- Generally, a Board consisting of 4-5 panel members will be constituted for the purpose of interviewing the candidate.

The interview process may be on the following lines:

- HR rounds/subject interviews in 1-2 levels will be conducted.

- The interviewer matches the information obtained about the candidate to the job requirements and to the information obtained through the observation of the interviewee during the interview.

- The panel members will provide feedback individually or collectively.

- The interviewer provides job-related and company information during the course of the interview to the applicant.

- HR will also assess the compensation packages and other benefits to be given. These questions pertain to compensation, joining time required, place of choice etc.

- Within the overall guidelines and based on the recommendations of the panel members, final decision will be taken up.

- The final authority may or may not interview the candidate. If interviewed, some pertinent technical and managerial questions will be posed.

- Once the final authority is satisfied with the candidate's performance as well as the feedback from the panel members, a decision on the appointment of the candidate will be taken.

- After validating the suitability and compatibility of the candidates to the organization a final decision will be taken by the top hierarchy in the organization about the choice of the candidate.

- A written offer that contains the job details, salary and benefits and joining date will be communicated to the candidate.

Exhibit 5.2 explains the process of virtual interview process at Microsoft.

Exhibit 5.2: Virtual Interview Process at Microsoft

Amid Covid-19, Microsoft has shifted all in-person interviews to be held in a virtual mode. Microsoft went that extra mile to provide extensive assistance to help candidates walk through the process without any major disturbances so as to ensure excellent candidate experience.

Following are the essentials provided by Microsoft for preparation for a virtual interview with them:

Prior to the interview: Teleconferencing technology needs to be set up: All the interviews are held via Microsoft Teams with some technical interviews using third party virtual platforms, as informed by the recruiting contact.

Contd. ....

> *On the day of the interview:* Properly well-lit and quiet place needs to be chosen. The hardware and software requirements communicated to them well in advance need to be complied with.
>
> *Troubleshooting:* Toll-free numbers are provided in the interview invite for contacting in case of trouble connecting.

Source: https://careers.microsoft.com/us/en/virtual-interview (Accessed on 2/2/2022)

5.4.8 Medical examination

Physical medical examinations are required to ensure that the candidates adhere to the physical standards mentioned in the job specification and the organizational recruitment policy. However, special privileges to handicapped and under-privileged people are acceptable and encouraged in some organizations, most of which have their own medical standards for selection.

Exhibit 5.3 explains the medical fitness requirements for joining Merchant navy.

Exhibit 5.3: Medical Requirements to Join Merchant Navy

Having the right grades and the passion to have a life at the sea will not get one a career in the merchant navy. In order to join a merchant navy, one needs to possess physical fitness and medical requirements which would make them suitable for having a career on ships.

The medical examination for the Seafarers Onboard Tankers:

Seafarers on board a Tanker engaged in the carriage of carcinogenic cargoes namely Benzene, Butane, Diesel oil for marine engines shall undergo a medical examination that may include blood and liver function tests including blood count evaluation.

Medical Condition considered before issuing Medical Certificate

The following medical condition generally renders a person unfit for work at sea:

1. Infectious and Parasitic Diseases which would present a health hazard to other crew members or passengers.
2. Malignant Neoplasms.
3. Endocrine, Nutritional and Metabolic conditions and Immunity Disorders.
4. Mental Disorders - Active Alcohol (substance abuse or dependence), acute psychosis, psychoneurosis major depression, Dementia or Personality disorder.

Contd…

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5. Problems with nervous system like Ataxia, Vertigo, Convulsive disorder, Epilepsy, Unsteadiness of gait, Post-concussion syndrome, Stroke, Tremors, Migraine, Syncope, Epistaxis or Sinusitis.
6. Oral Health - Mouth or Gum Infection (until treated) or any Dental defects.
7. Cardiovascular diseases.
8. Respiratory problems like Bronchial Asthma, Chronic bronchitis, Pneumothorax (within 12 months), Tumour or Pulmonary Koch's with less than 12 months' treatment.
9. Problems in the digestive system.

Source: https://www.marineinsight.com/careers-2/physical-fitness-and-medical-requirements-to-join-merchant-navy/ (Accessed on 1/2/2022)

5.4.9 Reference checks

Reference checks are the next step after interviews and medical tests. Candidates are required to give the names and addresses of references in their application forms about the individuals who are familiar with the academic and professional performance of the individual.

5.4.10 Final decision by the concerned line manager

The concerned line manager has the authority to make the final decision on whether to select or reject the candidate.

5.4.11 Employment

After the final decision is taken, the organization intimates the decision to the selected and rejected candidates. Subsequently, the organization sends the appointment letters to the successful candidates.

5.5 Effectiveness of the Selection Program

The human resource manager should periodically assess the effectiveness of the selection program.

- The selection program is effective if the candidates hired, perform their job sincerely and efficiently.

- Selection involves rejection of inappropriate candidates and picking of right candidates from a pool of qualified and talented people.

- The selection will be effective only when there is no rejection of appropriate candidates and no in-take of inappropriate candidates.

- Selection will be effective if the best candidates with best abilities, skills and knowledge are selected and placed in the most suitable positions.

5.6   Recent Trends in Selection

The following are the recent trends in selection:

- Remote interviewing is the most recent trend that has emerged in the talent acquisition and recruitment area.

- The pandemic accelerated the need for improving candidate experience. Recruitment chatbots help in keeping the candidates engaged during the selection process.

- Artificial Intelligence and Machine Learning are being increasingly used to screen, sort and rank candidates to create a pipeline of qualified candidates that are likely to succeed in vacant positions.

- Natural Language Processing (NLP) capabilities based on AI are being used to remove bias from candidate identification, selection and hiring.

- More and more companies have been using (pre-employment) assessment tools to compare the critical competencies of their candidates and help them to find the best person-job and person-organization fit. These tools range from personality and skill assessments to culture fit, social skills, and beyond.

Example

Mya - a conversational AI recruiting platform - is used by L'Oréal Paris for automation of their recruitment process and help in administering selection tests.

For more details, check out https://www.mya.com/ (Accessed on 2/2/2022)

Exhibit 5.4 deals with some of the future trends in selection programs.

Exhibit 5.4: Future Trends in Recruitment and Selection

The adversities of 2020 has forced firms to adopt virtual recruiting technologies, shift talent attraction efforts to remote candidates, consider internal talent pools and focus on diversity, equity and inclusion. The best recruiters will take the opportunity to add new skills to adapt as needed and show their value to the organization.

Some of the future trends in the area of recruitment and selection would be:

- According to LinkedIn data, internal mobility is up 20% since the onset of Covid-19. Employers would build their workforce through internal mobility programs tied to reskilling initiatives or engage contingent talent instead of hiring externally.

Contd. .....

- Organizations would move from static jobs to project-based and cross functional work that is dictated by changing business needs. Hence selection of the candidates would be based on this criterion.
- Hybrid workforce of onsite and remote employees would be normalized and a hiring process that would combine virtual and in-person processes will become increasingly standardized due to associated cost and time savings.
- More and more candidates would make job choices based on their assessment of a company's visible Diversity and Inclusion (D&I) commitment. Hence D&I would become a continuing focus area for recruiters.

According to LinkedIn, recruiters have been adding on skills like clarity on talent data, reshaping employer branding and fine tuning the virtual hiring process.

Source: https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/2021-recruiting-trends-shaped-by-covid-19 (Accessed on 1/2/2022)

Activity 5.2

HiTech Recruitment Services (Hi Tech) is the recruitment wing of HiTech International, which specializes in recruitment, training, and development of personnel on behalf of its clients. It follows elaborate selection procedures in conjunction with the HR departments of client companies. What are the different types of interviews the company can undertake? Also explain the steps in the interview process.

Answer:

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Check Your Progress – 4

7. Which among the following types of interviews is used to gather non-job related information?

    a. Formal

    b. Stress

    c. Informal

    d. Unstructured

    e. Structured

8. Which type of interview tests the candidate's knowledge about the duties, methods of doing the job and handling problems at the job?

    a. Job and probing

    b. Stress

    c. Group discussion

    d. Background information

    e. Informal

9. Which among the following interviews is rigid in content and structure?

    a. Depth

    b. Informal

    c. Stress

    d. Formal and structured

    e. Stress

10. Which is the next step after the interview and medical checks?

    a. Recruitment

    b. Reference Checks

    c. Physical examination

    d. Job description

    e. Job Analysis

5.7 Summary

- The objective of selection is to identify the most suitable candidate who can successfully perform the job from the pool of qualified candidates.

- The selection procedure employs various methods for collecting information related to the candidate's qualification, experience, behavior, ability, aptitude, etc., for judging whether the candidate is suitable for a job or not.

- Tests are classified into five types – aptitude tests, achievement tests, situational tests, interest tests, and personality tests.

- Interviews are of various types – preliminary interview, core interview, and decision-making interview.

- The interview process consists of several steps – preparation for the interview, conducting the interview, closing the interview, and evaluation of interview results.

- The recent trends in selection include selection by invitation, leasing, and 360-degree selection program.

5.8 Glossary

Application form/ application blank: A formal record of an individual's appeal or intention for employment. Some organizations use brief and concise application forms, while others use lengthy and cumbersome ones.

Clinical method: In this method, the application form is analyzed in detail, with inferences being drawn to project the personality of the applicant and forecast future job success.

Depth interview: In this interview, the candidate is examined in core areas of skill and knowledge

Leasing: For carrying out highly skilled jobs, organizations employ specialists on lease for a low fee.

Psychomotor tests*:* These tests measure motor ability, eye-coordination of candidates

Recruitment: Recruitment refers to the process of searching for potential candidates and stimulating them to apply for jobs in an organization.

Reference checks: The references are from individuals who are familiar with the academic achievement of the candidate or from the candidate's previous employer who is well versed with the performance of the candidate.

Selection: This is the process of choosing the most suitable candidate for a job from among the available applicants. The selection process starts with gathering complete information about the applicant from his/her application form and ends with inducting the candidate into the organization.

Stress interview: In this interview, the interviewer puts the interviewee under stress in order to assess the applicant's ability to perform and deliver under stress.

Validity: The validity of a test is "the degree to which it measures what it is intended to measure."

5.9 Self-Assessment Test

1. Briefly explain the significance of the selection process. Also explain the factors that affect the selection decisions of candidates.

2. Define an application form. Explain the methods used in the evaluation of the application forms.

3. Describe in brief the various types of tests an organization uses in the selection process.

4. Briefly explain the various types of interviews.

5. The interview process consists of several steps. Describe them in brief.

6. The recent trends in selection include selection by invitation, leasing and 360 degree selection program. Explain them in brief.

5.10 Suggested Readings / Reference Material

1. K. Aswathappa, Sadhna Dash, Human Resource Management: Text and Cases, Ninth Edition, McGraw Hill, 2021
2. Carrie A. Picardi, Recruitment and Selection: Strategies for Workforce Planning and Assessment, Adopted Edition 1, SAGE Publications, 2020
3. Ira S Wolfe, Recruiting in the age of Googlization, Second edition, Authors Place Press, 2020
4. Gary Dessler, Human Resource Management, Sixteenth edition, Pearson, 2020
5. Gerardus B, Recruitment Agency: A Complete Guide, Second Edition, 5 Starcooks, 2020

5.11 Answers to Check Your Progress Questions

1. (d) Selection

Identifying the most suitable candidate who can successfully perform the job from the pool of qualified candidates is the objective of selection.

2. (a) Induction

Induction is not a step in the selection process.

3. (b) Validity

The validity of a test is the degree to which it measures what it is intended to measure.

4. (d) Mechanical aptitude

Mechanical aptitude tests are helpful in the selection of skilled, mechanical employees, apprentices, and technicians.

5. (d) Situational tests

Situational tests examine the probable responses of the applicant to real-life business situations.

6. (a) Clerical aptitude

Clerical aptitude tests measure the specific capacities involved in office work such as comprehension, spelling, computing, word measuring, copying.

7. (c) Informal

An informal interview is conducted to gather non-job related information.

8. (a) Job and probing

The job and probing interview tests the candidate's knowledge about the duties, methods of doing the job, and handling problems at the job.

9. (d) Formal and structured

A formal and structured interview is rigid in its content and structure.

10. (b) Reference Checks

This is the next step after the interview and medical checkup where candidates are required to give the name and addresses of references who are familiar with their educational and work credentials.

Unit 6

Modern Employee Selection Procedures

Structure

"Modern organizations to be successful, need to have a collaborative hiring process."

- Steve Jobs

6.1 Introduction

Touted by Steve Jobs as the eventual way to hire the right talent, modern hiring methods involving collaborative procedures would be the most talked about initiative in the modern organizations. In the previous unit, we had discussed application forms and different types of tests and interviews. In this unit, we would be looking at modern methods used in selection

6.2 Objectives

After studying the unit, you should be able to:

- Understand the modern selection methods practiced by various organizations for hiring suitable candidates

- Discuss the advantages and disadvantages of modern methods of selection to evaluate the role of technology in hiring

- Know the strategies adopted by organizations across the globe to meet the corporate hiring requirements

6.3 Factors Influencing the Selection Process

Understanding the factors that influence the selection process will result in selecting the right candidates. Let us understand the same in detail

Figure 6.1: Selection Decision
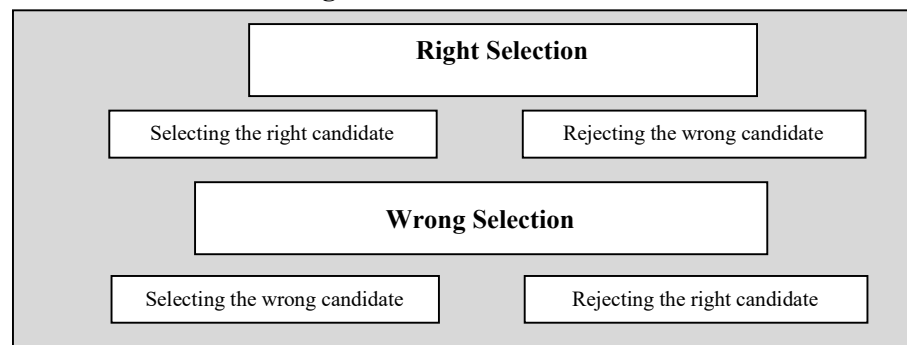
Source: ICFAI Research Center

As is depicted in figure 6.1, there are many factors that influence the selection process. The same has been discussed below:

1. The steps involved in the selection process and the tests administered for the same depends on the job description and job specifications.

2. Sourcing is important in recruitment to improve the quality of hiring.

3. More the number of candidates for selection processes, more would be the effort needed to administer tests for filtering the candidates.

4. The selection process depends upon the panel, the time allotted for each technique adopted and the number of methods used as a part of the selection process.

Example

Zappos, the online shoe seller known for its self-described "fun, zany culture", considers cultural fit to be the most important criteria for selection. The fit is based on the company's 10 core values, including impressing customers with service, embracing change, being fun and weird, building positive team spirit,

Contd. .....

---

and being passionate and humble. Cultural fit at Zappos is unrelated to age, gender, race or grade-point average, and focuses instead on having a strong customer service aptitude.

For more details, check out https://www.zappos.com/about/ (accessed on 31/3/2022)

6.4 Methods of Selection

Selection methods help in the assessment of the candidate fairly and objectively without any biases and prejudices. For choosing the right selection method, it is necessary to understand all types of selection methods. The methods can be divided into two categories (Refer Figure 6.2). They are:

1. Traditional Methods

2. Modern Methods

Figure 6.2: Selection Methods
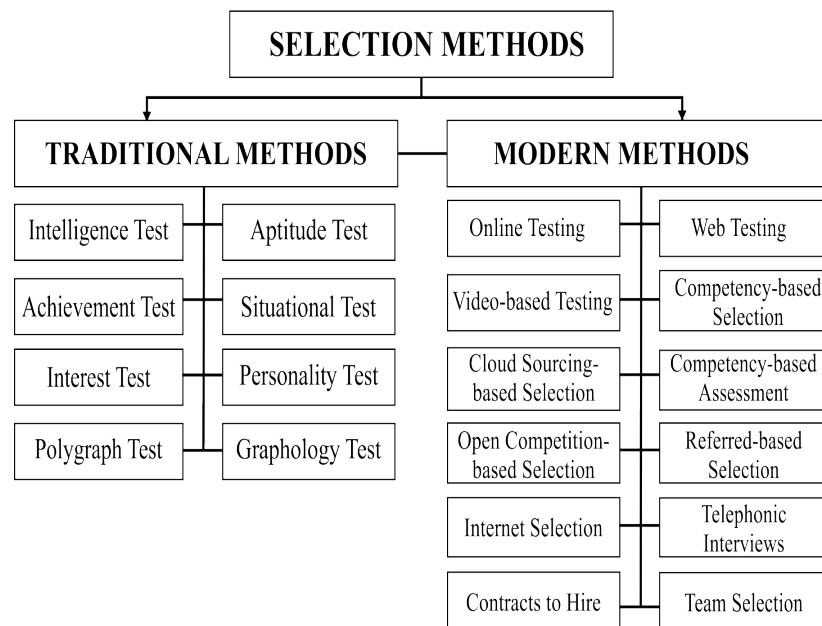
Source: ICFAI Research Center

6.4.1 Traditional Methods

These are the conventional methods that are used by the organizations. As we have already learnt in the previous unit, the common traditional methods which are used for employee selection are:

- **Intelligence Test**: Intelligence tests are used to determine the cognitive abilities as well as to assess the intellectual levels and potential of the candidate.

- **Achievement Test**: Achievement tests are developed to measure skills and knowledge learned by analyzing the present performance.

- **Interest Test**: Interest tests involve preparation of self-report inventory of likes and dislikes and then the same are compared with the interest patterns of the existing members in the organization so as to ensure person-job fit.

- **Polygraph Test**: This test measures and records several physiological indicators such as blood pressure, pulse to name a few as the candidate is asked selection questions. Basically done to assess the candidates' self-awareness, honesty and integrity.

- **Aptitude Test:** These tests are administered to assess the likelihood of a candidate's success in a job role through standardized administration.

- **Situational Test:** These tests are used to assess the candidates' behavior and attitudes to work-related scenarios.

- **Personality Test**: Personality test is an assessment used by employers to help find a candidate whose personality traits are best suited for the specific job role.

- **Graphology Test**: Graphology is the study of an individual's handwriting sample done in order to ascertain the individual's personality traits or their tendency to behave in certain ways.

Example

The Caliper Profile is a personality test that measures how the personality traits of an applicant or employee correlate to their performance in their work role. This test is frequently used during employment screening.

For more details, check out https://www.indeed.com/career-advice/career-development/types-of-personality-test (Accessed on 4/2/2022)

6.4.2 Modern Selection Methods

With the advent of technology, new modern methods of selection which are streamlined, experience driven and backed by data are put to use. The following are the modern employee selection methods employed by corporate organizations:

Modern Methods for Employee Selection

1. On-line testing:

Definition: It is the process used to measure certain aspects of information for the said purpose where the assessment is delivered via computer connected to a network.

Purpose:

- Online assessment is used as a pre-employment test to find out whether applicants are right for the job before they are hired.

- Pre-employment tests of personality, attitude and skills are valuable hiring tools and are convenient to use.

- These tests being online, candidates can take the test from any corner of the world using internet connection.

- Online tests for technical skill help the recruiters to identify the technical expertise of the individual

Types of online assessment:

There are several methods for online assessments. These methods include:

o Individual assessment: Individual assessment is used by few government organizations and corporate executives to determine the worth of an individual

o Group assessment: Group assessment is used when 8-10 candidates are interviewed together. This type of assessment is done through group discussions.

Exhibit 6.1 illustrates online recruitment tests provided by Evalground.

Exhibit 6.1: Online Recruitment Tests of Evalground

Evalground, an online assessment and evaluation system, provides well-crafted online recruitment tests for the perfect hire.

Advantages of using Evalground's online recruitment tests:

- Helps in hiring for innumerable domains from a multitude of aptitude questions with zero hassle

Contd. ....

- Helps in removing bias in selection process
- Saves time
- Enables shortlisting of the candidates based on multiple criteria
- Provides free technical and customer support
- Provides highly secure recruitment tests that are approved by subject matter experts

Source: https://evalground.com/recruitment-test.html (Accessed on 4/2/2022)

2. **Video-based Testing (VBT)**

In this, the candidate is provided with various taped scenarios and his response to those scenarios are recorded. These recorded responses are viewed and evaluated for decision making.

3. **Competency-based selections**

o **Definition**: Competency is a specific trait that a company's recruiter feels is desirable for employees to possess.

o **Nature of competency-based selection:** In a competency-based selection, the candidates offer evidence of their professional expertise. These competencies are demonstrated during the interviews.

o **The criteria for an effective competency- based selection are:**

- Provision of valid certificates
- Transparency in selection processes
- Designing an effective and efficient selection processes
- Providing open feedback to the candidate
- Providing information about standards for evaluation

Now let us understand about competencies. Competencies are the behaviors or characteristics that are exhibited by effective and high performing employees and distinguish them from other employees.

The competencies of high performing employees are enumerated as follows:

- Working with others: High performing employees have a team-playing ability and are very good in interpersonal relationship management

- Delivering Results- High performers always strive to walk that extra mile for meeting organizational expectations

- Focusing on the Future- High performers look ahead of the time and are proactive in their approach. They anticipate the future opportunities and threats and prepare themselves for the same.

4. Competency-based interviews

In competency-based interviews, candidates are asked questions to identify the *competencies* possessed by the candidates.

Any job invariably has three components:

Knowledge – Knowledge is job related and is the basis for performing a job. It includes professional knowledge and academic knowledge.

Skills – Skill is the ability to perform the functional role in a better way. Skills can be technical, behavioral and managerial.

Attitude – Attitude refers to the predisposition of the individual towards the job.

Let us understand the attitude in detail.

- Attitude of the employees is very critical for performance in the organization. Knowledge and skills can be imparted through training but attitude is an innate quality that needs to be developed by the individual.

- Attitude determines how well people apply their knowledge and skills in the organization. The interviewer asks a series of questions with an intent to identify specific skill or competency.

What are Competency-based interviews?

These interviews are also known as structured or behavioral interviews. Let us understand what type of questions are asked in competency-based interviews.

- The interviewer asks a series of questions. Each question targets to identify a specific skill or competency. Candidates are asked questions relating to their behavior in a particular situation.

- Questions like, "Tell me about your current responsibilities" will reveal how the candidate perceives his job role and whether the candidate is a right fit for the current job.

- The interviewee is expected to give concrete examples of how he conducted himself during a particular situation.

- The interviewers probe further by asking open-ended questions about the candidate's behavior or skills to provide an opportunity to the candidate to justify his behavior in a particular situation.

- The purpose of such an interview is to obtain evidence from the candidate. Typically, competency based questions revolve around how they dealt with tricky situations in the past.

- The rationale in asking about examples in the past is based on the assumption that the behavior in the past is an indicator of future behavior in similar situations.

The probing technique used can be represented diagrammatically as under in an inverted funnel (Refer Figure 6.3).
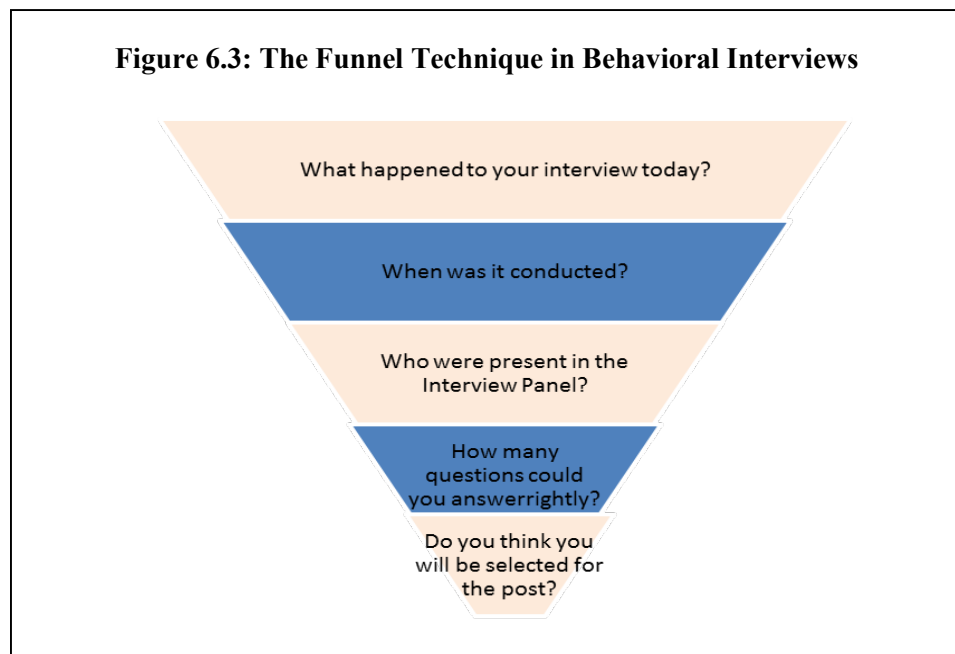
Figure 6.3: The Funnel Technique in Behavioral Interviews

Source: ICFAI Research Center

Activity 6.1

Following are some competency based questions. Interviewers, from the answers given by the candidates, assess their competency levels. Answer the following questions to know your competency levels.

Give an example of a time you handled conflict in your workplace/college.

Give an example of a challenge you faced in the workplace/college and how you overcame it.

What is your biggest achievement in life?

_____

_____

_____

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5. **Open competition based selections**

   Open competition based selection is an important modern selection method wherein anyone can take part in fair and transparent recruitment and selection process with professional skills and competencies being tested through various tests and exercises.

6. **Crowdsourcing based selection**

   Crowdsourcing is the process of obtaining needed services, ideas, or content by soliciting contributions from a large group of people and especially from an online community, rather than from traditional employees or suppliers.

Example

Recruiterly, a next-gen platform for recruiters and employers and candidates to connect with expert recruiters, serves as an illustration for marketplaces for crowdsourcing recruiters.

For more details, check out https://www.recruiterly.com/ (Accessed on 4/2/2022)

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7. **Referral based selections**

   Referral based selection is an internal recruitment method practiced by employers to identify potential candidates from their existing employees' social network.

8. **E-Recruitment**

   Also known as online recruitment, it refers to the use of web based technology for various processes of attracting, assessing, selecting, recruiting and onboarding job candidates.

E-Recruitment – Advantages & Disadvantages

E-Recruitment has become the most widely used hiring and selection method by recruiters. Some of the advantages of E-Recruitment are:

Advantages

The various advantages of e-recruiting are given below:

● It is cost effective in terms of time, effort and money.

● It has more reach and the recruiter can target a far wider audience.

● It helps in improving candidate experience.

● It enables the creation of dynamic content that is more appealing to the job seekers.

● Real time posting and replies makes it a very convenient option.

● Automatic candidate screening is enabled using e-recruiting.

Disadvantages

Some of the disadvantages of e-recruiting are enumerated below:

● E-recruiting is not very effective while selecting candidates for executive roles.

● Lack of expertise in the e-recruitment process leads to wrong decisions.

● E-recruitment is very impersonal.

Example

Recruiterbox is a software for applicant tracking which facilitates collection, search and management of resumes, thus helping the recruiters to avoid manual upload procedure and automatically collect resumes from email attachments. Their dashboard ensures that the firm can keep track of where the candidate is in the hiring process.

For more details, check out https://hire.trakstar.com/ (Accessed on 8/2/2022)

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9. **Telephonic Interviews**

   Telephonic interviews are conducted as a preliminary screening test to evaluate the potential applicants.

- Telephonic interview helps the interviewer to know the candidate's personality traits such as his/ her confidence level, interpersonal skills, communication skills and awareness about the organization/job.

- Apart from these, the interviewer can assess the candidate's worthiness, suitability for the job, attitude and expectations about job, salary.

- It is very economical to the employer in terms of time, effort and money.

10. Contract to Hire

In this process, a candidate is hired on a temporary basis.

Process of contract hiring:

- The candidate is under observation for a specific period of time and the performance is evaluated regularly during this probation period.

- Once the probation period is over and if the candidate's performance is found to be good, then he is put on rolls.

11. Outsourcing of selection

It is a process of contracting or subcontracting an organization's recruitment and selection procedure to some other organization that has competency in performing the outsourced function.

Rationale behind outsourcing:

- Outsourcing some of the routine activities helps the organization to concentrate more on its core activities.

- When some of the functions are outsourced they are carried out by experts in that field. This saves a lot of time, effort as well as money for the firm.

Some of the advantages of outsourcing of hiring function can be:

- Outsourcing the hiring function would help in improving the quality of hiring

- Further, it would bring about a reduction in the cycle time for hiring

- Outsourcing of hiring function is economical in terms of time, effort and money

(Refer Exhibit 6.2 for the list of top placement consultants in India.)

Exhibit 6.2: Top Ten Recruitment Companies in India, 2021

Recruitment companies are the power boosters in the field of recruitment. The top 10 job placement consultants in India are given below:

1. ABC Job placement: Provides tailor-fit recruitment solutions

2. Zigsaw Consultancy: Delivers end-to-end flexible hiring plans and also has a free hiring model to engage with SMEs

3. Randstad: Provides services like temporary and permanent contracts of staffing

4. TeamLease Services: Provide corporate training programs

5. Kelly Services: Specialists in scientific hiring and mid-senior level hiring

6. Adecco India: Provides world-class services across the globe

7. United HR Solutions: Is an ISO certified consultancy

8. Brain Behind Brand: Provides complete recruitment solutions starting from interview, screening and shortlisting candidates

9. Sutra HR: Caters to the needs of the clients across various industries

10. Career Net: Provides cost-effective staffing solutions to clients across the globe

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Source: https://www.zigsaw.in/jobs/top-10-recruitment-companies-in-india/ (Accessed on 4/2/2022)

12. Team selections

It is a systematic process of grouping the people to perform various organizational activities. The essentials of this method are:

●   Such grouping of people helps in putting the right person in the right job at the right time.

●   This also provides an opportunity for grouping people with similar perspectives so that synergetic results can be seen achieved in the organization.

●   Most of the Fortune 500 companies are giving priority for the team selections for greater results.

Check Your Progress-1

1. Which among the following speak about the primary aim of recruitment and selection process?

    a. Meet the high labor turnover

    b. Hire the best individuals at optimum cost

    c. Ensure the availability of surplus in the case of sickness and absence

    d. To ensure right person for the right job

    e. To maximize profits

2. Which of the following indicates the degree to which a tool or test measures what it is supposed to measure?

    a. Validity

    b. Dependability

    c. Goodwill of the organization

    d. Reliability

    e. Goodness of FIT

3. Which of the following provides managers with information they need to make good human resource decisions?

    a. Selection

    b. Labor relations

    c. Performance appraisal

    d. Recruitment

    e. Training

4. What is the selection method called when potential candidates are identified from their existing employees' social network?

    a. Referral selection

    b. outsourcing

    c. Onboarding

    d. Contract

    e. Networking

5. What is the process of contracting or subcontracting for an organization's recruitment and selection procedure to another organization that holds competitive advantage in the relevant field?

    a. Performance appraisal

    b. Outsourcing

    c. Onboarding

    d. Training

    e. Retention

6.5 Global Selection Trends

The advent of technology and innovations coupled with the aspirations of employees to take up challenging jobs is pushing companies towards going global. Increasing competition has made it imperative for the firms to enter into new markets.

Going global focuses on three dimensions:

● The human resource activities which include acquisition, maintenance and development of human resources

● The types of employees which include the employees from the host and parent country and the third country nationals

● The countries of operation which may be the host country or the parent country

The other details include rules, regulations, laws, culture and traditions of a country in which the company operates.

Let us now look into the approaches used for acquiring suitable candidates:

1. **Ethnocentric approach**

    Ethnocentric approach refers to organizations preferring their home country rather than the host country for acquisition of employees.

2. **Polycentric approach**

    Polycentric approach refers to the organizations preferring the host country than home country for acquisition of employees.

3. **Geocentric approach**

    In this approach, the organization does not prefer any region or country but it makes an effort to ensure that the whole world is a unified market.

Role of technology in global recruitment and selection process:

HR specialists can make data-driven decisions and use past experience as a base to redesign and optimize their current processes:

● The advancement of technology means that the companies can use the latest innovations such as machine learning to screen resumes and augmented reality to onboard new employees.

● The HR specialists use Artificial Intelligence algorithms to screen resumes and hence find most suitable candidates in no time.

● Technology enables the employer to cut down his expenses by conducting interviews online.

● Conducting tests online at different locations giving scope for more potential applicants to take part in the selection processes.

● The HR specialists have access to various online platforms for finding suitable candidates across the globe.

● People Analytics can help the HR professionals to track down the candidate's journey and know at which point people accept or reject an offer, how many people are involved in the processes and so on.

Example

Loxo is a Talent Intelligence Platform and is a global leader in providing a comprehensive recruitment CRM that leverages the power of Artificial Intelligence to help recruiters find the best talent by instant sourcing, AI matching and ranking and automated reach.

For more details, check out https://www.loxo.co/ (Accessed on 4/2/2022)

Check Your Progress-2

6. Which among the following refers to the process of searching and selecting the right candidate across the globe?

   a. Ethnocentric
   b. Polycentric
   c. Recruitment
   d. Geocentric
   e. Selection

7. What is the approach called when candidates are selected from the host country rather than home country?

   a. Ethnocentric

   b. Polycentric

   c. Recruitment

   d. Geocentric

   e. Selection

8. What is the selection method called when organizations prefer candidates from their home country rather than the host country?

   a. Ethnocentric

   b. Polycentric

   c. Recruitment

   d. Geocentric

   e. Selection

6.6 Recruitment and Selection Trends in Top Organizations in India

Some of the ongoing and emerging trends that would impact recruitment and selection strategies of the companies can be enumerated as:

● **Remote interviewing**: This involves job interviews taking place using video conferencing software.

● **Candidate experience**: All the firms are trying to help the candidates walk through the recruitment process and build favorable candidate experience, which would go a long way in attracting top talent.

● **Diversity, Equity and Inclusion**: All the top organizations have been increasing their commitment of having a diverse and inclusive workforce for improving productivity, innovativeness and creativity.

● **Data Analytics**: Data-driven decisions in line with identification of strengths and weaknesses of the candidates, identification of gaps in performance, reduction of recruitment cycle time is found across talent acquisition process, thanks to the use of data analytics.

Example

XOR's AI Chatbots can handle inbound and outbound candidates. One can screen talent using customizable questions and let the tool score and sort applicants on autopilot.

For more details, check out https://www.xor.ai/ (Accessed on 4/2/2022)

- **Artificial Intelligence**: AI algorithms help in improving methods to source, identify and engage talent. It further helps in removing biases from candidate identification, selection and hiring.

Exhibit 6.4 explains the process of recruitment and selection at Accenture in one of the top ten companies.

Exhibit 6.4: Recruitment and Selection Process at Accenture

For a job at Accenture, the candidate can start by searching for a job of interest and upon finding one needs to fill an application which would approximately take less than 10 minutes to complete.

Upon receipt of application, the recruitment team reviews the application to find person-job fit.

The next step in the process is a series of interviews - telephonic, video conferencing or in-person. Some positions may call for online assessment for coding skills, natural strengths and decision making.

Upon successful selection, an offer is made, which when accepted begins the Accenture journey with New Joiner Orientation.

Source: https://www.accenture.com/in-en/careers/explore-careers/area-of-interest/journey-to-accenture (Accessed on 4/2/2022)

Check Your Progress - 3

9. Which among them refers to the process of job interviews using video conferencing software?

    a. Remote Interviewing
    b. Onboarding
    c. Online orientation

   d.   Diversity management

   e.   Strategic planning

10. Which of the following help in improving methods to source, identify and engage talent?

   a.   Performance appraisal

   b.   Artificial Intelligence

   c.   Employee Health and Safety initiatives

   d.   Grievance handling

   e.   Disciplinary actions

6.7 Summary

- Modern selection methods represent the organizational initiatives for identification of better candidates.

- These modern methods when implemented effectively give the recruiter effective and lasting results enabling the organization to fulfill its goals which are specific and time-bound.

- These modern methods help the recruiter to make the best use of the available resources thereby minimizing the time, energy and money which are heavily invested in conventional methods.

- The e-recruitment methods enable potential applicants across the globe to take part so that a perfect person – job fit is done.

6.8   Glossary

Competency–based interviews: It can be defined as a style of interviewing method to evaluate a candidate's competence, particularly when it is hard to select on the basis of technical merit.

Competency-based selection: Competency-based selection is a process of recruitment based on the ability of candidates to produce anecdotes about their professional experience which can be used as evidence in the selection processes.

Crowdsourcing based selection: Crowdsourcing is the process of obtaining needed services, ideas, or content by soliciting contributions from a large group of people and especially from an online community, rather than from traditional employees or suppliers.

Internet selections: Internet-based selection methods include direct emails to personal contacts, internet advertising, posts on discussion boards and website notices.

Online testing: It is the process used to measure certain aspects of information for a set purpose where the assessment is delivered via computer connected to a network.

Open competitions based selections: Open competition can be defined as a competitive environment where anyone can take part in the recruitment and selection processes.

Recruitment: It is the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.

Referral based selections: Referral based selection is an internal recruitment method practiced by employers to identify potential candidates from their existing employee's social network.

Selection: The process of choosing the most suitable candidate for a job from among the available applicants is called selection.

Telephonic interviews: Telephonic interviews are conducted as a preliminary screening test to evaluate the potential applicant.

Web testing: Web testing is the name given to software testing that focuses on web applications. Complete testing of a web-based system before going live can help address issues before the system is revealed to the public.

6.9 Self-Assessment Test

1. Describe the advantages and disadvantages of using modern selection methods.
2. Compare and contrast conventional methods with modern methods.
3. Discuss the key elements to be considered while going for global recruitment.
4. Explain how competency-based assessment is helpful to the organization.

6.10 Suggested Readings / Reference Material

1. K. Aswathappa, Sadhna Dash, Human Resource Management: Text and Cases, Ninth Edition, McGraw Hill, 2021

2. Carrie A. Picardi, Recruitment and Selection: Strategies for Workforce Planning and Assessment, Adopted Edition 1, SAGE Publications, 2020

3. Ira S Wolfe, Recruiting in the age of Googlization, Second edition, Authors Place Press, 2020

4. Gary Dessler, Human Resource Management, Sixteenth edition, Pearson, 2020

5. Gerardus B, Recruitment Agency: A Complete Guide, Second Edition, 5 Starcooks, 2020

6.11 Answers to Check Your Progress Questions

1. **(d) To ensure right person for the right job**

   The primary aim of the recruitment and selection process is to ensure the right person for the right job.

2. **(a) Validity**

   Validity indicates the degree to which a tool or test measures what it is supposed to measure.

3. **(a) Selection**

   Selection provides managers with information they need to make good human resource decisions.

4. **(a) Referral selection**

   The selection is called Referral selection when potential candidates are identified from their existing employees' social network

5. **(b) Outsourcing**

   The process of contracting or subcontracting for an organization's recruitment and selection procedure to another organization that holds competitive advantage in the relevant field is called outsourcing.

6. **(d) Geocentric approach**

   The process of searching and selecting the right candidate across the globe is called a geocentric approach.

7. **(b) Polycentric approach**

   When candidates are selected from the host country rather than home country, it is termed as a polycentric approach.

Block 2: Selection, Placement and Induction

8. (a) Ethnocentric selection

When organizations prefer candidates from their home country rather than the host country, it is called an ethnocentric method of selection.

9. (b) Remote interviewing

This involves job interviews taking place using video conferencing software.

10. (a) Artificial Intelligence

AI algorithms help in improving methods to source, identify and engage talent. It further helps in removing biases from candidate identification, selection and hiring.

Unit 7

New Employee Induction Trends

Structure

"Approximately 70% of the new hires decide whether to stay or leave an organization within the first six months of joining."

- Human Capital Institute

7.1 Introduction

As is promulgated by Human Capital Institute, employee induction program has an impact on the performance, attitude and commitment of the individual in the organization. In the previous unit, we discussed various modern selection methods adopted by the organizations. This unit would focus on the employee induction process and organizational culture in detail.

7.2 Objectives

After studying this unit, you should be able to:

- Evaluate the concept of induction to know how organizations familiarize new hires to the work environment

- Describe various induction programs conducted for socializing new employees

- Illustrate the on-boarding theory for performing their job effectively

- Interpret how organizations help new employees to overcome cultural shock

7.3 Induction Program

An induction program facilitates welcoming new employees to the company and familiarizing them to the company and its culture and preparing them for their new roles.

7.3.1 Aims of Induction Programs

An effective induction program ensures that new employees can learn the organization's policies, processes and practices quickly and settle in their work environment. The aim of the induction is enlisted below:

- To reduce the anxiety of new employees when they join a new job in an organization.

- To acquaint new employees with their job role, colleagues, working environment, policies and procedures of the organization.

- To facilitate the transition period in an integrated manner.

- To reduce exploitation by unscrupulous co-workers.

- To overcome cultural shock new employees may experience in the organization.

7.3.2 The Process of Induction

The main purpose of induction programs is to familiarize new employees with organizational work culture and see that new employees integrate into the workplace within a short time. The process of induction includes the following steps:

- The new employee reports to the concerned head of the department.

- The head of the department welcomes the new employee and introduces him/her to the organizational/branch head.

- The organizational/branch head introduces the new employee to the existing important employees and gives a description of the organization.

- The departmental head introduces the new employee to all the employees of the department and describes the department and the tasks carried out by them.

- The concerned supervisor introduces the new employee to his/her co-workers and explains the job to him/her.

- The new employee is then provided information related to his/her duties, rights, responsibilities, provisions, facilities and welfare measures etc.

- The supervisor clarifies the doubts raised by the new employees.

7.3.3 Advantages of Induction

The main purpose of the induction program is to integrate new employees into the company and make them understand the rules and procedures followed in the organization. Some of the advantages of induction are as follows:

- The first impression created by the organization on the new employee helps in reducing employee turnover.

- The new employee adjusts to the new environment quickly and thus saves the time of the supervisor.

- It helps in the reduction of employee grievances and dissatisfaction.

- The new employee develops a sense of belongingness and commitment to the organization.

7.3.4 A Typical Induction Program

A typical induction program comprises of the following steps:

- Basic Introduction: A basic introduction to the company, about various departments, introduction to key members of specific job-role

- Legal requirements: Depending upon the job, health and safety training is essential

- Regulatory requirements: In certain jobs, some forms need to be filled as per the regulations

- Introduction to terms and conditions: Orienting the employees about the leave policies and so

Exhibit 7.1 illustrates the virtual induction program of Infosys.

Exhibit 7.1: Virtual Induction at Infosys

With work-from-anywhere being the new norm, thanks to Covid-19, Infosys Limited has designed a virtual induction program. The essentials of this induction program:

- It is faster (3 days vs. 43 days for physical induction)
- Consistent user experience across devices and locations
- Effective IT support in terms of tools, security and facilitation
- Choice of employees personally choosing the apps that they would like to work with
- Offering services like self-help portals and intelligent, online support systems

To welcome its new employees and create a memorable experience, Infosys included Magic Tiles with Augmented Reality (AR) in their welcome pack. While the object communicated on the values, the AR amazed and created a memorable experience. With its panoramic panel, large succession images and sturdy look and feel, the Magic Tile leaves a lasting impression on anyone who handles it.

Source:https://www.intermedasia.com/projects/infosys-onboarding-for-employees-with-ar (2021) (Accessed on 4/2/2022)

Check Your Progress - 1

1. What is the program that makes new employees feel comfortable and help them to understand the organizational policies, norms, rules and regulations?

   a. Induction

   b. Deduction

   c. Culture

   d. Communication

   e. Observation

2. Which of the following refer to a common perception held by the organization's members, a system of shared meaning?

   a. The organizational chart

   b. A ritual

   c. Formalization

   d. Organizational culture

   e. A belief system

3. Which of the following refer to the stable long-lasting beliefs about what is important in an organization?

   a. Assumptions

   b. Values

   c. Beliefs

   d. Culture

   e. Artifacts

4. Which of the following refers to the taken for granted notions (of how something should be) in an organization?

   a. Culture

   b. Beliefs

   c. Values

   d. Artifacts

   e. Assumptions

5. Outcomes of the socialization model specifically focus on which of the following elements?

   a. Orientation, productivity, commitment

   b. Adaptation, adjustment, commitment

   c. Orientation, adaptation, adjustment

   d. Productivity, commitment, turnover

   e. Turnover, reality check, consensus

7.4 Onboarding

Onboarding helps employees to understand their roles better, leading to higher performance. If onboarding programs are not conducted properly, employees fail to settle well in the organizations, thereby leading to high attrition.

7.4.1 Meaning of Onboarding

Onboarding or organizational socialization, is a process through which a new employee gains necessary knowledge, skills and behavior to become a productive organizational member.

7.4.2 Antecedents of success

Onboarding plays an important role in terms of creating a positive impact on an employee as it is the first touch point in the organization. The following are the important factors that impact effective onboarding:

1. **New employee characteristics**

   Researchers have proved that new employees with certain personality traits are quick adapters. Let us understand these traits in detail:

   - The proactive personalities have the tendency to take charge of situations and achieve control over one's environment at the earliest.

   - The "Big Five" personality traits (extraversion - agreeableness – conscientiousness-emotional stability - openness to experience) play an important role in making the new employee adapt quickly to the new environment in the organization.

   - Another important trait that helps employees to assimilate quickly into the organization culture is curiosity or the desire to acquire knowledge.

   - Experience level of employees leads to better understanding of their needs and requirements at work. This makes the new employees more adaptable to the new working environment.

2. **New employee behavior**

   New employee behavior is highly influenced by three variables:

   Information seeking*:* New employees seek information regarding the new job, rules and regulations of the company that they are associated with, and

the prevailing policies and procedures in the new organization.

Feedback: Feedback helps them in building new relationships. Constructive feedback helps the new employees to learn what behaviors are expected from them and whether the new employees are able to meet those expectations.

Networking: This refers to how well a new employee is able to develop relationships within the organization. This relationship building influences the job satisfaction which in turn influences the new employee satisfaction.

Organizational socialization effort

The earlier factors explain how a new employee gets acquainted with the organization. Now let us discuss the socialization activities undertaken by the organization to make new employees familiar and comfortable inside the organization.

Exhibit 7.2 illustrates the socialization process at Google.

Exhibit 7.2: Socialization at Google

Once hired, the Nooglers undergo a two-week orientation program that explains the organizational structure, core technologies and programming practices.

The elements of the socialization process at Google**:**

- Senior engineers deliver lectures on Google practices and culture and share the engineering perspect

- Google uses an internal tool called "MOMA" to serve up the intranet resources through a Google-like search interface and introduce the same to the Nooglers.

- Nooglers attend hands-on tutorials called Codelabs to acquire the desired speed.

- Then they are assigned to a "starter project" which is supposed to be short of around two-weeks duration.

- Google uses "NEHEN" - Noogler Engineers Helping Engineering Nooglers as an initiative for a mentorship program.

Source: https://obie.ai/eight-things-google-does-to-onboard-their-new (Accessed on 4/2/2022)

Socialization tactics

Socialization tactics refers to an organization's needs, values and structural policies that new employees are made to understand. Various socialization tactics are discussed below:

1) **Formal orientation programs**

   This method facilitates understanding of company culture, their work roles and the working environment. The different methods used for orientation include lectures, video tapes and written material.

2) **Mentorship opportunities**

   Mentoring is an opportunity for professional and personal growth of the mentee. The mentees gain skills and knowledge as well as exposure to new ideas and broaden their experience through the professional support and encouragement from the mentor.

7.4.3 Objectives of onboarding

The objectives of onboarding can be enumerated as follows:

● Onboarding helps the new hires to learn skills and knowledge as well as to develop the right kind of attitude to perform their jobs effectively.

● Onboarding helps the employees to internalize the culture of the organization and contribute voluntarily to the shared goals of the organization.

Example

McDonald's, in association with Workstar, designed "Welcome to the Team " learning module for providing orientation to the new Crew Member by helping him understand critical policies, requirements around safety and hygiene, and the McDonald's culture and dedication to their customers while maintaining a flavor of the McDonald's experience.

To know more, check out https://www.mcdonalds.com (Accessed on 4/2/2022)

7.4.4 Model of Socialization Processes

One of the most popular organizational research and models of organizational socialization is by Van Maanen, J. and E. H. Schein (1979) - "Toward the Theory of Organizational Socialization."

The essence of this model is "What people learn about their work roles in organizations is often a direct result of how they learn it." Since a process of socialization involves the transmission of information and values, it is fundamentally a cultural matter for an organization.

According to Van Maanen J, Schien (1979), socialization process can be divided into three stages:

1) **Pre – arrival stage**

   At this stage the employee gains an insight into his new job and new organization. This stage gives an individual an idea of what is expected of him. This helps the individual make a career decision depending on his attitude and aptitude.

2) **Encounter stage**

   This stage helps the new employees experience the realities of the new job. In this stage. They try to compare their expectations with their experiences in the new job.

   ● If the expectations match with the realities of the job, then the new employees settle down quickly in the job.

   ● If the expectations don't match with realities, then they get demotivated and at times may force the new employees to leave the job.

   It is the responsibility of the organization to help the new employee undergo the transition smoothly.

3) **Metamorphosis stage**

   This is the stage where the new employee with the help of the management tries to adopt himself to the organization

   Jones (1986) propounded a model of socialization. According to Jones, socialization tactics are of two types:

   ● **Individualized tactics:** They are individual, informal, variable and disjunctive.

   ● **Institutionalized tactics:** They are collective, formal, sequential and fixed.

     Institutionalized tactics of Jones were positively related to a large number of variables such as job satisfaction and organizational commitment. (Refer Figure 7.1)

Figure 7.1: Jone's Model of Socialization
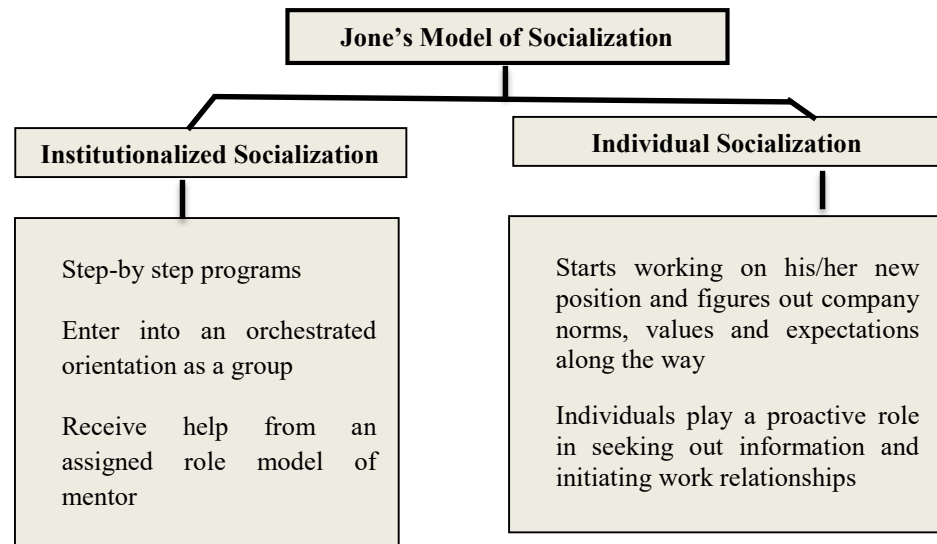
Adapted from Gareth R. Jones, Socialization Tactics, Self-Efficacy, and Newcomers' Adjustments to Organizations https://journals.aom.org/ doi/abs/10.5465/256188 (Accessed on 4/2/2022)

7.4.5 Employee adjustment

The success of an onboarding program depends on the role of precision, self-efficacy, social reception and knowledge of organizational customs that the new incumbent acquires. Let us discuss these factors in detail:

- **Role clarity:** Role clarity minimizes the ambiguity and stress for the new employee by providing clarity as to what is expected from him. This helps the individual to perform better and elevates his commitment towards the organization.

- **Self-efficacy:** This refers to the degree to which new employees are comfortable in discharging the responsibilities assigned to them. Higher are the comfort levels, greater is the job satisfaction and commitment towards the organization.

- **Social acceptance: This refers** to the way the new employees are being received in the organization. If the employees are received well, then they develop a sense of belongingness and blend into the organization culture.

- **Knowledge of organization's culture:** This refers to how well a new employee understands the organizational values, goals, roles, norms and environment.

7.4.6 Outcomes of onboarding programs

Onboarding helps new employees adjust to the social environment of their workplaces and integrate into their jobs so that they become productive, and make them feel that they are part of the organization. A good onboarding program results in:

- Higher performance levels

- High organizational commitment

- High job satisfaction

- High productivity

- High revenue generation

- Low absenteeism

- Low employee turnover

Successful onboarding programs are necessary and beneficial both to organizations and new employees.

7.4.7 Limitations & Criticisms of onboarding theory

Onboarding programs are not without its limitations. Some of the criticisms leveled against onboarding programs are listed below:

- Despite a well-planned onboarding process, a person-organization misfit is possible when there is role confusion which may result in incompatible behavior. Similarly, there may be a lack of individual-organizational goal alignment as well.

- The length of adjustment period also plays a major role. People taking longer time to adjust are not able to take the advantages of onboarding.

- If the onboarding process is too formal, there is a risk of losing the attention of the new hire as it may not sustain their interest. There should be a good mix of formal and informal learning to sustain the interest of the employee.

7.5 Executive Onboarding

Executive onboarding helps new executives become productive members by involving them in acquiring, accepting, assimilating and accelerating new executives.

Steps for onboarding new executives:

1. The onboarding process needs to start even before the executive starts working so that it ensures smooth transition due to familiarity with the organization.

2. There is a need to be completely honest with the prospective candidate.

3. Personal gestures go a long way in helping the new executive in smooth transition.

4. Time break needs to be provided for adapting to the new system. An executive mentor should be assigned as a contact point for lending necessary support to the peer group.

5. Time needs to be spent on talking about company culture and other policies to ensure that everyone is on the same page.

6. The new executive needs to be introduced to relevant staff right away for operational efficiency.

7. Pertinent meetings need to be scheduled to expedite the process till the new executive gets familiar with the entire organization.

8. Brevity of the onboarding program should be ensured.

Example

To deliver a flexible and consistent onboarding experience, the New Employee Onboarding site of Microsoft consists of three different share points that are designed to work alone or as one cohesive and familiar experience for new executives. The site is configured to create hub or add to an existing hub.

To know more, check out https://www.microsoft.com/en-in (accessed on 31/3/2022).

Activity 7.1

Creating a Learning Organization Culture for Skills Transfer

Datha Sai Consultants were pioneers in manufacturing industry and expanded their wings across the globe. It has highly skilled personnel in various specializations. The average age of its human resource is found to be 49. These people are well experienced and their individual contributions to the company are highly appreciated. Now, the challenging issue is the future, which appeared nightmare. The younger generations were not as motivated and dedicated as the senior personnel.

Contd. .....

Questions:

1. How do you handle the current situation? What type of leadership do you adopt to handle the current situation?

2. What strategies do you adopt to transfer the skill-set from senior generation to the younger generation? How this transformation can be handled?

Answer

_____

_____

_____

7.6 Millennial

The term "Millennials", also known as Generation Y or the Net Generation, are the demographic cohort that directly follows Generation X. The term Millennials is usually considered to apply to individuals who reached adulthood around the turn of the 21st century.

The hybrid work model is a natural one for the younger employees who are quite comfortable with technology.

Strategies for onboarding of Millennials:

1) The onboarding kit needs to be kept ready

2) The first week needs to be special as they start their first job with a lot of expectations.

3) Assigning a peer mentor would help them to adopt to the new place

4) Team-building activities need to be planned meticulously

Refer to Table 7.1 for the differences between Baby Boomers, Generation X and Generation Y.

Table 7.1: Differences between Baby Boomers, Generation X & Generation Y

Baby Boomers	Generation X	Generation Y
● People are born during 1946 and 1964 ● Baby Boomers had experienced an unprecedented level of economic growth and prosperity throughout their life. ● Education, Government subsidiaries, rising property prices and technological advancements during their period.	● People are born between mid-1960s and early 1980's. ● Generation X was shaped by political events viz. The Vietnam War, the fall of the Berlin Wall and the Thatcher – era. ● It is open to diversity and has learnt to embrace difficulty and has learnt to embrace differences such as orientation, class, race & ethnicity.	● People are born between 1980's and 2000. ● Generation Y has been shaped by technological revolution that occurred throughout their youth. ● It is online and connected 24x7, 365 days a year. Generation Y feel they can understand themselves better than anyone else. ....
Eg: *Steve Jobs, Bill Gates, Bill Clinton etc.*	*Eg:* *Charlie Sheen, Jessica Parker, Jennifer Lopez, Victoria Beckham etc.*	*Eg:* *Shiloh Jolie-Pitt, Brooklyn Beckham, Apple Martin etc.*

Source: http://www.talentedheads.com/2013/04/09/generation-confused/ (Accessed on 4/2/2022)

Example

McKinsey & Company study on workers' hopes for the future in 2021 shows that 18-to-29-year-olds are most interested in a hybrid work set-up, working two to three days a week from home, and the rest in an office. Of this group, 48% said they'd prefer hybrid work. While other workers do want to hybrid set-ups – 44% of 30-to-49-year-olds, and 38% of workers 50 and older – Gen Z wants a foot in each world.

To know more, check out https://www.bbc.com/worklife/article/20210729-why-younger-workers-want-hybrid-work-most (accessed on 31/3/2022).

Check Your Progress - 2

6   What is the term used for referring to people born during 1946-64?

    a. Baby Boomers

    b. Millennials

    c. Generation X

    d. Generation Y

    e. Adults

7. Who are the people that are most tech-savvy?

    a. Baby Boomers

    b. Millennials

    c. Generation X

    d. Generation Y

    e. Adults

7.7 Organizational Culture

Organizations make efforts to imbibe organizational culture in their induction and onboarding programs.

7.7.1 Definition

Organizational culture represents the collective values, beliefs, customs, practices and principles of organizational members. Many studies show strong correlation between organizational culture and organizational performance, indicating the necessity for employees to fit into the organizational culture.

7.7.2 Characteristics of an Organization Culture

Emphasizing on the importance of organization culture, Edgar Schein propounded, "Understand the culture to understand the organization." The characteristics of organizational culture are enumerated below:

1. People orientation: Organizational culture is concerned with the needs of the people.

2. Team orientation: Organization culture tries to foster and encourage work to be done by a group of employees rather than by individuals.

3. Dominant values: Organization culture reflects the important and strong values that guide the organization and ensure integrity.

4. Rules & Norms: The operational guidelines for running the organization smoothly are formed by organizational culture.

5. Organizational climate: The organization culture reflects the values and beliefs that drive the organization.

Now let us understand about the seven-dimension Organizational Culture Profile (OCP) which is the framework that provides an insight into different types of organizational culture and tries to assess person-organization fit.

The dimensions of the Organizational Culture Profile are enumerated below:

1) Detail-oriented: Detail-oriented companies focus on meticulous attention to details.

   Features of detail-oriented companies:

   - They tend to be customer-oriented.

   - They value precision.

Example
Four Seasons hotels are committed to create impressions that will stay with their guests for a lifetime. They record guest's experiences, preferences, and expectations. Hence the employees working for Four Seasons must have an eye for detail and thrive on keeping meticulous records.
To know more, check out https://www.fourseasons.com/ (Accessed on 4/2/2022)

2) Innovative: This dimension is found in those firms that focus on creativity and innovation. They provide the necessary support and facilitation for helping the individuals to use their potential in the best possible manner.

Example
McDonald's fosters a culture of innovation and creativity. It has created its own test kitchens and so-called "noodle teams" where the employees at all hierarchical levels contribute new ideas and try them out, not to forget the partners who supply the raw materials and the customers as well.
To know more, check out https://www.mcdonalds.com (Accessed on 4/2/2022)

3) Aggressive: Such companies value aggressive competition.

4) Outcome-oriented: Outcome-oriented businesses are all about results.

5) Stable: Employees at a stable organization have clarity about the authority and responsibility relationships in the organization.

6) People-oriented: People-oriented organizations care about their employees. They value fairness and are supportive of individuals' rights and dignity.

7) Team-oriented: Team-oriented companies encourage their employees to collaborate and cooperate with team members for ensuring attainment of shared objectives.

Figure 7.2 depicts the seven dimensions of the profile of an organization's culture.

Figure 7.2: Profile of an Organization's Culture

7.7.3 Adapting new employees to organizational culture

Organization culture speaks about the unspoken rules, values and the expectations of the employer. There should be effort from the individual as well as the organization side to help the new employee to fit into the culture of the organization and avoid cultural shocks.

7.7.4 Checklist of questions for self-understanding about the new organization

The checklist contains a set of questions that can be used to determine the self-understanding of the new organization in the following aspects:

- The style of working and prevailing working attitudes

- Co-worker's expectations

- Problem solving capabilities, idea generation and decision making skills required for performing various tasks

- Ethics, values, beliefs and morals at the workplace

- Company's focus of attention

- Achievements that will be rewarded

The information for the above questions can be obtained by interacting with the existing employees, browsing the company's websites and through interaction and feedback from all the stakeholders.

In addition to the same, there are certain things that need to be understood by observation. They are:

- **Who speaks to whom** – The hierarchical levels and the flow of communication in the organization

- **What language is being used** – This provides a clarity on whether simple and easily understandable language is used or not in the organization.

- **What is the preferred means of communication** – This helps the employees to understand the mode of communication i.e. email, telephone or face-to- face interaction that is used.

- **What is the style of communication –** The formal or informal communication prevalent in the organization

Activity 7.2

Write a few lines on how you prepare/prepared yourself before joining your first job.

Answer:

_____

_____

_____

_____

Check Your Progress - 3

8. According to the socialization process, which is the stage where a new employee adjusts to his/her work group's values and norms?

    a. Metamorphosis

    b. Commitment

    c. Acceptance

    d. Encounter

    e. Resolution

9. Who said that 'the socialization process consists of three stages: Pre-arrival stage, Encounter stage and Metamorphosis stage'?

    a. Jones

    b. Howe and Strauss

    c. Van M and Schein

    d. Diane Arthur

    e. Maslow

10. What is the term used for understanding one's own responsibilities and duties?

    a. Self-ambiguity

    b. Role clarity

    c. Social acceptance

    d. Knowledge of organizational culture

    e. Onboarding

7.8 Summary

- Induction program represents organizational initiatives to make new employees feel comfortable

- The induction programs help the new employee to understand the organizational policies, norms, rules and regulations

- It also helps to understand the dos and don'ts of the organization.

- Socialization process plays a key role in transforming the individuals to meet organizational requirements, in other words, an induction program makes a person job fit in the organization.

- The generation gap among the employees, the communication style, working styles and the use of technology are making a difference in the performance levels

- Management should understand these gaps and take necessary precautions so that the transition period of the new employees can be handled smoothly and help them to adjust to the organization quickly

- Organizational culture refers to a pattern of learned behaviors that is shared and passed on among the members of an organization. It is essential for employees to integrate organizational culture in themselves.

7.9 Glossary

Baby Boomers: People born during 1946 and 1964 are called baby boomers.

"Big Five" personality traits: Extraversion-agreeableness-conscientiousness-emotional stability-openness to experience are the five big five personality traits.

Generation X: People born between mid-1960 and early 1980's are termed as Generation X.

Generation Y: People born between 1980's and 2000. And they are tech-savvy.

Induction: The process by which a new employee is welcomed into the organization is called 'Induction'.

Millennials: The term *Millennials* is usually considered to apply to individuals who reached adulthood around the turn of the 21st century.

Networking: This refers to how well a new employee is able to develop relationships within the organization. This is also called relationship building.

Onboarding: Onboarding, also referred to as organizational socialization, is a process through which new employees gain necessary knowledge, skills, and behaviors to become efficient and effective organizational members.

Organizational culture: Organizational culture refers to a pattern of learned behaviors that is shared and passed on among the members of an organization. It comprises various assumptions, values, beliefs, norms, rituals, language etc.

Self-efficacy: This refers to the degree to which new employees are comfortable in discharging the responsibilities assigned to them.

TPI Theory: This refers to new employees who need to develop Theoretical (T) & Practical (P) skills towards the performance of the new job. It also explains the needs of Interaction (I) that exist among the new employees.

7.10 Self-Assessment Test

1. Define induction program. Discuss what a typical induction program comprises.

2. What do you understand by 'On boarding'? What are the factors that influence an 'on boarding operation'?

3. Discuss Van M and Schein model of socialization process.

4. Define Millennial and differentiate between baby boomers, generation X, Y & Z.

5. Define organizational culture. Discuss the factors that influence organizational culture.

7.11 Suggested Readings / Reference Material

1. K. Aswathappa, Sadhna Dash, Human Resource Management: Text and Cases, Ninth Edition, McGraw Hill, 2021

2. Carrie A. Picardi, Recruitment and Selection: Strategies for Workforce Planning and Assessment, Adopted Edition 1, SAGE Publications, 2020

3. Ira S Wolfe, Recruiting in the age of Googlization, Second edition, Authors Place Press, 2020

4. Gary Dessler, Human Resource Management, Sixteenth edition, Pearson, 2020

5. Gerardus B, Recruitment Agency: A Complete Guide, Second Edition, 5 Starcooks, 2020

7.12 Answers to Check Your Progress Questions

1. **(a) Induction**

    Induction makes new employees feel comfortable and help them to understand the organizational policies, norms, rules and regulations

2. **(d) Organizational culture**

    Organizational culture is a perception / thought that is unanimously accepted and shared among all the employees.

3. **(b) Values**

    The morals and ethics followed by top management and transmitted to the lower level employees are called values.

4. **(e) Assumptions**

    A method which is in practice for a long time and is taken for granted is an assumption.

5. **(d) Productivity, commitment, turnover**

    The output of an employee when he is happy and satisfied with the organization he is associated with.

6. **(a) Baby Boomers**

    People born during 1946-64 are termed as Baby Boomers.

7. **(b) Millennials**

    Millennials are the people that are most tech-savvy.

8. **(a) Metamorphosis**

    A period where a new employee is trying to change himself and adapt to the new environment with a positive attitude.

9. **(c) Van M and Schein**

    Van M and Schein said that the socialization process consists of three stages: Pre-arrival stage, Encounter Stage and Metamorphosis stage.

10. **(b) Role clarity**

    Role clarity is understanding one's own responsibilities and duties

Recruitment, Training and Development

Course Components

BLOCK 1: Recruitment

Unit 1   Recruitment: An Overview

Unit 2   Recruitment Process

Unit 3   Sources and Techniques of Recruitment

Unit 4   Hiring Trends

BLOCK 2: Selection, Placement and Induction

Unit 5   Selection Process: An Overview

Unit 6   Modern Employee Selection Procedures

Unit 7   New Employee Induction Trends

BLOCK 3: Training

Unit 8   Introduction to Employee Training

Unit 9   Training Needs Assessment

Unit 10   Learning and Program Design

Unit 11   Training Methods

Unit 12   Trainers' Aid: Bloom's Taxonomy

BLOCK 4:   Development Aspects of Employees and Management

Unit 13   Career Planning, Development and Management

Unit 14   Employee Development

Unit 15   Management Development

BLOCK 5: Trainer and the Future of Training and Development

Unit 16   Training Evaluation

Unit 17   The Role of a Trainer

Unit 18   The Future of Training and Development