



# **Human Resource Management**

**Employment of  
Human Resources**



# **Human Resource Management**

## **Block**

## **II**

### **EMPLOYMENT OF HUMAN RESOURCES**

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#### **UNIT 4**

<b>Human Resource Planning</b>	<b>1–19</b>
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#### **UNIT 5**

<b>Job Analysis and Design</b>	<b>20–56</b>
--------------------------------	--------------

---

#### **UNIT 6**

<b>Recruitment</b>	<b>57–82</b>
--------------------	--------------

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#### **UNIT 7**

<b>Selection</b>	<b>83–121</b>
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#### **UNIT 8**

<b>Socialization</b>	<b>122–151</b>
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**BLOCK II: EMPLOYMENT OF HUMAN RESOURCES**

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The second block in the course on Human Resource Management deals with the employment aspects of human resources. The block contains five units. The first unit explains human resource planning. The second unit focuses on job analysis and design. The third, fourth, and fifth units discuss the processes of recruitment, selection, and socialization, respectively, in an organization.

The first unit, *Human Resource Planning*, discusses the definition and objectives of human resources planning. The unit explains the process involved in human resource planning, and the various ways in which the forecasted demand or surplus of manpower can be managed. The unit also deals with the growing importance of human resource planning, and gives an idea about the current trends in the field.

The second unit, *Job Analysis and Design*, provides an idea about the concept and process of job analysis. It deals with the various job analysis methods and information tools required to conduct a well-planned and well-executed job analysis. The unit discusses concepts such as job description and job specification. It deals with the uses and issues involved in job analysis. It also gives an idea about the concept of job design, and the modern management techniques.

The third unit, *Recruitment*, discusses the concept of recruitment and the factors that affect a recruitment program. The unit deals with the features that make up a good recruitment policy, and the various sources that can be used to recruit employees in the organization. It explains the need for a flexible and proactive recruitment policy. The unit also explains the need for evaluating a recruitment program.

The fourth unit, *Selection*, explains the concept of selection. It discusses the selection process and the standards that need to be met by the selection method. The unit gives an idea about interviews, the process of interviewing, and placement.

The fifth unit, *Socialization*, discusses the concept and objectives of orientation. It deals with the role of organizational culture in orientation. The unit explains the socialization process, its strategies, and the process of socialization of existing employees.

## Unit 4

# Human Resource Planning

### Structure

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- 4.1. Introduction
- 4.2. Objectives
- 4.3. Definition of Human Resource Planning
- 4.4. Objectives of Human Resource Planning
- 4.5. The Process of Human Resource Planning
- 4.6. Managing the Forecasted Demand/Surplus
- 4.7. Growing Importance of Human Resource Planning
- 4.8. Summary
- 4.9. Glossary
- 4.10. Self-Assessment Test
- 4.11. Suggested Readings/Reference Material
- 4.12. Answers to Check Your Progress Questions

### 4.1. Introduction

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In the last unit we discussed international human resource management. In this unit, we will discuss the concept of human resource planning.

In recent times, organizations have come to accept the fact that a well-designed and comprehensive human resource planning (HRP) process plays a crucial role in the well-being of an organization. HRP ensures the availability of the right resources at the right place, to meet the future needs of organizations.

This unit will discuss the definition and objectives of human resource planning. We shall then move on to discuss the process involved in human resource planning, and study the various ways in which the forecasted demand or surplus of manpower can be changed. Finally, we would discuss the growing importance of human resource planning, and the current trends in the field.

### 4.2. Objectives

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By the end of this unit, students should be able to:

- Define human resource planning.
- Explain the objectives of human resource planning.
- Discuss the process of human resource planning.
- Identify the ways to manage forecasted demand/surplus.

## **Block-2: Employment of Human Resources**

- Recognize the growing importance of human resource planning.

### **4.3. Definition of Human Resource Planning**

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HRP is defined as the process of ensuring the right number of qualified people for the right job at the right time to deliver the results in an efficient and effective manner. The process of HRP begins with understanding the organizational objectives, and translating them into a schedule of employee requirements, over a period of time. The next step is to devise plans to make the right resources available, in order to meet these requirements.

The main purpose of HRP is to assess where the organization is, where it is going, and what implications these facts have on the future supply and demand of human resources. It is the responsibility of the HR department to match the supply of human resources, with demand, in order to meet future organizational requirements.

### **4.4. Objectives of Human Resource Planning**

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The objectives of HRP are:

- To maintain the required quantity and quality of human resources for the smooth and efficient functioning of the organization.
- To predict the turnover/attrition rates.
- To make plans to meet the human resource needs of an organization, at the time of expansion or diversification.
- To foresee the effects of technological changes on the human resource requirement and make provisions for them.
- To develop the existing human resources, to match the human resource requirements of the future.
- To optimize staffing in the organization.
- To make contingent plans to deal with sudden requirements and situations of shortfall.
- To make effective and efficient utilization of human resources.
- To estimate the value of human resources and their contribution to the organization.

#### **4.4.1 Human Resource Planning at Different Planning Levels**

HRP is done at various levels in an organization in order to meet the resource requirements at these levels. The flow of communication about HRP has to be from top to bottom and vice versa. The different planning levels and the corresponding role of HRP at each of these levels are shown in Table 4.4.1.

**Table 4.1: Planning Levels and the Role of HRP**

<b>Planning Level</b>	<b>Role of HRP</b>
Corporate-level planning (done at the macro level)	Determining the employment policy, welfare policy, development policy, etc based on changing markets, strategic plans of the organization, anticipated technological changes.
Intermediate-level planning (done at the strategic business unit <sup>1</sup> level)	Determining the recruitment/layoff strategy, retaining strategy, etc., based on corporate level HR plan.
Operations-level planning	Making plans for recruitment, training and development of resources, etc., to match with the requirements laid out at a broader level.
Planning short-term activities	Handling day-to-day activities like grievance handling, etc. Planning taken up at this level is very critical as the success of corporate plans is dependent on the success or failure of these plans.

**Check Your Progress-1**

1. \_\_\_\_\_ is a process that basically ensures the availability of the right number of suitable employees in the right place at the right time to meet the organizational needs of the future.
  - a. Human resource policies
  - b. Human resource organizing
  - c. Human resource planning
  - d. Human resource procedures
2. Arrange in the correct sequence the activities associated with the process of human resource planning.
  - i. Translate the objectives into a schedule of employee requirements over a period of time
  - ii. Understand the organizational objectives
  - iii. Devise plans to secure the right resources to meet the requirements

<sup>1</sup> A strategic business unit (SBU) is a single business or a collection of businesses that is independent and formulates its own strategy.

## Block-2: Employment of Human Resources

- a. i - ii - iii
  - b. ii - iii - i
  - c. iii - i - ii
  - d. ii - i - iii
3. Which of the following alternatives is **not** one of the objectives of Human Resource Planning?
- a. Forecasting the turnover rates
  - b. Optimizing staffing in the organization
  - c. Developing contingency plans to handle sudden requirements and situations of shortfall
  - d. Recording and storing information regarding the employees and their jobs
4. Human resource planning with a focus on the corporate level takes into consideration certain macro-level factors. Identify these factors.
- i. Changing the market situation
  - ii. Strategic plans of the organization
  - iii. Anticipated technological changes
  - iv. Forecasting method
- a. Only i, ii, and iii
  - b. Only i, ii, and iv
  - c. Only i, iii, and iv
  - d. i, ii, iii, and iv
5. Which of the following is **not a** function associated with human resource planning at the corporate level?
- a. Employment policy
  - b. Welfare policy
  - c. Grievance handling policy
  - d. Development policy
6. An SBU is a single business or a collection of businesses that is independent and formulates its own strategy. Expand SBU.
- a. Single Business Unit
  - b. Sole Business Unit
  - c. Strategic Business Unit
  - d. Self-sufficient Business Unit

7. HRP is done at various levels in the organization to meet the resource requirements at these levels. What activities are associated with the human resource planning function at the intermediate level?
  - i. Recruitment policy
  - ii. Welfare policy
  - iii. Lay-off strategy
  - iv. Retention strategy
  - a. Only i, ii, and iii
  - b. Only i, iii, and iv
  - c. Only ii, iii, and iv
  - d. i, ii, iii, and iv
8. 'Planning at this level is very crucial for the success or failure of the corporate plans and such a plan includes management of day-to-day activities.' Which planning level in the organization is described here?
  - a. Corporate level planning
  - b. Intermediate level planning
  - c. Operations planning
  - d. Planning short-term activities

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#### 4.5. The Process of Human Resource Planning

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HRP involves formulating plans for the long-term needs of the organization. It takes into consideration the career planning for individual employees and succession planning in the organization. The basic steps involved in HRP are:

- Making an analysis of the impact of organizational strategy and objectives on different units of the organization in terms of human resource requirements.
- Involving the line managers for determining the human resource needs of their respective departments.
- Predicting the quantity and quality of human resources required by different departments/divisions.
- Matching the existing supply of human resources in the organization with the numbers required in the future.
- Developing an action plan, in terms of additions or separations, in a planned and phased manner, to meet the future requirements.

## **Block-2: Employment of Human Resources**

### **4.5.1 Assessing Current Human Resources and Making an Inventory**

Assessing the existing human resources in the organization is the first step in HRP. An extensive job analysis provides the necessary inputs for this assessment. After the assessment has been completed, an inventory of the resources can be compiled in terms of their jobs, qualifications, competencies, compensation, training requirements, etc., by using the Human Resources Information System (HRIS).

The next step in HRP can be taken up after an inventory report is prepared. The HR inventory and the job analysis together form the basis for the assessment of an organization's current human resource situation, in terms of the work that needs to be done and the resources available to do the work.

### **4.5.2 Forecasting**

The strategic plans of an organization form the basis for its human resource plans. A proper and wise assessment of the human resource needs has to be made, based on these plans. The future needs of the organization have to be compared with the availability of resources at present, and action has to be taken based on whether there will be a deficit or a surplus in the future. This action plan also needs to take into consideration the position of the organization in terms of revenue.

Forecasting methods like time series analysis, regression analysis, and productivity ratios can be used to determine the future human resource needs of an organization. However, these methods are only statistical tools and HR planning has to take into consideration some other aspects like the organizational objectives, market dynamics including the job market, organizational culture, technological environment etc., for forecasting.

### **4.5.3 Matching the Inventory with Future Requirements**

After forecasting, the next step is to match the future requirements with the current inventory, so as to understand the HR position, and plan accordingly. The costs and the time involved have to be evaluated at every point, and the course of action has to be planned accordingly.

## **4.6. Managing the Forecasted Demand/Surplus**

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The action plan prepared after matching the HR inventory with the future needs of the organization has to be properly phased out. The sources of supply/separation and the factors affecting such sources have to be considered, while analyzing the future requirements of human resources in comparison, with the current inventory. Some of these are:

- Addition of new employees from outside

- Transfer of employees that will change the employee strength of different units within the organization
- Employees going on leave or coming back after a long leave
- Effect of promotions and demotions on the human resource plan
- Separations from the organization due to retirement, resignation, disciplinary action, death, or sickness
- Influence of changing demographics on the external supply of human resources
- Influence of political, social, and legal environments on the external supply of human resources.

#### 4.6.1 Managing Future Demand

If the net requirement indicates an additional requirement of human resources, a decision has to be taken on whether to employ permanent or temporary staff, whether to outsource the work, or whether providing training to the existing employees would be sufficient. The area of demand and the skill set required also needs to be taken care of while planning for recruitment.

#### 4.6.2 Managing Future Surplus

Necessary action has to be planned out if the aim is to achieve a reduction in the employee strength due to surplus. Based on factors like the number of employees to be reduced and the time frame for such reduction, organizations can opt for natural attrition, a voluntary retirement scheme (or a golden handshake), or deploy the excess manpower in some other unit/project.

#### 4.6.3 Dealing with Surplus Manpower

Dealing with surplus manpower is a difficult task because any step taken will have a direct impact on the organization and its employees. Some of the ways of handling a situation of surplus labor are described in Table 4.2.

**Table 4.2: Ways of Handling Surplus Labor**

Method	Description
Retrenchment	Termination of the services of an employee due to his or her job becoming redundant. In this situation, either the employer cannot offer the employee any alternative position, or the alternative position offered by the employer is not to the employee's liking.



**Block-2: Employment of Human Resources**

<b>Method</b>	<b>Description</b>
Outplacement	Employee-friendly organizations search for other employment opportunities for their displaced employees and provide assistance to them in getting new jobs. Such services are called outplacement services.
Lay-offs	Organizations resort to lay-offs, which may be temporary or permanent, when there is a fall in the demand for their products and/or services, and the supply cannot be maintained at the existing levels. Reduction in manpower due to lay-offs will have a negative effect on employee morale and commitment.
Leave of absence without pay	This method is used when organizations undergo some major changes. Employees have the option of either coming back to the same organization, after the leave period or looking out for another job during the leave period.
Loaning	This method is used by organizations during slack periods when they do not want their middle/top level managers to stagnate or leave the company. Organizations loan their managers for a specified period of time to other organizations. The employees work on projects with these organizations, but continue to be on the rolls of their parent organization. The terms and conditions during the 'loan' period are decided upon by mutual discussion and the employee returns to his/her parent organization at the end of the loan period.
Work sharing	In work sharing, loyal and dedicated workers are retained even during slack periods. Two workers share the job and the salary of one. This method is more suitable for employees working at the operational and lower levels of management.
Reduced work hours	In this method, the workers agree to be paid less and put in fewer hours of work to avoid their colleagues being retrenched/laid-off. This method is suitable for organizations that are cohesive and employee-friendly, and for employees working at the lower levels of management.
Early/voluntary retirement	Early/voluntary retirement is a technique for getting ageing employees (who are just a few years away from retirement) to leave and infusing fresh talent into the organization. Employees who opt for voluntary retirement get additional retirement benefits.

Method	Description
Attrition	Attrition refers to separation of employees from an organization due to resignation, retirement, etc. Downsizing can be taken up by freezing recruitment to fill up the vacancies arising from normal attrition. This will avoid additions to the workforce and the numbers get reduced. This method is adopted when the numbers to be retrenched are not high and the time available is long.

**Activity:** For a domestic steel manufacturing company in India, sales have been showing an upward trend for the few years. In order to be able to match the supply of its products with demand in the market, and to sustain the demand by improving its product, the company wanted to infuse fresh talent from outside. To meet the extra cost for this, it decided to retrench the ageing employees by offering them a voluntary retirement scheme. What does such a scheme entail?

**Answer:**

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### **Check Your Progress-2**

9. In terms of scope, the Human Resource Planning function primarily involves planning for \_\_\_\_\_.
  - a. Temporary needs
  - b. Industry needs
  - c. Short-term needs
  - d. Long-term needs
10. In an organization, there needs to be clarity regarding the current human resource situation in terms of the work to be done and resource available to do the work. Which of the following alternatives form the basis for the assessment of an organization's current human resource situation?

## Block-2: Employment of Human Resources

- i. Performance appraisal
  - ii. HR inventory
  - iii. Job analysis
  - iv. Recruitment planning
  - a. i and ii
  - b. ii and iii
  - c. iii and iv
  - d. iv and i
11. Organizations that are employee friendly, but are looking at reducing their manpower help their employees by offering them assistance in getting a job. What is this mode of dealing with surplus manpower during hard times known as?
- a. Retrenchment
  - b. Outplacement
  - c. Lay-offs
  - d. Attrition
12. In which method of managing surplus manpower do workers operate in shorter shifts and take home correspondingly lower salaries, and thereby help the firm retain loyal and dedicated workers even during the slack period?
- a. Loaning
  - b. Work sharing
  - c. Lay-off
  - d. Attrition
13. One of the methods to manage surplus manpower is voluntary retirement. Which of the following alternatives correctly describes this method?
- a. Workers voluntarily agree to be paid less and put in fewer hours of work.
  - b. It is a downsizing technique in which employees who opt for early retirement, normally get additional retirement benefits.
  - c. It is the termination of an employee due to his/ her job becoming redundant.
  - d. It is a technique of temporary retirement of employees when the demand for the products and services fall.

14. The South Asian Bank has declared a voluntary retirement scheme for its employees. What is one of the basic objectives of such an initiative?
- To temporarily lay-off employees
  - Downsizing
  - To make some jobs redundant
  - To prevent stagnation of managerial employees
15. \_\_\_\_\_ is the separation of employees from an organization, due to resignation, retirement, etc., in which the organization does not have a direct role to play.
- Golden handshake
  - Work sharing
  - Voluntary retirement
  - Natural attrition

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#### 4.7. Growing Importance of Human Resource Planning

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HRP has been growing in importance in recent times. It helps in reducing costs by optimizing staffing. Through proactive planning, it also helps in handling different situations like expansion or divestment in the organization.

Following are some of the points that should be taken into consideration by the HR professionals in the process of HRP.

- The HRP process should not be very complicated.
- There is no necessity to employ the latest or most sophisticated techniques where simple methods are adequate.
- The HR manager should have a clear knowledge of all the areas of business to design and implement a good HR plan.
- There should be active participation of all managers, including those from the line functions.
- The support and contribution of the top management is essential for the acceptance and success of an HR plan.

##### 4.7.1 Current Trends

In many countries including India, most of the downsizing methods are very difficult to implement due to restrictions in the legal and political environment. Many organizations thus look for softer methods like outplacement for lowering manpower. If outplacement is not feasible, they may resort to voluntary retirement schemes. It is important for the organization to consider the interests of the employees, and to create and maintain an employee-friendly culture in

## Block-2: Employment of Human Resources

order to survive and compete with the help of the strength of their human resources.

Outsourcing is a method in which day-to-day routine activities, at the least, are delegated to 'outsourcing' firms. It is popular among firms as by this method, the problem of dealing with changes in the requirements for manpower, and letting go of workers can be avoided. Organizations keep their employee strength low, by outsourcing those activities, which would otherwise be performed by their own employees. Outsourcing would also help the organization to employ its human resources to perform more important and strategic jobs than the routine ones. Exhibit 4.1 shows how Google got benefited from outsourcing.

### **Exhibit 4.1: Outsourcing at Google**

Google started as a simple search engine but has since become a huge organization offering hardware and software services in addition to its advertising services with employees distributed around the world. Today Google is almost a proverb for the internet itself, and its name has become a verb used by everyone when talking about searching online.

Google is a technology company. They are one of the major companies that outsource and have been outsourcing non-core functions like admin and IT work for years.

However, Google also understands that even with its size, it cannot do it all. To that end, they have also been outsourcing development work, email support for products like AdWords, and more. Google is expanding this even further and in addition to email support, also offering phone support with staff around the world. These individuals are seamlessly blended into their in-house support team, providing clients with improved response times at a reasonable cost. All these make Google a perfect outsourcing example to illustrate the reasons for outsourcing.

Reasons for outsourcing: accessing the pool of talents and skills, solving capacity issues, improving quality, reducing costs.

Google understood that size is irrelevant when it comes to outsourcing. By understanding what work can be outsourced and what work needs to stay in-house, Google was able to maximize its budget utilization.

*Source: Adopted from <https://nix-united.com/blog/outsourcing-who-does-it-and-why/> and other sources (Accesses on October 5<sup>th</sup> 2021)*

**Activity:** In January 2020, the HR department of Sheetal Textiles Limited in consultation with the top management, decided to outsource its recruitment function (with effect from April 2020), to Aditya HR, a leading consultancy firm. What, according to you, is the rationale behind the decision taken by the company?

**Answer:**


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### **Check Your Progress-3**

16. To successfully implement the human resource planning function in an organization, certain requirements need to be fulfilled. Identify them.
- Presence of an uncomplicated process suitable for the organization
  - Introduction of the latest sophisticated techniques
  - An overall understanding of all areas of business by the HR Manager
  - Active participation and support from line managers and the top management
- Only i, ii, and iii
  - Only i, ii, and iv
  - Only i, iii, and iv
  - Only ii, iii, and iv
17. Which method is used by firms to avoid the problems of dealing with periodic changes in the requirements for manpower?
- Outplacement
  - Lay-offs
  - Outsourcing
  - Sabbatical
-

## Block-2: Employment of Human Resources

### 4.8. Summary

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- HRP is the process of ensuring the right number of qualified people for the right job at the right time to deliver the results in an efficient and effective manner.
- HRP is done at various levels in the organization to meet the resource requirements at these levels. The different planning levels in an organization are: corporate-level planning, intermediate-level planning, operations planning, and planning short-term activities.
- The HRP process involves assessing current human resources and making an inventory, forecasting future needs, and matching inventory with future requirements.
- In preparing the action plan for matching HR inventory with future needs, future demand and future supply have to be managed.
- Retrenchment, outplacement, lay-offs, leave of absence without pay, loaning, work sharing, reduced work hours, early/voluntary retirement, and attrition are the methods used for dealing with surplus manpower.
- With the market dynamism increasing, there is a growing importance of HRP. HR professionals should try to avoid common pitfalls in designing an effective HRP process. This needs active cooperation from top management and line functions.
- Outsourcing is a method which has currently gained popularity as a way of avoiding the problems of dealing with changes in the requirements for manpower.

### 4.9. Glossary

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- **Attrition (Ways to Handle Surplus Labor):** Separation of employees from an organization due to resignation, retirement, etc. Downsizing can be taken up by freezing recruitment to fill up the vacancies arising from normal attrition. This will avoid additions to the workforce and the numbers get reduced.
- **Early/voluntary retirement (Ways to Handle Surplus Labor):** Early/voluntary retirement is a technique for getting ageing employees (who are just a few years away from retirement) to leave and infusing fresh talent into the organization. Employees who opt for voluntary retirement get additional retirement benefits.
- **Human resource planning:** The process of ensuring the right number of qualified people for the right job at the right time to deliver the results in an efficient and effective manner.

- **Lay-offs (Ways to Handle Surplus Labor):** Organizations resort to lay-offs, which may be temporary or permanent, when there is a fall in the demand for their products and/or services, and the supply cannot be maintained at the existing levels.
- **Leave of absence without pay (Ways to Handle Surplus Labor):** Used when organizations undergo some major changes. Employees have the option of either coming back to the same organization, after the leave period or looking out for another job, during the leave period.
- **Loaning (Ways to Handle Surplus Labor):** Used by organizations during slack periods, when they do not want their middle/top level managers to stagnate or leave the company. Organizations loan their managers for a specified period of time to other organizations. The employees work on projects with these organizations, but continue to be on the rolls of their parent organization, and return to their parent organization at the end of the loan period.
- **Outplacement (Ways to Handle Surplus Labor):** Employee-friendly organizations search for other employment opportunities for their displaced employees and provide assistance to them in getting new jobs. Such services are called outplacement services.
- **Reduced work hours (Ways to Handle Surplus Labor):** The workers agree to be paid less and put in fewer hours of work to avoid their colleagues being retrenched/laid-off. This method is suitable for organizations that are cohesive and employee-friendly, and for employees working at the lower levels of management.
- **Retrenchment (Ways to Handle Surplus Labor):** Termination of the services of an employee due to his or her job becoming redundant. In this situation, either the employer cannot offer the employee any alternative position, or the alternative position offered by the employer is not to the employee's liking.
- **Work sharing (Ways to Handle Surplus Labor):** Loyal and dedicated workers are retained even during slack periods. Two workers share the job and the salary of one. This method is more suitable for employees working at the operational and lower levels of management.

#### 4.10. Self-Assessment Test

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1. HRP is the process of ensuring the right number of qualified people for the right job at the right time to deliver the results in an efficient and effective manner. Explain. What are the objectives of HRP?



## Block-2: Employment of Human Resources

2. HRP involves formulating plans for long-term needs. What are the basic steps involved in the HRP process?
3. Explain the different planning levels in an organization and the role of HRP in each of these levels.
4. Dealing with surplus manpower is a difficult task for any organization. There are different ways of dealing with this. Briefly explain each of them.
5. Write brief notes on:
  - a. Various sources of supply/ separation of manpower and the factors affecting these sources.
  - b. Growing importance of HRP and its current trends.

### 4.11. Suggested Readings / Reference Material

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### 4.12. Answers to Check Your Progress Questions

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Following are the answers to the Check Your Progress questions given in the Unit.

#### 1. (c) Human resource planning

Human resource planning is defined as a process that ensures the availability of the right number of qualified people, in the right job, at the right time to meet the organizational needs of the future.

#### 2. (d) ii - i - iii

The three basic steps in the human resource planning process are -- understanding the organizational objectives, translating them into a schedule of requirements, and then devising plans to secure the right resources to meet these requirements.

**3. (d) Recording and storing information regarding the employees and their jobs**

Some of the objectives of HRP are forecasting the turnover/attrition rates, optimizing staffing in the organization, and utilizing human resources effectively and efficiently. Storage of information regarding employees and their jobs is a function of the Human Resource Inventory System.

**4. (a) Only i, ii, and iii**

Corporate level planning takes into consideration macro level factors like market situations, strategic plans of the organization, and anticipated technological changes. Forecasting is a step in the human resource planning process and so, forecasting method is not a macro-level factor.

**5. (c) Grievance handling policy**

Employment policy, welfare policy, and development policy are issues considered at the corporate level, while grievance handling is done while planning short-term activities.

**6. (c) Strategic Business Unit**

A Strategic Business Unit is defined as a single business or a collection of businesses that is independent and formulates its own strategy.

**7. (b) Only i, iii, and iv**

Recruitment strategy, lay-off strategy, and retention strategy are issues considered at the intermediate level, while welfare policy is decided as part of the corporate level planning.

**8. (d) Planning short-term activities**

Planning short-term activities includes management of day-to-day activities like grievance handling. This level of planning is critical for the success of corporate level planning.

**9. (d) Long-term needs**

Human Resource Planning involves planning for long-term needs rather than temporary replacement needs. It takes into consideration career planning for individual employees and succession planning in the organization.

**10. (b) ii and iii**

HR inventory and job analysis form the basis for the assessment of an organization's current human resource situation. These two together

## **Block-2: Employment of Human Resources**

provide clarity regarding the current human resource situation in terms of the work to be done and the resources available to do the work.

### **11. (b) Outplacement**

Organizations that are employee friendly, but are looking at reducing their manpower provide outplacement services to their surplus employees, which includes helping the employees find other jobs. This gesture helps the organization in winning the goodwill of the employees even during hard times.

### **12. (b) Work sharing**

Two workers may share the job and the salary of one worker. In this way, loyal and dedicated workers can be retained in the company during slack periods. This method is suitable for employees at the operational levels and lower levels of management.

### **13. (b) It is a downsizing technique in which employees who opt for early retirement normally get additional retirement benefits.**

Voluntary retirement is a way of getting rid of aging employees and infusing fresh blood in the company. It is a downsizing technique in which employees, who opt for early retirement normally, get additional retirement benefits.

### **14. (b) Downsizing**

Early/voluntary retirement is one of the techniques of getting rid of aging employees and infusing fresh talent into the organization. This is also used as a downsizing technique.

### **15. (d) Natural attrition**

Natural attrition may be defined as the separation of employees from an organization, due to resignation, retirement, etc., in which the organization does not have a direct role to play.

### **16. (c) Only i, iii, and iv**

Understanding on the part of the HR manager in all areas of business and the active participation and support of all managers from line functions and the top management are important for human resource planning to be successful. It is not necessary that the latest sophisticated techniques be introduced; simple methods that are suitable for the organization are adequate.

**17. (c) Outsourcing**

Many organizations outsource their day-to-day activities to other firms to avoid problems of dealing with changes in requirements for manpower. These activities would otherwise have to be performed by their own employees.

## Unit 5

# Job Analysis and Design

### Structure

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- 5.1. Introduction
- 5.2. Objectives
- 5.3. Concept of Job Analysis
- 5.4. Process of Job Analysis
- 5.5. Job Analysis Methods
- 5.6. Job Analysis Information
- 5.7. Job Description
- 5.8. Job Specification
- 5.9. Uses of Job Analysis
- 5.10. Issues in Job Analysis
- 5.11. Concept of Job Design
- 5.12. Modern Management Techniques
- 5.13. Summary
- 5.14. Glossary
- 5.15. Self-Assessment Test
- 5.16. Suggested Readings/Reference Material
- 5.17. Answers to Check Your Progress Questions

### 5.1. Introduction

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In the previous unit, we discussed human resource planning (HRP). We have learnt that HRP ensures the availability of the right resources at the right place, to meet the future needs of organizations. The first step in HRP involves assessing the existing human resources in the organization. An extensive job analysis provides the necessary inputs for this assessment. In this unit, we will discuss job analysis and design.

Job analysis, as a basic exercise, can benefit and support many HR processes in the organization. Human resource planning, recruitment and selection, training and development, compensation management, and performance appraisal are some of the processes, which use the inputs provided by job analysis. Job specification and job description are the main outcomes of a job analysis.

This unit will discuss the concept and process of job analysis. We shall discuss the various job analysis methods and information tools required to conduct a well-planned and well-executed job analysis. We shall then move on to discuss

the concepts of job description and job specification, and study the uses and issues involved in job analysis. Finally, we shall discuss the concept of job design, and study the modern management techniques.

## **5.2. Objectives**

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By the end of this unit, students should be able to:

- Explain the concept of job analysis.
- Discuss the process involved in job analysis.
- Classify the different job analysis methods.
- Identify the uses of job analysis information.
- Define the concepts of job description and job specification.
- State the various uses of job analysis.
- Recognize the different types of issues involved in job analysis.
- Reproduce the concept of job design.
- Analyze the recent trends in job design and some of the modern management techniques.

## **5.3. Concept of Job Analysis**

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Job analysis is the process of determining and recording all the relevant information about a specific job, including the tasks involved, the knowledge and skill set required to perform the job, the responsibilities attached to the job, and the abilities required to perform the job effectively. It is also known as job review or job classification. The end products of this analysis help in compiling a detailed description of tasks, determining the relationship of the job to technology and to other jobs, and examining the employment standards and accountabilities.

- Job description and job specification, the end products of a job analysis, are used as a basis for recruitment. They help in evaluating candidates against job requirements and selecting the most suitable one.
- Job analysis provides the inputs/parameters based on which training can be provided to the employees. A comparison of the job specifications with the existing competencies of an employee helps in identifying his/her training needs.
- Job analysis helps the management in evaluating the relative worth of each job. This is one of the basic inputs used in designing the compensation system.

## Block-2: Employment of Human Resources

- Job analysis plays a key role in designing and managing the performance appraisal system in an organization. It helps in identifying the key responsibility areas (KRAs) for a position and then setting the goals or objectives for the appraisal period. This forms the basis for the evaluation of an employee's performance.
- Thus, job analysis contributes either directly or indirectly to almost all the fields of human resource management.

### 5.4. Process of Job Analysis

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The four steps involved in the process of job analysis are shown in Table 5.1.

**Table 5.1: Steps Involved in the Process of Job Analysis**

Steps	Description
Information gathering	This step involves observation and study to collect the necessary information pertaining to the organization structure, the role of the job, the class to which the job belongs, and the activities and responsibilities constituting a job.
Job-specific competency determination	This step involves identifying the competencies needed for a job, based either on observation or on inputs from employees doing the job.
Developing a job description	This step involves preparing a description of the tasks, responsibilities, duties, and functions of the job being analyzed.
Developing a job specification	This step involves providing a complete list of competencies and qualifications needed to match the job description. A job specification is also prepared based on study, comparison, or direct inputs from the jobholders.

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### **Check Your Progress-1**

1. Job analysis benefits Human Resource Planning, recruitment and selection, compensation management and performance appraisal. Identify the end results of a job analysis that form the basis for recruitment and selection.
  - a. Job description and job specification
  - b. Job design and job review
  - c. Job description and job review
  - d. Job design and job specification

2. Job analysis is the recording of all activities involved in a job and the skill and knowledge requirements of the performer of the job. What is it also known as?
  - a. Job review or job design
  - b. Job review or job classification
  - c. Job specification or job description
  - d. Job classification or job specification
3. How does job analysis help in the training process?
  - a. It determines the parameters on the basis of which the training schedule is developed.
  - b. It provides the parameters on the basis of which pre-training evaluation is done.
  - c. It provides the parameters on the basis of which training needs are identified.
  - d. It provides the parameters on the basis of which post-training evaluation is done.
4. Job analysis differentiates one job from the other in an organization and is based on observation and study. Identify **three** activities which job analysis entails.
  - i. Compile a detailed description of tasks
  - ii. Determine the responsibility and the authority of an employee and the level of satisfaction
  - iii. Determine the relationship of a job to technology and to other jobs
  - iv. Examine the knowledge, qualification or employment standards, accountabilities and other incumbent requirements
  - a. i, ii, iii
  - b. i, ii, iv
  - c. i, iii, iv
  - d. ii, iii, iv
5. The first step in job analysis is to gather all the necessary information through observation and study. In which of the following areas is information gathered as part of this first step in job analysis?
  - i. Detailed description of the activities involved in the job
  - ii. Information on the class of jobs in which the job belongs
  - iii. Information on the competencies required for the job



## **Block-2: Employment of Human Resources**

- iv. Information on the organization structure
- a. Only i, ii, and iii
- b. Only i, ii, and iv
- c. Only ii, iii, and iv
- d. i, ii, iii, and iv

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### **5.5. Job Analysis Methods**

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Some of the generic methods of job analysis are described here. These methods can be modified to suit organizational requirements.

#### **5.5.1 Observation Method**

In this method, the individuals performing the job are observed and relevant points noted. An example of this method is Motion and Time Studies. This method can become very tedious for jobs that are complex and not repetitive, as it is difficult to make note of all observations. (However, this problem can be solved using work sampling, which is a technique based on collecting statistical samples of job actions.) Another disadvantage is that the whole analysis might turn into a lengthy, but redundant document, in case the observer is not aware of what to note and what to ignore.

#### **5.5.2 Individual Interview Method**

This method is used when the job is complex and involves various tasks. It is very effective, if the interview is structured and the analyst is aware of the information that has to be obtained from the interviewee. An unstructured interview might be able to bring out all the information about the job, but it could be a very difficult and time-consuming process.

#### **5.5.3 Group Interview Method**

In this method, employees performing the same job are interviewed in groups. Information that is missed out in individual interviews comes out in group interviews. The method is less time-consuming. A drawback of this method is that group dynamics might influence the direction of the interview.

#### **5.5.4 Questionnaire Method**

In this method, a long and structured questionnaire, consisting of both objective and open-ended questions, is given by the analyst to be filled up by the job incumbents. The accuracy of the information provided by the employee is checked by the supervisor. Using the questionnaire method, it is possible to

acquire information from the employee without disturbing him/her on the job. However, the analysis of the questionnaire becomes quite cumbersome if it lacks clarity. Also, the analyst might fail to convey what he/she intends to question and so, fail to obtain the required information. In a variation of the questionnaire method, an employee selects the tasks that are relevant to his/her job from a given list, and ranks them according to their importance. However, preparation of an exhaustive list is very difficult.

### **5.5.5 Technical Conference Method**

In this method, all the job-related information is collected from experts, generally supervisors. Though more, and perhaps unbiased, information can be gathered using this method, its limitation is that it fails to include the jobholder's viewpoint.

### **5.5.6 Diary Method**

In this method, job incumbents make an immediate note of the activities they perform. This method enables a lot of information to be gathered about the job and its activities. However, a lot of time and effort is required to be put in by the jobholder to keep such notes. As some activities might occur only at long intervals, it takes more time for completion.

Apart from these methods, there are some others which are more formalized methods of job analysis. These highly specialized methods use standardized statements and terminology.

### **5.5.7 Functional Job Analysis**

Developed by the US Department of Labor, this method involves the job analyst conducting background research, interviewing job incumbents and supervisors, making site observations, and then preparing a detailed document. Functional job analysis enables managers to group jobs into job families, which require a similar kind of worker behavior. The work functions of any job are categorized into data, people, and things which basically cover an employee's handling of data, his/her relationship with colleagues, and the type of work that he/she does. These are, in turn, ranked according to their levels of difficulty. The greater the difficulty of a function, the lower is the number associated with it.

### **5.5.8 Position Analysis Questionnaire (PAQ)**

Developed by Ernest J. McCormick, this method describes jobs in terms of worker activities. It generates job requirement information applicable to all types of jobs and allows scientific and quantitative grouping of interrelated job elements, into job dimensions. The PAQ procedure contains 194 job elements, distributed among six major job categories. Researchers analyzed 194 elements

## Block-2: Employment of Human Resources

in the PAQ for five hundred different jobs and identified five dimensions on which jobs differed from one another. These dimensions are:

- ***Having decision-making/communications/social responsibilities:*** This dimension reflects the activities, involving communication and interaction with people, and responsibilities associated with decision-making and planning functions.
- ***Performing skilled activities:*** This dimension involves skilled activities which are performed using technical devices/tools and in which stress is laid on precision, recognition of subtle differences, and on manual control.
- ***Being physically active/related environmental conditions:*** This dimension includes activities, which involve considerable movement of either the entire body or major parts of it, and by environments likely to be found in factories and shops.
- ***Operating vehicles/equipment:*** This dimension involves activities that use vehicles or equipment. Such activities typically involve sensory and perceptual processes, and physical functions.
- ***Processing information:*** This dimension involves activities that entail a wide range of information-processing exercises.

### 5.5.9 Critical Incident Technique (CIT)

According to the CIT proposed by John Flanagan in 1954, behaviors in specific situations, add to the success or failure of individuals or organizations. Compiling all the critical acts or behaviors provides a portrayal of the job, with the focus on both the action of the worker and the context in which the behavior was noticed. Required information may be compiled from the job incumbents by way of interviews and questionnaires. This technique is limited to jobs carried out by a few people, and is not applicable to routine jobs that are carried out at the lower levels of management. The CIT is more appropriate for the middle and top levels in management, as critical incidents are more likely to occur at these levels.

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### Check Your Progress-2

6. In addition to some traditional and generic techniques, there are some formalized job analysis methods, which are highly specialized and use standardized statements and terminology. Which of the following is a relatively simpler and traditional method?

- a. Position analysis questionnaire (PAQ) method
  - b. Functional job analysis
  - c. Motion and time study
  - d. Critical incident technique
7. For jobs that are not repetitive and are quite complicated, it becomes very cumbersome and difficult to make note of observations under the observation method of job analysis. Which of the following methods helps to tackle this problem?
- a. Selection test
  - b. Split-halves procedure
  - c. Work sampling
  - d. Critical incident technique
8. This method of job analysis is employed, when the job in question is complex and has varied tasks and is effective, when the analyst has a clear idea of what information has to be obtained from the job incumbent. Which method of job analysis is being referred to?
- a. Observation method
  - b. Diary method
  - c. Individual interview method
  - d. Technical conference method
9. This is a method of job analysis that involves gathering all the job related information from 'experts' - usually supervisors - and not the job incumbents. Identify the method.
- a. Technical conference method
  - b. Diary method
  - c. Group interview method
  - d. Critical incident technique
10. Under functional job analysis, the work function of any job can be categorized under three heads. Which of the following is **not** one of them heads?
- a. Data
  - b. People
  - c. Techniques
  - d. Things

## Block-2: Employment of Human Resources

11. Position Analysis Questionnaire is a standard method of job analysis that describes jobs in terms of worker activities. Who developed this method of job analysis?
  - a. Ernest J. McCormick
  - b. John Flanagan
  - c. Burns and Stalker
  - d. Geert Hofstede
12. Behaviors in specific situations contribute to the success or failure of individuals or organizations. Which method of job analysis focuses on this aspect?
  - a. Technical Conference Method
  - b. Critical Incident Technique
  - c. Position Analysis Questionnaire
  - d. Functional Job analysis
13. Which of the following methods are generally used to collect and compile information on 'critical incidents' as part of job analysis using the Critical Incident Technique?
  - i. Technical conference
  - ii. Observation
  - iii. Interviews
  - iv. Questionnaires
  - a. i and ii
  - b. ii and iii
  - c. iii and iv
  - d. i and iv
14. Which of the following methods of job analysis is limited to jobs performed by a limited number of people and is rarely applicable to routine, lower level jobs in an organization?
  - a. Group Interview method
  - b. Critical Incident Technique
  - c. Position Analysis Questionnaire
  - d. Functional Job Analysis
15. What is the PAQ dimension that is characterized by activities that involve considerable movement of the entire body or major parts of it and by work settings like those found in factories and shop?
  - a. Performing skilled activities

- b. Being physically active, and related environmental conditions
- c. Operating vehicles/equipment
- d. Processing information

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### 5.6. Job Analysis Information

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A well-planned and well-executed job analysis results in many effective tools for the HR function. Some of these tools are:

- ***Job identification:*** This contains information about the job's title and code number.
- ***Significant characteristics of a job:*** This contains information about the job location, its physical setting, the degree of supervision required, union jurisdiction, and the hazards and discomforts involved in the job.
- ***What the typical worker does:*** This contains information about the specific operations and tasks to be performed by a typical worker.
- ***What materials and equipment the worker uses:*** This contains information pertaining to the materials and equipment used by the workers.
- ***How a job is performed:*** This contains information about the nature of operations like lifting, handling, setting up, etc.
- ***Required personal attributes:*** This contains information about the physical strength, mental capabilities, social skills, experience, prior training, apprenticeship, etc., that are required to perform the job.
- ***Job relationship:*** This contains information about the opportunities for advancements, patterns of promotions, degree of cooperation and coordination required with co-workers, etc.

Based on the information collected through job analysis, two documents, namely 'job description' and 'job specification', are prepared. While job description outlines the tasks and activities, the relationships, the responsibilities, the setting, etc., of the job, job specification outlines the qualification, knowledge, skills, experience, etc., required by the incumbent to perform the job successfully.

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### 5.7. Job Description

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Job description gives a detailed description of the various aspects of a job like the tasks involved, the responsibilities of the job, etc. It also describes the specific setting and work environment. It is used in recruitment, training, performance appraisal, and wage and salary administration.

## Block-2: Employment of Human Resources

### 5.7.1 Drafting and Maintaining Job Description

The following are the guidelines which should be kept in mind while writing a job description.

- It should indicate the scope, nature of the work, and all the important relationships.
- It should state clearly the work and duties of the position.
- It should make use of specific words like analyze, gather, plan, confirm, deliver, maintain, supervise, and recommend to indicate the kind of work, the degree of complexity, the degree of skill required, the extent to which the problems are standardized, the extent of workers' responsibility for each phase of work, and the degree and type of accountability.
- Supervisory responsibilities should be explained to the incumbents using brief and accurate statements.

Job descriptions should be updated as and when the operations in an organization change due to changes in market demand and technology.

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### **Check Your Progress-3**

16. \_\_\_\_\_ is defined as a portrayal of the tasks, responsibilities, duties and functions of a job.
  - a. Job specification
  - b. Job design
  - c. Job analysis
  - d. Job description
17. A well planned and well executed job analysis exercise results in many effective tools for the HR function. What does the tool 'job identification' refer to?
  - a. Duties and responsibilities of the job
  - b. Title of the job and the code number
  - c. Education and experience required by the job
  - d. Explanation of how a job is done
18. 'A well planned and well executed job analysis exercise generates some vital information that is necessary for effectiveness of the Human Resource function.' Identify the tools referred to in this statement.
  - i. Job identification
  - ii. Significant characteristics of a job

- iii. Required personal attributes
  - iv. Job relationship
  - a. Only i, ii, and iii
  - b. Only i, ii, and iv
  - c. Only ii, iii, and iv
  - d. i, ii, iii, and iv
19. Job description is an end product of job analysis which describes in detail various aspects of a job. Which of the following is **not** such an aspect?
- a. Tasks involved in the job
  - b. Responsibilities of the job
  - c. Physical specification
  - d. Work environment

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### 5.8. Job Specification

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A job specification is a written statement of the minimum acceptable qualifications, knowledge, skills, traits, and physical and mental characteristics that are required in an incumbent to perform the job successfully. These specifications are explained in table 5.2.

**Table 5.2: Job Specifications**

Specifications	Features/Examples
Physical specifications	These specifications change from job to job. They include physical features like height, weight, vision, hearing ability, ability to lift and carry weights, health condition, age, and capacity to use or operate machines, tools, etc.
Mental specifications	These specifications vary according to the level of the job and depend upon the tasks/responsibilities associated with the job. They include analytical ability, data interpretation ability, decision-making ability, etc.
Emotional and social specifications	These specifications are more broad based and are normally common across most jobs. Stability, adaptability, and flexibility are emotional



## Block-2: Employment of Human Resources

	specifications, while ability to work in a team, ability to lead a team, ability to maintain interpersonal relationships, etc., are social specifications.
Behavioral specifications	These specifications play a vital role in the selection of the candidates for top level jobs in the organizational hierarchy. Ability to make judgments, creativity, teaching ability, maturity, self-reliance, ability to be authoritative, ability to undertake research, etc., are behavioral specifications.

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### **Check Your Progress-4**

20. The information gathered through job analysis is used to prepare two separate documents. \_\_\_\_\_ describes the tasks and activities, the relationships, responsibilities, and the setting of the job. \_\_\_\_\_ documents the information about the job incumbent listing qualification, knowledge, skills, experience, and personal characteristics required for the job to be done.
- job description, job specification
  - job description, job evaluation
  - job specification, job description
  - job evaluation, job specification
21. \_\_\_\_\_ is a complete list of competencies and qualifications required to match the job descriptions.
- Job specification
  - Job design
  - Job analysis
  - Job review
22. A job specification is a written statement of the minimum acceptable qualifications, knowledge, skills, traits and physical and mental characteristics that an incumbent must possess to perform the job successfully. In this, the specifications are captured under four headings. Which of the following is **not** one of those headings?
- Physical specification
  - Supervisory responsibility specification

- c. Emotional and social specification
  - d. Behavioral specification
23. Which one of the following is **not** a behavioral specification in a job specification?
- a. Ability to make judgments
  - b. Ability to undertake research
  - c. Ability to interpret data
  - d. Ability to be authoritative

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### 5.9. Uses of Job Analysis

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Job analysis can be used in several HRM functions. Some of the areas where job analysis is used are given in table 5.3.

**Table 5.3: Uses of Job Analysis in HRM Functions**

HRM Function	Use of Job Analysis
Employment	Job analysis is used in manpower planning, recruitment, selection, placement, orientation, and induction.
Organization Audit	Job analysis is used in identifying the loopholes (if any) in the organization, in terms of jobs, processes, organizational structure, workflow, etc.
Training and Development	Job analysis is used in identifying the training needs and designing training programs for employees.
Performance Appraisal	Job analysis is used in providing inputs about competencies and/or tasks and responsibilities that form the basis for performance appraisal.
Promotion and Transfer	Job analysis helps in evaluating a candidate for transfer/promotion against the results of job analysis.
Preventing job Dissatisfaction	Job analysis is used in identifying and rectifying problems/shortcomings in job design so as to prevent job dissatisfaction.
Job evaluation and	Job evaluation is an outcome of job analysis and is used for analyzing the relative worth of a job in the

## Block-2: Employment of Human Resources

compensation management	organization. This in turn provides inputs for wage and salary administration in an organization.
Health and Safety	Job analysis is used for providing information about the hazards or harmful working conditions and the risk of accidents associated with the job.
Induction	Job analysis provides information about the job in the form of a job description, which helps a new employee understand his/her tasks and responsibilities.
Industrial Relations	Job descriptions are used to solve industrial disputes and maintain sound industrial relations, as any change in job description would affect relations with the employees' union.
Career Planning	Job analysis is a useful tool in planning the careers of individual employees and aiding them to progress along their career paths.
Succession Planning	Job analysis helps in identifying and grooming a successor for a vacancy that may arise in the future by providing details of the tasks and responsibilities pertaining to a post.

### 5.10. Issues in Job Analysis

In dynamic and turbulent business situations, employees tend to be suspicious of job analysis exercises. As the success of job analysis depends upon the support and involvement of the employees, management, unions, and the HR department of the organization, it is important to allay the fears of employees by communicating the details of the job analysis exercise in a simple and transparent manner.

Job analysis requires that the information gathered is regularly updated. Job descriptions and specifications may change, based on changes that take place in the organization. There are two methods which can be used to resolve this problem. These are:

- To ask the supervisors to make an annual review of changes that have occurred and incorporate these in the job analysis information
- To have managers communicate the proposed changes in jobs or reclassification to the employees.

Job analysis tends to become subjective and biased in situations where a job is held by just one or two employees. It is the responsibility of the analyst to maintain neutrality in the document.

A very detailed and elaborate job analysis, fixing employees' responsibilities may induce employees to evade occasional extra responsibility. It is necessary to have a broad-based and flexible job description in a dynamic organizational environment.

### **5.11. Concept of Job Design**

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The process of structuring work and designating the specific activities at individual or group levels is known as job design. Job design determines employees' responsibilities, the authority they enjoy over their work, their decision-making power, and their satisfaction and productivity levels. Job satisfaction and productivity are inter-related and inter-dependent. Some of the crucial factors that should be taken into consideration in job design are organizational goals, employee aspirations, performance standards, and work environment.

Job content and job depth are the major elements of a job design. The job content or scope, includes the various tasks or activities that have to be performed by the jobholder, the responsibilities attached to the job, and the relationships with other jobs in the organizational set-up. Job depth is the authority enjoyed by the jobholder in planning and organizing the work attached to the job.

#### **5.11.1 Different Approaches to Job Design**

While the earlier approaches to job design focused on the 'technical' aspect of a job and ignored the 'human' aspect, the later approaches made an effort to include a 'human' touch.

##### **Engineering Approach**

The scientific management approach, developed by Frederick W. Taylor, gave rise to the engineering approach. The 'task idea' (that led to job specialization), i.e., the work of every workman being fully planned and laid out by the management, at least one day in advance, was the main element of this approach. Workers were given clear instructions on what was to be done, how it was to be done, and the exact time to be taken to finish the work. They did not have to use their mental or intellectual skills and did exactly what they were asked to do.

## Block-2: Employment of Human Resources

According to the principles of scientific management, the role played by the management in job design was to determine one best way of performing a job, employ individuals according to their abilities, which should match the needs of job design, and finally, undertake the planning, organizing, and controlling functions for a job. The workers were trained by the management to carry out the job in 'one best way'.

The major advantage of this method was that the management could hire unskilled labor for most of the operative jobs, which were designed for people with limited skills. However, such overspecialization prevented the development of their inter-personal relationships with the managers and co-workers. The other disadvantages of designing jobs according to the engineering approach were:

- ***Repetition:*** Repeatedly performing the same task created monotony. The work carried out by the workers was mechanical, systematic, and did not allow them to use their mental capabilities.
- ***Mechanical pacing:*** Workers had to work continuously at a predetermined pace without any breaks or relaxation.
- ***No end product:*** As a result of overspecialization, employees manufactured only parts and not an identifiable, complete end-product; so they had little pride in their work.
- ***Little social interaction:*** Assembly line required continuous attention; therefore, workers had little scope for casual interaction with their co-workers.
- ***No personal input:*** There was no personal control over job, no scope for change, or improvement in the jobs; therefore, employees lost interest in their jobs.

### Human Relations Approach

The human relations approach introduced a 'human touch' to job design in order to deal with the problem of over-specialized jobs. According to this approach, over-specialized jobs had to be redesigned so as to make them more satisfying and rewarding for the employees. There was an emphasis on flexibility in order to meet the social needs of the workers, enabling them to have casual interactions with supervisors and co-workers.

According to Herzberg's theory of motivation, motivators and hygiene factors are the two factors affecting job satisfaction of employees in an organization. While the hygiene factors (working conditions, organizational policies, interpersonal relations, pay, job security) prevent dissatisfaction among employees, the motivating factors (achievement, growth, responsibility,

recognition) help in winning employee commitment and enhancing performance on the job.

### Job Characteristics Approach

According to the job characteristics approach proposed by Hackman and Oldham, employees work hard when they are rewarded for their work, and when they derive satisfaction from work. Thus, the three factors, namely motivation, satisfaction, and productivity, should be incorporated into job design. The core dimensions of any job are defined as:

- **Skill variety:** It is the extent to which a job requires the use of different skills for the various activities to be performed.
- **Task identity:** It is the extent to which the job requires completion of a work, from the beginning to the end. The output should be a complete and identifiable piece of work.
- **Task significance:** It is the importance of the task and the extent to which it makes an impact on the lives or works of other people.
- **Autonomy:** It is the extent of freedom provided by the job to the employee or the worker in scheduling work, and in determining its pace and progress.
- **Feedback:** It is the degree to which objective, direct, and timely information about the progress and performance of work reaches the employee from the job itself, from the superiors, or from an information system.

The first three dimensions give satisfaction to the jobholder, autonomy gives a sense of responsibility and commitment, which enhances employee performance, and feedback helps in analyzing his/her performance and identifying his/her strengths and weaknesses. Jobs high on motivating potential should also be high at least in either skill variety or task identity or task significance. The motivating potential score (MPS) of a job is calculated using the following formula.

$$\text{MPS} = \frac{(\text{Skill Variety} + \text{Task Identity} + \text{Task Significance})}{3} \times \text{Autonomy} \times$$

Feedback

A high MPS indicates a positive effect on the motivation, performance, and satisfaction of incumbents. It also reduces the likelihood of turnover and absenteeism.

### Sociotechnical Approach

The sociotechnical approach was proposed as an alternative to both the scientific/engineering approach and the human relations approach. According to this approach, jobs should be designed by taking a holistic view of the physical and social environments. This approach aims at merging the technical

## Block-2: Employment of Human Resources

needs of the organization with the social needs of the employees. As per this approach, there are certain basic characteristics which a job should have:

- It should offer challenging and demanding goals to the jobholder.
- It should offer something new to the employee to avoid monotony.
- It should offer social support and recognition to an employee's achievement.
- It should offer a prospective future to the jobholder in terms of increased responsibility, pay, and status.
- It should provide the jobholder with decision-making authority.

The job should correlate with the jobholder's family and social life.

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### **Check Your Progress-5**

24. Job analysis exercises are often viewed with suspicion by employees. How can the HR department lessen employees' fears in this direction?
- a. Not undertaking such exercises
  - b. Outsourcing the function of job analysis to some specialized organization
  - c. Conducting the exercise secretly
  - d. Communicating the details of the exercise to the employees in a simple and transparent manner
25. 'According to this approach to job design, the basic characteristics of a job should be: a little challenging and demanding, variety and novelty, social support and recognition, desirable future, decision-making authority, and correlation with social lives.' Identify the approach referred to here.
- a. Engineering approach
  - b. Job characteristics approach
  - c. Sociotechnical approach
  - d. Human relations approach
26. According to the job characteristics model, \_\_\_\_\_ is the degree to which the job provides freedom and discretion to the employee in scheduling work and in determining the pace and the process.
- a. Skill variety
  - b. Task identity
  - c. Task significance
  - d. Autonomy

27. According to the job characteristics model, \_\_\_\_\_ is the degree to which the job requires completion of a work from the beginning to the end, so that the output is a complete piece of work.
- Skill variety
  - Task identity
  - Task significance
  - Autonomy
28. According to the job characteristics model, \_\_\_\_\_ is the importance of the task and the degree to which the job makes an impact on the lives or work of other people.
- Skill variety
  - Task identity
  - Task significance
  - Autonomy
29. According to the job characteristics theory proposed by Hackman and Oldham, which of the following factors should be integrated into job design?
- Job security
  - Motivation
  - Satisfaction
  - Productivity
- Only i, ii, and iii
  - Only i, iii, and iv
  - Only ii and iv
  - Only ii, iii, and iv
30. The core dimensions or characteristics of any job have been defined by the job characteristics model. According to this model, three of the following five characteristics motivate the employee to perform better by creating the satisfaction that he/she is adding value to himself/herself and the organization. Identify this set of three characteristics.
- Skill variety
  - Autonomy
  - Task significance
  - Task identity
  - Feedback



## Block-2: Employment of Human Resources

- a. i, ii, and iii
  - b. i, iii, and iv
  - c. ii, iii, and iv
  - d. iii, iv, and v
31. \_\_\_\_\_ is the process of structuring work and designating the specific activities at individual and group levels.
- a. Job specification
  - b. Job design
  - c. Job description
  - d. Job identification
32. Job design has two major components. \_\_\_\_\_ includes the various tasks that have to be performed by the job holder, the responsibilities attached to the job, and the relationships with other jobs in the organizational set-up. \_\_\_\_\_ is the autonomy or the authority that the job holder enjoys in planning and organizing work attached to the job.
- a. Job description and job specification
  - b. Job specifications and job depth
  - c. Job content and job depth
  - d. Job content and job specification
33. What is the 'autonomy or the authority that the job holder enjoys in planning and organizing the work attached to the job' known as?
- a. Job content
  - b. Job depth
  - c. Job scope
  - d. Job authority
34. The key element of the engineering approach to job design was the 'task idea' that led to job specialization. Which of the following was **not** a feature of this approach?
- a. Workers were told not only what they should do, but also how they should do it.
  - b. The work of every worker was usually planned at least one day in advance.
  - c. Workers had to make intensive use of their mental and intellectual skills.

- d. Workers were given instructions on the exact time to be taken to complete the work.
35. The engineering approach to job design often led to ‘overspecialization’, which had several demerits. Identify the alternative that is **not a demerit** of overspecialization.
- a. Repetition
  - b. Mechanical pacing
  - c. No end product
  - d. Excessive social interaction

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## 5.12. Modern Management Techniques

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Organizations have moved away from the traditional work schedules and policies toward new HR initiatives so as to motivate employees to perform more efficiently and effectively. These initiatives have helped in optimizing the human resources of an organization and enriching the quality of work life for the employees. Some of the recent trends in job design are:

### 5.12.1 Job Rotation

Job rotation increases employee motivation as it involves assigning alternative jobs to the employee from time to time. This helps the employee gain greater knowledge about the organization and its work processes, while helping managers deal with frequent absenteeism and high turnover of workforce. Job rotation also helps in developing management generalists at higher levels in the organization, as it exposes the employees to various operations. The following Exhibit 5.1 shows how job rotation is done at Heineken, a Dutch brewer company.

#### Exhibit 5.1: Job Rotation

Heineken is a Dutch beer brewer. The company has several traineeships for graduates, including a Technologist Program. Selected trainees will get several assignments and each assignment lasts 6 months. As such, they’ll be rotating in various departments such as Packaging, Product development, Brewing, Quality Assurance, and Packaging development.

Projects Technologist trainees could be working on include:

- Safeguarding product safety and assessing quality risks;
- Developing new beers or packaging;

*Contd. ....*

## Block-2: Employment of Human Resources

- Tackling day-to-day production issues through thorough analysis and elimination;
- Coming up with creative solutions for new problems.

Once they've completed the program, trainees are equipped to start as a Technologist in various Heineken departments. This traineeship is a good example of how rotation enables people to obtain different skills and competencies, leading to a more flexible workforce in which people are able to do more than one job.

Adopted from <https://www.aihr.com/blog/job-rotation/> (Accessed on October 5<sup>th</sup> 2021)

### 5.12.2 Job Enlargement

Job enlargement involves increasing the length and hence the operating time of each cycle of work for the jobholder. Different and continuous shorter cycles are integrated into a larger single cycle of operation. This lowers the number of repetitions of the operating cycle, increases the scope of work for the employee, and resolves problems of over-specialization. It also gives the employee a feeling of satisfaction, since the end product in the enlarged cycle is more significant, than the one in the shorter cycle. Modern organizations have supplemented job enlargement with a more sophisticated technique called job enrichment.

### 5.12.3 Job Enrichment

Job enrichment is the most well-known technique for increasing employee motivation. This is done by redesigning jobs to increase their scope and depth. There is less supervision and the jobholder has sufficient freedom to plan, organize, and control his/her job. This, in turn, has an impact on the role of the supervisor. Managers and co-workers need to be counseled to adapt to a reduction in power and control. The support and commitment of the top management is crucial in job enrichment as it involves a complete change of the work culture.

Some of the job enrichment techniques are:

- Adding more responsibility to a job
- Providing wider scope, greater sequencing, and increased pace of work
- Assigning a natural unit of work either to an employee or to a group of employees
- Minimizing controls and providing freedom of work, when the employees are clearly accountable for attaining defined goals

- Allowing the employees to set their own standards or targets, and monitor their own performance by providing the control information
- Motivating employees to participate in planning and innovation
- Introducing new, difficult, and creative tasks
- Assigning specific projects to individuals or groups to enhance their skill set.

The steps involved in job enrichment are:

- Selecting jobs that can motivate the employee and lead to improved performance
- Providing scope for change and enrichment in job design
- Making a list of changes that might enrich the jobs by brainstorming
- Concentrating on motivational factors such as achievement, responsibility, self-control, etc.
- Changing the content of the job, rather than changing the employees
- Providing adequate training, guidance, encouragement, and help
- Introducing the enriched jobs carefully to avoid resistance toward the implementation of job enrichment programs
- Preparing specific programs for each project and ensuring access to information that helps the management to monitor the performance of workers.

**Activity:** Mr. Parvesh Kumar has been working as ‘team-lead’ of the Product Development department of an MNC for seven years. In order to increase the scope of his job, the company decided to get him involved in the process of designing the marketing strategies for a new product being launched by the company. What is this type of job design adopted by the company known as?

**Answer:**

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## Block-2: Employment of Human Resources

### 5.12.4 Some More Modern Management Techniques

As a way to enhance job design and thereby the quality of work life, organizations are trying to offer alternative work schedules to the employees, aimed at increasing productivity and/or reducing cost. These are flextime, telecommuting, job sharing, condensed workweek, and working from home.

- **Flextime:** It allows the employees to select their working hours but within specified limits. For instance, if an employee has to work 45 hours a week, he/she can do so by working for five hours on the first day, eight hours on the second day, and so on. However, the total number of hours worked in a week should add up to 45. The following exhibit outlines the benefits Dell achieved through flexible work schedules.

#### Exhibit 5.2: Flexible Work Schedules at Dell

Dell is among the companies offering flexible work schedules and arrangements, allowing employees to work remotely some or all of the time, and at variable hours. The program has been a huge success, with nearly 60% of employees working flexibly and reporting a Net Promoter Score that's typically 20% higher than those who don't. And with fewer people in the office every day, Dell doesn't need as much office space — netting the company \$12 million in annual savings since 2014.

Adopted from <https://www.linkedin.com/business/talent/blog/talent-engagement/companies-are-embracing-flexible-work>

- **Telecommuting:** It allows the employees to work from home or during travel, while keeping in contact with the office. Telecommuting enables employees to avoid rush hours, and save travel time. For example, Microsoft's GitHub subsidiary, a software hosting company with a flat organizational structure, has encouraged each employee to create shared norms to support remote work. Even before the pandemic, GitHub's "working manifesto" emphasized flexibility, working from anywhere, knowledge sharing, and measuring work output rather than hours.
- **Job sharing:** It takes place when two or more part-time employees share the work of a full-time employee. Job sharing would enable the employees to reschedule their work hours in accordance with their personal needs and concentrate better on their jobs. The organization, on the other hand, can benefit from cost savings and better employee performance. For example, Elixir Consulting, an end-to-end recruitment process outsourcing firm, introduced job share option as an employee retention strategy when it had more women working for the firm than men (ratio of 70:30). The company was also using job share to accomplish tasks which require multiple skills. A job may require two skill-sets and it may be difficult to find a single person with both skill-sets.

- **Condensed workweek:** It condenses the workweek, by increasing the number of working hours per day. This aims at reducing absenteeism and tardiness at the workplace with the employees getting more time to meet their personal needs.
- **Working from home:** It allows the employees to work from home and visit the office, once or twice in a week. This leads to greater savings for the employers in terms of office space and other facilities, while it helps the employees to balance their personal and professional lives. For example, during and post COVID Pandemic in 2020, most of the companies allowed their employees work from home except essential services.

**Activity:** Some of the employees of MindPro Technologies stay very far from the office and spend hours on traveling to work. The company felt it was spending a lot on the travel arrangements for these employees too. Suggest a few methods to reduce cost for the company and also to help the employees use time effectively.

**Answer:**

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### **Check Your Progress-6**

36. \_\_\_\_\_ involves increasing the length and hence the operating time of each cycle of work for the job holder. It is a modern management technique in which different and continuous small cycles are integrated into one single cycle of operation.
- Job rotation
  - Job enlargement
  - Job sharing
  - Job enrichment
37. \_\_\_\_\_ allows the employees to select their working hours, but within specified limits.
- Flextime
  - Job sharing
  - Telecommuting
  - Condensed workweek

## Block-2: Employment of Human Resources

38. Which of the following is an alternative work schedule that allows employees to work from home or during travel, while keeping in contact with the office?
- Job sharing
  - Condensed workweek
  - Working from home
  - Telecommuting
39. This alternative work schedule takes place, when two or more part-time employees share the work of a full-time employee, thus enabling the employees to reschedule their work hours in accordance with their personal needs and concentrate better on their jobs. Identify this.
- Flextime
  - Condensed workweek
  - Job sharing
  - Working from home
40. Identify the statements that hold true regarding condensed workweek.
- It reduces the workweek by increasing the number of working hours per day.
  - It helps the employees avoid rush hours, and save travel time.
  - It allows employees to work from home and visit the office once or twice in a week.
  - It helps in reducing absenteeism and tardiness at the workplace with the employees getting more time to meet their personal needs.
- Only i and ii
  - Only i and iv
  - Only ii, iii, and iv
  - Only iii and iv

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### 5.13. Summary

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- Job analysis is the process of determining and recording all the pertinent information about a specific job.
- The process of analyzing a job consists of four steps, namely information gathering, job-specific competency determination, developing a job description, and developing a job specification.

- The methods of job analysis include the observation method, individual interview method, group interview method, questionnaire method, technical conference method, diary method, functional job analysis, PAQ, and critical incident technique.
- Job description and job specification are the two important outcomes of job analysis.
- Job description describes in detail the various aspects of a job like the tasks involved, the responsibilities of the job, and the deliverables.
- Job specification is a written statement of the minimum acceptable qualifications, knowledge, skills, traits, and physical and mental characteristics that an incumbent must possess, to perform the job successfully.
- Job analysis facilitates various HRM functions in the areas of employment, organization audit, training and development, etc.
- Job design determines the responsibilities of the employees, the authority they enjoy over their work, their decision-making power, and their satisfaction and productivity levels.
- There are several approaches to job design like the engineering approach, human relations approach, job characteristics approach, and sociotechnical approach.
- Some of the modern management techniques and alternative work schedules used by organizations to enhance job design are job rotation, job enlargement, job enrichment, flextime, telecommuting, job sharing, condensed work week, and working from home.

### 5.14. Glossary

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- **Condensed workweek (Alternative Work Schedules):** It condenses the workweek by increasing the number of working hours per day. This aims at reducing absenteeism and tardiness at the workplace with the employees getting more time to meet their personal needs.
- **Flextime (Alternative Work Schedules):** It allows the employees to select their working hours, but within specified limits. For instance, if an employee has to work 45 hours a week, he/she can do so by working for five hours on the first day, eight hours on the second day, and so on. However, the total number of hours worked in a week should add up to 45.
- **Job analysis:** The process of determining and recording all the relevant information about a specific job, including the tasks involved, the



## Block-2: Employment of Human Resources

knowledge and skill set required to perform the job, the responsibilities attached to the job, and the abilities required to perform the job effectively.

- **Job description:** It gives a detailed description of the various aspects of a job, like the tasks involved and the responsibilities of the job. It also describes the specific setting and work environment. It is used in recruitment, training, performance appraisal, and wage and salary administration.
- **Job design:** The process of structuring work and designating the specific activities at individual or group levels. It determines employees' responsibilities, the authority they enjoy over their work, their decision-making power, and their satisfaction and productivity levels.
- **Job enlargement:** It involves increasing the length and hence the operating time of each cycle of work for the jobholder.
- **Job enrichment:** It involves redesigning jobs to increase their scope and depth. There is less supervision and the jobholder has sufficient freedom to plan, organize, and control his/her job.
- **Job rotation:** It involves assigning alternative jobs to the employee from time to time, thus leading to an increase in employee motivation. This helps the employee gain greater knowledge about the organization and its work processes while helping managers deal with frequent absenteeism and high turnover of workforce.
- **Job sharing (Alternative Work Schedules):** It takes place when two or more part-time employees share the work of a full-time employee. It enables employees to reschedule their work hours, in accordance with their personal needs and concentrate better on their jobs.
- **Job specification:** A written statement of the minimum acceptable qualifications, knowledge, skills, traits, and physical and mental characteristics, which are required in an incumbent to perform the job successfully.
- **Telecommuting (Alternative Work Schedules):** It allows the employees to work from home or during travel, while keeping in contact with the office. Telecommuting enables employees to avoid rush hours, and save travel time.
- **Working from home (Alternative Work Schedules):** It allows the employees to work from home and visit the office, once or twice in a week. This leads to greater savings for the employers in terms of office space and other facilities, while it helps the employees to balance their personal and professional lives.

### 5.15. Self-Assessment Test

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1. Job analysis is the process of determining and recording all the pertinent information about a specific job. Explain the concept of job analysis. Also, explain the process involved in analyzing a job.
2. Job analysis methods can be classified as generic methods and formalized methods. Briefly explain each of these methods.
3. 'A well-executed job analysis and well-drafted job description and job specification can be used for various human resource activities in an organization.' Enumerate and explain the uses of job analysis in various HRM functions.
4. Different approaches to job design have been proposed over the years. Discuss these approaches and their relevance to different organizational contexts.
5. Organizations have moved away from traditional work schedules and policies and have adopted new job design initiatives to satisfy their employees. Discuss these initiatives.
6. Explain the following terms:
  - Job description
  - Job specification
  - Job design

### 5.16. Suggested Readings / Reference Material

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## Block-2: Employment of Human Resources

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### 5.17. Answers to Check Your Progress Questions

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Following are the answers to the Check Your Progress questions given in the Unit.

**1. (a) Job description and job specification**

The basic end results of a job analysis are job specification and job description. They help in evaluating a candidate, against the requirements of the job and selecting the most suitable one.

**2. (b) Job review or job classification**

Job analysis is also known as job review or job classification.

**3. (c) It provides the parameters on the basis of which training needs are identified.**

Job analysis plays an important role in the identification of training needs. It helps in the training process by providing the parameters on the basis of which training needs are identified, by comparing the job specification with the existing competencies of employees.

**4. (c) i, iii, iv**

Job analysis entails compilation of a detailed description of tasks, determination of the relationship of a job to technology and to other jobs, and examination of the knowledge, qualification or employment standards, accountabilities and other incumbent requirements. Determination of the responsibility of an employee and the authority he/she enjoys over the work and his/her level of satisfaction is an aspect of job design.

**5. (b) Only i, ii, and iv**

In the first step of job analysis, information is gathered in the areas of organization structure, the role of a job in relation to other jobs in the organization, the class to which the job belongs, and a detailed description of the activities and responsibilities involved in the job. The competencies required for the job are determined in the second step of

the job analysis process, based on study, observation, and inputs from the employees in the jobs being analyzed.

**6. (c) Motion and time study**

PAQ method, functional job analysis, and critical incident technique are the formalized job analysis methods that are highly specialized and use standardized statements and terminology. Motion and time study is a relatively simple technique that uses observation for job analysis.

**7. (c) Work sampling**

Work sampling is a technique used in the observation method of job analysis to tackle a situation where jobs are not repetitive and are complicated. It works by collecting statistical samples of job actions. Critical incident technique is a formalized method of job analysis. Selection test is used to evaluate an applicant for a job. Split-halves procedure is an approach to measuring the reliability of a selection method.

**8. (c) Individual interview method**

Individual interview method of job analysis is employed, when the job in question is complex and has varied tasks. It is very effective, when the interview is structured and the analyst is clear about what information has to be obtained from the interview.

**9. (a) Technical conference method**

The technical conference method involves gathering all the job related information from ‘experts’ - usually supervisors - and not the job incumbents. Though more, and perhaps unbiased, information can be gathered, the view point of the job incumbent cannot be obtained with this method.

**10. (c) Techniques**

Functional job analysis, developed by the US Department of Labor, categorizes the work function of any job under three heads: data, people, and things. Basically, an employee’s handling of data, his/her relationship with colleagues, and the kind of work that he/she does are covered under these headings. This method also helps managers to group jobs into job families that require similar kind of worker behaviors.

**11. (a) Ernest J. McCormick**

Ernest J. McCormick developed Position Analysis Questionnaire (PAQ) method of job analysis, which describes jobs in terms of worker activities. (John Flanagan proposed the critical incident technique.

## **Block-2: Employment of Human Resources**

Burns and Stalker categorized firms as organic and mechanistic organizations. Geert Hofstede identified a set of cultural attributes that define and differentiate cultures.)

### **12. (b) Critical Incident Technique**

Critical Incident Technique is a method of job analysis, which provides a portrayal of the job by compiling all the critical acts or behaviors, with focus on both the action of the worker and the context in which the behavior was noticed.

### **13. (c) iii and iv**

In Critical Incident Technique, interviews and questionnaires can be used to collect and compile information on these critical incidents. Though job supervisors can be consulted, most of the information is provided by the job incumbents.

### **14. (b) Critical Incident Technique**

Critical Incident Technique is more suitable for middle and top level of management jobs; critical incidents are more applicable at these levels.

### **15. (b) Being physically active, and related environmental conditions**

‘Being physically active/related environmental conditions’ is the PAQ dimension that is characterized by activities that involve considerable movement of the entire body or major parts of it, and by environments like those found in factories and shop.

### **16. (d) Job description**

Job description is defined as a portrayal of the tasks, responsibilities, duties and functions of a job.

### **17. (b) Title of the job and the code number**

Job identification refers to the title of the job and the code number associated with the job.

### **18. (d) i, ii, iii, and iv**

Job identification, significant characteristics of a job, what the typical worker does, what materials and equipment the worker uses, how a job is performed, required personal attributes, and job relationship are effective tools which are outcomes of a well-planned job analysis.

### **19. (c) Physical specification**

Job description describes various aspects of the job in detail. The description includes the tasks involved in the job, responsibilities of the job, work environment, and the deliverables of the job. Physical specification is one of the aspects of job specification.

**20. (a) job description, job specification**

Job description describes the tasks and activities, the relationships, responsibilities, and the setting of the job. Job specification documents the information about the job incumbent listing qualification, knowledge, skills, experience, and personal characteristics required for the job to be done.

**21. (a) Job specification**

A job specification is a written statement of the minimum acceptable qualifications, knowledge, skills, traits, and physical and mental characteristics that an incumbent must possess to perform the job successfully.

**22. (b) Supervisory responsibility specification**

The job specifications are captured under four headings -- physical specification, mental specification, emotional and social specification, and behavioral specification. Supervisory responsibility is specified as part of the job description.

**23. (c) Ability to interpret data**

In a job specification, ability to interpret data is not a behavioral specification but a mental specification.

**24. (d) Communicating the details of the exercise to the employees in a simple and transparent manner**

The purpose of the analysis exercise, and its direct benefits to the employees should be communicated to the employees in a simple and transparent way in order to eliminate or at least lessen the fear in employees.

**25. (c) Sociotechnical approach**

The sociotechnical approach emphasizes both the technical system and social system. It merges the technical needs of the organization with the social needs of the employees.

**26. (d) Autonomy**

The job characteristics model, which is based on the job characteristics theory, has defined the core dimensions of any job as skill variety, task identity, task significance, autonomy, and feedback. Autonomy is the degree to which the job provides freedom and discretion to the employee in scheduling work and in determining the pace and the process.

**27. (b) Task identity**

The job characteristics model, which is based on the job characteristics theory, has defined the core dimensions of any job as skill variety, task

## **Block-2: Employment of Human Resources**

identity, task significance, autonomy, and feedback. Task identity is the degree to which the job requires completion of a work, from the beginning to the end. The output should be a complete and identifiable piece of work.

### **28. (c) Task significance**

The job characteristics model, which is based on the job characteristics theory, has defined the core dimensions of any job as skill variety, task identity, task significance, autonomy, and feedback. Task significance is the importance of the task and the degree to which the job makes an impact on the lives or work of other people.

### **29. (d) Only ii, iii, and iv**

According to the job characteristics theory, employees work hard when they are rewarded for the work they do and when the work gives them satisfaction. Motivation, satisfaction and productivity are the three factors that should be integrated into job design.

### **30. (b) i, iii, and iv**

The job characteristics model, which is based on the job characteristics theory, has defined the core dimensions of any job as skill variety, task identity, task significance, autonomy, and feedback. The first three characteristics – skill variety, task identity and task significance, give the employee the satisfaction that he/she is adding value to himself/herself and the organization; this motivates the employee to perform better. Autonomy in performing the tasks gives the employee a sense of responsibility and commitment. Feedback helps in self-analysis of performance and identification of strengths and weaknesses.

### **31. (b) Job design**

Job design is the process of structuring work and designating the specific activities at individual and group levels. A job specification is a written statement of the minimum acceptable qualifications, knowledge, skills, traits, and physical and mental characteristics that an incumbent must possess to perform the job successfully. Job description describes in detail the various aspects of a job like the tasks involved, the responsibilities of the job, and the deliverables. Job identification includes the title of the job and its code number.

### **32. (c) Job content and job depth**

The two major components of job design are job content and job depth. Job content includes the various tasks that have to be performed by the job holder, the responsibilities attached to the job, and the relationships with other jobs in the organizational set-up. Job depth is the autonomy or the authority that the job holder enjoys in planning and organizing work attached to the job.

**33. (b) Job depth**

The major components of a job design are the job content/scope and the job depth. Job depth is the autonomy or the authority that the job holder enjoys in planning and organizing the work attached to the job.

**34. (c) Workers had to make intensive use of their mental and intellectual skills.**

The 'task idea' is the work of every worker that is fully planned and laid out by the management, at least one day in advance. There were very specific instructions to workers on what is to be done, how it is to be done, and the exact time to be taken to complete the work. Workers were not expected to make use of their mental and intellectual skills.

**35. (d) Excessive social interaction**

The demerits of 'overspecialization' are: repetition, mechanical pacing, no end product, little social interaction, and no personal inputs. Overspecialization did not result in excessive social interaction as employees had limited chances of interacting on a casual basis with their co-workers. The assembly line required constant attention and it was difficult for workers to build significant social bonds at work.

**36. (b) Job enlargement**

Job enlargement involves increasing the length and hence the operating time of each cycle of work for the job holders. This reduces the number of repetitions of the operating cycle and increases the scope of work for the employee. This would also give a sense of satisfaction to the employee as the new end product would be more significant when compared to the end product in the earlier, shorter cycle.

**37. (a) Flextime**

Flextime allows the employees to select their working hours but within specified limits. For instance, if an employee has to work 45 hours a week, he/she can do so by working for five hours on the first day, eight hours on the second day, and so on. However, the total number of hours worked in a week should add up to 45.

**38. (d) Telecommuting**

Telecommuting allows the employees to work from home or during travel, while keeping in contact with the office. It enables employees to avoid rush hours, and save travel time.

**39. (c) Job sharing**

Job sharing takes place when two or more part-time employees share the work of a full-time employee. It would enable the employees to reschedule their work hours in accordance with their personal needs and



## **Block-2: Employment of Human Resources**

concentrate better on their jobs. The organization, on the other hand, can benefit from cost savings and better employee performance.

### **40. (b) Only i and iv**

The alternative work schedule of condensed workweek condenses the workweek by increasing the number of working hours per day. This aims at reducing absenteeism and tardiness at the workplace with the employees getting more time to meet their personal needs.

## Unit 6

# Recruitment

### Structure

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- 6.1. Introduction
- 6.2. Objectives
- 6.3. Concept of Recruitment
- 6.4. Factors Affecting Recruitment
- 6.5. Recruitment Policy
- 6.6. Sources of Recruitment
- 6.7. Need for Flexible and Proactive Recruitment Policy
- 6.8. Evaluation of a Recruitment Program
- 6.9. Summary
- 6.10. Glossary
- 6.11. Self-Assessment Test
- 6.12. Suggested Readings/Reference Material
- 6.13. Answers to Check Your Progress Questions

### 6.1. Introduction

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In the previous unit, we have discussed some of the modern management techniques. We have learnt some of the modern management techniques and alternative work schedules used by organizations to enhance job design such as job rotation, job enrichment, telecommuting, and working from home. In this unit, we will discuss recruitment.

Today's organizations have realized the value of human capital and its role in their development. Recruitment is the first step in the process of acquiring and retaining human resources for an organization. Given the competitive and dynamic business environment, organizations have to quickly assess their staffing requirements and recruit the right people. This is possible with the help of a well-defined recruitment policy. The human resource plan determines the level of recruitment and the methods to be used. Depending on this, the organization decides on the number of people to be recruited, the jobs for which they have to be recruited, and whether the recruitment is for permanent or temporary staff. After making these decisions, the modes of recruitment are finalized. All these decisions are taken in accordance with the recruitment policy of the company and the organization's long-term strategic goals.

## **Block-2: Employment of Human Resources**

This unit will discuss the concept of recruitment and the factors that affect a recruitment program. We shall discuss the features that make up a good recruitment policy, and the various sources that can be used to recruit employees in the organization. We shall then move on to discuss the need for a flexible and proactive recruitment policy. Finally, we would discuss the need for evaluating a recruitment program.

### **6.2. Objectives**

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By the end of this unit, students should be able to:

- Explain The Concept Of Recruitment.
- Discuss The Various Factors Affecting Recruitment.
- Recognize The Characteristics Of A Good Recruitment Policy.
- Identify The Different Sources Of Recruitment.
- Analyze The Need For Flexible And Proactive Recruitment Policy.
- Evaluate A Recruitment Program.

### **6.3. Concept of Recruitment**

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According to Byers & Rue, recruitment is the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. Edwin B. Flippo defined the process of recruitment as the ‘process of searching for prospective employees and stimulating them to apply for jobs in the organization’.

Though employment, recruitment, and selection are used synonymously, they have different meanings. Recruitment and selection together constitute employment. The process of recruitment starts with identifying the need for human resources and ends with getting prospective employees to apply for the available vacancies. The end of the recruitment process marks the beginning of the selection process.

The selection process deals with choosing the right candidates and getting the best job-fit. An effective recruitment program attracts the best people for the job and helps the recruiter, by making available a wide range of potential candidates to choose from. A good job description helps in attracting the right candidates for the job. Usually, the recruitment efforts and the costs involved are proportionate to the importance of the job to the company’s business operations and the urgency to fill up the vacancy.

## **6.4. Factors Affecting Recruitment**

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There are several organizational (or internal) factors and environmental (or external) factors that affect the recruitment program.

### **6.4.1 Organizational Factors**

The organizational factors which influence the success or failure of a recruitment program are:

- The reputation of the organization. This depends on the organization's size, business domain, profitability, management, philosophy and values, etc.
- The culture of the organization and the management's attitude toward its employees. An employee-friendly organization is always preferred to an organization that has rigid policies
- The geographical location of the vacant position
- The amount of resources allocated. This depends on the importance of the vacancy and the time available to fill the vacancy.
- The channels and methods used for advertising the vacancy
- The emoluments offered by the company. This influences the candidate's decision of whether to join or not.

### **6.4.2 Environmental Factors**

Apart from the organizational factors, environmental factors also determine the effectiveness of a recruitment program. These environmental factors are:

- The situation in the labor market, the demand for manpower, the demographics, and the knowledge and skill set available
- The stage of development of the industry in which the company operates
- Culture, social attitudes, and beliefs
- The law of the land and the legal implications involved.

### **Recruitment Strategy**

Recruitment of the right talent, at the right place and at the right time, takes skill and practice, but more importantly, it takes strategic planning. HR managers need to develop and implement effective strategy which includes:

- Refer to a staffing plan or human resource planning.
- Do a proper job analysis.
- Write the job description and job specifications.
- Identify the candidates from internal database.

## Block-2: Employment of Human Resources

- Determine the best recruitment strategies for the position.
- Implement a recruiting strategy.

The recruitment process starts with acknowledgment of a job opening. When the job analysis and job description are ready, an organization may decide to look at internal candidates' qualifications first. Internal candidates are people who are already working for the company. If there are qualified internal candidates, the organization may fill the position with these candidates. The best recruiting strategies differ according to the type of position which has to be filled. For an entry-level position, advertising on social networking websites might be the best strategy. Most organizations use a variety of methods to obtain the best results depending on their requirements.

**Succession planning:** Succession planning is used as a successful recruitment strategy as well as employee development strategy. Organizations can use succession planning strategies not only to identify the potential talent in the organization, but also to establish developmental plans to help prepare individuals for promotional roles. Identifying the competent candidate and grooming him for future significant position by developing him is beneficial for the employee as well as organization.

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### **Check Your Progress-1**

1. In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Which is the step that starts off the process of acquiring and retaining employees for an organization?
  - a. Selection
  - b. Induction
  - c. Recruitment
  - d. Appointment
2. Byers and Rue defined \_\_\_\_\_ as the 'process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen'.
  - a. Selection
  - b. Induction
  - c. Recruitment
  - d. Placement

3. Edwin B. Flippo defined the process of recruitment as \_\_\_\_\_.
  - a. The 'process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen'
  - b. The 'process of searching for prospective employees and stimulating them to apply for jobs in the organization'
  - c. The 'process of choosing the most suitable candidates from the available candidates'
  - d. The 'process of inspiring people to apply for the jobs in the organization and choosing the most suitable candidates from the available candidates'
4. An effective recruitment program aims at \_\_\_\_\_.
  - a. Aiding the recruiter by making a wide choice of candidates available
  - b. Attracting the best people for the job
  - c. Optimizing the cost and time involved in recruitment
  - d. All of the above
5. Access International, a premier producer and marketer of fashion accessories, had a requirement for 10 female sales executives. The advertisement mentioned that they needed smart and presentable candidates in the age group of 24 to 35, with a degree in Fashion Technology. Advertisements were placed in business newspapers. The company received only 26 applications out of which none could be selected. The company had to re-assess the recruitment process. What, in your opinion could be the probable reason for the failure of the process?
  - a. The requirements were not clearly specified, and so very few people responded.
  - b. The advertisement issued by the company was placed in the wrong media.
  - c. The company did not have a good reputation, and hence did not attract applications.
  - d. The company received too many applications and could not select the right people.

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### 6.5. Recruitment Policy

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The recruitment policy of an organization is usually in accordance with the organization's objectives and policies. A good recruitment policy should:

- Conform to the government policies on hiring
- Provide maximum employment security

## **Block-2: Employment of Human Resources**

- Assure the candidates of the management's interest in their development
- Prevent the formation of cliques (small exclusive groups), in the organization
- Reflect the social commitment of the organization by employing disabled and underprivileged candidates
- Be in accordance with the organization's objectives and people-policies
- Be highly flexible so as to accommodate any organizational changes
- Be designed in such a way as to ensure long-term employment opportunities for its employees
- Emphasize and reflect upon the significance of job analysis
- Be cost-effective for the organization.

### **6.6. Sources of Recruitment**

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The sources of recruitment should be suitable for the kind of position that is to be filled up and also be economically viable for the organization. Different sources of recruitment can be employed depending upon factors like the level of the position, number of people required, time available, and the funds allocated for recruitment. These sources can be broadly classified as internal search and external sources. Organizations, mostly the larger ones, make use of various recruitment methods and sources instead of using a particular method.

#### **6.6.1 Internal Search**

Organizations try to identify employees from within the organization, groom them, and prepare them to take up higher responsibilities. The human resource inventory of the organization and the individual employee information (stored in the employee records) are some of the information sources used for internal search. Many organizations also make use of their Human Resources Information System (HRIS) for storing and retrieving information about their employees. Vacancies in the organization are usually announced through displays on notice boards, circulars sent to different departments, or through the company's intranet. Interested candidates from within the organization send in their applications in response to the 'job posting'.

Following are the advantages of internal search.

- It helps in maintaining good employee relations.
- It enhances employee morale and encourages competent and ambitious employees.
- It establishes the credentials of an individual.
- The cost of recruitment is very little.

- Time and resources, which would otherwise have been spent on the selection and induction processes, are saved.
  - The return on investment on the workforce is increased for the organization.
  - Promoting from within the organization also acts as a training and development tool for the middle and top level management.
  - However, there are also some demerits of internal search.
  - The organization may miss out on the talent that is available in the market.
  - The talent pool within the organization may stagnate, if there are no fresh inflows from outside the organization.
- 

### **Check Your Progress-2**

6. Many organizations try and identify employees from within the organization, to be groomed to take on higher responsibilities. This process is called internal search. Which of the following is **certainly not** true in case of internal search?
  - a. It helps in maintaining good employee relations.
  - b. It enables the organization to select its employees from the largest possible pool of talent.
  - c. It boosts the morale of the employees as they feel important and valued.
  - d. Time and resources are saved in this process.
7. An HR manager can look to different sources of recruitment, depending on various factors. These factors include \_\_\_\_\_
  - i. The level of the position
  - ii. Number of people required
  - iii. The time available for the recruitment
  - iv. Funds allocated for human resource development
  - a. i, ii, iii, iv
  - b. ii, iii, iv
  - c. i, iii, iv
  - d. i, ii, iii
8. When vacancies arise, many organizations try and identify employees from within the organization to fill them. What is this process known as?
  - a. Employee referral
  - b. Promotion
  - c. Internal search
  - d. Transfer-in



## **Block-2: Employment of Human Resources**

9. The policy of filling job vacancies with candidates from within the company instead of searching for new talent from outside has certain disadvantages. One of the disadvantages of this approach is that\_\_\_\_\_.
- a. The return on investment on the workforce decreases for the company.
  - b. The organization might miss out on talent that is available in the market.
  - c. The cost of recruitment, selection and induction is increased.
  - d. It might have a negative effect on the morale of the employees.
- 

### **6.6.2 External Sources**

An organization that opts for external recruitment will have a greater choice of human resources, as there are various methods of recruiting from external sources. Some of the popular methods of recruiting from external sources are advertisements, employee referrals, employment agencies, and educational institutions.

For the effectiveness of recruitment, before deciding which recruiting method to use, organizations should first determine whether the ideal candidates are passive or active job seekers. Those who are unemployed or planning to change their current employment are termed as active job seekers, and those who are satisfied and successfully working at another place of business are generally passive job seekers.

While considering external sources of recruitment, the organization's reputation as an employer will affect its ability to attract best candidates. When employees are satisfied with the organization, the likelihood of referring the organization to friends and others about their employer is more. Word of mouth and online communications about an organization as the best place to work can either help in formal recruitment strategies.

#### **Advertisements**

Advertisements have the widest reach and are very effective for an organization that is interested in recruiting from external sources. The mode and medium to be used for advertising depends upon the nature of the job, its level, and its criticality in the organization; target audience for the advertisement; the reach desired by the organization; etc. The advertising costs would also vary with the importance of the job position and the availability of manpower.

Organizations that opt for print media advertising sometimes resort to 'blind advertisements'. They do not reveal their identity because they do not want their competitors to become aware of the vacancy and they try to avoid the tedious task of responding to all the applicants for the position. Using television and

radio as media for job advertisements have become a less preferred option for companies with the increase in the number of satellite television and radio channels. In this Internet age, job search and talent search have become much faster and easier because of employment portals like naukri.com, monster.com, etc. Apart from these portals, large organizations maintain their own websites, which provide information about vacancies in the organization.

The important information which should be furnished in an advertisement includes:

- Nature of business and size of the organization
- Nature of job and its geographical location
- Tasks and responsibilities associated with the job
- Reporting hierarchy and work culture
- Emoluments, benefits, and other facilities
- Job requirements in terms of qualification, knowledge, skills, and experience
- Last date to respond
- Ways to respond such as using e-mail, telephone, or post.
- It is important to understand that the job description is not always an effective job posting/vacancy announcement. For the job posting to attract the right candidates to the job, it should include relevant information about what the company offers to a prospective candidate in terms of the job rather than just the job duties and requirements. Great job postings communicate clearly and strongly the message which should include why candidates should be interested in the job; detail what's great about the company, such as career paths, benefits, etc.; and provide candidates a realistic idea of the type of work they'll be doing.

### **Employee Referrals**

In this method, the employees who work in the organization refer their friends and acquaintances for the vacancies in the organization. Employee referrals are generally used to recruit for lower and middle level management positions. Some organizations in competitive industries, where it is difficult to find suitable manpower, even pay their employees, if the candidates referred by them are selected. This is less costly than hiring a private agency and at the same time, more rewarding for the existing employees.

The advantages of this method are:

- The employees will take care to refer only good candidates, since their reputation and credibility are at stake, when they recommend someone.

## **Block-2: Employment of Human Resources**

- The candidate gets to know about the job from a person, who is already working in the organization and thus there are greater chances of his/her continuing in the job.
- The employee will also feel that his/her contribution is valued, and opinion respected when the candidate he/she has referred is selected by the organization.
- It saves a lot of time and cost for the organization.

However, this method also has some limitations. These are:

- Employees may sometimes refer relatives or friends who are not suitable for the job. It may result in the formation of cliques in the organization, with the members of the same group getting together.

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### **Check Your Progress-3**

10. There are various methods of recruiting from external sources. Some of the popular methods are advertisements, campus recruitments, employee referrals, employment exchanges, private placement agencies, etc. Which of the following recruitment sources is likely to have the widest reach?
  - a. Recruitment agencies
  - b. Campus recruitment
  - c. Advertisements
  - d. Employment exchanges
11. An organization has a much greater choice in human resources, if it decides to go in for external recruitment, instead of limiting itself to internal search sources. \_\_\_\_\_ are the various external sources from which a company may recruit people.
  - i. Advertisements
  - ii. Employee referrals
  - iii. Employment agencies
  - iv. Educational institutes
  - a. i, ii and iii
  - b. ii, iii and iv
  - c. i, iii and iv
  - d. i, ii, iii and iv

12. An advantage of external search over internal search is that, in comparison to internal applicants, candidates from outside the company \_\_\_\_\_.
  - a. Will expect lower salaries
  - b. Can be trained more easily
  - c. Will bring fresh perspectives and ideas
  - d. Will be more attuned to the organization's culture and values
13. The CEO of Money Honey Bank Ltd, has informed the board of directors of his plan to leave the bank. The board of directors decides to look outside the organization for a suitable successor. However, the board does not want to disclose to the bank's competitors that there is going to be a vacancy at this position. In such a situation, they can resort to \_\_\_\_\_ to call for applications.
  - a. Blind advertising
  - b. Posting on an Internet job portal
  - c. Posting on the company website
  - d. Television advertising
14. Which of the following determine the selection of media, when advertising for candidates to fill a job vacancy?
  - a. Cost of advertising in the media
  - b. The target audience for the advertisement
  - c. The reach of the advertisement desired
  - d. All of the above
15. The kind of information that has to be furnished in an advertisement for recruitment is determined by what the company wants to disclose and how it wants to project itself to the potential applicants. Which one of the following **is** definitely not the kind of information that is usually provided in an advertisement?
  - a. Requirements of the job in terms of qualification, knowledge, skills, and experience
  - b. Time and resources spent on the recruitment
  - c. Tasks and responsibilities attached to the position
  - d. Reporting hierarchy and work culture
16. In this method of external recruitment, the employees working with an organization recommend their friends or acquaintances, who are suitably qualified, for vacant positions in the organization. What is this method called?
  - a. Internal search

## Block-2: Employment of Human Resources

- b. Employee referrals
  - c. Advertisements
  - d. Employment agencies
17. Which of the following statements is **not** true, in relation to employee referrals?
- a. Employees tend to recommend good candidates, because their reputation and credibility are at stake.
  - b. The candidates get a more realistic view of the job from the referring employees.
  - c. They cannot be used to fill lower and middle management positions.
  - d. The candidates' expectations from the job and the company tend to be more realistic.
18. One of the advantages of the referral system as a source of recruitment is that the candidate seeking employment has an insider's view of the job as he gathered information from the employee and is more realistic in his expectations from the company. This is beneficial to the company because \_\_\_\_\_.
- a. It is likely that the salary demanded by the employee will be very low.
  - b. There is a greater possibility that the employee continues with the job for a longer time.
  - c. There is a greater possibility that the employee will be very highly qualified.
  - d. There is a greater possibility that the employee has greater work experience.
19. Employee referrals form a very good source of recruitment, especially for the lower and middle level management. Which of the following is **not** true of employee referrals?
- a. The reputation and credibility of the employee is at stake when he or she recommends or refers a candidate.
  - b. The candidate seeking employment is likely to be more realistic in his expectations from the company.
  - c. There is never any monetary benefit to the referring employee, if the candidate he has recommended is recruited.
  - d. The employee feels that his contribution is valued, when the candidate he has referred is selected by the organization.
-

Employee referral is an effective method of recruitment. Some managers believe that the best method to find top performers is to hire individuals referred by existing employees. Current employees can play an important role in recruiting new employee. This is beneficial for motivating the existing employees because companies usually give them an incentive for referring candidates who are recruited successfully. Incentives or bonuses differ from company to company from the organization's perspective, it gets a successful new hire. From the employees' perspective, the new employee has a job, and the referring employee gets an incentive which motivates him or her. There is a downside to extensive use of employee referrals, though. Though it is effective, but relying on word-of-mouth recruiting may generate applicant pools that do not reflect the diversity of the labor market and may be discriminatory. There might be more competent talent, which might be missed out by the company.

### **Employment Agencies**

Based on the type of clients, employment agencies can be categorized into public or state agencies, private agencies, and head hunters.

- **Public or state agencies:** Until a few years ago, state sponsored placement agencies or employment exchanges were popular in India. Technicians and fresh graduates registered themselves with these local employment exchanges. It was compulsory for organizations, except the ones which were exempted, to register their vacancy positions with the exchange. The employment exchange facilitated communication between the candidates (it found suitable for the vacancy) and the organization. However, of late, with the rise of alternate sources of recruitment, this concept has taken a back seat.
- **Private agencies:** 'Private agencies' or 'management (recruitment) consultants' provide a meeting ground for the organization and the candidates, and simplify the overall recruitment process. They invite applications from interested candidates, scan them for the first round of shortlisting, test the prospective candidates or interview them for a second round of shortlisting, and finally shortlist the most suitable candidates for the vacant positions in the organization. The HR department of the company has to only conduct the final round of interviews, to select the best talent from among the shortlisted candidates. Private agencies usually cater to the recruitment needs at the junior, middle, and top levels of management in the organization. These agencies charge a percentage of the pay package offered to the candidate as fees for their services. 'Head hunters', a more specialized category of private agencies, cater mostly to the recruitment needs of top level management and usually charge high fees for their services.

## Block-2: Employment of Human Resources

**Activity:** RazorEdge Inc., a US-based multinational, is a global provider of courier and logistics services. The company recently established its operations in the Indian market. With the strong growth in the Indian economy, the company has witnessed an upsurge in its operations and is keen to expand across all major cities in the country. In addition to the need for middle and lower level managers, the top management has identified the need for a CIO (Chief Information Officer). As the head of HR for the company's Indian operations, which sources of recruitment would you use to meet the company's demand for talent? Why would you use these sources?

**Answer:**

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### Educational Institutions

During the placement season, educational institutions offer placement services to their students. They try to invite some of the best companies to their campuses for recruitment. Organizations shortlist these institutions as per their requirements and visit them during the placement season. Campus recruitment helps in building a long-term relationship between organizations and educational institutions.

The following Exhibit 6.1 gives how HirePro, a private agency uses technology to ease the campus recruitment for the recruiting companies.

#### Exhibit 6.1: Campus Recruitment at Hire Pro

HirePro is the only organization in India that has been providing a complete campus hiring solution. It started off as a recruitment consulting and operations firm in 2004, and then automation took over, followed by digitization leading the show in the 21<sup>st</sup> century. AI-enabled platform helps global organisations to source, screen, assess, interview, select, and onboard the best talent. The company provides remote hiring solutions to help recruiters assess, interview, and onboard the best talent, swiftly and at scale.

*Contd.*

The company also offers interviews and assessments as a service for times when organizations lack the necessary expertise, resources, or infrastructure in-house. While designing assessments, the company considers elements such as – the client's expectations from the new hire(s), the candidate's behavior, aspirations, etc.

AI-powered hiring platform enables employers to:

- Successfully handle heavy volumes of hires, rejection ratios, and pipeline management and streamline communication with multiple stakeholders on a single platform.
- Save the time, cost, and effort consumed by mundane tasks such as resume screening, scheduling, and tech screening.
- Ensure consistency and compliance in recruiting candidates regardless of the scale.

The company's comprehensive solution brings several specialized recruitment solutions under one roof, making the company a single destination for managing the entire recruitment process.

*Source: Adopted from An Exclusive Interview with Pasupathi Sankaran, Chief Operating Officer, HirePro, <https://www.analyticsinsight.net/an-exclusive-interview-with-pasupathi-sankaran-chief-operating-officer-hirepro/>, October 6<sup>th</sup> 2021*

### **Unsolicited Applications**

In this method, candidates interested in working with an organization either post or e-mail their applications to the management, expressing their interest in employment with the company. These applications are not sent in response to any advertisement or announcement of a vacancy. In case the organization does not have a vacancy suitable for the candidates at that time, it can store these applications in its data bank for future use.

The most significant change in recruiting practices has been the rise in the use of online recruiting with the technological advancements today. Many organizations post job openings on their web sites or on specialized sites like Career Builder and Monster.com, Naukri.com and some accept only online applications, completely eliminating the hard-copy application. There are advantages to online recruiting. First, it costs less than traditional advertising. It's easy and quick to post an ad; responses arrive faster and in greater quantity; and a wider range of applicants can be generated. Online processes can also screen applications and administer some selection tests, thereby significantly reducing the HR time required to generate a pool of qualified candidates.



## Block-2: Employment of Human Resources

Online databases are huge and provide recruiters with access to large number of candidates. Online recruitment is immensely popular with job seekers as well because the ease of submission allows them to send out dozens of résumés and apply for numerous jobs with various employers. Though HR can get a huge number of applications, this can create a problem for HR, however. There must be processes in place to filter out those who do not meet minimum job qualifications. The ease of applying for a job online can generate a great number of applications, requiring HR staff to spend time sorting through applications to glean out the few that are actually qualified for the job.

### Other Sources

Apart from the methods just mentioned, organizations can also consider non-traditional sources of recruitment, while searching for certain types of applicants. For instance, organizations can recruit people from institutions that cater to the physically challenged. Organizations, specially MNCs need to focus on recruiting while keeping diversity in mind. Equal employment opportunity ensures avoidance of discrimination based on race, colour, gender, national origin, religion, disability and age. Most employers recognize the inherent advantage of employee diversity, and recruit accordingly. Employers who wish to develop a diverse workforce must ensure the use of recruiting methods that generate applications from a variety of individuals. Now a days, some state governments, NGOs, conglomerates are organizing Job fairs or employment fairs. The job fairs connect the recruiting companies and the job seekers to enable the recruitment process. This enables lot of recruiting companies participate in the fair for recruitment. Many unemployed visit the fair with their resume, application and other testimonials and get opportunity to get an employment.

**Activity:** Dheeraj Technologies, an IT services company, plans to recruit fresh management graduates with basic knowledge of computers for its human resource (HR) department. As the HR manager for the company, how would you go about the recruitment process? Prepare a brief plan outlining the sources of recruitment that could be used keeping in mind the considerations of time and cost.

**Answer:**

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**Check Your Progress-4**

20. Based on the type of clientele they serve, employment agencies can be broadly classified into three categories. Identify the alternative that is **not one** such a category.
- Public or state agencies
  - Talent agencies
  - Private agencies
  - Headhunters
21. An organization has a much greater choice in human resources, if it decides to go in for recruitment from external sources. \_\_\_\_\_ are **not** likely to be used when conducting external search for prospective employees.
- Circulars on the intranet
  - Advertisements in local newspaper
  - Employee referrals
  - Campus interviews
22. In India it is mandatory for any company which is not exempted, to register its vacancy positions in the \_\_\_\_\_ which facilitate communication between the candidates they find suitable, and the company.
- Job portals
  - Private placement agencies
  - Employment exchanges
  - Newspapers
23. Private agencies provide a meeting ground for employers and potential employees, and simplify the whole process of recruitment. Private agencies or 'management consultants' perform many of the jobs, traditionally done by the HR department of the company, **except** \_\_\_\_\_.
- Inviting applications from interested candidates and scanning them
  - Shortlisting candidates by testing and interviewing them
  - Preparing a list of most suitable candidates for the vacant position
  - Conducting the final interviews to select the best fit

## Block-2: Employment of Human Resources

24. Private employment agencies do well in dynamic job markets, where companies scout aggressively for talent, and potential candidates constantly look out for better jobs. Which type of employee recruitment needs do private agencies usually cater to?
- Junior level managers
  - Middle level managers
  - Top level managers
  - All of the above
25. Among employment agencies, recruitment consultants fall in the category of \_\_\_\_\_ agencies.
- Public
  - State
  - Private
  - Government
26. Private agencies or management consultants perform many functions done by the traditional HR-departments. Arrange the following functions that they perform, in the correct sequence.
- Invite applications from interested candidates
  - Test them or interview them
  - Prepare the list of most suitable candidates for the vacant position
  - Scan them for the first round of short listing
- i, ii, iv, iii
  - i, ii, iii, iv
  - i, iii, ii, iv
  - i, iv, ii, iii
27. High Speed Data Processing India Ltd (HSDP) requires 250 customer support executives immediately, to set up a new center at Hyderabad. They are targeting candidates aged between 28 and 50 years of age who have some relevant experience. What would be the company's preferred mode(s) of search for potential candidates?
- Internal search
  - Employee referrals
  - Newspaper advertisements
  - Private employment agencies
- i, ii, iii
  - ii, iii, iv
  - i and ii
  - iii and iv

### **6.7. Need for Flexible and Proactive Recruitment Policy**

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Organizational and environmental factors can have either a positive or a negative impact on the recruitment program of an organization. The changing market scenario and business demands have an impact on the effectiveness and relevance of a recruitment program. It is therefore essential for an organization to have a flexible recruitment policy that caters to the rapidly changing human resource requirements of the organization.

### **6.8. Evaluation of a Recruitment Program**

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An organization needs to evaluate its recruitment sources, methods, strategies, policies, and objectives from time to time so as to assess their effectiveness and conformance to the organizational strategies, policies, and objectives. The sources and methods of recruitment should also be evaluated from time to time, so that they are aligned with the recruitment policy and with the changing business needs.

The success of a recruitment policy is based on the following criteria:

- Number of successful placements
- Number of people who have been hired
- Number of offers made
- Number of applicants
- Costs involved
- Time taken to fill up the vacancy.

The number of successful placements is the most important criterion, among all that determines the success or failure of a recruitment program in an organization. It is also important to look at the cost and time implications while evaluating the recruitment program.

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### **Check Your Progress-4**

28. Which one of the following is the most important criterion for determining the success or failure of a recruitment program?
- a. The cost involved
  - b. The number of candidates hired
  - c. The number of successful placements
  - d. The number of applicants for the post
-

### 6.9. Summary

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- Recruitment can be defined as “the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.”
- Recruitment in an organization is affected by several organizational (or internal) factors and environmental (or external) factors.
- A good recruitment policy lays down the objectives of recruitment and the channels and sources of recruitment. It should be in alignment with the objectives and policies of the organization.
- Organizations can employ different sources of employment. These sources can be broadly classified as, internal search and external sources.
- In today’s changing market scenario and business demands, it is essential for organizations to have a flexible recruitment policy, to cater to the rapidly changing human resource needs of the organization.
- Time-to-time evaluation of recruitment sources, strategies, policies, and objectives, should be done by organizations to check their effectiveness and conformance to the organizational strategies, policies, and objectives.

### 6.10. Glossary

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- **Employee referrals:** In this method, the employees who work in the organization refer their friends and acquaintances for the vacancies in the organization. These are generally used to recruit for lower and middle level management positions.
- **Head hunters:** A more specialized category of private agencies that cater mostly to the recruitment needs of top level management and usually charge high fees for their services.
- **Private agencies:** These provide a meeting ground for the organization and the candidates, and simplify the overall recruitment process. They invite applications from interested candidates, scan them for the first round of shortlisting, test the prospective candidates or interview them for a second round of shortlisting, and finally shortlist the most suitable candidates for the vacant positions in the organization.
- **Recruitment:** The process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.

### 6.11. Self-Assessment Test

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1. Recruitment is the first step in the process of acquiring and retaining human resources for an organization. Explain the concept of recruitment. Mention the factors that affect recruitment.

2. Different sources of recruitment can be employed, depending on various factors like the level of the position, number of people required, time available, and the funds allocated for recruitment. Explain the various sources of recruitment.
3. The recruitment policy of an organization usually complies with the organization's objectives and policies. In this context, what are the features of a good recruitment policy? Also, explain the importance of an effective recruitment policy to an organization.

#### **6.12. Suggested Readings/Reference Material**

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< [http://www.hrmguide.co.uk/employee\\_resourcing/](http://www.hrmguide.co.uk/employee_resourcing/) > (Accesses on October 6<sup>th</sup> 2021)

#### **6.13. Answers to Check Your Progress Questions**

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Following are the answers to the Check Your Progress questions given in the Unit.

##### **1. (c) Recruitment**

Recruitment can be considered as the first step in the process of acquiring and retaining employees for an organization.

##### **2. (c) Recruitment**

Byers & Rue defined recruitment as the 'process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen'.

##### **3. (b) The 'process of searching for prospective employees and stimulating them to apply for jobs in the organization'.**

Edwin B. Flippo defined the process of recruitment as the 'process of searching for prospective employees and stimulating them to apply for jobs in the organization'. Effectively, recruitment is the process of

## Block-2: Employment of Human Resources

getting the right kind of people to apply for the vacancies in an organization.

### 4. (d) All of the above

The recruitment process starts with the identification of recruitment needs and ends with getting the prospective employees to apply for the post. The most important part of this human resource activity is attracting the best possible people for the job. The recruitment efforts and the costs involved are generally in proportion to the criticality of the vacant position and the urgency of the need.

### 5. (b) The advertisement issued by the company was placed in the wrong media.

In a recruitment drive, if the number of applicants is less, then there may probably be a problem in attracting job seekers. This might reflect a problem with the advertisement issued by the company, or a problem with the company's reputation. In case the number of applicants is high, and the offers made low, it could mean that the company failed in attracting the right kind of candidates.

### 6. (b) It enables the organization to select its employees from the largest possible pool of talent.

There are certain disadvantages associated with the process of internal search. An organization might miss out on talent that is available in the market. It is also possible that the talent pool within the organization might stagnate without fresh inflows from outside. An advantage of using external sources is that it enables the organization to have a greater choice in human resources, when compared to using internal sources alone.

### 7. (a) i, ii, iii, iv

The objectives of recruitment are more likely to be achieved, if the recruiting sources used are suitable for the kind of position that is to be filled. Different sources can be employed, depending on various factors like the level of the position, number of people required, time available and the funds allocated for recruitment.

### 8. (c) Internal search

Many organizations try and identify employees from within the organization, to be groomed to take on higher responsibilities. This process is called internal search.

**9. (b) The organization might miss out on talent that is available in the market.**

A disadvantage associated with the process of internal search is that an organization might miss out on talent that is available in the market; it is also possible that talent pool within the organization stagnates without fresh inflows of ideas and opinions from outside.

**10. (c) Advertisements**

Advertisements have the widest reach and are quite effective in searching for external talent. Different media can be used for advertising, depending on the cost, the need, and the reach desired.

**11. (d) i, ii, iii and iv**

Some of the popular external sources of recruitment are advertisements, campus recruitments, employee referrals, employment exchanges, private placement agencies etc.

**12. (c) Will bring fresh perspectives and ideas**

One of the reasons as to why organizations avoid filling up the vacancies from their organizational resource pool is that if the new employees are recruited from outside, then it is likely that they are in a better position to rejuvenate the organization by providing fresh perspectives and ideas on systems and processes.

**13. (a) Blind advertising**

Organizations, while using the print media to advertise, sometimes resort to blind advertisements. They conceal their identity for two reasons. They do not want their competitors to know that a critical position in the organization is vacant or soon going to be vacant. They would also like to avoid the cumbersome task of responding to all the applicants for the position.

**14. (d) All of the above**

The nature of the job, its level and criticality in the organization, the cost of the media, the reach desired by the organization in the particular case, all together determine the mode and medium of advertisement.

**15. (b) Time and resources spent on the recruitment**

The important information that has to be furnished in an advertisement, includes nature of business and size of the organization, the nature of the job, location or place of work, tasks and responsibilities attached to the position, reporting hierarchy and work culture, emoluments, benefits and



## **Block-2: Employment of Human Resources**

other facilities available, requirements of the job in terms of qualification, knowledge, skills and experience, last date to respond, and ways to respond (by e-mail, telephone, or post).

### **16. (b) Employee referrals**

Employee referrals are a method of external recruitment, where the employees working with an organization, recommend their friends or acquaintances for vacant positions in the organization.

### **17. (c) They cannot be used to fill lower and middle management position.**

Employee referrals form a very good source of recruitment, especially for the lower and middle level management. Employees working with an organization, recommend their friends or acquaintances for vacant positions in the organization. The reputation and credibility of the employee is at stake when he/she recommends or refers a candidate, which is why the employee would take care to recommend good candidates. The candidate seeking employment has an insider's view of the job and is more realistic in his/her expectations from the company.

### **18. (b) There is a greater possibility that the employee continues with the job for a longer time.**

As the employee's expectations from the job and the company are more realistic, there is a greater possibility that he/she will stay in the job for a longer period.

### **19. (c) There is never any monetary benefit to the referring employee, if the candidate he has recommended is recruited.**

A direct advantage of referrals is in terms of time and cost savings for the organization. Some organizations in competitive industries, where it is difficult to find suitable manpower, even pay their employees, if the candidates referred by them are selected. This is less costly than hiring a private agency and at the same time, more rewarding for the existing employees.

### **20. (b) Talent agencies**

The three categories of employment agencies are Public or State Agencies, Private Agencies, and Headhunters. Talent agencies are not a category of employment agencies.

### **21. (a) Circulars on the intranet**

Some of the popular sources of external search are advertisements, campus recruitments, employee referrals, employment exchanges and private placement agencies. Company intranets are used to convey

information, within an organization and are usually used only in internal search.

**22. (c) Employment exchanges**

Till a few years ago, employment exchanges (state sponsored placement agencies) were extremely popular in India. Fresh graduates and technicians in search of suitable employment, would first register themselves with the local employment exchange. It was and still is mandatory for any company, which is not exempted, to register its vacancy positions in the employment exchange. The exchange facilitates communication between the candidates it finds suitable, and the company. Employment exchanges were initially established to handle the problem of unemployment in the country.

**23. (d) Conducting the final interviews to select the best fit**

Private employment agencies do well in dynamic job markets, where companies scout aggressively for talent, and potential candidates constantly look out for better jobs. Private agencies provide a meeting ground for both the parties and simplify the whole process of recruitment. They invite applications from interested candidates, scan them for the first round of shortlisting, test them or interview them for a second round of short-listing and finally arrive at the list of the most suitable candidates for the vacant positions in the organization. The human resource department of the company has to conduct a final round of interviews to select the best fit.

**24. (d) All of the above**

Private Agencies usually cater to the recruitment needs of junior, middle and top level of management. They charge a percentage of the pay package offered to the candidate as fees for their services.

**25. (c) Private**

Management consultants, recruitment consultants, or placement consultants are private agencies. Employment exchanges are public agencies that are sponsored by the state.

**26. (d) i, iv, ii, iii**

Management consultants reduce the work load of organizations by inviting applications from interested candidates, scanning them for the first round of short listing, testing them or interviewing them for the second round of interview, and preparing the list of most suitable candidates to be sent for the final round of interviews to be conducted the Human Resource department of the concerned company.

**27. (d) iii and iv**

Advertisements have the widest reach and are quite effective for an organization in search of external talent. Further it is a cheap mode of

## **Block-2: Employment of Human Resources**

conveying vacancies in case a large number of employees are required by the company. Private employment agencies do well in dynamic job markets, where companies scout aggressively for talent, and potential candidates constantly look out for better jobs.

### **28. (c) The number of successful placements**

The number of successful placements can be considered as the most important criterion for determining the success or failure of a recruitment program.

## Unit 7

### Selection

#### Structure

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- 7.1. Introduction
- 7.2. Objectives
- 7.3. Concept of Selection
- 7.4. The Selection Process
- 7.5. Selection Method Standards
- 7.6. Application Forms
- 7.7. Selection Tests
- 7.8. Interviews
- 7.9. The Interview Process
- 7.10. Placement
- 7.11. Summary
- 7.12. Glossary
- 7.13. Self-Assessment Test
- 7.14. Suggested Readings/Reference Material
- 7.15. Answers to Check Your Progress Questions

#### 7.1. Introduction

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In the previous unit, we have discussed recruitment. We have learnt that recruitment and selection together constitute employment. In this unit, we will discuss selection.

Selection of candidates is the next step after recruitment in an organization's acquisition of human resources. There is minimal interference of external factors in this area. The selection process involves a series of steps which help in evaluating the candidates. It has to be in accordance with the organizational requirements. Human resource planning, job analysis, and job specifications provide the basic requirements based on which the selection process should be designed.

This unit will discuss the concept of selection. We shall discuss the selection process and the standards that need to be met by the selection method. Finally, we would discuss about interviews, the process of interviewing, and placement.

## **7.2. Objectives**

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By the end of this unit, students should be able to:

- Discuss the concept of selection.
- Evaluate the process involved in selection.
- Identify the various selection method standards.
- Explain application forms, selection tests, and interviews.
- Formulate the process of conducting interviews.
- Define placement.

## **7.3. Concept of Selection**

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Selection can be defined as the process of choosing the most suitable candidate for a job from among the available applicants. Koontz defines selection as the process of choosing from among the candidates from within the organization or from the outside, the most suitable person for the current position or for the future position. It is an attempt to strike a balance between what the applicant can and wants to do and what the organization actually requires.

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. There may be two positive outcomes of the selection decision: selection of the right candidate and rejecting an unsuitable candidate. Two possible negative outcomes of the selection decision are selecting an unsuitable candidate, and rejecting the right candidate.

The selection process serves the purpose of selling the organization and the job to the candidate. During the selection process, when the candidate is being evaluated, he/she tries to assess the job, as well as the company and its culture. The company should provide correct and accurate information to the candidates. The selection procedure should be simple, in order to ensure that it does not upset or drive away the candidate. Proper care should be taken by the company's representatives to project the company in the best possible manner, because the organization needs the right candidate, as much as the candidate needs the right job.

## **7.4. The Selection Process**

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The selection process in an organization depends on the strategy and objectives of the organization, the tasks and responsibilities associated with the job, the qualifications required, and finally, the experience and characteristics required in an individual, to successfully carry out these tasks and responsibilities.

The recruitment policy and the job design are determined by the organizational objectives. The job description and job specification are arrived at on the basis of job analysis. Competency modeling is the next step, which involves identifying the knowledge, skill, and attitude set that enables the individual to deliver the best performance in his/her job. Based on these platforms, the selection criteria for a position can be identified. After the criteria have been established, the selection procedures and methods are determined.

The selection process begins with the review of applications. These applications can be either in the company specified format or in the format submitted by the candidates. Some companies may prefer to go in for an initial screening before accepting applications from candidates. These applicants are then called for a test or an interview during which their skill levels are analyzed. These tests have to be in compliance with the law, validated by the organization, and relevant to the job. After analyzing the test results, the successful candidates are called for an interview or a series of interviews. Based on the interviews and the feedback received, the organization decides whether or not to offer the candidate a job.

The evaluation of a candidate during selection involves understanding his/her emotional stability, attitude, value system, knowledge level, and skill level. The candidate has to be assessed based on the organizational objectives, the work culture, and the recruitment policy guidelines. Exhibit 7.1 illustrates the problems that arise in selection process.

**Exhibit 7.1: Bad apples in KPK race**

(The Jakarta Post)

Every citizen should have the right to compete for top posts at the Corruption Eradication Commission (KPK), including members of the police force.

Despite past conflicts between the KPK and the police, which are respectively known as *cicak* (gecko) and *buaya* (alligator) when they square off, several former police officers — some of whom had led the KPK — while others are seconded to current KPK investigators, have played a major role in the war against corruption.

However, a statement by Insp. Gen. Dharma Pongrekun, one of the police generals participating in the ongoing selection process for KPK leadership, has raised not only eyebrows, but also a red flag. Dharma was apparently irked by the supposedly vitriolic attitude toward applicants who have yet to submit their wealth reports to the KPK. Instead of promising that he would disclose his wealth report, the police general chose to attack the rule

*Contd. ....*

## Block-2: Employment of Human Resources

He told local media: “The wealth report is not relevant to God’s law. Why? Because the concept is atheistic in its nature. The KPK created [this concept] in the first place. Rezeki [sustenance] should not be regulated by the law.”

Submitting a wealth report is obligatory for state officials, as stipulated under the 1999 Good Governance and Freedom from Corruption, Collusion and Nepotism Law and the 2002 KPK Law. Dharma’s argument is at best vague and at worst downright ridiculous. The rule was made to ensure transparency. There is no reason why we should ever revoke it, especially for those who are seeking to lead the KPK.

The gaffe has further put candidates from the police force under scrutiny. Graft watchdogs have slammed the selection committee for allowing a number of police generals with “questionable” track records to advance in the selection process. Among them are South Sumatra Police chief Insp. Gen. Firli and the National Police’s Criminal Investigation Department (Bareskrim) deputy chief, Insp. Gen. Antam Novambar, according to the watchdogs.

Firli faced an ethics breach investigation while serving as KPK deputy head for law enforcement in 2018, while Antam was accused in 2015 of intimidating a KPK official into providing a favorable testimony for then-National Police deputy chief and current spy chief Budi Gunawan, whom the KPK had charged with graft. Firli and Antam denied the accusations.

The KPK race is entering its final stages. The committee announced that 40 candidates, including the problematic ones, had passed psychological tests and would move forward to the next stage. It is now conducting “profile assessments” to pick the top 20 candidates, all of whom will later take part in a public hearing to get the nomination. At least ten candidates will be nominated by the President, who will then submit their names to the House of Representatives for confirmation.

The selection committee has the critically important job of ensuring that no bad apples pass the selection process and that only those with the strongest integrity and independence lead the KPK. No matter what their backgrounds are — be they police officers, lawyers, prosecutors or academics — those traits are non-negotiable

*Adopted from: <https://www.thejakartapost.com/academia/2019/08/12/bad-apples-in-kpk-race.html>*

The following exhibit 7.2 explains the selection process at Deloitte.

**Exhibit 7.2: Selection Process at Deloitte**

The selection process at Deloitte has a number of stages to give the chance to learn about the company, as well as helping the company learn about the job seeking candidates.

**Initial Screening**

The online application will be reviewed by the relevant Talent Acquisition team member. They will assess the job seeker's skills and experience to determine the candidate's match to the key selection criteria.

The job advertisement will give a clear understanding of the requirements for the role.

The Talent Acquisition team will be in contact with the candidate once they have received the application.

**Interview Process**

**There are 3 stages.**

The first interview will generally be a telephonic screening / face to face initial interview with a member of the Talent Acquisition team.

This is followed by a face-to-face technical, panel or case study interview with the service line a candidate is applying for. This is an in-depth interview and discussion regarding the technical and motivational fit for the role, team and firm. The number of interviews varies from service line to service line

The final stage will be a meeting with a Partner/Director from the service line a candidate may be joining. If needed, based on location, interviews are conducted via a Video Conference / Skype. Online or face to face, conducted as soon as practically possible dependent on the candidate / business availability.

**Assessments / Testing (Where applicable)**

For some roles candidates are required to complete either psychometric or skills based tests depending on the role and Service line. Online or face to face as required, within two weeks.

**Pre-Employment Checks**

Following the interview process if a candidate progresses to the final stage of an employment offer, pre-employment checks are conducted. These include employment references and qualification checking via MIE.

*Contd. ....*



## Block-2: Employment of Human Resources

Following finalisation of the interview process, following pre-employment screening and offer approval, a verbal offer will be made by the Talent Acquisition representative. This is followed by a written contract. This contract allows you to access details of the offer and employment conditions.

### On-Boarding

In addition to the online on-boarding tool, employee will also have access to a member of the HR team. At all times, a designated Talent Advisor will keep the job seeker updated and informed in terms of the process being followed.

Adopted from <https://www2.deloitte.com/za/en/pages/careers/articles/deloitterecruitprocess.html> (Accessed on October 6th 2021)

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### Check Your Progress-1

1. \_\_\_\_\_ is considered to be a vital step in the employment process, where the organization attempts to identify ‘the right candidate for the right position’.
  - a. Recruitment
  - b. Selection
  - c. Placement
  - d. Induction
2. Choosing the most suitable candidate for a job from the available applicants is termed as \_\_\_\_\_.
  - a. Hiring
  - b. Selection
  - c. Placement
  - d. Employing
3. A selection process has \_\_\_\_\_ possible outcomes, some of which have a positive effect while others have a negative effect.
  - a. Three
  - b. Four
  - c. Five
  - d. Six
4. ‘During the selection process, while the candidate is being evaluated, the candidate too tries to evaluate the company and its culture, apart from the job, and comes to a decision about suitability of the organization’. This means that \_\_\_\_\_.

- a. Only qualified candidates will make it to the next stage of the employment process.
  - b. During the selection process, the candidate should not be allowed to have contact with the existing employees of the organization.
  - c. The selection process also involves selling the organization to the candidate.
  - d. Suitable candidates are often rejected
5. The selection process depends on a number of factors which include \_\_\_\_\_.
- i. Organizational strategy and objectives
  - ii. Tasks and responsibility of the job
  - iii. Qualification, experience and characteristics required to perform the task
  - iv. Recruitment methods
- a. i, ii, iii
  - b. ii, iii, iv
  - c. Only i and ii
  - d. Only iii and iv
6. What is the first step in the process of selection?
- a. Identification of manpower needs of the organization
  - b. Encouraging the prospective employees to apply for the vacancy
  - c. Review of the applications
  - d. Advertising the vacancy
7. After review of their applications, applicants are called for a test or an interview in order to analyze their skill levels. These tests have to be in compliance with the \_\_\_\_\_, validated by the \_\_\_\_\_ and relevant to the \_\_\_\_\_ being offered.
- a. Objectives; government; salary
  - b. Law; organization; job
  - c. Objectives; industry; organization
  - d. Law; candidate; job
-

## **7.5. Selection Method Standards**

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Selection methods should be designed in such a way as to ensure that organizations evaluate the candidates on the specified criteria, in an objective and accurate manner. For a more accurate prediction of the candidate's success in the future job, the selection methods should meet the generic standards of reliability, validity, generalizability, utility, and legality.

### **7.5.1 Reliability**

A selection method is said to be reliable, if it produces consistent results, across different situations and times. Whether a selection method is reliable or not, can be measured by observing the scoring pattern. If the pattern is similar, then the test is termed to be reliable. Following are the various methods of evaluation that determine the reliability of a selection test. These methods can also serve as a basis for redesigning the tests to make them more reliable.

#### **The Repeat or Test-retest Approach**

In this approach, the candidates take the same test twice, with a gap of 2-3 weeks. The similarity in the pattern of scoring by the group and an analysis of scores, determines the reliability of the test.

#### **The Alternate-form or Parallel-form Method**

In this approach, two similar but separate forms are given to the candidate(s) at the same time. If the pattern of scoring is similar, then the test is reliable; if it is not, then the test is not reliable.

#### **The Split-halves Procedure**

In this approach, a test is divided into two parts and given to the candidate(s). The degree of similarity in scoring in these two parts, determines the reliability of the test.

### **7.5.2 Validity**

It is defined as the extent to which the test measures, what it claims to measure. It is the degree to which success in a test reflects success in the job. A selection method should first be reliable to be valid. But a reliable selection method may or may not be valid. Following are the approaches for determining the validity of a selection method. While evaluating a selection method, any combination of these approaches can be applied, depending on the job content and the organizational factors.

### **Criterion Validity**

Criterion validity can be defined as the correlation between scores on a measure in the selection method and the scores on the corresponding measure of job performance. The selection method is considered valid if there is a substantial correlation between the test scores and the job performance scores.

### **Content Validity**

Content validity can be defined as the extent to which the content of a selection procedure or instrument is representative of important aspects of job performance.

### **Construct Validity**

Construct validity is the extent to which a selection method measures the degree of identifiable characteristics (necessary for successful performance in the job) in the candidates.

#### **7.5.3 Generalizability**

Generalizability of a selection method can be defined as the degree to which its validity, established in one context, can be extended to other 'primary contexts'. Primary contexts can be different — jobs, organizations, samples of people, and time periods. A selection method must be valid to be generalized. But a valid method may or may not be generalized.

#### **7.5.4 Utility**

The degree to which the value provided by the selection method enhances the effectiveness of an organization is termed as utility. The higher the reliability, validity, and generalizability of the selection method, the higher will be its utility. However, external factors, like conditions in the job market may affect the utility of a selection method, in spite of the other three factors, being constant.

#### **7.5.5 Legality**

The selection method should abide by the existing laws and legal standards in the country.

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### **Check Your Progress-2**

8. Selection methods are designed, so as to ensure that they evaluate the candidates on the specified criteria, in an objective and accurate manner. To ensure a more accurate prediction of the candidate's success in the job, it is

## Block-2: Employment of Human Resources

- necessary that the selection methods should meet some generic criteria. \_\_\_\_\_ is **not** one of these criteria.
- Reliability
  - Validity
  - Flexibility
  - Generalizability
9. The reliability of a selection method can be measured using certain methods. Which one of the following is **not** a method for measuring reliability?
- Repeat or test-retest approach
  - Alternate form or parallel form method
  - Perpendicular or vertical form method
  - Split halves procedure
10. In this approach, a group of candidates take the same test twice, with a gap of 2 to 3 weeks. This method to measure the reliability of the selection process is known as \_\_\_\_\_.
- The repeat or test-retest approach
  - The alternate form method
  - Parallel form method
  - The split halves procedure
11. In the alternative-form or parallel-form method of measuring the reliability of the selection process, \_\_\_\_\_.
- A group of candidates take the same test twice, with a gap of 2-3 weeks. The similarity in the pattern of scoring by the group and an analysis of scores determines the reliability of the test.
  - A test is divided into two parts and given to the candidate(s). The degree of similarity in scoring, in these two parts, determines the reliability of the test.
  - Two similar but separate forms are given at the same time to the candidate(s). The pattern of scoring determines the reliability.
  - Candidates are paired off, and different tests are given to each pair.
12. In the \_\_\_\_\_, for measuring reliability of the selection process, the test for the selection of candidates is divided into two parts and given to the candidates. The degree of similarity in scoring, in these two parts, determines the reliability of the test.
- Repeat or test-reset approach
  - Alternate form or parallel form method

- c. Split halves procedure
  - d. Individual interview method
13. One of the criteria that a good selection method needs to meet is validity. Validity is defined as \_\_\_\_\_.
- a. The degree to which a test gives consistent results across different situations and time
  - b. The degree to which success in a test reflects success in the job
  - c. The degree to which value provided by the selection method, enhances the effectiveness of an organization
  - d. The degree to which characteristics of one job situation can be extended to other job situations.
14. The three different approaches for determining the validity of a selection method are \_\_\_\_\_.
- a. Competency validity, content validity, and construct validity
  - b. Criterion validity, category validity, and construct validity
  - c. Criterion validity, content validity, and competency validity
  - d. Criterion validity, content validity, and construct validity
15. \_\_\_\_\_ refers to the correlation between scores on a measure in the selection method and the scores on the corresponding measure of job performance.
- a. Criterion validity
  - b. Content validity
  - c. Construct validity
  - d. Competency validity
16. \_\_\_\_\_ is the extent to which the content of a selection procedure or instrument is representative of the important aspects of job performance.
- a. Criterion validity
  - b. Content validity
  - c. Construct validity
  - d. Competency validity
17. Construct validity is the extent to which a selection method measures the degree of identifiable characteristics of candidates. In this context, 'identifiable characteristics of candidates' are characteristics that \_\_\_\_\_.
- a. have been determined to be indicative of the candidates' leadership potential.
  - b. indicate that the candidates are likely to join the organization

## Block-2: Employment of Human Resources

- c. have been determined to be important for successful performance of the job
  - d. indicate the fit between the candidates and the organizational culture of the business
18. In evaluating a particular selection method, any combination of the three types of validity (criterion validity, content validity, and construct validity) can be used. The choice would depend on \_\_\_\_\_.
- a. Job description and external factors
  - b. External factors and organizational factors
  - c. Organizational factors and job description
  - d. Job content and organizational factors
19. \_\_\_\_\_ is defined as the degree to which validity established in one context can be extended to other primary contexts.
- a. Reliability
  - b. Generalizability
  - c. Specialization
  - d. Legality
20. The generalizability of a selection method is the degree to which its validity established in one context can be extended to other **‘primary contexts’**. Which of the following would **not** be a primary context?
- a. Jobs or organizations
  - b. Job locations
  - c. Samples of people
  - d. Time periods
21. The factors that can affect the utility of a selection method are \_\_\_\_\_
- i. Validity
  - ii. Generalizability
  - iii. Job market conditions
  - iv. Reliability
- a. i and iii
  - b. ii and iv
  - c. i, ii, and iii
  - d. i, ii, iii, and iv
-

## 7.6. Application Forms

An application form, also called an application blank, is 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. Some of the items which generally appear in an application form are mentioned in Table 7.1.

**Table 7.1: Items in an Application Form**

Details	Contents	Uses
Personal Information	Candidate's name, date of birth, gender, marital status, address, annual income of family, etc.	This information is used to assess whether the candidate will fit in with the organization, in the job, and in the team that he/she will be associated with.
Educational Qualifications	List of schools, colleges, and institutions attended by the candidate; the period of study; the courses taken; the subjects studied; the percentage of marks scored; and the class or grade secured by him/her.	This information is used to assess the academic background of the applicant.
Work Experience	List of previous employers of the candidate and the period of employment with each of them, the duties of the applicant in the previous jobs, the salaries drawn, and the reason(s) for leaving the previous organizations.	This information will help in understanding and evaluating the candidate's suitability to the job, his/her working habits, and his/her competencies in relation to the job.
Salary	Salary and benefits drawn by the candidate in his/her last job.	This information is important as the salary structure differs from company to company.
Personality Items	The candidate's strengths and weaknesses, his/her long-term and short-term	This information will help in understanding the personality of the applicant, which would



## Block-2: Employment of Human Resources

Details	Contents	Uses
	professional goals, and his/her hobbies and interests.	later motivate him/her and improve his/her performance on the job.
Reference Checks	The names and addresses of individuals who can be contacted for verifying the candidate's credibility and getting information on his/her past record.	Helps in checking credibility and past records.

The relevance and validity of the application form should be checked and evaluated from time to time. This helps the organization in deciding what to include and/or delete in the application form. Exhibit 7.3 shows a detailed job application form.

### 7.6.1 Evaluation of Application Forms

Evaluation of application forms is done to analyze the information provided by the applicants and select the suitable candidates. The methods used for evaluating application forms are:

#### Clinical Method

In this method, the application forms are analyzed and inferences drawn about the applicant's personality traits, so as to predict his/her success in the job.

#### Weighted Method

This method involves assigning certain points or weights to all the items in the application form. A weighted application form imparts objectivity and differentiates between the characteristics of successful and unsuccessful candidates. This approach, however, requires a different application form for each occupation group, and thus, is avoided by most organizations.

### 7.6.2 Ethical Issues in Application Form Design

The employer should adhere to the local laws of every country when designing the application form. Stress should be laid upon the principle of 'equal employment opportunity' and questions pertaining to caste, race, etc., should be avoided. Certain questions that should not be asked in an application form are:

- Questions that are irrelevant in the context of the job
- Questions which will be an invasion of the applicant's privacy
- Questions that could lead to discrimination on any ground
- Questions that could have adverse effects on the employment of women, minorities, disabled, or senior citizens

**Exhibit 7.3: Job Application Form**

Instructions: Print clearly in black or blue ink. Answer all questions. Sign and date the form.

**PERSONAL INFORMATION:**

First Name \_\_\_\_\_ Middle Name \_\_\_\_\_ Last Name \_\_\_\_\_

Street \_\_\_\_\_ Address \_\_\_\_\_

City, \_\_\_\_\_ State, \_\_\_\_\_ Zip \_\_\_\_\_ Code \_\_\_\_\_

Phone Number (\_\_\_\_) \_\_\_\_\_

Are you eligible to work in the United States? Yes \_\_\_\_\_ No \_\_\_\_\_

If you are under age 18, do you have an employment/age certificates? Yes \_  
No \_

Have you been convicted of or pleaded no contest to a felony, within the last five years?

Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, please explain: \_\_\_\_\_

**POSITION/AVAILABILITY:**

Position Applied For \_\_\_\_\_

Days/Hours \_\_\_\_\_ Available \_\_\_\_\_

Hours Available: from \_\_\_\_\_ to \_\_\_\_\_

**What date are you available to start work?** \_\_\_\_\_

**EDUCATION:**

Name and Address of School - Degree/Diploma - Graduation Date

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Skills and Qualifications: Licenses, Skills, Training, Awards

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**Block-2: Employment of Human Resources**

<hr/>		
<b>EMPLOYMENT HISTORY:</b>		
Present Or Last Position:		
Employer:		
<hr/>		
Address: <hr/>		
Supervisor:		
<hr/>		
Phone: <hr/>		
Email: <hr/>		
Position Title: <hr/>		
From: <hr/> to <hr/>		
Responsibilities:		
<hr/>		
<hr/>		
Salary: <hr/>		
Reason	for	Leaving:
<hr/>		
<b>Previous Position:</b>		
Employer:		
<hr/>		
Address: <hr/>		
<hr/>		
Supervisor:		
<hr/>		
Phone: <hr/>		
Email: <hr/>		
Position Title: <hr/>		
From: <hr/> To: <hr/>		
Responsibilities:		
<hr/>		
<hr/>		
Salary: <hr/>		
Reason for Leaving: <hr/>		
<i>Contd. ....</i>		

**May We Contact Your Present Employer?**

Yes \_\_\_\_\_ No \_\_\_\_\_

**References:**

Name/Title Address Phone

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I certify that information contained in this application is true and complete.

I understand that false information may be grounds for not hiring me or for immediate termination of employment at any point in the future if I am hired.

I authorize the verification of any or all information listed above.

Signature \_\_\_\_\_

Date \_\_\_\_\_

*Adapted from <https://www.thebalancecareers.com/job-application-form-sample-2061607> (Assessed on October 6th 2021).*

**Check Your Progress-3**

22. An application form complete in all respects, filled up by the person seeking the job is normally the beginning of the selection procedure. The application form is \_\_\_\_\_.
- A description of the applicant's previous job experience and his skill sets.
  - A formal record of the individual's family status.
  - A formal record of the individual's appeal or intention for employment.
  - A description of the applicant's educational and professional qualifications.
23. The \_\_\_\_\_ is the most widely used and accepted device for securing information about prospective candidates at the initial stage of the selection procedure.
- Reference check
  - Campus interview
  - Situational test
  - Application form
24. The 'personal information' (i.e., information on family background, occupations of other family members, etc.) provided in an application form is useful in assessing \_\_\_\_\_.
- The previous jobs of the applicant

## Block-2: Employment of Human Resources

- b. The strengths and weaknesses of the applicant
  - c. The socio-economic status of the applicant
  - d. The long-term and short-term goals of the applicant
25. In an application form for a job position, the information that is usually provided in the section on 'work experience' would include \_\_\_\_\_.
- i. List of previous employers of the applicant
  - ii. Period of employment in each job previously held by the applicant
  - iii. Responsibilities handled in each previous job
  - iv. Salaries drawn in each of the previous jobs
- a. i, ii, iii
  - b. i, iii, iv
  - c. ii, iii, iv
  - d. i, ii, iii, iv
26. The information in the 'Reference checks' section of the application form pertains to \_\_\_\_\_.
- a. The applicant's strengths and weaknesses, his hobbies & interests, his long term professional goals, etc.
  - b. The names and addresses of individuals, who can be contacted to verify the antecedents and the previous employment record of the applicant
  - c. The applicant's qualification, experience and background
  - d. The responsibilities held handled by the applicant in his previous jobs
27. Application forms are evaluated to analyze the information provided by the applicants and select suitable candidates. \_\_\_\_\_ methods and \_\_\_\_\_ methods are used for evaluating application forms.
- a. Observation; clinical
  - b. Weighted average; questionnaire
  - c. Position analysis; weighted
  - d. Clinical; weighted
28. While designing the application form, the most common principle of 'equal employment opportunity' has to be adhered to. Which of the following types of questions are **most** likely to go against this principle?
- a. Questions about the number of family members, or marital status
  - b. Questions about the long term and short term goals of the applicant
  - c. Questions about the reasons as to why the applicant has left each of his previous employers
  - d. Questions about the race of the applicant
-

## **7.7. Selection Tests**

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In order to evaluate an applicant, different types of tests are used as selection methods. Some types of tests are used to assess the applicant's skill level, while others (called psychometric tests) assess the employee's attitudes and personality. Some of these tests are discussed here.

### **7.7.1 Intelligence Tests**

These are mental ability tests. They measure the incumbent's learning ability and also the ability to understand instructions and make judgements. The basic objective of intelligence tests is to pick up employees who are alert and quick at learning things so that they can be offered adequate training to improve their skills for the benefit of the organization. Intelligence tests do not measure any single trait, visualization, etc., Stanford-Binet test, Binet-Simon test, The Wechsler Adult Intelligence Scale are Exhibit of standard intelligence tests.

An IQ (Intelligence Quotient) test measures several factors of intelligence, like logical reasoning, analytical skills, and general knowledge. Apart from these, it also measures a person's ability to classify things, identify relationships, and derive analogies. Intelligence tests do not consider social or emotional intelligence.

### **7.7.2 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. The examples of job-related aptitudes include mechanical, clerical, linguistic, musical, and academic abilities.

In order to recruit efficient office staff, aptitude tests are necessary. Clerical tests, for Exhibit, may measure the incumbent's ability to take notes, perceive things correctly and quickly locate things, ensure proper movement of files, etc. Aptitude tests, unfortunately, do not measure on-the-job motivation. That is why aptitude test is administered in combination with other tests, like intelligence and personality tests.

### **7.7.3 Achievement Tests**

Also known as proficiency or knowledge tests, these tests measure an applicant's job-related proficiency and knowledge. They can be classified as job knowledge tests and work sample tests. While the former tests the applicant's knowledge in his/her area of experience, the latter is a kind of

## Block-2: Employment of Human Resources

experiential test that tests the applicant's ability to perform the job he/she is experienced in.

A typing test shows typing proficiency, a shorthand test measures the test taker's ability to take dictation and transcribe, etc. Such proficiency tests are also known as work sampling tests. Work sampling is a selection test wherein the job applicant's ability to do small portion of the job is tested. These tests are of two types; Motor, involving physical manipulation of things (e.g. trade tests for carpenters, plumbers, electricians) or Verbal, involving problem situations that are primarily language-oriented or people-oriented.

### 7.7.4 Situational Tests

Generally used in middle and senior level management selection, situational tests examine the probable responses of the applicant to real-life business situations. The candidates are exposed to simulated business situations and their responses are recorded and evaluated. The tests include 'group discussions', 'in basket exercises', and 'simulated business games'. These are described in Table 7.2.

**Table 7.2: Situational Tests**

Test	Description	Utility
Group discussion	Group members are usually left to interact on their own, without any leader or moderator being specified.	Used to assess the initiative, leadership qualities, negotiating skills, communication skills, and decision-making skills
In basket exercise	The candidate is exposed to a simulated office situation where he/she has to respond to letters, clear important documents, schedule his/her meetings, meet his/her colleagues, and make some important business-related decisions.	Used to test managerial and administrative skills
Simulated business games	Applicant plays the role of a simulated character and he/she is assessed within a group.	Used for a variety of executive activities like capital asset management, marketing

### **7.7.5 Interest Tests**

These tests are inventories of the likes and dislikes of candidates, relating to their work, job, their occupations, their hobbies, and recreational activities. They test the extent to which the candidate is interested in the job and its profile. The basic idea behind the use of interest tests is that people are most likely to be successful in jobs they like. These tests could be used as effective tools. Obviously, if you can select people whose interests are roughly the same as those of successful investments by using, say the Strong-Campbell inventory, in the jobs for which you are recruiting, it is more likely that the applicants will be more successful in their new jobs.

### **7.7.6 Personality Tests**

These tests help in understanding the basic job-related personality traits of an employee and in assessing an individual's value system, emotions, maturity, and other personality characteristics.

The drawback with personality tests and interest tests is that applicants may try to hide their actual personality traits and interests, and project themselves differently, in order to gain employment and entry into the organization. Such a problem can be avoided by using methods like Kuder Preference Record that can evaluate the occupational interests of the applicants.

### **7.7.7 Polygraph Tests**

These tests assess the validity and truthfulness of the answers given by the applicant, by monitoring the physical changes in his/her body, as he/she is in the process of answering a series of questions. These are mostly used for screening applicants for high-profile security jobs in which it is essential for the employee to be very trustworthy.

Polygraphs, despite strong resistance by many applicants, are increasingly being used by companies which have problems with inventory and security of funds. Government agencies have begun the use of polygraph, though in a limited way, after the passage of the Employee Polygraph Protection Act in USA in 1988, especially for filling security, police, fire and health positions

### **7.7.8 Graphology**

This test assesses an applicant's personality, emotional characteristics, and honesty by examining the lines, loops, strokes, and curves in the applicant's handwriting.

The recruiting company may, for Exhibit, ask applicants to complete application forms and write about why they want a job in applicant's own



## Block-2: Employment of Human Resources

handwriting. These samples may be finally sent to graphologist for analysis and the results may be put to use while selecting a person. The use of graphology, however, is dependent on the training and expertise of the person doing analysis. In actual practice, questions of validity and just plain skepticism have limited its use.

**Activity:** The selection process at Sujoy Cooperative Bank, consisted of a written test of two-hour duration, followed by an interview. Recently, the reliability of these tests in selecting the right candidate came into question and the bank decided to modify the test. You are an independent consultant who has been appointed by the bank to design an appropriate selection test. In a report, suggest a combination of methods that the bank may use so that personality, logical reasoning, quantitative aptitude, general awareness, learning ability, proficiency in a specific area, possible responses in an office environment, and validity of the candidate's responses may be tested. A description of each of the methods suggested should be included in your report.

**Answer:**

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### Check Your Progress-4

29. \_\_\_\_\_ help in assessing an individual's value system, emotions, maturity and other characteristics. These characteristics are expressed in traits like self-confidence, tact, optimism, decisiveness, conformity, objectivity, judgment, dominance or submission and impulsiveness or stability.
- Personality tests
  - Aptitude tests
  - Interest tests
  - Situational tests
30. \_\_\_\_\_ help in assessing an individual's genuine liking for a job. They are generally inventories of the likes and dislikes of candidates in relation to work, occupations, hobbies and recreational activities.
- Personality tests
  - Aptitude tests

- c. Intelligence tests
- d. Interest tests

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## 7.8. Interviews

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For most organizations, interviews form an essential step in the selection process. First, interviews help in assessing the profile of the applicant and comparing it with the job profile for suitability. Second, they help in assessing the candidate and validating the information provided by him/her in the application. Third, during an interview, the employer can sell his/her organization and the job to the candidate. However, the greatest disadvantage of an interview is that individual biases, based on gender, religion, nationality, educational background, previous employer of the candidate, etc., can influence the interviewer's decision. The outcome of the interview might also get affected, due to the timing and setting of the interview.

Following are the different types of interviews.

### 7.8.1 Preliminary Interview

Preliminary interviews are brief, first round interviews aimed at eliminating applicants who are unqualified for the job. These interviews are usually informal (as they can be conducted at any place by any person) and unstructured (as the interviewer does not plan the course of the interview; the candidate is usually allowed to set the course of the interview), and are conducted before a candidate fills up the application blanks. Preliminary interviews help the managers evaluate the interviewee, based on his/her appearance and the quality of communication.

### 7.8.2 Selection Interview

Also known as the core interview, the selection interview usually involves interactions between the job applicant and the line manager or experts for evaluating and ascertaining the applicant's job knowledge, skills, talent, etc., and most importantly, his/her suitability for the job. The different types of selection interviews are:

#### Formal and Structured Interview

A structured interview is very rigid in its structure and contents. It is based on a thorough job analysis that directs the flow of the interview. The questions to be asked are selected by the interviewer and the interview is planned in advance to cover all the issues related to the job and the candidate. The main advantage of this kind of interview is that there is no scope for subjectivity. The questions

## **Block-2: Employment of Human Resources**

can be framed to cover all the relevant aspects and the same questions are asked to all the candidates, thus leading to proper evaluation.

### **Unstructured Interview**

In this type of interview, there are more open-ended questions and the interview takes its own course based on the candidate's responses and the interviewer's interest. The main advantage of this kind of interview is that the candidate remains comfortable as the interaction progresses naturally. However, the disadvantage is that it tends to be more subjective.

### **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. The interviewer checks on the interviewee's stress levels by continuously interrupting him/her, criticizing the answers, asking unrelated questions, or by keeping quiet for long periods of time even after the interviewee has finished speaking.

### **Group Interview Method**

This method is more useful while recruiting for entry level and junior management positions. In the group interview method, all or a group of candidates are interviewed by a panel of interviewers or a single interviewer. This method is used when there are a large number of applicants, but the time available for the interview is short. The advantage of this method is that it helps the candidates evaluate their own performances, with respect to the others in the group.

### **Panel Interview**

In this interview, representatives from different departments in an organization meet and interview a candidate, to evaluate him/her and his/her suitability in the position. These types of interviews reduce the subjectivity involved in a one-to-one interview.

### **In-depth Interview**

This interview is suitable for selecting candidates for high-end technology and high-skill jobs. Experts in the relevant field assess the candidate's knowledge, understanding of the subject, his/her expertise, and his/her suitability for the given job.

### 7.8.3 Decision-Making Interview

After the experts have evaluated the candidate's knowledge in the core areas of the job, the departmental heads and the HR function conduct the final interview of the applicants. These are informal interviews in which the applicant's interest in the job/organization, his/her reaction/adaptability to the working conditions, work adjustment and allotment, and expectations regarding salary, allowances, benefits, promotions, career opportunities, etc., 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.

**Activity:** At Fresh Foods Limited, a candidate who qualifies in the written test (first step in the selection process) has to go through two stages of interviews before being selected for a job. In the first stage of interviewing, the company uses structured and group interview methods in some cases while in others, it uses the in-depth method. The method used depends on the type of position for which selection is being made. Describe these methods. The next stage consists of the decision-making interview. What are the features and uses of such an interview?

**Answer:**

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### Check Your Progress-5

31. In a/an \_\_\_\_\_ interview, experts in the relevant area test the candidate's knowledge and understanding of the subject and assess his expertise.
  - a. Stress
  - b. Unstructured
  - c. In-depth
  - d. Group
32. In the selection process, the **main** advantage of structured interviews is that \_\_\_\_\_.
  - a. It does not require advance planning.
  - b. There is no scope of subjectivity.
  - c. The interaction between the interviewer and interviewee is formal.
  - d. It gives more flexibility to the interviewer.

## Block-2: Employment of Human Resources

33. Which of the following is **true** in case of group interviews?
- They are used to select candidates for high end technology and high skill jobs.
  - They are used when the number of applicants is high.
  - They are used when the time available is more.
  - They do not use a pre-determined framework of questions.

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### 7.9. The Interview Process

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Interviewing is a long process, which consists of a series of activities. Some of these activities are:

#### 7.9.1 Preparation

Apart from the interviewee, the interviewer also has to prepare himself/herself for an interview. While preparing, the interviewer should:

- Determine the objectives of the interview
- Read the candidate's application so as to be able to ask relevant questions
- Determine the mode of evaluation and standards
- Plan the time accordingly so as to devote equal time and attention to all the interviewees
- Be prepared to interview the candidates, without any bias.

#### 7.9.2 Setting

The performance of a candidate in an interview may be affected by the setting and ambience of the interview. First, the interview should be conducted in a comfortable environment, which is well lit and ventilated with no interruptions. Second, the interviewer should provide psychological and emotional support to the candidate, in order to make him/her feel comfortable and relaxed.

#### 7.9.3 Conduct of Interview

The actual interview process, starts once the candidate settles down in front of the interviewer(s). Following are some basic guidelines for conducting a pleasant and productive interview:

The interviewer should make the candidates feel comfortable and motivate them to perform better.

- Open-ended questions in the interview, encourage the candidate to speak and probing questions help in obtaining specific information.
- Questions should neither be hostile nor should they intrude on the candidate's privacy.

- The interviewer should attentively listen to the candidate's answers.
- The interviewer should take notes and mark relevant points, while conducting the interview. These notes will help in evaluating the candidate at the end of the interview and can also be used as a future reference.

#### **7.9.4 Closing an Interview**

Interviews should be closed in a smooth manner and the interviewer should make an overt sign to indicate the end of the interview. It is also the responsibility of the interviewer to explain to the candidate, the expected course of action, the expected date of intimation about the result, etc. The interviewer should also welcome and answer any queries from the interviewee.

#### **7.9.5 Evaluation**

A candidate should be evaluated immediately after he/she leaves the room. Evaluation should be done without any personal bias and the decision should be taken in the best interest of the organization.

Apart from evaluating the interviewees, the interviewers have to evaluate themselves periodically in order to improve their interviewing skills. This can be done by arranging workshops on interviewing skills and mock exercises.

#### **7.9.5 Reference Checks**

The offer is made to the candidate, once the evaluation is over and a final decision has been taken. However, the HR function has to do certain things before closing the selection process. The individuals mentioned as referrals by the candidate in the application or provided by the candidates on request, should be contacted on the phone, through official letters, e-mails, or even in person, to establish the credentials and work-related behavior of the candidate. As it may take some time to complete the entire process, most organizations make the offer to the candidate even before the reference checks are made. In some companies pre-employment background checks are conducted to verify the details of job seeking candidates. For instance, in Cognizant, an independent agency conducts a detailed educational and personal background check on candidates of interest before the offer is made.

#### **7.9.6 Medical Examination**

Physical medical examinations have been made compulsory by many organizations for hiring, so as to adhere to the physical standards, mentioned in the job specification and the organizational recruitment policy. Special privileges to handicapped and under-privileged people are acceptable and

## Block-2: Employment of Human Resources

encouraged in some organizations, most of which have their own medical standards for selection.

**Activity:** Shreshth Recruitment Services (Shreshth) is the recruitment wing of Shreshth 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. As a part of the interview process, after the interview has been conducted and closed, evaluation, reference checks, and medical examinations are conducted by Shreshth. What do these steps involve?

**Answer:**

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### 7.10. Placement

Once the candidate accepts the offer and joins, the organization has to place him/her in the job for which he/she has been selected. Proper placement of an employee results in low employee turnover, low absenteeism, and low accident rates in shop floor jobs and improved morale and commitment of the employees.

After selection, the employee is inducted into the organization. Then, he/she is put on probation for a period, ranging from six months to two years. The final placement of the employee (i.e., whether to make him/her a permanent employee, or to extend his/her probation period, or to ask him/her to quit) is decided after the employee has completed the initial probation period, on the basis of the his/her performance, during the period and his/her aptitude and interest.

### Check Your Progress-6

34. Which of the following points should be kept in mind by the interviewer while preparing for an interview?
- Determine the objectives of the interview
  - Determine the mode of evaluation and standards
  - Be biased toward the candidate who is being interviewed
  - Plan to spend more time while interviewing candidates who are performing well in the interview
- Only 1 and 2
  - Only 1 and 3
  - Only 2 and 3
  - Only 3 and 4

35. Several factors have to be kept in mind while interviewing candidates for a job. While interviewing applicants for a research job, which of the following would be considered undesirable?
- The interviewer makes the candidates feel comfortable and relaxed.
  - The interviewer responds to the candidates' greeting when they enter the room.
  - The interviewer studies the job description and the job specification.
  - The interviewer evaluates the candidates, only after all the candidates are interviewed.

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### 7.11. Summary

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- Selection is the process of choosing the most suitable candidate for a job from among the available applicants.
- The selection process depends on the organizational strategy and objectives, the tasks and responsibilities associated with the job, the qualifications required, and the experience and characteristics required in an individual to successfully perform these tasks.
- The selection methods should meet the generic standards of reliability, validity, generalizability, utility, and legality for an accurate prediction of the candidate's future success in the job.
- An application form is a formal record of an individual's appeal or intention for employment. Information pertaining to personal details, educational qualifications, work experience, salary, personality items, and reference checks are given in the application form. The application form is evaluated by using clinical or weighted methods. In designing an application form, certain ethical issues need to be considered.
- Different types of selection tests are used to evaluate an applicant. These are intelligence tests, aptitude tests, achievement tests, situational tests, interest tests, personality tests, polygraph tests, and graphology tests.
- There are different types of interviews like preliminary interview, selection interview, and decision-making interview.
- Some of the major activities in the interview process include preparation, setting, conduct of interview, closing an interview, evaluation of the interviewee, conducting reference checks, and medical examination.
- After selecting an applicant, the offer is made to him/her and the placement process begins on acceptance of the offer.



## 7.12. Glossary

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- **Achievement or proficiency or knowledge tests (selection test):** These tests measure an applicant's job-related proficiency and knowledge. They can be classified as job knowledge tests and work sample tests. The former tests the applicant's knowledge in his/her area of experience, while the latter is a kind of experiential test that tests the applicant's ability to perform the job he/she is experienced in.
- **Alternate-form or parallel-form method (to determine reliability of a selection test):** In this approach, two similar but separate forms are given to the candidate(s) at the same time. If the pattern of scoring is similar, then the test is reliable; if it is not, then the test is not reliable.
- **Application form or an 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.
- **Aptitude tests (selection test):** These tests measure the ability of an individual to acquire the required proficiency in a given job, when he/she is given sufficient training.
- **Clinical method to evaluate application forms:** In this method, the application forms are analyzed and inferences drawn about the applicant's personality traits so as to predict his/her success in the job.
- **Construct validity (approach to determine the validity of a selection method):** It is the extent to which a selection method measures the degree of identifiable characteristics (necessary for successful performance in the job) in the candidates.
- **Content validity (approach to determine the validity of a selection method):** It can be defined as the extent to which the content of a selection procedure or instrument is representative of important aspects of job performance.
- **Criterion validity (approach to determine the validity of a selection method):** It is defined as the correlation between scores on a measure in the selection method and the scores on the corresponding measure of job performance. The selection method is considered valid if there is a substantial correlation between the test scores and the job performance scores.
- **Decision-making interview:** Informal interviews in which the applicant's interest in the job/organization, his/her reaction/adaptability to the working conditions, work adjustment and allotment, and expectations regarding

salary, allowances, benefits, promotions, career opportunities, etc., are discussed.

- **Formal and structured interviews (selection interview):** A structured interview is very rigid in its structure and contents. It is based on a thorough job analysis that directs the flow of the interview. The questions to be asked are selected by the interviewer and the interview is planned in advance to cover all the issues related to the job and the candidate.
- **Generalizability of selection method:** It can be defined as the degree to which its validity, established in one context, can be extended to other 'primary contexts'. Primary contexts can be different — jobs, organizations, samples of people, and time periods.
- **Graphology (selection test):** This test assesses an applicant's personality, emotional characteristics, and honesty by examining the lines, loops, strokes, and curves in the applicant's handwriting.
- **Group discussion (situational test):** Group members are left to interact on their own, without any leader or moderator being specified.
- **Group interview (selection interview):** In this method, all or a group of candidates are interviewed by a panel of interviewers or a single interviewer. This method is used, when there are a large number of applicants, but the time available for the interview is short.
- **In basket exercise (situational test):** The candidate is exposed to a simulated office situation, where he/she has to respond to letters, clear important documents, schedule his/her meetings, meet his/her colleagues, and make some important business-related decisions.
- **In-depth interview (selection interview):** This interview is suitable for selecting candidates for high-end technology and high-skill jobs. Experts in the relevant field assess the candidate's knowledge, understanding of the subject, his/her expertise, and his/her suitability for the given job.
- **Intelligence tests (selection test):** An IQ (Intelligence Quotient) test measures several factors of intelligence like logical reasoning, analytical skills, and general knowledge, and also measures a person's ability to classify things, identify relationships, and derive analogies.
- **Interest tests (selection test):** These tests are inventories of the likes and dislikes of candidates relating to their work, job, their occupations, their hobbies, and recreational activities. They test the extent to which the candidate is interested in the job and its profile.
- **Interviews:** These help in assessing the profile of the applicant and comparing it with the job profile for suitability. They also help in assessing

## Block-2: Employment of Human Resources

the candidate and validating the information provided by him/her in the application.

- **Legality of selection method:** The selection method should abide by the existing laws and legal standards in the country.
- **Panel interview (selection interview):** In this interview, representatives from different departments in an organization meet and interview a candidate to evaluate him/her and his/her suitability in the position. These types of interviews reduce the subjectivity involved in a one-to-one interview.
- **Personality tests (selection test):** These tests help in understanding the basic job-related personality traits of an employee and in assessing an individual's value system, emotions, maturity, and other personality characteristics.
- **Placement:** Once the candidate accepts the offer and joins, the organization has to place him/her in the job for which he/she has been selected.
- **Polygraph tests (selection test):** These tests assess the validity and truthfulness of the answers given by the applicant, by monitoring the physical changes in his/her body, as he/she is in the process of answering a series of questions.
- **Preliminary interviews:** These are brief, first round interviews aimed at eliminating applicants, who are unqualified for the job. These interviews are usually informal (as they can be conducted at any place by any person) and unstructured (as the interviewer does not plan the course of the interview; the candidate is usually allowed to set the course of the interview), and are conducted, before a candidate fills up the application blanks.
- **Reliability of selection method:** A selection method is said to be reliable, if it produces consistent results, across different situations and times. Whether a selection method is reliable or not can be measured, by observing the scoring pattern. If the pattern is similar, then the test is termed to be reliable.
- **Repeat or test-retest approach (to determine reliability of a selection test):** In this approach, the candidates take the same test twice, with a gap of 2-3 weeks. The similarity in the pattern of scoring by the group and an analysis of scores determines the reliability of the test.
- **Selection or core interview:** It usually involves interactions between the job applicant and the line manager or experts for evaluating and ascertaining the applicant's job knowledge, skills, talent, etc., and most importantly, his/her suitability for the job.

- **Selection:** 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.
- **Simulated business games (situational test):** Applicant plays the role of a simulated character and he/she is assessed within a group.
- **Situational tests (selection test):** These tests examine the probable responses of the applicant to real-life business situations. The candidates are exposed to simulated business situations and their responses are recorded and evaluated.
- **Split-halves procedure (to determine reliability of a selection test):** In this approach, a test is divided into two parts and given to the candidate(s). The degree of similarity in scoring in these two parts, determines the reliability of the test.
- **Stress interview (selection 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. The interviewer checks on the interviewee's stress levels by continuously interrupting him/her, criticizing the answers, asking unrelated questions, or by keeping quiet for long periods of time even after the interviewee has finished speaking.
- **Unstructured interview (selection interview):** In this type of interview, there are more open-ended questions and the interview takes its own course based on the candidate's responses and the interviewer's interest.
- **Utility of selection method:** The degree to which the value provided by the selection method, enhances the effectiveness of an organization, is termed as utility.
- **Validity of selection method:** It is defined as the extent to which the test measures, what it claims to measure.
- **Weighted method to evaluate application forms:** This method involves assigning certain points or weights to all the items in the application form. A weighted application form imparts objectivity and differentiates between the characteristics of successful and unsuccessful candidates.

### 7.13. Self-Assessment Test

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1. Selection is the most important stage in the employment process. Explain the concept of selection. Also explain the various steps involved in the selection process.

## Block-2: Employment of Human Resources

2. Selection methods should meet the generic standards of reliability, validity, generalizability, utility, and legality. Briefly discuss these standards, along with the methods or approaches, which are used to measure conformity of a method to a standard.
3. Different types of selection tests are used to evaluate an applicant. Some of these tests assess the skill level of the applicant, while others try to assess employee attitudes and personality. What are the different types of tests? Describe them.
4. Most organizations use interviews as an essential step in the selection process. What are interviews? Give a brief explanation of the different types of interviews that an organization may conduct.
5. Interviewing the candidates is a long process, comprising a series of activities. Give a brief explanation of each of these activities.
6. Briefly explain the following:
  - Application forms
  - Placement
  - Ethical issues in design of application forms.

### 7.14. Suggested Readings / Reference Material

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< [http://www.hrmguide.co.uk/employee\\_resourcing/](http://www.hrmguide.co.uk/employee_resourcing/) > (Accesses on October 6<sup>th</sup> 2021)

### 7.15. Answers to Check Your Progress Questions

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Following are the answers to the Check Your Progress questions given in the Unit.

#### 1. (b) Selection

‘Selection’ is considered to be the vital step in the employment process, because selection of a wrong candidate or rejection of a right candidate may turn out to be costly for the company in the long run.

**2. (b) Selection**

Selection is the step that follows the recruitment process. It is the process of choosing the most appropriate candidate for a job from the pool of available applicants.

**3. (b) Four**

A selection process has four possible outcomes. Two of them have a positive effect on the organization, whereas the other two have a negative effect. The two positive outcomes are: selecting the right candidate; rejecting the unsuitable candidate. The two negative outcomes are: selecting the unsuitable candidate; rejecting the suitable candidate.

**4. (c) The selection process also involves selling the organization to the candidate.**

The selection process has to be done very cautiously as it is crucial for creating a positive image of the company in the minds of the employees. The representatives of the company have to take care to project the company in the best possible way. In effect, the 'job' must also be sold to the candidate.

**5. (a) i, ii, iii**

The selection process depends on organizational strategy and objectives, tasks and responsibility of the job, and the qualification, experience and characteristics required to perform the tasks and responsibilities successfully.

**6. (c) Review of the applications**

The process of selection, starts with review of the applications for the vacancy, followed by tests and interviews and then by selecting the appropriate candidate.

**7. (b) law; organization; job**

The applicants are called for a test or an interview, as the case may be, after the initial screening. Tests are normally conducted to analyze the skill levels of the candidates. These tests have to be in compliance with the law, validated by the organization and relevant to the job being offered.

**8. (c) Flexibility**

Selection methods have to meet the following generic criteria -- reliability, validity, generalizability, utility, and legality.

## **Block-2: Employment of Human Resources**

### **9. (c) Perpendicular or vertical form method**

The three methods of measuring the reliability of a selection process are the repeat or test-retest approach, the alternate form or parallel form method, and the split halves procedure.

### **10. (a) The repeat or test-retest approach**

In the repeat or test-retest approach, a group of candidates take the same test twice, with a gap of 2 to 3 weeks between the tests. The similarity of scoring patterns indicates the reliability of the test.

### **11. (c) Two similar but separate forms are given at the same time to the candidate(s). The pattern of scoring determines the reliability.**

In the alternative-form or parallel-form method, two similar but separate forms are given at the same time to the candidate(s). The pattern of scoring determines the reliability. If the pattern is similar, then the test is reliable and if it is not, then the test is not reliable.

### **12. (c) Split-halves procedure**

In split-halves approach, a test is divided into two parts and given to the candidate. The degree of similarity in scoring in these two parts, determines the reliability of the test.

### **13. (b) The degree to which success in a test reflects success in the job**

Validity of a selection process is defined as 'the degree to which success in a test reflects success in the job'. A selection method must first be reliable to be valid, but it is not necessary that all reliable selection methods are valid.

### **14. (d) Criterion validity, content validity, construct validity**

The different approaches for determining the validity of selection process are criterion validity, content validity, and construct validity.

### **15. (a) Criterion validity**

Criterion validity refers to the correlation between scores on a measure in the selection method and the scores on the corresponding measure of job performance. Content validity refers to the extent to which the content of a selection procedure or instrument is representative of the important aspects of job performance. Construct validity is defined as the extent to which a selection method measures the degree of identifiable characteristics of candidates. Competency validity is not a method of determining the validity of a selection method.

**16. (b) Content validity**

Content validity is the extent to which the content of a selection procedure or instrument is representative of the important aspects of job performance.

**17. (c) have been determined to be important for successful performance of the job.**

Here, 'identifiable characteristics of candidates', refers to the characteristics that have been determined to be important for successful performance of the job.

**18. (d) Job content and organizational factors**

Job content and organizational factors, determine the choice of the combination of methods, used for testing the validity of a selection method.

**19. (b) Generalizability**

The generalizability of a selection method is the degree to 'which validity established in one context can be extended to other primary contexts'.

**20. (b) Job locations**

The three primary contexts are different jobs or organizations, different samples of people, and different time periods.

**21. (d) i, ii, iii, and iv**

More reliable, valid and generalizable the selection method is, more is its utility. However, the utility can also be affected by external factors such as the job market conditions.

**22. (c) A formal record of the individual's appeal or intention for employment.**

- ‘ Application form’ is defined as a formal record of the individual's appeal or intention for employment. Though traditional, it is the most widely used and accepted device for securing information, about prospective candidates. Application forms are designed to help applicants provide pertinent information regarding their qualifications, experience and background.

**23. (d) Application form**

Application form is the most widely used and accepted device for securing information about prospective candidates. An application form complete in all respects, filled up by the person seeking the job is normally the beginning of the selection procedure.



## **Block-2: Employment of Human Resources**

### **24. (c) The socio-economic status of the applicant**

The reason for keeping 'personal information' as an item in an application form is to arrive at an idea of the socio-economic status of the applicant, so that the company can assess whether the applicant can fit into the organization, in the job and in the team that he would be associated with.

### **25. (d) i, ii, iii, iv**

Work experience in an application form usually contains a list of previous employers of the applicant; and the period of employment, responsibilities handled, and salary drawn in each of the previous jobs.

### **26. (b) The names and addresses of individuals who can be contacted to verify the antecedents and previous employment record of the applicant**

The names and addresses of the individuals, who can be contacted for a reference check of the applicant are included in the reference check section. This is one of the ways of checking the credibility of the applicant and getting information on his past record.

### **27. (d) Clinical; weighted**

Clinical and weighted methods are used to evaluate application forms and analyze the information provided by the applicants, to select the suitable candidates.

### **28. (d) Questions about the race of the applicant**

The common principle of 'equal employment opportunity' has to be adhered to, and questions on the caste and race etc. of the applicant have to be avoided in an application form.

### **29. (a) Personality tests**

The personality of an individual plays a decisive role in his performance. Even employees who have excellent skills and intelligence sometimes fail to deliver because of personality problems. Personality tests help in understanding the basic job-related personality traits of an employee.

### **30. (d) Interest tests**

If an individual is genuinely interested in a job, he is likely to perform better in that job. Interest tests help companies to identify and understand the degree of interest a candidate has in a job.

### **31. (c) In-depth**

In-depth interviews are more suitable for selection of candidates for high-end technology and high-skill jobs.

**32. (b) There is no scope of subjectivity.**

A structured interview is very rigid in its structure and contents. It is based on a thorough job analysis, which directs the flow of the interview. The interviewer selects the questions to be asked and plans the interview in advance, to comprehensively cover all areas related to the job and the candidate. The main advantage of a structured interview is that there is no scope for subjectivity.

**33. (b) They are used when the number of applicants is high.**

Group Interviews are interviews where groups of candidates are interviewed by a panel of interviewers or a single interviewer.

**34. (a) Only i and ii**

Statements (i) and (ii) are true regarding the aspects to be kept in mind by the interviewer while preparing for an interview, while statements (iii) and (iv) are wrong. The interviewer should be prepared to interview the candidates without any bias. He/she should plan the time accordingly, so as to devote equal time and attention to all the interviewees.

**35. (d) The interviewer evaluates the candidates, only after all the candidates are interviewed.**

The series of activities, which comprise an interview process are: preparation where the interviewer has to go through the job description and the job specification to understand the requirements of the job and scan the application of the interviewee to know him. The setting and the ambience for an interview can have a major effect on a candidate's performance. It is the responsibility of the interviewer to make the candidate feel comfortable and relaxed. The actual process of the interview starts once the candidate settles down in front of the panel or the interviewer. The interview should be closed in a smooth manner, avoiding any abrupt gestures and words. The evaluation of the candidate, should take place, as soon as he leaves the room.

## Unit 8

### Socialization

#### Structure

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- 8.1. Introduction
- 8.2. Objectives
- 8.3. Concept of Orientation
- 8.4. Objectives of Induction/Orientation
- 8.5. Role of Organizational Culture in Orientation
- 8.6. The Process of Socialization
- 8.7. Socialization Strategies
- 8.8. Socialization of Existing Employees
- 8.9. Summary
- 8.10. Glossary
- 8.11. Self-Assessment Test
- 8.12. Suggested Readings/Reference Material
- 8.13. Answers to Check Your Progress Questions

#### 8.1. Introduction

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In the last section of the previous unit, we have discussed placement. We have learnt that once the candidate accepts the offer and joins, the organization has to place him/her in the job for which he/she has been selected. In this unit, we will discuss socialization.

When a new employee just steps into the organization, it represents a significant change for both the entities i.e. Organization as well as employee. The employee's eventually has to start interacting with unknown, and begin to form nascent impressions. These initial interactions and gained impressions might create a mental image about organizations. Some may resist situations, if prospective organizations leave the newly joined, to individually deal with new workplace ambience on a notion of "Swim or Sink". While, some might accommodate them as it is, as they further in the organization. Imagine, if the joining day of new employee/s is planned, scheduled and informed, then the process is rather simplified for both the entities (Organization and employee/s) building up the bond that is supposed to last long. To make this happen, organizations started to focus on the socialization of new employees. This is done by organization offering several programs that are aimed at improving employee connect, ranging from subordinates to people at the higher order in

organizational hierarchy. As a result the employees get wide network of support, easing the pressure being novice to the organization.

The success of employee socialization in organization can be captured from the extent to which, there is, openness in communication, observed among superiors, subordinates, making employee understand the role and associated commitment. There is an inclined quest on, whether the event of socialization has a cognizable impact that can change attitude and nature of the employee. To put in perspective, given the essence of the socialization process, the answer would be, yes, it is possible to influence the existing habits, attitudes, beliefs and value systems, unifying personal and organizational interests. Thus socialization can be seen as a mutual perspective that stands dynamic between individual and organization. One of the basics assumptions organizations have on prospective employees is that apart from having professional competence, they also consider the quality of social competence as desirable. Social competence refers to the patterns of human behavior that reflect the individual capacity to operate in cultural settings gaining the social acceptance during his association with the organization that is new. The last three decades has seen considerable rise in capturing socialization from a scientific discipline, which helps prospective employees get acclimatized to the working environment. Behavioral scholars started associating it with social, cognitive, and motivational schools. All these research undertakings were in the direction of gaining and sustaining employee's acceptance of the organizational culture. The present chapter limits its scope to the socialization process that organizations undertake while making the employee familiar to the organization.

When an employee joins an organization, he/she has to adapt to the new environment – a new work culture, different work activities, a new boss, a different group of co-workers and a different set of procedures and systems. This process of adaptation is known as orientation or induction. When orientation is taken up as a continuous process in the organization for all the employees, it is called socialization. Socialization is vital, not only for the new employees entering the organization, but also for employees who move within the organization, because of lateral transfers and promotions. However, the entry of a new employee into the organization demands greater attention, time, and resources.

This unit will discuss the concept and objectives of orientation. We shall discuss the role of organizational culture in orientation. We shall then move on to discuss the socialization process and the various socialization strategies. Finally, we would discuss the socialization of existing employees.

## 8.2. Objectives

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By the end of this unit, students should be able to:

- Explain the concept of orientation.
- Underline the objectives of induction/orientation.

## Block-2: Employment of Human Resources

- Define the role of organizational culture in orientation.
- Discuss the process of socialization.
- Identify the alternative strategies for socialization.
- Recognize the process of socializing existing employees.

### 8.3. Concept of Orientation

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Orientation is an integral part of the socialization process. It literally means the socialization of a new employee. The two terms, orientation and socialization, though used synonymously, differ in meaning. Refer to Table 8.1 for the differences between, orientation and socialization.

**Table 8.1: Differences between Orientation and Socialization**

Orientation	Socialization
The time period for orientation is relatively short.	In socialization, the time period is relatively long.
Fewer organization members are involved in orientation, compared to those involved in socialization.	Socialization processes affect all employees, because socialization flows with transitions across different types of organizational boundaries.
The changes due to orientation are very few.	Socialization involves broad-based changes in (new) employees, beyond those associated with organizational entry issues.
Orientation is a program or an event rather than a process.	Socialization is a process that takes place organization wide.

*Adapted from John P. Wanous, Arnon E Reichers, "New Employee Orientation Programs," Human Resource Management Review, Winter 2000, Vol. 10, Issue 4.*

The process of orientation includes introducing the new employee to the organization and to his/her work unit and supplementing the information given to him/her during recruitment and selection.

- Orientation helps new employees to become familiar with the organization's history, philosophy, objectives, procedures, and rules
- It also reduces the initial anxiety experienced by them when they join a new organization.

- An orientation process should provide information to the new employees about the organization's personnel policies and inform them about their specific duties and responsibilities.
- It helps introduce new employees to their co-workers, superiors, and subordinates.

In small organizations, the responsibility of orientation of a new employee, lies with the HR department. In larger organizations, the HR department explains only the organizational policies and employee benefits; the rest is taken care of by the supervisors and line managers.

The orientation process may not always be formal and elaborate. In some organizations, orientation of the new employee may start with introducing him/her to the other employees, providing information about facilities like cafeteria, restrooms, etc., directing him/her to his/her place or desk, explaining to him/her how to handle the day-to-day activities, etc.

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### **Check Your Progress-1**

1. When an employee joins an organization he has to adapt to the new work culture, work activities, co-workers and boss, etc. This process of adaptation is known as \_\_\_\_\_.
  - a. Employment
  - b. Recruitment
  - c. Placement
  - d. Induction
2. The process of 'Induction' is also known as \_\_\_\_\_.
  - a. Introduction
  - b. Orientation
  - c. Adaptation
  - d. Probation
3. Which of the following can be regarded as a part of the socialization process?
  - a. Recruitment and selection
  - b. Placement
  - c. Orientation
  - d. Appointment

## **Block-2: Employment of Human Resources**

4. Orientation helps an employee by \_\_\_\_\_.
- i. Reducing his/her initial anxieties
  - ii. Providing his/her detailed information about the organization
  - iii. Informing him/her about personnel policies
  - iv. Introducing him/her to his/her new co-workers
- a. i, ii, iii
  - b. i, ii, iv
  - c. Only ii and iii
  - d. i, ii, iii, iv

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### **8.4. Objectives of Induction/Orientation**

The HR department of the company, the supervisor, and the colleagues of the new employee should provide good orientation to create a commitment and motivation within him/her. A good induction/orientation program should provide the new employees with insights into their job requirements and initiate them into the work culture of the company. The objectives of an induction/orientation program are:

- To make the new employee feel welcome in the organization
- To establish a positive perception of the employer in the mind of the employee
- To reinforce confidence in the new employee
- To lessen the time needed by the employee, to get accustomed to the organization and the job
- To make the new employee feel comfortable and at home
- To benefit the organization by helping the new employee make an early start in contributing to the organization.

### **8.5. Role of Organizational Culture in Orientation**

Organizational culture plays a vital role by determining an employee's satisfaction and performance. It influences an organization's orientation program and thus gets reflected in it. Culture affects the following aspects of an organization:

- The extent to which the employees are encouraged to be innovative and risk taking

- The level of importance attached to being accurate and perfect in every action
- The degree of adherence to hierarchical levels, communication systems, and standards of social etiquette and demeanor
  - The significant role the employee plays in the chain of operations
  - The Organizational commitment to work/life balance or social initiatives
- The degree of aggression and competitive spirit shown by employees
  - he knowledge of career development opportunities, training opportunities, mentoring programs, promotional venues and other ways of skill enhancement/acquisition
- The degree of the management's concern toward the employees
- The clear outline on the safety and security measures at workplace
- The management's spirit of social responsibility and commitment.
- he provision of general protocol adopted by the organization while initiating disciplinary action as well as termination ( As pre the stipulated norms of the company)

In order to understand organizational culture, it is important to understand the concepts of roles, values, and norms. The main objective of orientation is to enable the new entrants, to understand and adopt the organizational culture.

#### **8.5.1 Roles**

In an organization, the behavior that is expected of an individual associated with a particular job is called a role. Roles change according to the work being performed by the individual. An individual plays a number of roles in his/her personal as well as professional life. Failure in demarcating these roles and in managing them might lead to role conflict.

#### **8.5.2 Values**

The basic convictions that distinguish between right or wrong, good or bad, and desirable or undesirable, are termed as values. Since an individual lives and works in a social setting, his/her behavior is significantly influenced by the values and norms held by the members of the social group to which he/she belongs. Every individual has a value system which prioritizes values, according to their relative importance. The value system of the existing organizational members will significantly influence the behavior of the new employee. During the socialization process, organizations train their employees to respect the core values inherited and sustained by them.



## Block-2: Employment of Human Resources

### 8.5.3 Norms

Norms, also called standards of acceptable behavior, are based on the work group of the new employee. Norms are unwritten rules and convey to the members, what they should and should not do in the given circumstances. Some examples of norms are, conforming to informal production standards set by the group, celebrating the major achievements of the department, being considerate in responding to colleagues' needs, etc.

Roles, values, and norms are interrelated and define the culture of the organization. The job that an individual carries out determines his/her role. Depending on the role and the value system held by the individual, he/she may decide to accept or reject the rules and norms of the organization. Employees who accept all the norms of the organization are called conformists, whereas those who reject most of the norms are called rebels. There are some employees, who abide by some of the organizational rules and reject others. Those standards of the organization, which are accepted by these employees for its efficient functioning, are called *pivotal norms*, whereas those which are considered desirable, but not very essential for the organization are called *relevant norms*.

The socialization process in an organization also varies, depending upon whether the organization follows the organizational tradition and customs, or whether it encourages creativity and freedom.

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### **Check Your Progress-2**

5. Which of the following alternatives would definitely **not** be an objective of an induction/ orientation program?
  - a. To make the individual feel welcome in the organization
  - b. To create a positive perception about the employer
  - c. To help the employee to have a better knowledge of the career opportunities available to him
  - d. To reduce the time required by an employee to adapt to the organization
6. To understand organizational culture, one has to have a clear understanding of \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.
  - i. Roles
  - ii. Structure
  - iii. Values
  - iv. Norms
  - a. i, ii, iii
  - b. i, iii, iv
  - c. i, ii, iv

- d. ii, iii, iv
7. The behavior that is expected of an individual associated with a particular job is known as \_\_\_\_\_.  
a. Role  
b. Value  
c. Duty  
d. Norm
8. Every work group has its own norms. Norms are \_\_\_\_\_.  
a. The basic convictions that differentiate between right and wrong, good and bad, desirable and undesirable  
b. The unwritten rules that convey to the members, what they ought to do and ought not to do under given circumstances  
c. Shared meaning held by members that distinguish, one organization from the other organization  
d. A positive perception of the employer, in the mind of the employee
9. An employee who rejects most of the organizational norms and rules is known as a/an \_\_\_\_\_.  
a. Conformist  
b. Radical  
c. Rebel  
d. Insurgent

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## 8.6. The Process of Socialization

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The socialization process is based on a few general assumptions and the model of socialization process. These assumptions relate to the effect of external factors on socialization and at the same time to the influence of socialization on the other aspects of the organization. The model of socialization process consists of three basic stages. The assumptions of the socialization process and the model of socialization process are explained here.

### 8.6.1 Assumptions

Some of the general assumptions of the socialization process are:

- ***Influence on employee performance:*** An effective socialization process enables an employee to perform his/her tasks more effectively and efficiently. It acts as a significant factor in directing an employee's actual job performance.

## Block-2: Employment of Human Resources

- ***Influencing on organizational stability:*** An effective socialization process ensures that a new employee fits in well with the organization. This in turn leads to a reduction in the employee turnover rate and improves stability of the organization. In a stable organization, employees remain loyal and committed to the organization as the philosophy and culture of the organization remains stable, over a period of time.
- ***Handling new employee anxiety:*** For new employees entering an organization, the work culture may be totally different from what they have earlier experienced. They should be provided with all the relevant information about the organization, its business, its rules and policies, etc. This will help them in their understanding of the workplace and provide them with the basic guidelines of working there. Thus, the new employees need special attention, so as to help them reduce anxiety and make them feel comfortable in the new work environment.
- ***Role of co-workers and the work environment in socialization:*** Apart from conveying the job responsibilities and role expectations to the new employee, the socialization process also requires the participation of co-workers, supervisors, subordinates, clients, and other people with whom the new employee is expected to interact.

### 8.6.2 Model of Socialization Process

According to Van Maanen J and Edgar H. Schein, the process of socialization of an individual can be divided into three stages. They are:

- ***Pre-arrival Stage:*** When an individual joins a new organization, he has certain attitudes and values that might not be in conformity with the organizational values and beliefs. The pre-arrival stage is a vital stage, because it prepares an individual to understand the expected attitudes and values before he/she enters the new organization. In this stage, the employees gain an insight into the new job and the new organization. This helps them make a career decision, depending on their own attitude and aptitude.
- ***Encounter Stage:*** The encounter stage enables the employees to experience and analyze the expectations and realities associated with the job, once they are a part of the organization. The new employees try to make a comparison between their expectations and the realities of the job and if these two match, they find it easier to settle down in the job. If the expectations and the realities do not match, the organization should make the employees revert to what they had learnt earlier and then go through the socialization process.

- **Metamorphosis Stage:** In this stage, the new employees try to analyze and tackle the problems that they confronted in the encounter stage. They try to reorient themselves and work toward fulfilling the objectives of the organization by following the organizational norms. The metamorphosis stage will be successful if the employee understands and adapts to the organizational norms, policies, and procedures, and works in accordance with organizational goals.

After the metamorphosis stage, the employees develop a sense of responsibility toward achieving their organizational tasks, and gain the trust and cooperation of their co-workers, superiors, and subordinates. This marks the completion of the socialization process. If the socialization process is successful, it should result in enhanced employee productivity and commitment to the firm, and reduction in employee turnover.

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### **Check Your Progress-3**

10. Different parties need to be involved in the process of socialization, if it is to proceed smoothly. These include \_\_\_\_\_.
  - a. Co-workers
  - b. Supervisors
  - c. Clients
  - d. All of the above
11. During the socialization process, the employee experiences the realities of the new job in the \_\_\_\_\_ stage.
  - a. Pre-arrival
  - b. Encounter
  - c. Metamorphosis
  - d. Transformation
12. In the \_\_\_\_\_ stage of the socialization process, the employee tries to reorient himself and work towards fulfilling organizational objectives, in accordance with the organizational norms.
  - a. Pre-arrival
  - b. Meeting
  - c. Metamorphosis
  - d. Transformation
13. Which of the following is **not** true about the process of socialization?
  - a. Socialization has an influence on employee performance.

## **Block-2: Employment of Human Resources**

- b. Proper implementation of the socialization process, ensures organizational stability.
- c. Socialization is the sole responsibility of the HR department and the immediate supervisor.
- d. Socialization ensures that a new employee fits well into the organization.

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### **8.7. Socialization Strategies**

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A manager can select from the following alternatives, while designing an appropriate socialization program for the organization:

- Formal or informal socialization strategies
- Individual or collective socialization strategies
- Sequential or non-sequential socialization strategies
- Fixed or variable socialization strategies
- Tournament or contest socialization strategies
- Serial or disjunctive socialization strategies
- Investiture or divestiture socialization strategies.

#### **8.7.1 Formal or Informal Socialization Strategies**

In the formal socialization process, an individual is trained in a formal environment, away from the work group. The new employees are clearly demarcated from the existing ones. In this socialization process, the individual thoroughly learns the principles, policies, and norms of the organization. However, the disadvantage is that it requires time to transfer this learning to job performance, as the learning takes place off the job. In an informal socialization process (also known as the trial and error method of learning), the individuals work with their co-workers and learn through their own experiences. The advantage of this method is that the new employees get a chance to build rapport with their co-workers and interact with them to learn the intricacies of the job. The socialization process can be both formal and informal, depending on the objectives and the needs. In the initial stages, the employees can learn the important standards at a formal socialization program and then go through the informal socialization process on the job, where they learn the norms of their work groups.

#### **8.7.2 Individual or Collective Socialization Strategies**

Collective socialization is the technique of putting a group of recruits, through a set of common experiences together. This develops a sense of agreement

among the participant recruits. It is used when the number of recruits for the same role is large and when organizations aim at developing a commonality, team spirit, and loyalty within the group which is being socialized. Individual socialization helps recruits to present their individual perspectives and differences. It results in personal change in the recruit, where often the "agent" becomes a role model for him/her. This strategy is applicable to complex roles. Large corporations prefer the collective strategy because individual strategy is more expensive in terms of time and money.

### 8.7.3 Sequential or Non-sequential Socialization Strategies

In the sequential strategy of socialization, an individual passes through a sequence of activities for the accomplishment of a particular target. On the other hand, in the non-sequential process, there are no discrete or identifiable transition stages and the targets are accomplished at one go.

**Activity:** Abhishek Software Solutions carries out socialization of new employees by using the informal socialization strategy. Describe this strategy. In what way do you think this strategy will prove beneficial for the new employees? Compare the strategy used with the formal socialization strategy. When may a company use both simultaneously?

**Answer:**

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### Check Your Progress-4

14. Which of the following could be true of a formal socialization strategy?
  - a. Individual members try to achieve success through the failure of others in the group; the group begins to lose cohesiveness.
  - b. There are no discrete or identifiable transition stages and the targets are accomplished in one go.
  - c. The learning takes place off the job; hence it takes time to actually transfer this learning to on-the- job performance.

## Block-2: Employment of Human Resources

- d. The employee takes up a particular task, but is not given any clear time frame for completion of the task.
15. \_\_\_\_\_ socialization is also sometimes referred to as the ‘trial and error method of learning’.
- a. Non-sequential
  - b. Variable
  - c. Disjunctive
  - d. Informal
16. In the collective socialization strategy, batches of recruits are exposed to the same kind of experiences. An organization adopts such a strategy so that \_\_\_\_\_.
- a. Individuals can be tested for their socializing capabilities.
  - b. The employees in the group are exposed to similar learning and understanding.
  - c. The new recruits do not miss out any essential aspect of the induction training.
  - d. The new recruits have a chance to meet other recruits.
17. In \_\_\_\_\_ socialization, an individual passes through a sequence of activities in a predetermined order, to accomplish a particular target.
- a. Serial
  - b. Sequential
  - c. Non-sequential
  - d. Disjunctive

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### 8.7.4 Fixed or Variable Socialization Strategies

In some organizations, the time period for completing a particular task is standardized and the individual knows for certain the time required for completing it. This process is known as a fixed process. In most organizations, the probation is fixed for a period of six months. However, in the variable socialization process, the employee takes up a particular task, but is not given any clear time frame for completing it. The tasks are completed, based on the individual’s ability and capacity. Apprenticeship programs are of this nature.

### **8.7.5 Tournament or Contest Socialization Strategies**

Tournament strategy is defined as a strategy, where employees are segregated based on their knowledge and ability. In the tournament, a person qualifies for the next round, only when he/she performs according to the norms and rules. This strategy helps to make a reliable judgment of an individual's career at an early stage. However, the demerit of this strategy is that each employee competes against others in the group and rarely acts in a united manner. In the contest strategy, however, the channels of movement in the socialization process are kept open and an individual has the chance to perform better in the next stage, even if he/she does not perform as expected in the preceding stage. This strategy assumes that regardless of an individual's age or experience, every person starts out as the same. The contest strategy produces a more cooperative and participative spirit among people in an organization.

### **8.7.6 Serial or Disjunctive Socialization Strategies**

In the serial strategy of socialization, a senior or experienced employee in a similar job trains the new recruit on various job aspects. Here, there is a greater possibility of social learning wherein individuals are assigned to a mentor to get acquainted to the task and role requirements which will relieve the newcomer from stress of uncertainty to the point where he gets accustomed to work place expectations (professional and social). To be explicit, here an individual internalizes values of the organizations and develops an emotional link. If this initial journey with the experienced person is positive, then employee feels safe and confident to give his best to the organization. Employees, in a sense, look the organizational support through their mentor, therefore positive orientation means triggering a behavior that propels employee to stay committed in the organization. There is no scope for innovation in this strategy and it can be used, if no organizational changes are to be introduced shortly. This also helps in maintaining continuity during unstable business conditions. On the other hand, when the new recruit does not have a predecessor to follow and therefore has to define his/her own tasks, it is termed as the disjunctive process of socialization. The serial process is characterized by the same and repetitive tasks and approaches but the disjunctive strategy gives the new employee a chance to be creative and original when performing the job. However, the disjunctive process can prove costly, since it involves greater risk, as the individual employee uses his/her own approach.



## Block-2: Employment of Human Resources

### 8.7.7 Investiture or Divestiture Socialization Strategies

Most organizations today select candidates, who can add value to the organizations and contribute to their growth. These organizations do not try to change the individuals who join them, but they try to take advantage of their new and unique abilities. This is termed as the investiture strategy of the socialization process. Divestiture strategies, on the other hand, try to make new employees unlearn their existing knowledge and skills, and get rid of their existing characteristics.

**Activity:**

- a) Krithika Food Company uses a socialization strategy in which it tries to benefit out of the unique abilities of the new recruits. Name and describe the socialization strategy followed by the company.

**Answer:**

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- b) At Focus Systems, new recruits are expected to unlearn their existing set of norms. Name and describe the socialization strategy followed by the company.

**Answer:**

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**Check Your Progress-5**

18. In the \_\_\_\_\_ socialization strategy, employees are segregated on the basis of their knowledge and ability.
  - a. Investiture
  - b. Tournament
  - c. Divestiture
  - d. Competitive
19. In the \_\_\_\_\_ socialization approach, a person is qualified or promoted to the next round or stage, only when he performs according to the norms and rules of the organization; otherwise he is eliminated from the race.
  - a. Disjunctive
  - b. Investiture
  - c. Tournament
  - d. Serial
20. In the \_\_\_\_\_ socialization strategy, the channels of movement in the socialization process are kept open and an individual is given the opportunity to perform better in the next stage, even if he did not perform as expected in the preceding stage.
  - a. Formal
  - b. Sequential
  - c. Tournament
  - d. Contest
21. Identify the statement that is most applicable to the contest socialization technique.
  - a. Each employee competes against others in the group, thereby leading to greater productivity.
  - b. It trains the new recruit about the rules, norms etc of the organization in a formal manner.
  - c. It produces a stronger co-operative and participative spirit among people in the organization.
  - d. It assumes that due to common rules and norms, a distinct sense of solidarity and mutual concern will prevail.
22. In the \_\_\_\_\_ strategy of socialization, a senior or experienced employee in a similar job trains the new recruit on the various aspects of the job.
  - a. Fixed
  - b. Variable

## Block-2: Employment of Human Resources

- c. Serial
  - d. Disjunctive
23. When the new recruit does not have a predecessor to follow and as a result has to define his own tasks, it is termed as the\_\_\_\_\_ process of socialization.
- a. Non-sequential
  - b. Disjunctive
  - c. Serial
  - d. Individual
24. Which of the following statements is **definitely true** about the disjunctive socialization strategy?
- a. In this strategy there is not much scope of innovation.
  - b. It can be costly for an organization as it involves greater risk, with the individual employee bringing his own approach to the job.
  - c. This strategy is helpful in maintaining continuity in the organization.
  - d. This strategy is desirable if there is a guarantee that no organizational changes shall be introduced soon.
25. The \_\_\_\_\_ socialization strategy assumes that, regardless of an individual's age or experience, every person starts out as the same.
- a. Tournament
  - b. Contest
  - c. Investiture
  - d. Divestiture
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### 8.8. Socialization of Existing Employees

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Apart from the new employees, the process of socialization is also applicable to existing employees. Depending on the requirements, the management should socialize its employees from time to time. Unlike orientation, socialization is a continuous process. In most organizations, an ongoing socialization program involves training employees in soft skills, technical training, and on the job and site project training. Employees carry out a number of exercises, which help them improve teamwork and work in cooperation with others to achieve organizational goals.

Socialization helps to create order and consistency. There are two ways to control and bring about order in the organization –

- Have formal controls such as rules for every move made by an individual,  
or

- Have informal controls that can be imposed through the organizational culture, which has been built through the ages and passed on to the next generation through socialization.

Companies with a strong culture and which socialize effectively get rid of ambiguity and allow executives to do more productive work.

### 8.8.1 On-Boarding

Socializing new employees in the right way at the time of their joining, yields good results. Organizational socialization, or on boarding, is a process through which new employees move from being organizational outsiders to becoming organizational insiders. On boarding refers to the process that helps new employees learn the knowledge, skills, and behaviors they need to succeed in their new organizations (Bauer 2011)

Organizations while getting employees onboard are known to find it exiting on one side and stressful on the other. Employees first few weeks and months with the organization are critical for them (as well as organization) to be productive, and existing manager's role is found key in shaping these impressions that will last till the employees stay with the organization. Many companies are working on several methods which would make onboarding process more happening. Microsoft, for Exhibit, is constantly working to improvise its onboarding process as a result it has come up with pilot program entitled "onboarding buddies". Through this it allocates a dedicated current employee, to help newly joined employee in his transition. The assumptions behind this program have three out puts. It would increase employee satisfaction, boosts productivity conforming to the organizational policies and procedures. This even can be of great value addition when current employee with whom new hire is being associated with, need to be a successful buddies. Some of these include prioritizing work at hand, communicating commitment and clarifying the reporting structures. All this is possible with thoughtful management and support.

#### **The Four C's of On boarding:**

On boarding has four distinct levels- The building blocks of successful on boarding are often called the Four C's.

- Compliance-It is the lowest level and includes teaching employees basic legal and policy-related rules and regulations.
- Clarification- It refers to ensuring that employees understand their new jobs and all related expectations.
- Culture-It is a broad category that includes providing employees with a sense of organizational norms—both formal and informal.
- Connection- It refers to the vital interpersonal relationships and information networks that new employees must establish.

Source: *On boarding New Employees: Maximizing Success* - <https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/Documents/Onboarding%20New%20Employees.pdf> (Accessed on 6<sup>th</sup> October 2021) -

## Block-2: Employment of Human Resources

The following example briefs about the details of virtual on boarding process: Once a new hire is appointed, MoneyBox and the major banks such as Standard Chartered, Citi and Deutsche Bank, send out a joining manual or welcoming video along with the required technology. Virtual face-to-face meetings are held much more regularly with managers, buddy partners are formed with existing staff and an array of tech platforms are used to maintain communication. Meetings with different teams and online social events are encouraged to help staff build broader networks and replicate the ‘chance meetings’ they may have had in canteens and lifts.<sup>2</sup>

The following exhibit 8.1 explains the on boarding process at HashedIn

### **Exhibit 8.1: HashedIn’s Onboarding Process**

HashedIn is a software development company by Deloitte. Its onboarding team came up with a personalized, engaging, and simple 60-day program. It was indeed a challenge in the early stages, as the principal hurdle we faced was for the tasks that required physical presence, like onboarding gifts, setting up the laptops and bank accounts. But with efficient workforce and resources, the remote recruitment process was carried out seamlessly by us. To deliver a positive virtual onboarding experience, here are the steps that were undertaken by the recruitment team.

#### ***A Pre-onboarding Plan***

At HashedIn, onboarding begins as soon as a candidate accepts the offer. Hashers, as they’re fondly called, have to attend an orientation session conducted by our CEO, Himanshu Varshney. This gives them an idea about our organization, the ongoing projects, and culture. Further, two days before their joining date, a welcome email is shared to notify them about the detailed onboarding plan.

#### ***Interactive Sessions***

By scheduling various interactive sessions to bridge the gap between employee and employer, the company builds relationship between them. It begins with a welcome session conducted by the recruitment manager to introduce them to the recruitment process briefly. The HR Team also discusses the documentation process with a small induction program. This is essential to let the new employees get a glimpse of our organization’s policies and procedures. Likewise, similar sessions are conducted on the first day of onboarding with the new joiners and the IT Team, Finance Team, and more.

*Contd. ....*

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<sup>2</sup> Kate Holton and Sinead Cruise, “Onboarding during COVID: new hires grapple with office politics from home”, <https://www.reuters.com/article/us-health-coronavirus-companies-onboardi-idUSKCN26F2GV>, September 20<sup>th</sup> 2020

***Ice-breaker Activities***

Well-designed and well-facilitated ice breaker sessions constitute an essential part of our onboarding program. The team conducts fun, cordial sessions over Google Hangouts or Zoom to help the new Hashers build a good rapport with their fellow teammates. Moreover, senior employees are assigned to the new ones as their buddies to make them acquainted with the ins and outs of the organization.

***Leadership Talks***

Since face-to-face interactions with the new Hashers is currently not possible due to pandemic situation, leadership talks and formal inductions between the leadership team and/or BU heads are organized. These help the employees to stay motivated, engaged, and proactive. Through these formal induction sessions, employees are encouraged to share their feedback, with radical honesty, so that a channel of open communication is built

***Training Program By Talent Development Group***

A training program by the Talent Development Group (TDG) is conducted that involves various bootcamps and other training programs for the tech employees. This goes on for two weeks, and on the 15th day, a Recruitment Team member goes back to the employees to know about their experience on TDG. During virtual onboarding, a well-planned and executed training program like this improves the overall performance of the new joiners.

***Constant Feedback***

At regular intervals of the onboarding program, the new joiners are either called directly, or forms are sent to get feedback related to their projects and their thoughts on HashedIn's policies. Also, an Net Promoter Score tool is used to collect ratings for their onboarding experience. This is known as the 'onboarding pulse check' and 'HR check-ins'. If they face any query or concern, it's immediately escalated to the project managers or BU heads or to the Leadership Team. After this, the HR Team sends detailed reports to the Leadership Team about the entire onboarding process.

Source: Adopted from <https://hashedin.com/blog/hashedin-by-deloitte-seamless-virtual-onboarding-process/>, January 18<sup>th</sup> 2021

**Check Your Progress-6**

26. Which of the following is **not** a part of the socialization process in an organization?
- Training employee in soft skills
  - Participating in trade fairs
  - Providing technical training
  - Providing on-the-job training

## Block-2: Employment of Human Resources

27. One way to control and bring about order to an organization is to have \_\_\_\_\_ such as rules for every move an individual makes.
- Informal regulations
  - Formal controls
  - Cultural norms
  - Unwritten agreements
28. Companies, which have a strong culture and effective informal controls, allow executives to do more productive work by eliminating \_\_\_\_\_.
- Innovation
  - Control
  - Ambiguity
  - Adaptation

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### 8.9. Summary

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- When an employee joins an organization, he/she has to adapt to the new environment – a new work culture, different work activities, a new boss, a different group of co-workers and a different set of procedures and systems. This process of adaptation is known as orientation or induction. When orientation is taken up as a continuous process in the organization for all the employees, it is called socialization.
- A good induction/orientation program should aim at providing the new employees with insights into their job requirements and initiate them into the work culture of the company.
- Organizational culture plays a vital role by determining an employee's satisfaction and performance. It influences an organization's orientation program and thus gets reflected in it. It is important to learn the concepts or roles, values, and norms in order to understand organizational culture.
- The socialization process is based on certain general assumptions and on the model of socialization process. The assumptions relate to the effect of external factors on socialization and at the same time to the influence of socialization on the other aspects of the organization. The model of socialization process consists of three basic stages, namely, pre-arrival stage, encounter stage, and metamorphosis stage.
- Various alternatives can be considered by a manager when designing effective socialization strategies. These socialization strategies can be

formal or informal, individual or collective, sequential or non-sequential, fixed or variable, tournament or contest, serial or disjunctive, and investiture or divestiture strategies.

- Apart from the new employees, the process of socialization is also applicable to the existing employees. Depending on the requirements, the management should socialize its employees from time-to-time.

#### 8.10. Glossary

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- **Conformists and rebels:** Employees who accept all the norms of the organization are called conformists, while rebels are those who reject most of the norms.
- **Contest socialization:** The channels of movement in the socialization process are kept open and an individual has the chance to perform better in the next stage, even if he/she does not perform as expected in the preceding stage.
- **Disjunctive socialization:** In this, the new recruit does not have a predecessor to follow and therefore has to define his/her own tasks. It gives the new employee a chance to be creative and original, when performing the job.
- **Fixed and variable socialization:** In some organizations, the time period for completing a particular task is standardized and the individual knows for certain the time required for completing it. This process is known as a fixed process. In the variable socialization process, the employee takes up a particular task, but is not given any clear time frame for completing it. The tasks are completed based on the individual's ability and capacity.
- **Formal socialization:** An individual is trained in a formal environment away from the work group. The individual thoroughly learns the principles, policies, and norms of the organization.
- **Individual and collective socialization:** Individual socialization helps recruits to present their individual perspectives and differences. It results in personal change in the recruit where often the "agent" becomes a role model for him/her. In collective socialization, a group of recruits are put through a set of common experiences together. This develops a sense of agreement among the participant recruits.
- **Informal socialization (trial and error learning method):** The individuals work with their co-workers and learn through their own experiences.



## Block-2: Employment of Human Resources

- **Investiture and divestiture socialization:** In the investiture strategy, organizations do not try to change the individuals who join them, but they try to take advantage of their new and unique abilities. In the divestiture strategy, new employees are made to unlearn their existing knowledge and skills, and get rid of their existing characteristics.
- **Norms (or standards of acceptable behavior):** These are unwritten rules that are based on the work group of the new employee. They convey to the members what they should and should not do in the given circumstances.
- **Orientation or induction:** When an employee joins an organization, he/she has to adapt to the new environment – a new work culture, different work activities, a new boss, a different group of co-workers and a different set of procedures and systems.
- **Pivotal and relevant norms:** Some employees abide by some of the organizational rules and reject others. Pivotal norms are standards of the organization, which are accepted by the employees for its efficient functioning. Relevant norms are those which are considered desirable, but not very essential for the organization.
- **Role:** The behavior that is expected of an individual associated with a particular job.
- **Sequential and non-sequential socialization:** In sequential socialization, an individual passes through a sequence of activities for the accomplishment of a particular target. In non-sequential socialization, there are no discrete or identifiable transition stages and the targets are accomplished at one go.
- **Serial socialization:** In this, a senior or experienced employee in a similar job, trains the new recruit on various job aspects. There is no scope for innovation in this strategy and it can be used if no organizational changes are to be introduced shortly.
- **Socialization:** When orientation is taken up as a continuous process in the organization for all the employees, it is called socialization.
- **Tournament socialization:** In this, employees are segregated based on their knowledge and ability. A person qualifies for the next round only when he/she performs according to the norms and rules.
- **Values:** The basic convictions that distinguish between right or wrong, good or bad, and desirable or undesirable.

### 8.11. Self-Assessment Test

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1. Orientation is an integral part of the socialization process. Explain the concepts of orientation and socialization. Also, differentiate between them.
2. A good induction/orientation program should provide the new employees with insights into their job requirements and initiate them into the work culture of the company. What are the objectives of induction/orientation? Explain the role of organizational culture in orientation.
3. The socialization process is based on a few assumptions. What are the assumptions of the process? Also, briefly discuss the three stages in the socialization process model as stated by Van Maanen J and Schien.
4. A manager has various alternatives to choose from when designing an effective socialization program for the organization. Explain.

### 8.12. Suggested Readings/Reference Material

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### 8.13. Answers to Check Your Progress Questions

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Following are the answers to the Check Your Progress questions given in the Unit.

#### 1. (d) Induction

When an employee joins an organization, he has to adapt to the new environment – a new work culture, different work activities, a new boss, a different group of co-workers and a different set of procedures and systems. This process of adaptation is commonly termed orientation or induction.

#### 2. (b) Orientation

The process by which an employee becomes accustomed to a new organization is known as induction or orientation.

## **Block-2: Employment of Human Resources**

### **3. (c) Orientation**

Orientation is in fact the socialization of new employees and so it can be considered to form a part of the socialization process.

### **4. (d) i, ii, iii, iv**

The process of orientation includes introduction of the new employee to the organization and to his/her work unit and supplementing the information given to his/her during recruitment and selection. Orientation helps in reducing the initial anxiety that an individual experiences when he/she joins a new organization. An effective orientation program helps new employees to become familiar with the organization's history, philosophy, objectives, procedures, and rules.

### **5. (c) To help the employee to have a better knowledge of the career opportunities available to him**

A good induction/orientation program gives new employees an insight into their job requirements and initiates them into the company work culture. Its objectives would be to make the individual feel welcome in the organization; create a positive perception of the employer in the mind of the newcomer, and eventually to reduce the time required by an employee to adapt to the organization.

### **6. (b) i, iii, iv**

To understand organizational culture, one has to have a clear understanding of the concepts of roles, values, and norms.

### **7. (a) Role**

Every employee in an organization is expected to perform, as per the specifications of his job. The behavior that is expected of an individual associated with a particular job is called the role. These roles are specific to the job being performed.

### **8. (b) The unwritten rules that convey to the members what they ought to do and ought not to do under given circumstances**

The work group of the new employee will have its own norms or standards of acceptable behavior. These norms are unwritten rules and convey to the members what they ought to do and ought not to do under given circumstances. Some of the norms may include conforming to informal production standards set by the group, celebrating major achievements of the department, being considerate in responding to colleagues' needs, etc.

### **9. (c) Rebel**

Depending on an individual's role and his value system, he/she may decide to accept all, some, or none of the organization's rules and

norms. Employees who reject most of the organization's norms and rules are termed rebels.

**10. (d) All of the above**

Socialization is not solely the responsibility of the HR department or the immediate supervisor. The process of socialization also needs the involvement of co-workers, supervisors, subordinates, clients and other people with whom the new employee is expected to interact. Effectively, everything and everyone who surrounds a new employee plays an important role in guiding his attitude and behavior in the organization.

**11. (b) Encounter**

The encounter stage constitutes the various experiences a new employee has, once he enters the organization. The employee tries to compare his expectations vis-a-vis the realities of the job. If the expectations and the realities match, then the individual would find it easy to settle down in the job.

**12. (c) Metamorphosis**

In the metamorphosis stage, a new employee tries to analyze and tackle the problems faced in the encounter stage of the socialization process. The metamorphosis stage is considered to be successful, if the employee understands and accepts the norms, policies and procedures of the organization and works in accordance with organizational goals.

**13. (c) Socialization is the sole responsibility of the HR department and the immediate supervisor.**

The process of socialization is based on certain general assumptions. Some of these are that socialization has an influence on the performance of an employee. It helps an employee to decide, what is right and what is wrong and what is acceptable and what is not, in the organizational context. When the socialization process is implemented effectively, it ensures organizational stability. Socialization aims at providing the new employee all relevant information regarding the organization, the business, the rules, the policies etc. This would improve his understanding of his work place and provide him the basic guidelines of working there. Socialization is not limited to conveying the job responsibilities and the role expectations to the new employee. It needs the involvement of co-workers, supervisors, subordinates, clients and other people with whom the new employee is expected to interact.

## Block-2: Employment of Human Resources

### **14. (c) The learning takes place off the job; hence it takes time to actually transfer this learning to on the job performance.**

In formal socialization, an individual learns the principles, policies of the organization and norms thoroughly. However, the disadvantage with this process is that, all the learning takes place off the job and it requires time to actually transfer this learning to on-the-job performance.

### **15. (d) Informal**

Informal socialization is also referred to as the ‘trial and error method of learning’.

### **16. (b) The employees in the group are exposed to similar learning and understanding.**

In a collective socialization strategy, individuals are socialized collectively, i.e. recruits are put in batches and are exposed to the same kind of experiences.

### **17. (b) Sequential**

In sequential socialization, an individual has to pass through a sequence of activities, to achieve a particular target.

### **18. (b) Tournament**

In the tournament socialization strategy, employees are segregated on the basis of their knowledge and ability. Based on their performance and adherence to the organizational norms, employees are promoted to the next stage or otherwise eliminated from the race.

### **19. (c) Tournament**

In the tournament socialization approach, based on their performance and adherence to the organizational norms, employees are promoted to the next stage or otherwise eliminated from the race.

### **20. (d) Contest**

In the contest socialization strategy, the channels of movement in the socialization process are kept open and an individual is given the opportunity to perform better in the next stage, even if he/she did not perform as expected in the preceding stage. This strategy produces a more cooperative and participative spirit among people in an organization, as they help one another, when they face obstacles.

### **21. (c) It produces a stronger co-operative and participative spirit among people in the organization.**

The contest socialization approach produces a more cooperative and participative spirit among people in the organization, as they help one another at times of difficulty. Here, an atmosphere of competition does

not exist, and an employee does not feel threatened by other employees.

**22. (c) Serial**

In the serial strategy of socialization, a senior or experienced employee in a similar job acts as a mentor and trains the new recruit on the various aspects of the job. In this strategy, there is not much scope for innovation, but continuity is maintained in the organization.

**23. (b) Disjunctive**

When the new recruit does not have a predecessor to follow and as a result has to define his own tasks, it is termed as the disjunctive process of socialization. While the serial process is characterized by repetitive tasks and approaches, the disjunctive strategy gives the new employee an opportunity to be creative and original, when performing the job.

**24. (b) It can be costly for an organization as it involves greater risk, with the individual employee bringing his own approach to the job.**

The disjunctive strategy gives the new employee an opportunity to be creative and original, while performing the job. This increases the risk to the organization.

**25. (b) Contest**

The contest socialization strategy assumes that regardless of an individual's age or experience every person starts out as the same.

**26. (b) Participating in trade fairs**

In most organizations, the socialization program involves training employees in soft skills, providing technical training, and providing on-the-job and site training.

**27. (b) Formal controls**

There are two ways to control and bring about order to the organization - either have formal controls such as rules for every move an individual makes, or use informal controls, which can be imposed through organizational culture, which is built through ages and is passed on to the next generation through socialization.

**28. (c) Ambiguity**

Companies which have a strong culture and an effective socialization process, eliminate a lot of ambiguity and allow executives to do more productive work. When the process of socialization is in tune with the organizational culture, it produces effective results.

## Human Resource Management

### Course Components

<b>BLOCK I</b>		<b>Overview of Human Resource Management</b>
<b>Unit 1</b>		Introduction to HRM
<b>Unit 2</b>		Organizational Structure and HRM
<b>Unit 3</b>		International Human Resource Management
<b>BLOCK II</b>		<b>Employment of Human Resources</b>
<b>Unit 4</b>		Human Resource Planning
<b>Unit 5</b>		Job Analysis and Design
<b>Unit 6</b>		Recruitment
<b>Unit 7</b>		Selection
<b>Unit 8</b>		Socialization
<b>BLOCK III</b>		<b>Management and Development of Human Resources</b>
<b>Unit 9</b>		Managing Careers
<b>Unit 10</b>		Performance Appraisal
<b>Unit 11</b>		Employee Training and Management Development
<b>Unit 12</b>		Compensation Management
<b>Unit 13</b>		Occupational Safety and Health
<b>BLOCK IV</b>		<b>Employee Relations</b>
<b>Unit 14</b>		Grievance Handling
<b>Unit 15</b>		Disciplinary Action
<b>Unit 16</b>		Trade Unions
<b>Unit 17</b>		Industrial Relations, Collective Bargaining, and Workers' Participation in Management
<b>Unit 18</b>		Quality of Work Life
<b>Unit 19</b>		Quality Circles
<b>Unit 20</b>		Emerging Challenges of HRM





