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# UNIT 11 RECRUITMENT AND SELECTION

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## 11.0 OBJECTIVES

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After going through this Unit, you should be able to understand and evaluate the:

- need for spelling out job specification as the starting point for the process of selection,
- various sources available for attracting the required manpower,
- various methods of recruitment,
- need for and the process of initial screening for recruitment,
- process of application scrutiny,
- need for various psychological tests in the initial evaluation of candidates,
- purpose and types of interviews and their limitations, and
- purpose of induction and know how it is carried out.

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## 11.1 INTRODUCTION

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Although personnel management has been in use for nearly seventy years only recently there has been some major re-direction concerning its importance. Increasing complexity and size of most organisations has resulted in multiple layers of bureaucracy. All organisations and establishments have realised the increasing costs of manpower. Recent researches have developed a perspective of strategic human resources management. This perspective essentially takes a broader and more integrated view of the personnel function. It seeks to link the personnel function to the long-term strategies of an organisation and asks how it can facilitate the accomplishment of those strategies and goals. More concern with careers and life satisfaction are also causing organisations to re-examine traditional assumptions about career-planning in order to provide more alternative career opportunities to employees as also to take into account their lifestyle needs while transferring them from one station to another. In hospitality industry this trend is quite common.

In this Unit we have attempted to explain what is meant by selecting people on their merit and how this is done. This Unit takes into account the various stages of selecting people till they are assigned to a particular job. It helps to understand the importance and

needs of each of these stages in order to comprehend the work involved at each of these stages. It further makes you realise that care and caution are required for completing each stage successfully and finally it notes the pitfalls in these stages so that wrong persons do not get selected and placed. Hospitality industry needs a highly professional approach for providing quality services. Hence, recruitment and selection at all levels has to be done carefully.

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## 11.2 SOME DEFINITIONS

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Here we define the four steps taken in the order given before a person starts his or her training for the job to which one is assigned:

- 1) **Recruitment:** Recruitment is the process of identifying the prospective employees, stimulating and encouraging them to apply for a particular job or jobs in an organisation. It is a positive action as it involves inviting people to apply. The purpose is to have an inventory of eligible persons from amongst whom proper selection of the most suitable person can be made.
- 2) **Selection:** Selection is the process of examining the applicants with regard to their suitability for the given job or jobs, and choosing the best from the suitable candidates and rejecting the others (Thus, you will notice that this process is negative in nature in the sense that rejection of candidates is involved.)
- 3) **Placement:** Placement is the determination of the job for which a selected candidate is best suited and assigning that job to him or her. The ideal situation is 'the right person for the right job'. A proper placement of a worker reduces employee turnover, absenteeism, accident rates, etc., and improves morale, motivation, work, etc.
- 4) **Induction:** Induction is introducing an employee to the job and to the organisation. The primary purpose of induction is to 'sell' the company to the new employee so that he or she may feel proud of his or her association with the company. This is called 'orientation' or 'introduction'.

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## 11.3 ESSENTIALS OF RECRUITMENT POLICY

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Recruitment policy formulation is an essential managerial function. It is a complicated process which calls for involvement of employees from all levels. While formulating a policy the values and objectives of the different groups involved should be taken into account so as to raise efficiency of working relationships in an organisation. Moreover, the policy shall have to be in line with the employees' requirement so as to achieve the organisation's overall objectives.

As you know that recruitment is a process to discover and identify sources to obtain employees and to employ effective measures for contacting such prospective employees, who will be forming an efficient workforce. The recruitment programme of any organisation involves five different elements, which include: **a recruiting organisation, process of recruitment, a forecast of manpower requirements, the development of manpower sources and techniques for utilising these sources.**

Recruitment policy of the organisation states the objectives, and provides a framework for implementation of recruitment programme in the form of procedures. A recruitment policy may include several issues such as promotion or transfer from within the organisation (as quotas are usually fixed in government and public sector organisations as also quotas for certain minority groups and relatives of employees). While the system is a function related to the personnel function, in principle recruitment should remain a line-responsibility, which should have the final say in the acceptance of a particular recruit, though, in consultation with the staff or personnel department.

The personnel managers shall constantly review and improve the methods of recruitment in view of the changing business environment and demand. This is more particularly true about hospitality segment where trends changes so fast that they pose challenges for personnel managers to convert them into an opportunity. Thus, a sound recruitment programme necessarily involves appraisal of each source and the techniques from the standpoint of relative quality of personnel which it has provided.

The valuation procedures should consist of existing employees in terms of their jobs – success, evaluation of sources from which good and poor employees, were recruited and the methods used in assessing the relative values.

Today hotel establishments, whether big or small, ought to spell out a clear recruitment policy within their organisations. Ad hoc measures like employing people on word of mouth recommendations, obliging somebody, etc., are not good for organisational growth.

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## 11.4 THE PROCESS OF RECRUITMENT

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Having defined the processes, in the earlier Section, we shall describe them in some detail in the Sections, dealing with each one of them separately. In this Section we deal with recruitment.

### A) Preparation for Recruitment

Before you think of inviting people to apply for a job you have to decide what types of persons are to be invited and what should be their qualifications and qualities. This calls for fixing-up the 'job specifications'. Job specifications are based on job description which is dependent upon the nature and requirements of a job. Thus, job specification will be different for each job. Various elements of job specification are:

- 1) **Physical Specifications:** For certain jobs some special physical features may be required. For example, the Airline crews are required to a certain height corresponding body weight with 6/6 vision. The particular physical abilities and skills necessary for a given job have to be specified. These may refer to height, weight, finger dexterity, voice, poise, hand and foot coordination, age-range, etc.
- 2) **Mental Specifications:** These include intelligence, memory, judgement, ability to plan, ability to estimate, to read, to write, to think and concentrate, scientific faculties, arithmetical abilities, etc. Different jobs require different degrees of such abilities and the more important ones should be specified. For example, the Marketing Manager of a hotel should have the complete knowledge of process involved in brochure production, distribution channels, guest profiles, trends etc.
- 3) **Emotional and Social Specifications:** These include characteristics which will affect the employees working with others, like personal appearance, manners, emotional stability, aggressiveness or submissiveness, extroversion or introversion, cooperativeness, leadership, initiative and drive, skills in dealing with others, social adaptability, etc. For example Counter Personnel in hotels and airlines are required to have pleasant and charming personality; hotel stewards should have the adaptability of service with smile and so on.
- 4) **Behavioural Specifications:** Certain management personnel at higher levels of management are expected to behave in a particular manner. These are not formally listed but have to be kept in mind during the process of recruitment, selection and placement. You can imagine what would be the fate of a company if the Public Relations Officer is rude, arrogant and an introvert.

### B) Sources of Manpower

There are two categories of sources of supply of manpower—Internal and External.

- 1) **Internal Sources:** These include personnel already on the pay-roll of the organisation as also those who were once on the pay-roll of the company but now

plan to return, or whom the company would like to re-hire. These include those who quit voluntarily or those on production lay-offs.

- 2) **External Sources:** These sources lie outside the organisation. These include college students, the new entrants, the unemployed with a wider range of skills and abilities, the retired experienced persons, and others who are looking for jobs. This also includes those whom you hire from outside for specific jobs like guides, tour escorts, etc.

A policy of preferring people from within is advantageous as it improves the morale of the employees, fosters loyalty among them towards the organisation and inspires greater effort among organisation members. Secondly, this also helps employers as they are in a better position to evaluate those already with them and these people require no induction to the organisation as its members. This knowledge increases the likelihood that they will succeed, and finally, it is less expensive to recruit or promote from within than to hire from outside the organisation.

The policy of preferring internal candidates, however, suffers from some disadvantages. It may lead to inbreeding and discouraging new blood from entering an organisation. If promotion is based on seniority, the real capable hands may be left out, thus reducing the chance that fresh viewpoint will enter the organisation and will limit the pool of available talent and it may encourage complacency among employees who assume seniority ensures promotion.

Likewise, external sources of manpower also have several advantages and disadvantages. These sources provide a wide market and the best selection considering skills, training and education. It also helps to bring new ideas into the organisation. Moreover, this source never 'dries up'. While selecting people from external sources, one has to take chances with the selected persons regarding their loyalty and desire to continue with the organisation. The organisation has to make larger investments in their training and induction.

You will realise that dependence on just one of the sources is not in the interest of an organisation. It must depend on both in a ratio to be fixed considering various factors.

Some of these factors are described below:

- 1) **Effect of the policy on the attitude and actions of all employees:** Employees. No doubt, feel more secure and identify their own long-term interest with that of the organisation when they can anticipate first chance at job opportunities. The general application of the 'promotion from within' policy may encourage mediocre performance. The point to be considered here by the organisation is, how important is the loyalty of the employees to it, balancing the risk of mediocre performance.
- 2) **The level of specialisation required of employees:** The principal source in many organisations may be the ranks of the present employees who have received specialised training.
- 3) **The degree of emphasis on participation by employees at all levels:** New employees from outside, with no experience in the firm, may not know enough about its service or product or processes to participate effectively, for some time at least.
- 4) **The need for and availability of originality and initiative within the organisation:** If the organisation feels that it is training its people for these qualities it may prefer its own people; if not, new people with different ideas may be taken from outside.
- 5) **Acceptance of seniority principle:** The policy of promotion from within will succeed only if management and employees accept the seniority principle with or without suitable modifications for promotion. If it is not accepted, selection may better be done on an open basis.

## 11.5 METHODS OF RECRUITMENT

Broadly, recruitment methods can be put into three categories: (i) Direct Methods, (ii) Indirect Methods, and (iii) Third-Party Methods.

i) **Direct Methods** include sending recruiters to educational and professional institutions, employee contacts with public, manned exhibits and waiting lists.

**Schools and Colleges:** Hotels and other hospitality segments conduct campus interviews for recruitment of apprenticeship, management trainees, etc. during recruitment season. These institutions usually have a placement officer or a teacher-in-charge of placement, who normally provides help in attracting employers, arranging interviews, furnishing space and other facilities and providing student resumes. The companies maintain a list of such institutions, keep in touch with them, send their brochures indicating job openings, future prospects, etc. On the basis of these students who want to be considered for the given job(s) are referred to the company recruiter and campus interviews are conducted for recruitment. This is a common method among hotels and travel agencies.

**Employees' Contact with the Public:** The employees of the organisation are told about the existence of particular vacancies and they bring this to the notice of their relatives, friends and acquaintances having the relevant qualifications. This is also a common method of recruitment in small hotels, travel agencies and tour operations.

**Manned Exhibits:** The organisations send recruiters to conventions and seminars, setup exhibits at fairs, and mobile offices to go to the desired centres. This method is generally used by large organisations.

**Waiting Lists:** Many firms lean heavily on their own application files. These records list individuals who have indicated their interest in jobs, either after visiting the organisation's employment office or making enquiries by mail or phone. Such records prove a very useful source if they are kept as up-to-date data bank.

ii) **Indirect Methods:** These cover advertising in newspapers, on the electronic media, in trade and professional journals, technical journals and brochures.

To recruit employees with desired qualification or experience an organisation advertises in newspapers and professional and technical journals. Whereas all types of advertisements can be made in newspapers and magazines, only particular types of posts should be advertised in the professional and technical journals. For example, only hotel related jobs may be inserted in a hospitality magazine like Express Hotelier and Cater, a weekly newsletter.

A well thought-out and planned advertisement can eliminate possibility of unqualified people applying for the job. If the advertisement is clear and to the point, candidates can assess their abilities and suitability for the position and only those who possess the requisite qualifications will apply for the post. For example, if an organisation is looking for front office executives, besides required/desired qualification advertisement must clearly state mandatory requirements of a foreign language, advance computer literacy, good geographical and bio-diversity knowledge, etc.

iii) **Third-Party Methods:** Various agencies are used for recruitment under these methods. These include commercial and private employment agencies, specialising in specific operations; state agencies including employment exchange, boards, recruiting firms and management consulting firms. In the hospitality industry these methods are used particularly for jobs in areas where jobs are seasonal in nature.

In the hospitality sector many jobs are seasonal in nature or in some cases the job requirement is for a very specific period. For example, a hotel may require a guide with the knowledge of a specific language to look after a particular group or a translator is required for a business meeting. In such situations specific persons available with those qualifications are approached directly or the help of professional bodies like the guides associations, language schools, etc.

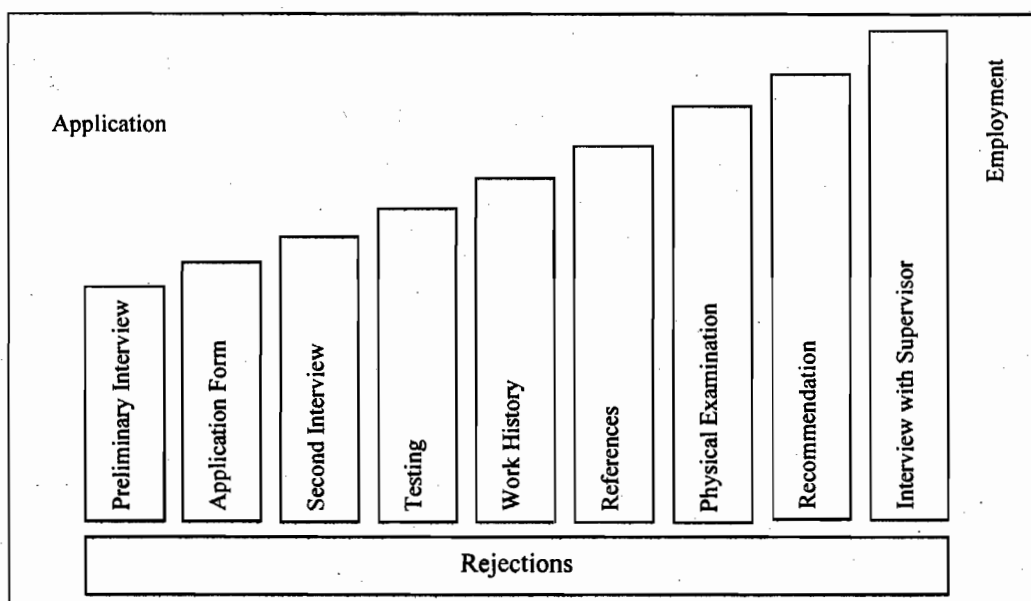
## 11.6 SELECTION

Selection, as you have read earlier, is the process of securing relevant information about an applicant to evaluate his or her qualifications, experience and other qualities with a view of matching these with the requirements of a job. It is essentially a process of picking out the best suited person for the organisation's requirements.

### The Selection Process

The selection process involves choosing the best suitable applicant and rejection of unsuitable or less suitable applicants. This may be done at any of the successive hurdles which an applicant must cross. These hurdles act as screens designed to eliminate an unqualified applicant at any point in the process. This technique is known as the 'successive hurdles technique'. **Figure I** gives these hurdles.

Personnel Management expert **Yoder**, calls these hurdles 'go, no-go' gauges. Those who qualify a hurdle go to the next one; those who do not qualify are dropped out. Not all selection processes, however, include these hurdles. The complexity of the process usually increases with the level and responsibility of the position to be filled. Moreover, these hurdles need not necessarily be placed in the same order. Their arrangement may differ from organisation to organisation.



**Figure I: Successive Hurdles in the Selection Process**

### Initial Screening or Preliminary Interviews

This is a sorting process in which prospective applicants are given the necessary information about the nature of the job and also, necessary information is elicited from the candidates about their education, experience, skill, salary expected, etc. If the candidate is found to be suitable, he or she is selected for further process and, if not, he or she is eliminated. This is initial screening and can be done across the counter in the organisation's employment offices. This is done by a junior executive in the personnel department. Due care should be taken so that suitable candidates are not turned down in a hurry. Since this provides personal contact for an individual with the company, the interviewers should be courteous, kind, receptive and informal.

When a candidate is found suitable, an application form is given to fill in and submit.

### Application Scrutiny

You might have seen that sometimes applications are asked on a plain sheet. This is done where no application forms are designed. The applicant is asked to give details about age, marital status, educational qualifications, work experience and references. Different types

of application forms may be used by an organisation for different types of employees, e.g., one for managers, the other for supervisors and a third for other employees. Some forms are simple, general and easily answerable, while others may require elaborate, complex and detailed information. Reference to nationality, race, caste, religion and place of birth has been regarded as evidence of discriminatory attitudes and should be avoided. An application form should be designed to serve as a highly effective preliminary screening device, particularly, when applications are received in direct response to an advertisement and without any preliminary interview.

The application can be used in two ways: (i) to find out on the basis of information contained therein as to the chances of success of the candidate in the job for which he or she is applying, and (ii) to provide a starting point for the interview.

It is often possible to reject candidates on the basis of scrutiny of the applications as they are found to be lacking in educational standards, experience or some other relevant eligibility and traits.

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## 11.7 SELECTION TESTS

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A test is a sample of an aspect of an individual's behaviour, performance or attitude. It can also be a systematic procedure for comparing the behaviour of two or more persons.

### Purpose of Tests

The basic assumption underlying the use of tests in personnel selection is that individuals are different in their job-related abilities and skills and that these skills can be adequately and accurately measured. Tests seek to eliminate the possibility of prejudice on the part of the interviewer or supervisor. Potential ability only governs the selection decisions. The other major advantage is that the tests may uncover qualifications and talents that would not be detected by interviews or by listing of education and job experience.

### 11.7.1 Types of Tests

The various tests used in selection can be put in to four categories: (a) **Achievement or Intelligence Tests**, (b) **Aptitude or Potential Ability Tests**, (c) **Personality Tests**, and (d) **Interest Tests**.

#### a) Achievement or Intelligence Tests

These tests are also called 'proficiency tests'. They measure the skill or knowledge which is acquired as a result of a training programme and/or on the job experience. They measure what the applicant can do. These tests are of two types:

- i) **Test for Measuring Job Knowledge:** These are known as 'Trade Tests'. As we know that hospitality is a trade which calls for thorough job knowledge because here one opportunity lost multiplies several times. Therefore, these tests are administered to determine knowledge of the applicant thoroughly. These are primarily oral tests consisting of a series of questions which are believed to be satisfactorily answered only by those who know and thoroughly understand the trade or occupation. Oral tests may be supplemented by written, picture and performance types.
- ii) **Work Sample Tests:** This measures the proficiency with which equipment can be handled by the candidate. This is done by giving him or her a piece of work to judge how efficiently one does it. For example, front office desk assistant would be provided with a room rent calculation and other expenditures of the guest asking him/her to prepare the bill.

#### b) Aptitude or Potential Ability Tests

These tests measure the latent ability of a candidate to learn a new job or skill. Through these tests one can detect peculiarities or defects in a person's sensory or intellectual

capacity. These focus attention on particular types of talent such as learning, reasoning and mechanical or service aptitude. 'Instruments' used are variously described as tests of 'intelligence', 'mental ability', 'mental alertness', or simply as 'personnel tests'. These are of three types:

- i) **Mental Tests:** These measure the overall intellectual ability or the intelligence quotient (I.Q.) of a person and enable us to know whether he or she has the mental capacity to deal with new problems. These determine an employee's fluency in language, memory, induction, reasoning, speed of perception, and spatial visualisation.
- ii) **Mechanical Aptitude Tests:** These measure the capacity of a person to learn a particular type of mechanical work. These are useful when apprentices, mechanists, mechanics, maintenance workers, and mechanical technicians are to be selected.
- iii) **Psychomotor or Skill Tests:** These measure a person's ability to do a specific job. These are administered to determine mental dexterity or motor ability and similar attributes involving muscular movement, control and coordination. These are primarily used in the selection of workers who have to perform semi-skilled and repetitive jobs, like assembly work, packing, testing, inspection and so on.

#### c) **Personality Tests**

These discover clues to an individual's value system, his or her emotional reactions, maturity and the characteristic mood. These tests help in assessing a person's motivation, his or her ability to adjust to the stresses of everyday life and the capacity for interpersonal relations and for projecting an impressive image of him or herself. They are expressed in terms of the relative significance of such traits of a person as self-confidence, ambition, tact, emotional control, optimism, decisiveness, sociability, fear, conformity, objectivity, patience, distrust, initiative, judgement, dominance, integrity, impulsiveness, sympathy and stability. In hospitality industry, these tests are given to predict potential performance and success for supervisory or managerial jobs. The personality tests are basically of three types:

- i) **Objective Tests:** These measure neurotic tendencies, self-sufficiency, dominance, submission and self-confidence.
- ii) **Projective Tests:** In these tests, a candidate is asked to project his or her own interpretation onto certain standard stimuli. The way in which one responds to these stimuli depends on his or her own values, motives and personality.
- iii) **Situation Tests:** These measure an applicant's reaction when he or she is placed in a peculiar situation, the ability to undergo stress and the demonstration of ingenuity under pressure. These tests usually relate to a leaderless group situation, in which some problems are posed to a group and its members are asked to reach some conclusions without the help of a leader.

#### d) **Interest Tests**

These tests are designed to discover a person's areas of interest and to identify the kind of work that will satisfy him or her. The interest tests are used for vocational guidance, and are assessed in the form of answers to a well-prepared questionnaire.

### 11.7.2 **Limitations of Selection Tests**

From the basic description of tests described above, one should not conclude that a hundred per cent prediction of an individual's on-the-job success can be made through these tests. These tests, at best reveal that candidates, who have scored above the predetermined cut-off points, are likely to be more successful than those who have scored below the cut-off point.

Tests are useful when the number of applicants is large. **The tests will serve no useful purpose if they are not properly constructed or selected or administered.**



Although written tests designed to define a candidate's interests, aptitudes and intelligence have long been a staple of employment screening, their use has declined over past 25 years. Many tests have proved to be discriminatory in their design and results, and it has been difficult to establish their job relatedness when they have been subjected to judicial review. Moreover, hospitality being a service industry, the interpersonal relationship is more important and it can be judged only in the interview. Many large organisations in hospitality sector, first conduct tests and then a series of interviews to choose the right candidate as a trainee, thus, using both the methods effectively.

**Precautions in Using Selection Tests:** One can obtain the best and can be successful in test results in selecting the best candidates if the following precautions are taken:

- i) Norms should be developed as a source of reference on all tests used in selection and on a representative sample of people on a given job in the same organisation. This is necessary even though 'standard' tests are available now under each of the above categories. Norms developed elsewhere should not be blindly used because companies differ in their requirements, culture, organisation structure and philosophy.
- ii) Some 'warm up' should be provided to candidates either by giving samples of test, and/or answering queries before the test begins.
- iii) Tests should first be validated for a given organisation and then administered for selection of personnel to the organisation.
- iv) Each test used should be assigned a weightage in the selection.
- v) Test scoring, administration and interpretation should be done by persons having technical competence and training in testing.

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## 11.8 INTERVIEWS

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We shall now discuss the post application form interview and not the preliminary interview.

Personal interview is the most universally used selection process.

**Meaning and Purpose:** An interview is a conversation with a purpose between one person on one side and another person or persons on the other. An employment interview should serve three purposes, viz., (i) obtaining information, (ii) giving information, and (iii) motivation. It should provide an appraisal of personality by obtaining relevant information about the prospective employee's background, training, work history, education and interests. The candidate should be given information about the company, the specific job and the personnel policies. It should also help in establishing a friendly relationship between the employer and the applicant and motivate the satisfactory applicant to want to work for the company or organisation. In practice, however, it may turn out to be a one-sided affair. It helps only in obtaining information about the candidate. The other two purposes are generally not served. Interviews can be of the following types:

**Informal Interview:** This may take place anywhere. The employer or a manager in the personnel department may ask a few questions, like name, place of birth, previous experience, etc. It is not planned and is used widely when the labour market is tight and you need workers very badly. A friend or a relative of the employer may recommend a candidate to the employer or manager and this type of interview may be conducted anywhere.

**Formal Interview:** This is held in a more formal atmosphere in the employment office by the employment officer with the help of well-structured questions. The time and place of the interview are stipulated by the employment office.

**Planned Interview:** This is a formal carefully planned interview. The interviewer has a plan of action worked out in relation to time to be devoted to each candidate, type of information to be sought, information to be given, the modality of interview and so on. The plan may be used with some amount of flexibility.

**Patterned Interview:** This is also a planned interview but planned to a higher degree of accuracy, precision and exactitude. A list of questions and areas is carefully prepared. The interviewer goes down the list of questions, asking them one after another.

**Non-directive Interview:** This is designed to let the interviewee speak his or her mind freely. The interviewer is a careful and patient listener, prodding whenever the candidate is silent. The idea is to give the candidate complete freedom to 'sell' himself or herself without encumbrances of the interviewer's questions.

**Depth Interview:** This is designed to intensively examine the candidate's background and thinking and to go into considerable detail on a particular subject of special interest to the candidate. The theory behind it is that if the candidate is found good in his or her area of special interest, the chances are high that if given a job he or she would take serious interest in it.

**Stress Interview:** This is designed to test the candidate's conduct and behaviour by putting him or her under conditions of stress and strain. This is very useful to test the behaviour of individuals under disagreeable and trying situations.

**Group Interview:** This is designed to see how the candidates react to and against each other. All the candidates may be brought together in the office and they may be interviewed. The candidates may, alternatively, be given a topic for discussion and be observed as to who will lead the discussion, how they will participate in the discussion, how each will make his or her presentation and how they will react to each other's views and presentations.

**Panel Interview:** This is done by members of the interview board or a selection committee. This is done usually for supervisory and managerial positions. It pools the collective judgement and wisdom of members of the panel. The candidate may be asked to meet the panel individually for a fairly lengthy interview.

### **Interview Rating**

**Important aspects of personality can be categorised under the following seven main headings:**

- 1) **Physical Make-up:** Health, physique, age, appearance, bearing, speech.
- 2) **Attainments:** Education, occupational training and experience.
- 3) **Intelligence:** Basic and 'effective'.
- 4) **Special Aptitudes:** Written and oral fluency of expression, numeracy, organisational ability, administrative skill.
- 5) **Interests:** Intellectual, practical, physically active, social, artistic
- 6) **Disposition:** Self-reliance, nature, motivation, acceptability.
- 7) **Circumstances:** Domestic, social background and experience, future prospects.

This is called '**The Seven Point Plan**'. The importance of each of these points will vary from organisation to organisation and from job to job. Hence, these should be assigned weightage according to their degree of importance for the job. For example, in hospitality sector all these points shall be considered, otherwise it will be difficult for an organisation to stand out in the race of competition with international brands. Thus, on the basis of information gathered through an interview, each candidate should be rated in respect of each point given above as (i) **outstanding**, (ii) **good**, (iii) **above average**, (iv) **below average** or (v) **unsatisfactory**. Marks should be allotted to each of these, and

the score for each point is arrived at by multiplying it by weights and the total of all these will determine the final position of a candidate at the interview.

### **Limitations of Interviews**

Interviews have their own limitations in matters of selection. **Richard Nehboro Xhas** identified three common defects that may produce inaccurate information about job applicants. They are:

- **Firstly**, the importance of power in the interview situation. The interviewer will be experienced and at ease, while the interviewee will probably be inexperienced and ill at ease as the job represents a livelihood, a career and an important part of one's self-image.
- **Secondly**, the candidate might adopt a 'phoney' behaviour in the desire to project an image acceptable to the interviewer. Sometimes the 'act' put on by a qualified applicant is so obviously false that a less qualified person who projects a realistic image is offered the position.
- **Finally**, Open-ended questions like "Tell me about yourself" may make the applicants feel uneasy. They may give superficial answers or make interviewee second-guess the interviewer. The interview should have a focus on the requirements of the job and abilities and skills of the interviewee.

Some other limitations of selection via interview are mentioned below:

- Subjective judgement of the interviewer may be based on his or her prejudices, likes, dislikes, biases, etc.
- One prominent characteristic of a candidate may be allowed to dominate appraisal of the entire personality.
- The interviewer's experience may have created a close association between some particular trait and a distinctive type of personality.
- Some managers believe that they are good at character analysis based on some pseudo-scientific methods and are guided by their own abilities at it.

### **Qualities of 'Good' Interviewers**

A good interviewer should have the following qualities:

- Knowledge of the job or other things with which interviews are concerned.
- Emotional maturity and a stable personality.
- Sensitivity to the interviewee's feelings and a sympathetic attitude.
- Extrovert behaviour and considerable physical and mental stamina.

### **Guidelines for Improving Interviews**

Not all interviews are effective. Their effectiveness can be improved if the following points are kept in mind by an interviewer:

- An interview should have a definite time schedule with ample time for interview. It should not be hurried.
- The impersonal approach should be avoided.
- Interview should have the necessary element of privacy.
- The interviewer should listen carefully to what the applicant says and the information collected should be carefully recorded either while the interview is going on or immediately thereafter.

- Attention should be paid not just to the words spoken, but also to the facial expressions and mannerisms of the interviewee.
- The interview should end when sufficient information has been gathered.
- The interviewee should be told where he or she stands – whether he or she will be contacted later, whether he or she is to visit another person, or it appears that the organisation will not be able to use his or her abilities.

### **Pseudo-Scientific Methods of Selection**

In the past and to some extent even now, stereotyped impressions of personality and characteristics were used as a basis of selection. These impressions were gathered through pseudo-scientific methods, like phrenology, physiognomy and graphology. Many a times a psychologist is also present on the panel of interviewers. We shall briefly describe below these methods for your background knowledge only:

**Phrenology:** Here it is believed that the strength of each faculty is indicated by prominent bumps on certain parts of the skull.

**Physiognomy:** Here it is believed that there is a definite correlation between facial features and psychological functions and behaviour, for example, thin lips indicate determination, broad jaws signify tenacity and so on.

**Graphology:** Here it is believed that there is a close relationship between handwriting and personality. And in most cases the applicants are asked to fill the application form in their own handwriting.

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## **11.9 PHYSICAL EXAMINATION**

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Applicants that get over one or more of the preliminary hurdles are sent for a physical examination either to the organisation's physician or to a medical officer approved for the purpose.

**Purposes:** A physical examination serves the following purposes:

- i) It gives an indication regarding fitness of a candidate for the job concerned.
- ii) It discovers existing disabilities and obtains a record thereof, which may be helpful later in deciding the company's responsibility in the event of a workman's compensation claim.
- iii) It helps in preventing employment of those suffering from some type of contagious diseases.
- iv) It helps in placing those who are otherwise employable but whose physical handicaps may necessitate assignment only to specified jobs.

**Contents of Physical Examination:** Physical Examination covers the following:

- The applicant's medical history.
- His or her physical measurements – height, weight, etc.
- General examination – skin, musculature and joints.
- Special senses – visual and auditory activity.
- Clinical examination – eyes, ears, nose throat and teeth.
- Examination of chest and lungs.
- Check-up of blood pressure and heart.

- Pathological tests of urine, blood, etc.
- X-ray examination of chest and other parts of the body.
- Neuro-psychiatric examination, particularly when medical history or a physician observations indicate an adjustment problem.

You would realise that the importance of these characteristics varies from job to job and, therefore, different weightages have to be given to each for an overall evaluation.

**Reference Checks and Final Decision**

The applicant is asked to mention in the application the names and addresses of, usually, three such persons who know him or her well. These may be previous employers, friends, or professional colleagues. They are approached by mail or by telephone and requested to furnish their frank opinion, without incurring any liability, about the candidate either on specified points or in general. They are assured that all information supplied would be kept confidential. Yet, often either no response is received or it is generally a favourable response.

Other than the above, the new employees should be introduced to the co-workers and their immediate supervisors, so that they don't feel inadequate compared to their experienced colleagues and can be encouraged enough to ask questions.

**Check Your Progress**

- 1) Explain the need of a Recruitment Policy. Give the example of recruitment policy of any tourism organisation.  
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 .....
- 2) What are the various sources of manpower?  
 .....  
 .....  
 .....
- 3) Describe Third Party method of Recruitment.  
 .....  
 .....  
 .....
- 4) List any two selection tests along with their limitations.  
 .....  
 .....  
 .....
- 5) What are the limitations of interview? State the guidelines for improving interviews.  
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 .....
- 6) What do you understand by physical examination?  
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## 11.10 LET US SUM UP

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This Unit has attempted to help you to follow the process of selection in an organisation right from the conception of an idea that a suitable person is to be put on a given job to the point of ultimately selecting the most suitable person for it, putting him or her at ease and making him or her feel at home with fellow employees, supervisor and the organisation as a whole. It must have helped you to understand the various activities involved in the process and the order in which these are carried out. It has given you insights into the various alternatives and methods of various activities and under what circumstances each is advisable. It has also helped you to realise the various precautions to be taken so that your efforts under each activity bring desired results.

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## 11.11 CLUES TO ANSWERS

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<b>Check Your Progress</b>
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- 1) Read Sec 11.3 for your answer.
- 2) Sec. 11.4 deals with it.
- 3) Compare your answer with the contents of Sec. 11.4.
- 4) Sec Sub-secs. 11.7.1 and 11.7.11.
- 5) See Sec. 11.8.
- 6) Read Sec. 11.9.