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A Study On Recruitment & Selection Process

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Abstract: Better recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the research paper entitled Recruitment and Selection has been prepared to put a light on Recruitment and Selection process. The main objective is to identify general practices that organizations use to recruit and select employees and, to determine how the recruitment and selection practices affect organizational outcomes at Afghan NGOs. Successful recruitment and selection practices are key components at the entry point of human resources in any organization. The main objective of this paper is to identify general practices that organizations use to recruit and select employees .The study also focus its attention to determine how the recruitment and selection practices affect the organizational outcomes and provide some suggestions that can help. Data analysis has been done with statistical tools like tables, graphs, pie charts.

Keywords: Recruitment, Selection, Reference, Interview, qualification, reference.

INTRODUCTION

Successful human resource should identify human resource needs in the organization. Recruitment is the discovering of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking job. The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. It should also provide information so that unqualified applicants can self select themselves out of job candidacy; this is, a good recruiting program should attract the qualified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.

According to Edwin B Flippo

Recruitment as “the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.”

According to Yoder

Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce

1.1 Recruitment

•Recruitment is the process of attracting prospective employees and stimulating them for applying job in an organization. •Recruitment is the process of hiring the right kinds of candidates on the right job.

Recruitment and selection activity is predominantly dealt with in two fields:

- A generally prescriptive human resource management or personnel management viewpoint and
- A very technical psychology literature that focuses on the validity (absolute and relative) of different forms of recruitment techniques, such as competency modelling, interviews and various types of psychometric testing
- .

Methods of Recruitment

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

•Internal Recruitment

•External Recruitment

Benefits and Importance of Recruitment:

- (1).Helps to create a talent pool of potential candidates for the benefits of the organization
- (2).To increases the pool of job seeking candidates at minimum cost.
- (3).It helps to increase the success rate of selection process by decreasing the no of visits qualified or over qualified job applicants.

(4).Helps in identifying and preparing potential job applicants who will be the appropriate candidature for the job. (5).Finally it helps in increasing organization and individual effectiveness of various recruiting techniques and for all the types of job applicants.

1.2Selection:

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires.

Importance of Selection:

Selecting the right employees is important for three main reasons: performance, costs and legal obligations.

Performance:

Employees with right skills will do a better job for any company and for the owner. Employees without these requisite skills or who are abrasive would not perform effectively and the company performance will suffer to a great extent. So there is a time to screen out undesirables and to choose the better and perfect candidate that can effectively contribute to company success.

Cost:

It is important because it is costly to recruit and hire employees so cost benefit ratio have to be considered while hiring of employee in order to avoid any unnecessary wastage of money and the valuable resources.

1.2.1 Essentials and Prerequisites for Selection

- I. Picking individuals possessing relevant qualifications.
- II. Matching job requirements with the profile of the candidates
- III. Using multiple tools and techniques to find the most suitable candidate

1.2.2 The Process of Selection:

1. Reception
2. Screening Interview
3. Application Blank
4. Selection Tests
5. Selection Interview
6. Medical Examination
7. Reference Checks

1.3 The difference between recruitment and selection:

Recruitment is identifying and encouraging prospective employees to apply for the job and selection is selecting the candidate from the pool of applicants.

2. Objectives

1. The primary objective of the study is to analyze the process of Recruitment and Selection in the industries.
2. To observe the procedure to select the candidates from internal as well as from external sources in the industries

3. To find out the various recruitment sources used by the selected industries.
4. To study the employee satisfactory level with the existing recruitment policy in the industry.
5. To study the stages of selection procedure in the industries
6. To find the reasons for accepting the offer in the respective selected industries

3. Research Methodology

Research methodology is a method to solve the research problem systematically. It involves gathering data, use of statistical techniques, interpretations and drawing conclusions about research data. Keeping in view the objectives of the study, data is collected from different sources. The purpose of this section is to describe the methodology carried out to complete the work. The methodology plays a dominant role in any research work. The effectiveness of any research work depends upon the correctness and effectiveness of the research methodology.

4. Data Collection

Data refers to a collection of organized information, usually the results of experience, observation or experiment, or a set of premises. This may consist of numbers, words, or images, particularly as measurements or observations of a set of variables.

5. Data Sources

There are two types of data sources available to the research processes.

1. Primary data.
2. Secondary data.

1. Primary Data

The primary data is collected by using primary methods such questionnaires, interviews, observations etc. For this study questionnaires are used to collect primary data from the employees of the industries. We know relatively little on a systematic basis about how or why organizations choose to use different combinations of these strategies, though some of the results reported in the study of recruitment and selection and in large firms offers some pointers that are worthy of further exploratory research, particularly among small and medium sized organizations. Nowadays employees suggests that personality tests are now being routinely used for some occupations in 19 per cent of workplaces, and performance tests are being used in Recruitment and selection in 46% of workplaces. Personality testing seems to be concentrated

in larger workplaces and used upon professional, managerial, and sales staff; and performance testing concentrated again in larger workplaces but used for professional and administrative staff. Among the sample of large employers the overall relative ranking of importance of different skill/suitability Assessment methods was as follows:

1. Interview
2. Work experience
3. Performance/competency test
4. Qualifications
5. Assessment center
6. Personality/aptitude test

2. Secondary Data:-

Secondary data is collected from various Journals, books, websites, Government reports, News papers, and other research reports.

TABLE NO.1

Particular	Number of Respondents
Newspaper sources	45
Journal and Periodicals	10
Campus recruitment	40
Employees referral	30
Consultancies	25
Total	150

6. Analysis

Data Analysis is very important aspect of project, as it basically involves the analysis of all analysis is a body of methods that help to describe facts, detect patterns, develop explanations and of the question in a questionnaire the interpretation of the same is also being provided which aspect of the organization.

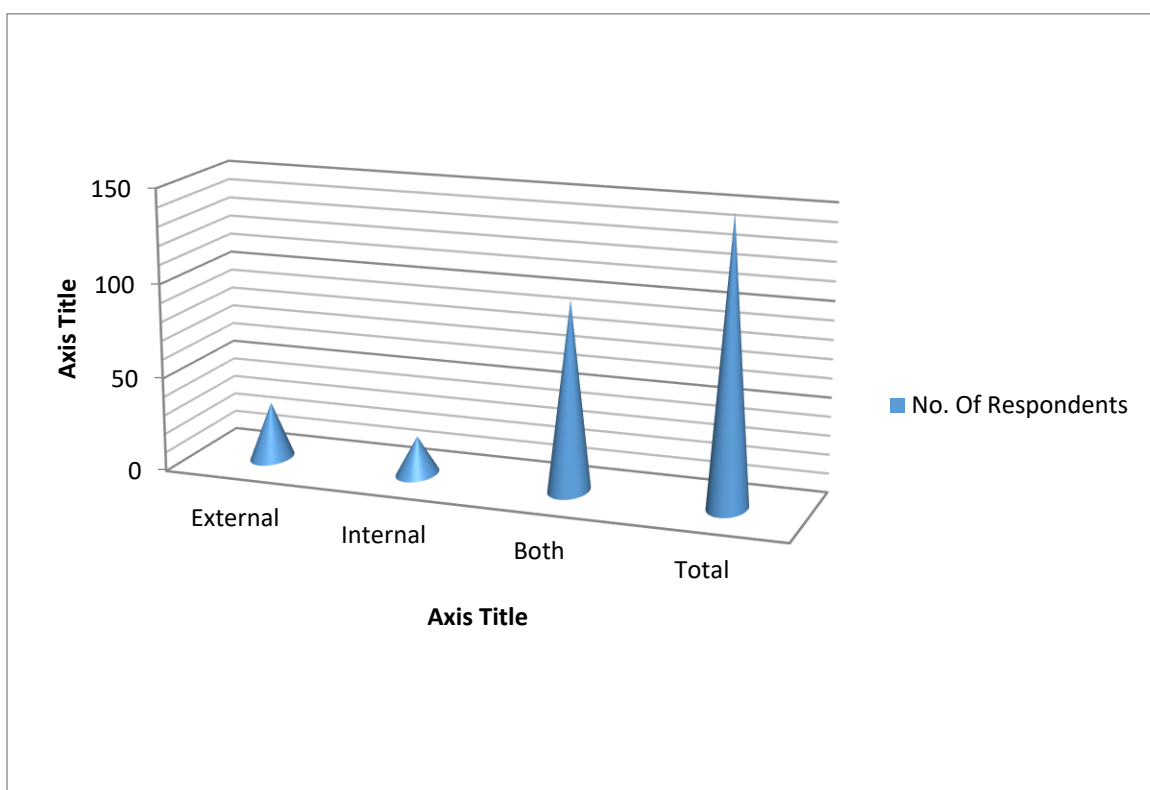
7. Analysis of Questionnaire

a. Analysis about the source of recruitment followed in the selected industries.

d in the select

Table No.2

Particular	No. Of Respondents
External	30
Internal	20
Both	100
Total	150



Graph No. 1

Interpretation:

From the above table and graph I is observed that, 30 respondents have accepted that the company is following external recruitment sources and 20 respondents have accepted their company is following internal recruitment sources and 100 respondents have expressed that their company is adopting both internal and external recruitment sources.

b. Analysis about the attributes taken in to preference for recruitment and selection procedure.

Table No.3

Particular	No. Of Respondents
Experience Candidates	25
Qualified Candidates	53
Both Experience and Qualified Candidates	72
Total	150

Interpretation:

It is observed that 25 members expressed that their company gives preference to experienced candidates. 53 members expressed that their company gives preference to qualified candidates. 72 members expressed that their companies are giving preference to both experience and qualified candidates.

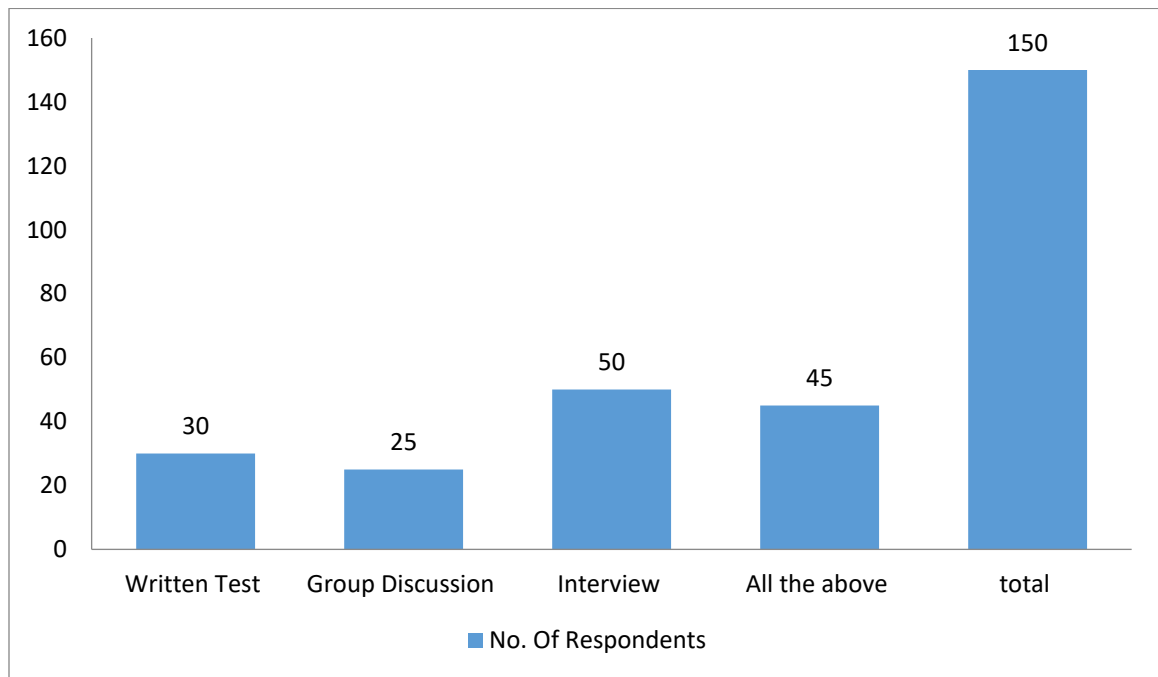
c. Analysis about the main sources of selection (Written Test, Group Discussion, and Interview)

Table No. 4

Particular	No. Of Respondents
Written test	30
Group Discussion	25
Interview	50
All the above	45
Total	150

Interpretation:

It is observed that 30 member of the total respondents have expressed that their company is following written test, 25 members of the total respondents have expressed that their company is following group discussion, 50 members of the total respondents have expressed that their company is following interview, 45 members of the total respondents have expressed that their company is following all the above tests as main source of selection.



Graph No. 2

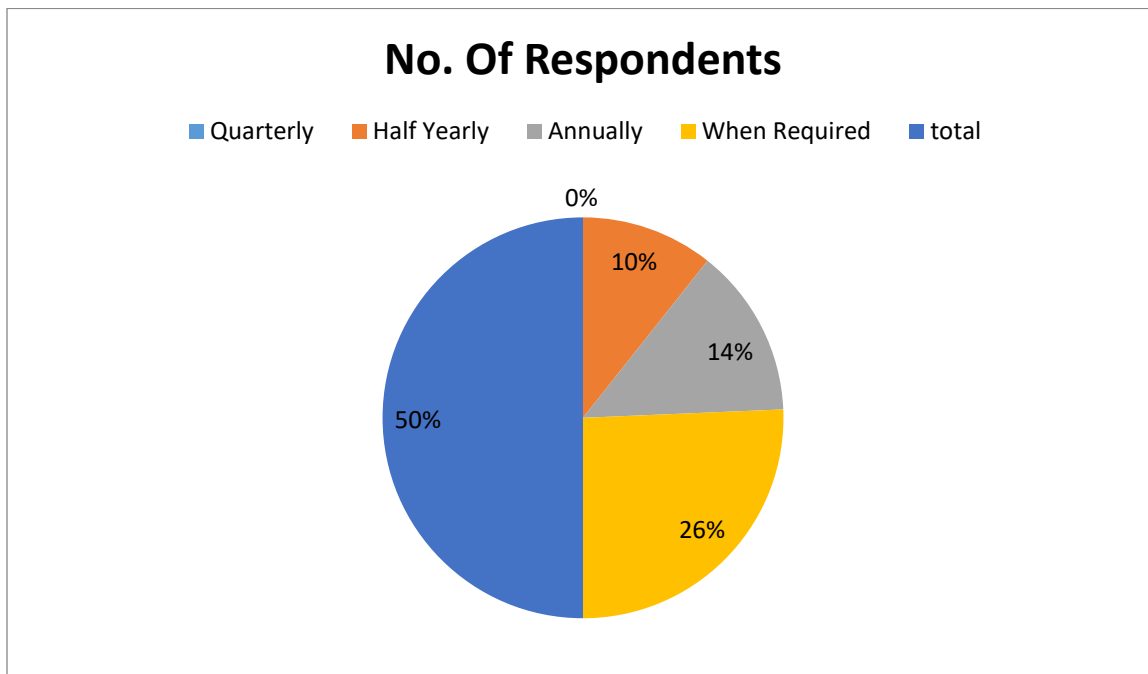
d. Analysis about the period of recruitment of organization.

Table No. 4

Particular	No. Of Respondents
Quarterly	0
Half- Yearly	32
Annually	41
When required	77
Total	150

Interpretation:

It is observed that 32 members of the total respondents recruit employees half yearly, and 41 companies' recruit 41 and 77 companies recruit according to needs of the organization.



8. Findings

Following are the findings.

- The company considered portals as the most important medium of hiring employees and then employees' references are also act as the important source of recruiting people.
- The employees consider the employee reference are one of the most reliable sources of hiring the new employees and also to some extent portals, but before hiring from portals the references provided there are need to be confirmed.
- The most important feature in company's recruitment and selection policy is that we need take in consideration the ratio between the turn-up and line-up candidates, and after analysis found it most of the employees are also holding the same opinions.
- The existence recruitment process of company is good but it has some shortcomings that is being covered in recommendations and on overall the recruitment department has pressure on it.
- After analysis of the company selection procedure I found out the company is suing quite effective method of doing selections of candidates and they always take in consideration the cost-benefit ratio which is quite important from the long perspective of hiring employees.

- After the analysis I found that some organization and companies do not have updated recruitment and selection policies.
- During the research and after analysis I found that companies favoring relatives in the organizations are neither qualified nor experienced.
- The selected relatives are not provided on the job or off the job training.

9. Conclusion:

An effective recruitment and selection process reduces turnover, we also get much better results in our recruitment process if we advertise specific criteria that are relevant to the job. Include all necessary skills, and include a list of desired skills that are not necessary but that would enhance the candidate's chances. If we fail to do this, we might end up with a low-quality pool of candidates and wind up with limited choices to fill the open position. When we choose candidate based upon the qualifications demonstrated in the resume, the interview, employment history and background check, we will land the best fit for the position. Based on our decisions about a specific candidate upon specific evidence rather than any gut instincts. If we hire people who can do the job instead of people we merely like, we will have higher productivity and quality in our products or services.

The recruitment and selection process is the time we not only identify a candidate who has the experience and aptitude to do the job that we are looking to fill, but also to find someone who shares and endorses our company's core values. The candidate will need to fit in well within our company's culture. The selection and recruitment process should provide our company with an employee who adapts and works well with others in our business. Failure to recruit and select for the long term can result in high turnover.

Besides, selection function provides a vital opportunity for us to focus on what candidates' can offer our company. It is important to select carefully, either by using our own judgment or by enlisting the help of managers we trust. The interviewer must know what the job is and what will be required for a new hire to perform well. The interview process also allows us the opportunity to express our company's vision, goals and needs. Last but not least, It is vital that the interview elicits responses from applicants that can be measured against our expectations for the position. If we don't use the interview to

effectively eliminate applicants who don't fit into the company culture, we might end up dealing with turnover, confusion and disgruntled employees.

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