

STUDENT GUIDE:

Human

**RESOURCE
MANAGEMENT**

Volume 1



**NORHASYILA BINTI MINHAT
NAQIAH BINTI AHMAD
AYU IRYANTI BINTI AZNI**

2023

Permission to use

This book contains information submitted by the writers based on their knowledge, experience, and expertise in the field of Human Resource Management. In addition, this book also contains some information obtained from other parties whose original source is stated through reference. However, since this book only covers topics related to Introduction to Human Resource Management, Job Analysis, Recruitment and Selection. Readers are encouraged to refer to other related books to gain a detailed understanding.

Copyright @ 2022. Politeknik Tuanku Syed Sirajuddin All rights reserved. No part of this publication may be reproduced, stored for production, or translated in any form or by any means whether electronically, mechanically, photograph, audio-visual recording, and so forth without prior permission from Politeknik Tuanku Syed Sirajuddin .

e ISBN 978-629-7514-25-3

Published by

Politeknik Tuanku Syed Sirajuddin (PTSS)

Pauh Putra, 02600 Arau, Perlis

No. Tel : 04-988 6200

No. Fax : 04-988 6300

www.ptss.edu.my

Cetakan pertama 2023

Preface

This book is designed to provide a frame of reference for diploma student in Polytechnic in business or related course. This book is alternative and useful for those who inspire to have a career as human resource officer and also to essential reading for students who need a preparatory knowledge and understanding in human resource. This book also provides information in Human Resource function including Introduction to Human Resource Management, Job Analysis and Human Resource Planning and Recruitment and Selection.

This book has been structured into three chapters first for the 1st volume, which cover the topic addressed by Human Resource Management course syllabus adapted by Malaysia Polytechnic. Student are guided to acquire the required skill in explain the function of human resource management in organization.

Finally, may this book be beneficial to students and others who directly or indirectly used this book as a reference. An also helping them achieve excellent result in final examination.

Acknowledgement

We wish to express our sincere gratitude, blessing, and guidance to the The Almighty Allah s.w.t for establishing us to complete this book entitled Student Guide: Human Resource Management. Hopefully, this book will be a valuable aid and reference to all Commerce Department students throughout all polytechnics in Malaysia.

The writing of this eBook is aimed at guiding the students to the theories of Human Resource Management. It is the wish of the writers, students as well and lecturers would find this eBook useful in acquiring a better overview of the human resources functions starting with introduction, job analysis and human resource planning, as well as recruitment and selection. The arrangement of this eBook is in accordance with the current polytechnic's syllabus.

We also wish to express our appreciation to numerous parties who have enabled the realization of this book directly and indirectly. There are a lot of moral support, and guidance suggestions given to us during the publication of this book. The authors also would like to extend sincerest thanks to each and every individual who has contributed directly or indirectly neither in the writing nor publication process. We also would like to thank our family for understanding and for their endless and tireless support as well as love.



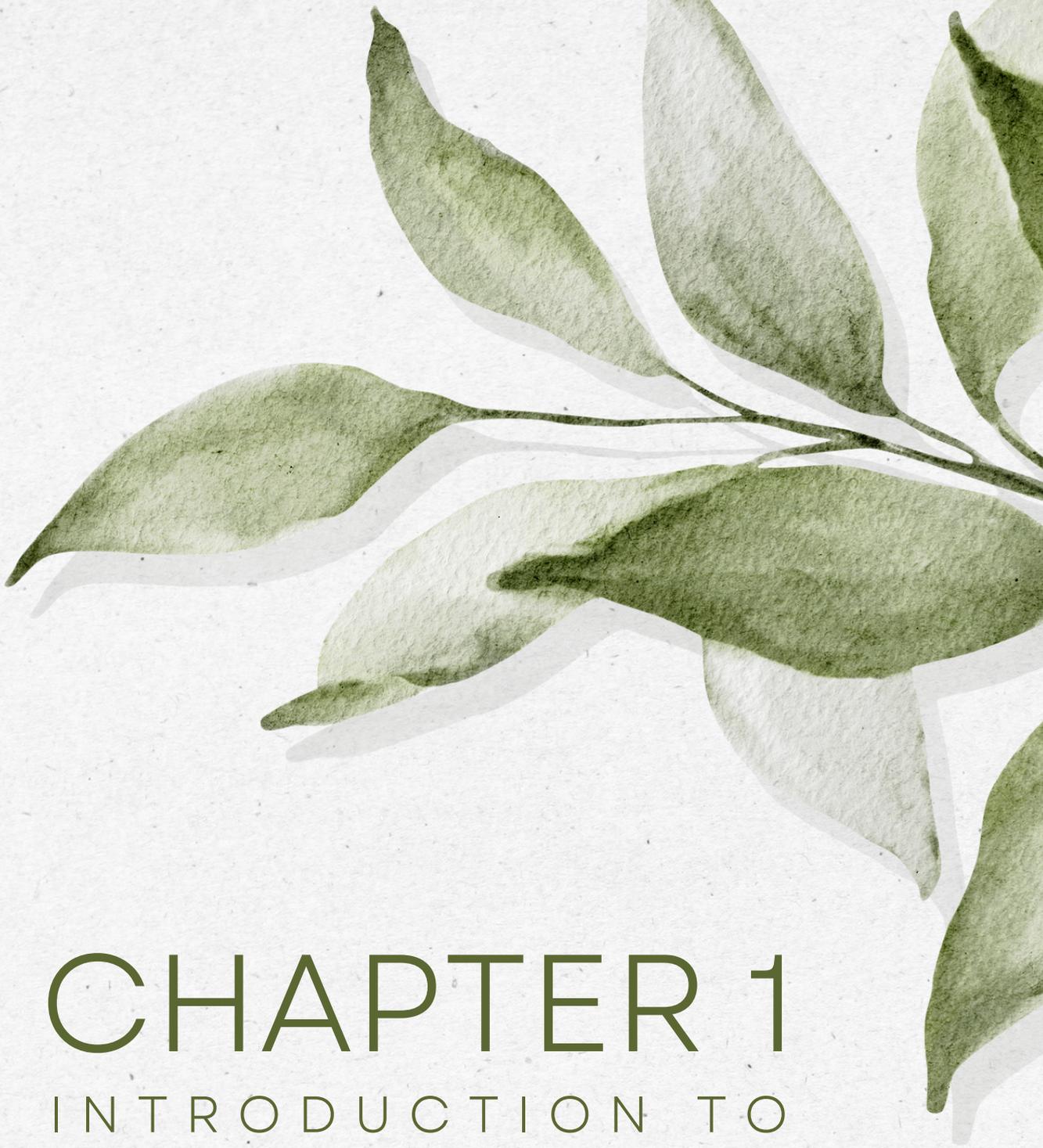
Table of Contents

Chapter 1 : 01
Introduction to Human
Resource Management

Chapter 2 : 12
Job Analysis and Human
Resource Strategic Planning

Chapter 3 : 28
Recruitment and Selection

References 40



CHAPTER 1

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE MANAGEMENT

Chapter Outline:

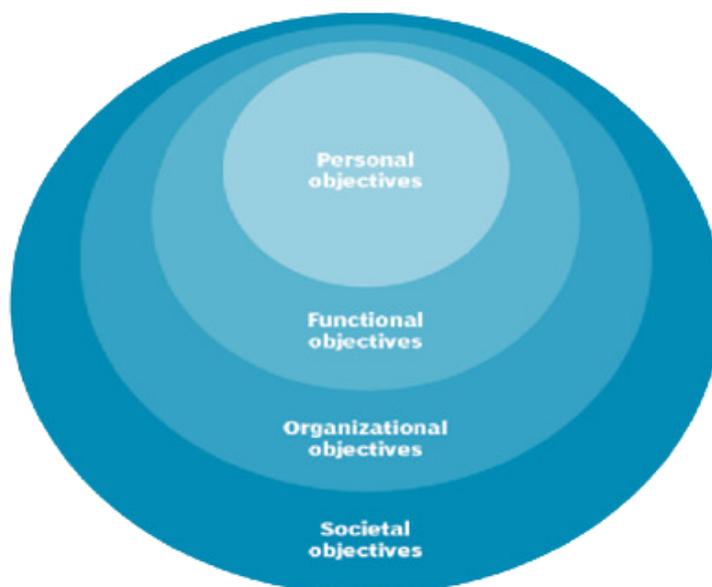
- Define human resource management
- Identify the objectives of human resource management
- Discuss the factors that determine the establishment of human resource department in organization
- Explain the functions of human resource management
- Elaborate environmental factors affecting human resource management

1.1 Background of human resource management

1.1.1 Define human resource management

- a. The process of acquiring, training, appraising, and compensating employees, and of attending to their labour relations, health and safety, and fairness concerns.
- b. A management function that helps managers recruit, select, train and develop members for an organization.

1.1.2 Identify the objectives of human resource management



Objectives of HRM



a. Societal Objective

- To ensure the organization becomes socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization.
- The failure of the organizations to use their resources for the society's benefit in ethical ways may lead to restriction.
- This includes legal issues such as equal opportunity and equal pay for equal work.

b. Functional Objective

- To maintain the department's contribution at a level appropriate to the organization's needs.
- This includes making sure that all of HR's resources are being allocated to their full potential.
- In an organisation, several functions comprise the facilitator chooses from it and encourage employees to work functionally in each department, which is drafted for achievement.

c. Organizational Objective

- It recognizes the role of HRM in bringing about organizational effectiveness.
- It makes sure that HRM is not a standalone department, but rather a means to assist the organization with its primary objectives.
- iii.The organisation's HRM does planning for the hiring, training and placing of the employees are a part to accomplish this objective.



d. Personal Objective

- It is to assist employees in achieving their personal goals, at least as far as these goals enhance the individual's contribution to the organization.
- Personal objectives of employees must be met if they are to be maintained, retained and motivated.
- Otherwise employee performance and satisfaction may decline giving rise to employee turnover.

1.2 Explain the functions of human resource management

1.2.1 Elaborate the functions of human resource management

a. Job analysis and Human Resource Strategic Planning

- Job analysis involves describing the job requirements, such as skills, qualification and work experience.
- HRM Strategic Planning-Process of determining the number and type of employees needed to accomplish organizational goals

b. Recruitment and selection

- Recruitment refers to process of generating a pool of qualified applicants to apply for job vacancy
- Selection is the process of choosing the most suitable candidates to fill in the position in an organization



c. Training and development

- Giving new employees extensive orientation training to help them transition into a new organizational culture.
- Training and staff development can help to improve the skill and knowledge of workers and also increase the quality and quantity of goods or services offered by the organization.

d. Performance appraisal

- The process of evaluating how well employees perform their jobs when compared to a set of standards and then communicating that information to employees.
- It is important to measure and improve the actual performance of the employee and also the potential of the employee.

e. Compensation management

- Responsible for designing and implementing a compensation and benefits system to every employee.
- A systematic approach to provide monetary value to employees in exchange for work performed.

f. Industrial relations

- Refers to the relationship between employer and employee or workers' union that represent employees.
- A harmonious employer and employee relationship ensure the stability and strength of an organization.



1.3 Elaborate environmental factors affecting human resource management

1.3.1 Interpret environmental factors affecting human resource management activities

a. Internal factors

i. Mission

- Mission is the very purpose and justification for the existence of a firm. An organisation's mission statement tells- what it is, why it exists and the unique contribution it can make.
- At various levels, people must carry out assigned tasks keeping the overall mission of the firm in mind.
- The HRM functions are also affected by the mission of the organisation.

ii. Policies/Regulation

- Policies are the guide maps in the organisation. Policies tell people what they may or may not do.
- These direct the manner in which the objectives of the organisation are to be achieved.
- Objectives show the destination but the route towards that destination is shown by policies.

iii. Source

- The existing financial resources within an organisation will affect the policy and the human resources of the organisation.



iv. Physical

- The physical environment includes the environment, including clean air, climate, noise, health and safety at work.
- The physical aspect will affect the level of employee satisfaction with the work performed, labour productivity, the tension experienced by workers in the organisation and the organisation's ability to get new employees to serve on the organisation.

iv Culture

- Culture is a system of values, beliefs, customs and practices of an organisation that can influence the behaviour and attitude of the employees in the organisation.
- The organisation that adopts an autocratic management culture may have a problem of employee turnover. This situation will certainly have implications for the recruitment and selection of employees in the organization.

vi. Technology

- Technological factors include the layout of workplaces, work processes, equipment and machinery used in the production process will affect the relations between individuals as well as organisational aspects of the formation of the team, the level of cooperation, socio technical requirements and aspects ergonomic.
- E.g. the rapid growth of social networking may require changes to the way the business communicates with employees and customers



b. External factors

i. Labour Force

- Labour work force is consists of individuals outside the organisation that is a source of labour for the organisation.
- Changes in size and composition of the labour force (age, gender, race and religion) can affect an organisation's human resource activities.
- For example, a country that experienced a decline in population growth will face future labour shortages

ii. Worker Union

- This is considered as a third party that could influence the policies and activities of the human resources of an organisation.
- For organisations that have trade unions, party organisations and the trade unions signed a collective agreement relating to compensation, salaries and employee benefits.
- Existence of such an agreement helps the organisation's human resources manager to ensure there is no conflict with the terms stipulated in the collective agreement. Managers also need to devote a lot of effort and energy in the negotiation and administration of contracts.



iii. Economy

- Economic pressures also affect human resources management. When economic conditions change, the management organisation must adjust the design to meet the needs of the current situation in line with changes in the economic situation.
- Examples are depressed economic conditions; the results of layoffs should be made with caution and the organisation must strive to reduce the cost of labour. Some organisations will also reduce training programmes or programme budgets for safety and health of its employees.
- E.g. changes in the level of unemployment and the labour market will affect the supply of available people and their pay rates

iv Society/Community

- Society, including the public and consumers are also putting pressure on human resources managers, because the organisation is also part of the community members, organisations should cooperate with other community members to improve the situation of the community.
- Management of human resources through the human resources department should be concerned about social issues such as environmental pollution control and the provision of public facilities for the community. In addition, the human resources manager is also responsible for maintaining the safety, health, and social welfare.



v. Economy

- Legislation can have a significant impact on the management of human resources of an organization such as environmental laws, taxation, labour, immigration, etc.
- E.g. legislation on areas such as maximum working time and other employment rights impacts directly on workforce planning and remuneration.



Discussion Questions

No	Description	True/ False
1.	Performance appraisal is a review of an employee's performance of assigned duties and responsibilities.	True
2.	HRM is a onetime function.	False
3.	Selection involves searching for prospective employees and inducing them to apply for the job.	False
4.	HRM helps in identifying the aptitude	True
5.	Economic factors in environmental scanning include general and global conditions.	True

6. Define Human Resource Management.
7. Explain importance of human resources management.
8. Identify functions of human resource management.
9. Describe internal and external factors that affect human resource management activities.

CHAPTER 2

JOB ANALYSIS AND HUMAN RESOURCE STRATEGIC PLANNING

HUMAN RESOURCE MANAGEMENT





Chapter Outline:

- Determine the concept of job analysis
- Identify the purpose of job analysis the concept of job analysis
- Explain the method used to collect data in conducting job analysis
- Illustrate the documentation of information derived from job analysis
- Apply the information obtained from the job analysis in Human Resource Management functions
- Describe human resource strategic planning
- Identify the importance of human resource planning

2.1 Job Analysis Concept



- Job analysis is a technique of studying a job to identifying the skill, knowledge, experience and other requirements necessary to perform the job.
- Job analysis can be done at any time, there is no need to wait until a vacancy occurs to carry out a job analysis.
- A proactive human resource department will ensure all jobs in the organization have been analyzed and documented, and re-analyzed on a regular basis.



2.1.1 Definition of Job Analysis

There are several definitions of job analysis

- Job analysis is a systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization.
- Job analysis is the process of gathering and analysing information about the content and the human requirements of jobs as well as the context in which jobs are performed.
- A job analysis is a process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. You need as much data as possible to put together a job description, which is the frequent result of the job analysis.

2.1.2 Purpose of the Job Analysis

1. Create a right fit between job and employees.

- Job analysis helps in determine a person with a particular criteria to perform a particular job based on information in job specification such as qualification, experience, skill and physical requirement. The objective is to fit the right person in a right position or place.

2. Assess the performance of an employees.

- Job analysis is doing to make sure if a particular job's goals and standards are met.
- It directly helps in deciding the performance evaluation criteria with actual performance of employee.



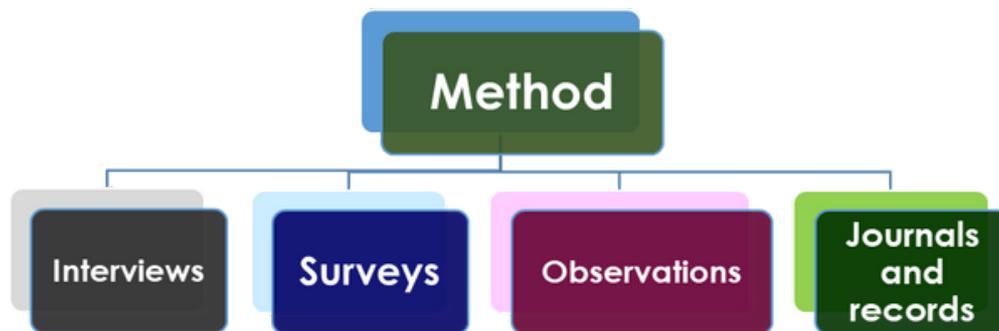
3. Determine the worth a particular task.

- Job analysis helps organisation establish the job relatedness of its selection and performance requirements.
- Human Resource manager will use this information in order to develop job description and job specification and to improve organisation performance.

4. Analyse training and development needs of an employee delivering that specific job.

- Job analysis can be used to identify the need of training to be given to the employees.
- It also helps in deciding the training content, tools and requirement to be choose in identify type of training.

2.1.3 Method used to collect to collect data in conducting job analysis



1. Interviews

- An understanding of the job may also be gained through interviewing both the employee and supervisor.
- Job analyst interviews the employee first, helping them describe the duties performed.
- The analyst normally contacts the supervisor for additional information, to check the accuracy of the information obtained from employee and to clarify certain point.



2. Surveys

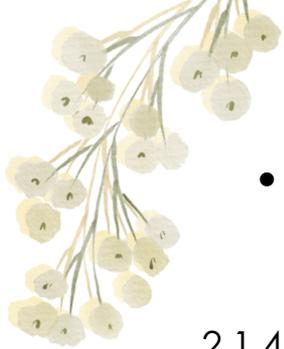
- The job analyst may administer a structured questionnaire to employees, who identify the task they perform.
- Provides quantitative information and can be processed in computer which enables the analyst to cover a large number of employees in shortest possible time.
- Data collected included responsibility, task, purpose of work, need to implement job like skill, education, experience and so on.

3. Observation

- The data collected through observing a worker while at work.
- The observation covered in terms of what the worker does / how they do and how much time is needed for the completion of given task.
- Observational techniques are methods by which an individual or individuals gather first-hand data on programs, processes or behavior being studied.
- They provided evaluators with an opportunity to collect data on a wide range of behaviors, to capture a great variety of interactions and to openly explore the evaluation topic.
- Job analyst to learn about jobs through observation and recording all activities staff applied standard form

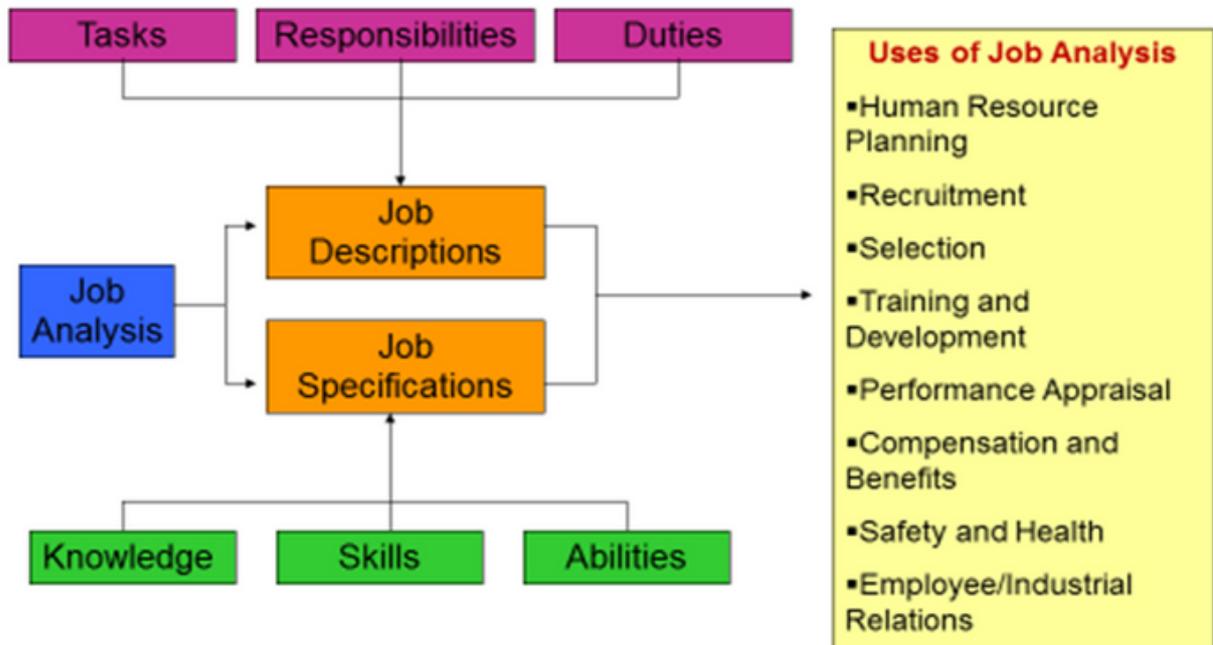
4. Journal and record

- Requires the employee to maintain a record in detail the job related activities each day.
- If done judiciously, this method provides accurate and comprehensive information about the job.
- Every staff need to keep a journal or record all activities for a period work.



- The accuracy or the result highly depends employee integrity & honesty when write down their daily activities

2.1.4 Job Descriptions and Job Specifications



- The output from analysis of a job is used to develop a job description and its job specifications.
- They summarize job analysis information in a readable format and provide the basis for defensible job related actions.
- They also identify individual jobs for employees by providing documentation from management.
- In most cases, the job description and job specifications are combined into one document that contains several different sections.



a. Job Description

- Job description – document providing information regarding tasks, duties, and responsibilities of job.
- Job description – a written profile of a job derived from the job analysis exercise.
- Typical heading in job description include:
 - Job title, location and grading
 - Relationship bet. Job-holder & other parties.
 - Brief statement of the purpose of job.
 - List of duties and responsibilities.
 - Terms and conditions of employment to given to job-holder.
 - Negative aspects of the job

b. Job Specification

- Job specification is a minimum qualification to perform a particular job.
- Job specification is a standard of personnel and designates the qualities required for acceptable performance.
- Job specification is a profile of a person who fits the job requirements.
- Typically, job specifications details of the ideal recruit by using headings such as:





Restaurant Manager

Job Summary:

Plan, organize, direct, and coordinate the workers and resources of the restaurant for the efficient, well-prepared, and profitable service of food and beverages.

Tasks and Duties:

1. Work with chefs and other personnel to plan menus that are flavorful and popular with customers. Work with chefs for efficient provisioning and purchasing of supplies. Estimate food and beverage costs. Supervise portion control and quantities of preparation to minimize waste. Perform frequent checks to ensure consistent high quality of preparation and service.
2. Supervise operation of bar to maximize profitability, minimize legal liability, and conform to alcoholic beverage regulations.
3. Work with other management personnel to plan marketing, advertising, and any special restaurant functions.
4. Direct hiring, training, and scheduling of food service personnel.
5. Investigate and resolve complaints concerning food quality and service.
6. Enforce sanitary practices for food handling, general cleanliness, and maintenance of kitchen and dining areas.
7. Comply with all health and safety regulations.
8. Review and monitor, with bookkeeper or other financial personnel, expenditures to ensure that they conform to budget limitations. Work to improve performance.
9. Perform other duties as assigned by management.

Qualifications:

1. Bachelor of Science degree in hotel/restaurant management is desirable. A combination of practical experience and education will be considered as an alternate.
2. Good organizational skills for dealing with diverse duties and staff.
3. Pleasant, polite manner for dealing with public as well as staff.

Reports to:

Department:

Supervises:

Division:

Date:

Approved:

Source (revised from): <http://www2.hrnext.com/Article.cfm/Nav/2.4.0.0.6719.0>

Example of job description and job specification



Apply the information obtained from the job analysis in Human Resource Management functions.



Job analysis helps to prepare sound human resource practice and policies. Because job analysis provides a deeper understanding of the behavioural requirements of the job, it plays a vital role in the defences of employment practices. Following are the main importance and uses of job analysis:

1. HR Planning

Job analysis provides useful information for human resource planning. It is the foundation for forecasting demand for and supply of human resources in an organization. It is also necessary for preparing HR inventory and HR information system in the organization.

2. Recruitment and Selection

Job analysis provides necessary information for conducting recruitment and selection of employees in the organization. Recruitment generates a pool of candidates who are willing to perform in the organization, whereas selection selects the best suited candidate out of the available candidates who are supposed to perform well in the organization.



3. Training and Development

Up-to-date description and specification statements help to ensure the requirement of training and development needs in the organization. By comparing knowledge and skill of current employees with the expected level of performance, the need of training and development requirement can be assessed.

4. Compensation Management

Job analysis provides necessary information for managing compensation of employees. It helps to rank the job in order to determine pay surveys. Hence, it helps in compensation decisions.

5. Performance Appraisal

Job analysis helps to appraise the performance of employees by providing clear cut standards of performance for each job. It compares each employee's actual performance with the predetermined standards.

6. Information of Duties

Job analysis provides valuable information regarding the duties and responsibilities of an incumbent through job description statement. It also provides the content and skill requirement of each job

7. Health and Safety

In course of job analysis, certain unsafe environmental and operational conditions or personal habits are discovered and thus, that may lead to safety improvements.



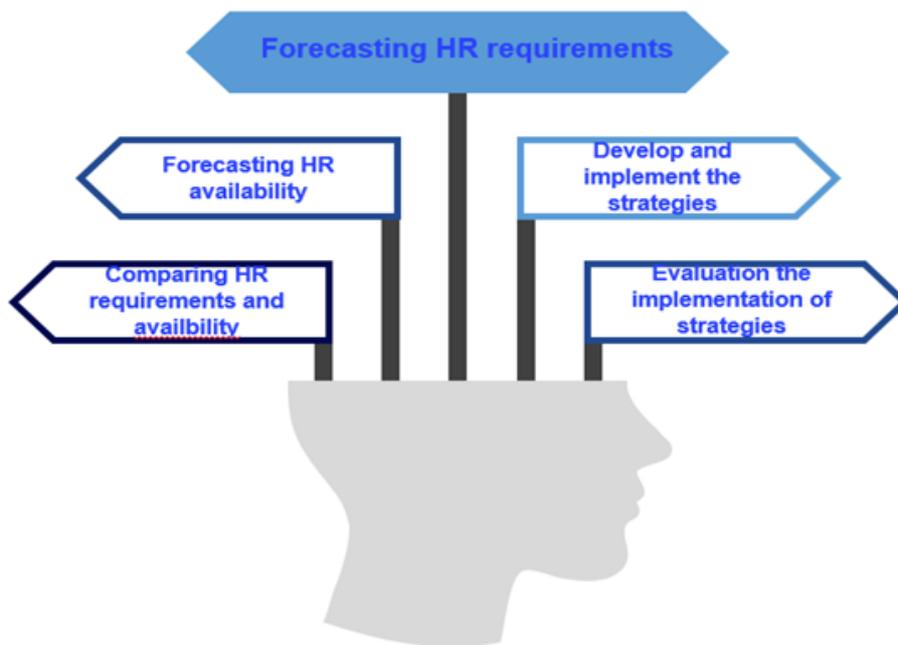
8. Job Re-engineering

Job analysis provides valuable information data relating to the content and skill requirement of jobs which help to bring about improvements in the engineering design of jobs.

9. Employee Counselling

Vocational guidance and rehabilitation counselling is possible through comprehensive job description and specification statements.

2.2 Human Resource Strategic Planning



1. Forecasting HR requirement

- A requirements forecast involves determining the number, skill and location of employees the organization will need at future dates to meet its goals.
- Predict the organization's human resource needs in the future in which the estimate is made of the number and types of employees needed by the organization in the future.



- Human resource departments need to plan the number of individuals with specific abilities that will be needed by the organization to enable it to continue to operate for a certain period in the future.
- There are various techniques that can be used to predict whether human resource needs either by using quantitative techniques or qualitative techniques.

2. Forecasting HR availability

- Involves determining the source and the total supply of labor in the organization, whether the organization can obtain employees with the skills and the amount are required.
- At the survey findings between the number of existing employees with the number of employees needed by the organization to influence the recruitment of the new employees in the organization

3. Comparing HR requirements and availability

- Once the needs of human resources and supply of human resources is determined, the organization must compare the number of workers required with the existing supply of workers.
- Determine the number and type of workers that must be taken to work or be dismissed. This comparison will show any imbalances and allow the organization to design human resource plan for correcting action.
 - 🍃 HR need < labour supply (Shortage of workers)
 - Recruitment, training/retraining planning, parttime/temporary employment, overtime
 - 🍃 HR need > labour supply (Surplus of workers)
 - Restricted hiring, reduced hours, early retirement, layoffs, downsizing.
 - 🍃 HR need = labour supply (no action)



4. Develop and implement the strategies

- Synchronization of the imbalance between human resource needs with availability of human resources will be done through the implementation of some specific human resources programs.
- For example, if the internal human resources are unable to meet the needs of the organization, this shortage should be resolved through the implementation of new recruitment.

5. Evaluation the implementation of strategies

- Organization will assess the implementation of human resource plan to determine its effectiveness.
- If there are any shortcomings, corrective action must be taken.
- Example:- design the new planning of the human resources to overcome these weaknesses.

2.2.1 Importance of human resource planning

1. Future Manpower Needs

- Human resource planning ensures that people are available to provide the continued smooth operation of an organization.
- It means, human resource planning is regarded as a tool to assure the future availability of manpower to carry on the organizational activities.
- It determines the future needs of manpower in terms of number and kind.



2. Coping with Change

- Human resource planning is important to cope with the change associated with the external environmental factors.
- It helps assess the current human resources through HR inventory and adapts it to changing technological, political, socio-cultural, and economic forces.

3. Recruitment of Talented Personnel

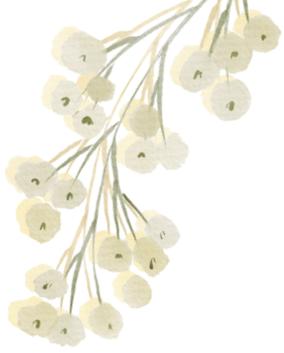
- Another purpose of HR planning is to recruit and select the most capable personnel to fill job vacancies.
- It determines human resource needs, assesses the available HR inventory level and finally recruit the personnel needed to perform the job.

4. Development of Human Resources

- Human resource planning identifies the skill requirements for various levels of jobs.
- Then it organizes various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively.

5. Proper Utilization of Human Resources

- Human resource planning measures that the organization acquires and utilizes the manpower effectively to achieve objectives.
- Human resource planning helps in assessing and recruiting skilled human resource.
- It focuses on the optimum utilization of human resource to minimize the overall cost of production.



Discussion Questions

1. The systematic process of determining the skills, duties and knowledge required for performing jobs in an organisation is referred to as a _____.
 - A. job qualification
 - B. job specification
 - C. job description
 - D. job analysis

2. Job analysis is a process of collecting information about a job. The process of job analysis results into two sets of data.
 - A. Job description and Job specification
 - B. Job Evaluation
 - C. Job Usage
 - D. Job Title

3. What document should provide concise statements of what employees are expected to do on the job and indicate what employees do, how they do it, and the conditions under which the duties are performed?
 - A. Job description
 - B. Job specification
 - C. Job identification
 - D. Job evaluation

4. Which of the following is NOT a step in Human Resource Planning process?
 - A. Forecasting HR availability
 - B. Forecasting HR requirements
 - C. Forecasting HR validity
 - D. Comparing HR requirements and availability



5. What is the first step in the Human Resource Planning?

- A. Evaluation the implementation of strategics
- B. Forecasting HR requirements
- C. Develop and implement the strategies
- D. Forecasting HR availability

Answer: 1.D 2.A 3.A 4.C 5.B



CHAPTER 3

RECRUITMENT AND SELECTION

HUMAN RESOURCE MANAGEMENT



Chapter Outline:

- Define recruitment and selection in organization
- Understand the basic process of recruitment and selection
- Identifying advantages and disadvantages of external & internal recruitment

3.1 Discuss the concept of recruitment in organization

3.1.1 Define recruitment in organization

- Recruitment is the process of attracting suitable people to apply for job vacancies. (Maimunah Aminuddin, 2011)
- Recruitment can be defined as a process of identifying and attracting the interest of qualified individuals in applying for vacant in the organization
- Recruitment is a process of generating a pool of qualified applicants for organizational jobs. (Robert L. Mathis, John H. Jackson, 2004)

3.1.2 Explain the steps involved in recruitment process

a. Requirement from human resource planning or managers' requisition

- When human resource planning indicates a need for employees, the firm may evaluate alternatives to hiring.
- Recruitment begins when a manager initiates an employee requisition.

b. Evaluate alternatives to recruitment

- The next step is to determine whether qualified employees are available within the firm (the internal source) or if it is necessary to look to external sources.



- Organizations need to use the most productive recruitment sources and methods available as the cost of recruitment is high.

c. Determine types of recruitment

i. Internal recruitment

Internal recruitment is where current employees who would like to be considered for a vacant position that arises within the organization

ii. External recruitment

External recruitment is where potential individuals who might join an organization to fill a vacant position. Example: fresh graduate, pensioner, unemployed, employees of other company etc.

d. Choose sources and methods of recruitment

i. Internal recruitment

a. Human Resource Databases

- Human Resource Databases permit organizations to determine whether current employees possess the qualifications for filling open positions.
- Databases can be valuable in locating talent internally and supporting the concept of promotion from within.

b. Job Posting & Job Bidding

- A system in which the employer provides notices of job openings and employees respond by applying.

c. Employee Referral

- An employee of the company recommends a friend or associate as a possible member of the company., this continues to be the way that top performers are identified.



d. Promotions and Transfers

- Upward and lateral movements of employees

ii. External recruitment

a. Campus recruitment exercises

- Educational institutions typically are a source of young applicant with formal training but relatively little full time work experience.
- Some employers make regular trips to these institution at appropriate
- times to look for suitable trainees

b. Competitors in the Labor Market

- When recent experience is required, competitors and other firms in the same industry or geographic area may be the most important source of recruitment.
- Another name for actively recruiting employees from competitors is *poaching*

c. Former employees

- Today's young workers are more likely to change jobs and later return to a former employer than their counterparts who entered the workforce 20 or 30 years ago, and smart employers try to get their best ex-employees to come back.
- The advantage of tracking former employees is that the firm knows their strengths and weaknesses and the ex-employees know the company.

d. Unemployed

- Qualified applicants join the unemployment rolls every day for various reasons such as downsizing a company leaving qualified workers without job.



e. Military Personnel

- Hiring former service member makes sense to a lot of employers because many of these individuals have a proven work history, are flexible and highly motivated.

f. Self-employed Workers

- These individuals may be true entrepreneurs who are ingenious and creative and these qualities are essentials for continued competitiveness.

g. Employee agencies and Search Firm

- Private employment agencies and search firm operate in most cities. These agencies do some preliminary screening and put organization touch with applicant.

h. Unsolicited applicant files

- Many employer received unsolicited applications and resume from individual who may or may not be good prospect for employment

3.1.3 Interpret advantages and disadvantages of internal and external recruitment

Recruitment Source	Advantages	Disadvantages
Internal	<ul style="list-style-type: none"> • The morale of the promoted employee is usually high • The firm can better assess the candidate's ability • Recruiting costs are lower • The process is a motivator for better performance 	<ul style="list-style-type: none"> • Inbreeding result • Those who not promoted may experience morale problems • Employees may engage in political infighting for promotion • A management development program needed
External	<ul style="list-style-type: none"> • New blood brings new perspectives • Training new hires is cheaper and faster because of prior external experience • The new hire has no political supporter group in the organization • The new hire may bring latest industry insight 	<ul style="list-style-type: none"> • The firm may not select someone who will fit the job or the organization • The process may cause morale problems for internal candidates not selected • The new employee may require a longer adjustment or orientation time

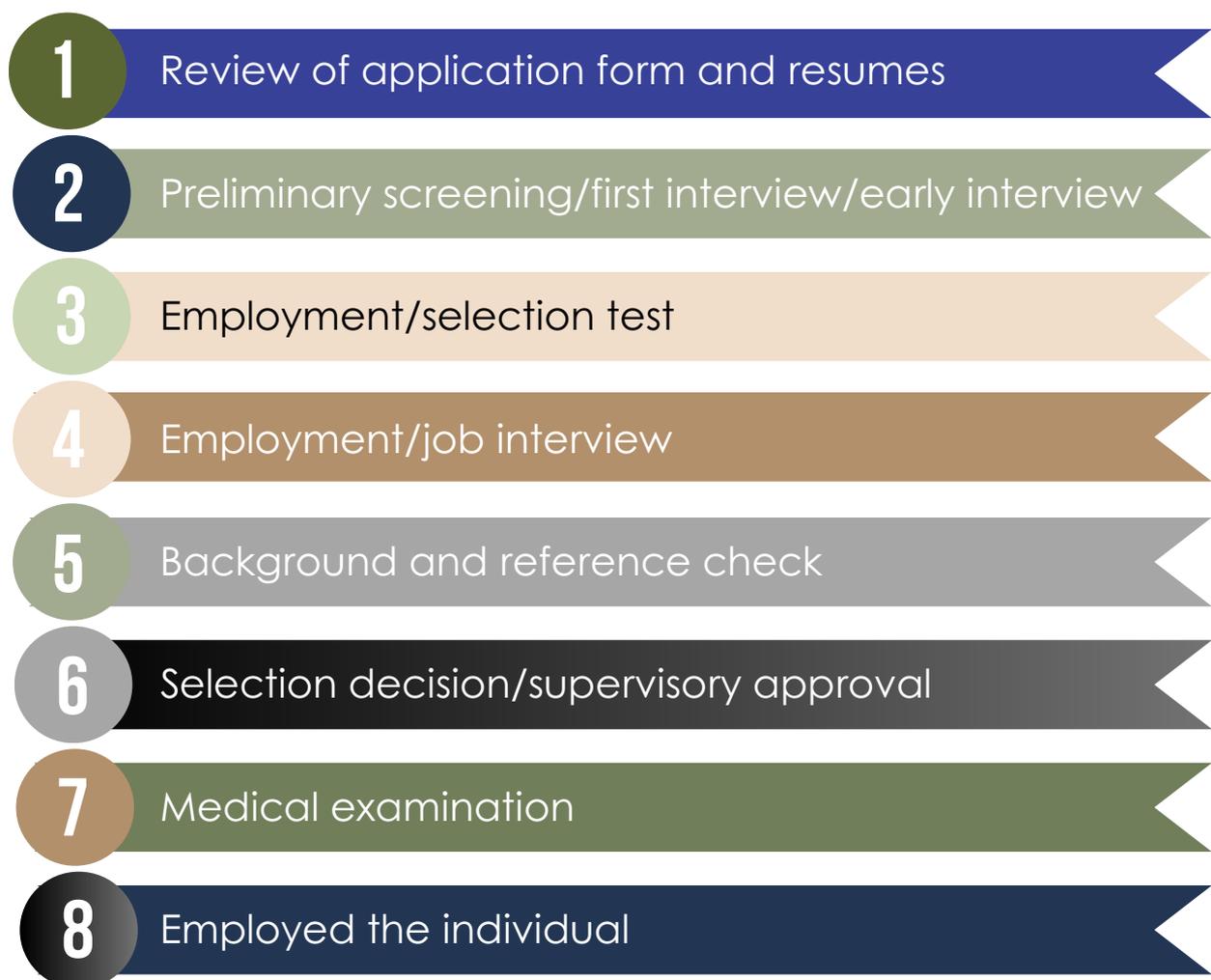


3.2 Elaborate the concept of selection in organization

3.2.1 Define selection in organization

- Selections involves choosing the most suitable candidate from among a group of applicants. (Maimunah Aminuddin,2011)
- Process of selecting the best or most qualified from a group of applicants to fill a vacancy in an organization.
- Robert L. Mathis, John H. Jackson (2004) defined selection as the process of choosing individuals who have needed qualifications to fill jobs in an organization.

3.2.2 Explain the activities involved in selection process



Steps in the selection process



a. Review of application form and resumes

- Having the candidate complete an application for employment is an early step in the selection process
- This step may either precede or follow preliminary screening.

b. Preliminary screening/first interview/early interview

- Preliminary screening is to eliminate those who obviously do not meet the position's requirements

c. Employment/selection test

i. Cognitive test

- Cognitive ability tests assess abilities involved in thinking (e.g., reasoning, perception, memory, verbal and mathematical ability, and problem-solving).
- Such tests pose questions designed to estimate applicants' potential to use mental processes to solve work-related problems or to acquire new job knowledge.

ii. Physical abilities test

- Physical ability tests typically ask individuals to perform job-related tasks requiring manual labor or physical skill.
- These tasks measure physical abilities such as strength, muscular flexibility, and stamina.

iii. Work sample test

- Work Sample tests are based on the premise that the best predictor of future behavior is observed behavior under similar situations.
- These tests require the examinee to perform tasks that are similar to those that are performed on the job.



iv. Personality test

- Personality Tests are selection procedures measure the personality characteristics of applicants that are related to future job performance.
- Personality tests typically measure one or more of five personality dimensions: extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience.

d. Employment/job interview

- Goal-oriented conversation in which an interviewer and an applicant exchange information.
- Types of interview

i. Unstructured Interview

- Interview in which the job applicant is asked probing, open-ended questions.

ii. Structured Interview

- Interview in which the interviewer asks each applicant for a particular job the same series of job-related questions.

e. Background and reference check

- A background check is used to look up criminal, commercial, and financial records of a candidate.
- Whereas, a reference check looks to find the perfect employee fit, and protect your company from a poor performer or bad hire.



f. Selection decision/supervisory approval

- In selecting the successful candidate, the panel must make a decision based on the merit and eligibility of the candidates as judged by:
 1. Content of application and qualifications
 2. Performance at Interview
 3. Outcome of any selection tests
- The final choice is made from among those still in the running after selection tests, interviews, background check, and reference check has been evaluated.
- Management should notify both successful and unsuccessful candidates of selection decision as soon as possible.

g. Medical examination

- Medical exams help employers know if any of the potential candidates are physically and mentally fit to perform their duties in their jobs.
- A good system of medical checkups ensures that the employee standards of health are higher and there are fewer cases of absenteeism, accidents and employee turnover.

h. Employed the individual

- Individuals who perform successfully in the preceding steps are eligible to receive the employment offer. The hiring decision should be made by the manager in the department where the vacancy exists.



3.2.3 Discuss the most appropriate selection process based on situational needs

- Another great way to enhance employee selection is to assess situational judgement capabilities. Situational Judgement Tests (SJT) present candidates with various scenarios that they might experience if they're selected for the specific role they're applying for.
- Issues with regards to Selection Process
 - a. Criterion related validity:
 - The degree to which a particular selection device accurately predicts the important elements of work behavior.
 - Predictive validity uses selection test scores of applicants to compare with their future job performance.
 - Concurrent validity correlates the test scores of current employees with measures of their job performance.
 - b. Reliability
 - Reliability of a predictor is the extent to which it repeatedly produces the same result over time
 - Reliability has to do with the consistency of predictors in selection.



Discussion Questions

1. Define recruitment. (CLO1:C1, 2 marks)
2. Outline **TWO (2)** advantages and **TWO (2)** disadvantages of both internal and external recruitment. (CLO1:C2, 8 marks)
3. State the steps involved in selection process. (CLO1:C1, 8marks)
4. Describe the TWO (2) types of interview. (CLO1:C1, 5 marks)



Discussion Answers

Question 1

Recruitment is the process of attracting suitable people to apply for job vacancies. ✓ 2 marks

(CLO1:C1, 2 marks)

Question 2

Source	Advantages	Disadvantages
Internal	<ul style="list-style-type: none"> • The morale of the promote is usually high ✓ 1 mark • The firm can better assess a candidate's abilities ✓ 1 mark • Recruiting costs are lower for some jobs • The process is a motivator for good performance • The firm has to hire only at entry level 	<ul style="list-style-type: none"> • Inbreeding results ✓ 1 mark • Those not promoted may experience morale problems ✓ 1 mark • Employees may engage in political infighting for promotions • A management development program is needed
External	<ul style="list-style-type: none"> • New 'blood' brings new perspectives ✓ 1 mark • Training new hires is cheaper and faster because of prior external experience • The new hire has no group of political supporters in the organization • The new hire may bring new industry insights 	<ul style="list-style-type: none"> • The firm may not select someone who fit the job or the organization ✓ 1 mark • The process may cause morale problems for internal candidates not selected • The new employee may require a longer adjustment or orientation time

1 mark each x 2 points for each advantage and disadvantage x2 sources
(CLO1:C2, 8 marks)

Question 3

- Step 1: Review of application form & resume ✓ 1 mark
- Step 2: Preliminary screening ✓ 1 mark
- Step 3: Employment/selection test ✓ 1 mark
- Step 4: Employment/job interview ✓ 1 mark
- Step 5: Background & reference check ✓ 1 mark
- Step 6: Selection decision/supervisory approval ✓ 1 mark
- Step 7: Medical examination ✓ 1 mark
- Step 8: Employed the individual ✓ 1 mark

(CLO1:C1, 8marks)

Question 4

Two types of interviews are:

- a) Structured interview ✓ 0.5 mark
 - Use fixed questions designed to assess specific job-related attributes ✓ 2 marks
 - More reliable and valid than unstructured ones.
- b) Unstructured interview ✓ 0.5 mark
 - Ask the same questions-ensures fairness ✓ 2 marks
 - Questions about desired competencies are the main focus

(CLO1:C1, 5 marks)

References

Dessler, G. (2012). Human Resource Management. 13th Edition. Pearson Singapore: Prentice Hall.

Maimunah Aminuddin.(2014) Human Resource Management :
Maimunah Aminuddin.(2014) Human Resource Management :

Martocchio, J. J. (2018). Human Resource Management 15th Edition. USA: Pearson.

R.Wayne Mondy, Joseph J. Martocchio (2016) Human Resource Management, Fourteenth Edition.Global Edition. Pearson.

Sarimah Hanim Aman Shah, Siti Salwa Jaafar (2023). Human Resource Management. Selangor. S.J Learning.



POLITEKNIK TUANKU SYED SIRAJUDDIN
PAUH PUTRA, 02600 ARAU, PERLIS



www.ptss.edu.my



04 - 988 6200



04 - 988 6300