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# **IQRA NATIONAL UNIVERSITY**

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## Question 1<sup>st</sup>

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Write briefly about different Job redesigning techniques along with its advantages?

### Answer:

**Job redesigning** is an effort where job responsibilities and tasks are reviewed, and possibly re-allocated among staff, to improve output. Redesigning jobs can lead to improvements in both productivity and in job satisfaction.

Job redesign is the process of rearranging tasks and responsibilities to better align roles with the changing environment inside and outside the organization

The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction.

**For Example:** Let's take Safia a customer service representative at a large call centre. She performs the same tasks during the day, primarily answering customer phone calls asking for assistance with billing issues. If a job redesign effort was done at her call centre, her position might change in several different ways. She might increase or decrease the number of calls she takes each day; she might receive training so that she can move to a more specialized group, such as tech support or sales, for part or all of her positions; or she might have a change in her role, such as to a supervisory or training position

✚ **Enhances the Quality of Work-Life:**

Job redesigning motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better.

✚ **Increases Organization's and Employees' Productivity:**

Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organization.

✚ **Brings the Sense of Belongingness in Employees:**

Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion.

✚ **Creates a Right Person-Job Fit:**

Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization as well as employees in achieving their targets or goals

## **Job Rotation:**

Job rotation involves shifting a person from one job to another, so that he is able to understand and learn what each job involves. The company tracks his performance on every job and decides whether he can perform the job in an ideal manner. Based on this he is finally given a particular posting. Job rotation is done to decide the final posting for the employee.

**For Example:** Mr. Ali is assigned to the marketing department whole he learns all the jobs to be performed for marketing at his level in the organization. After this, he is shifted to the sales department and to the finance department and so on.

He is finally placed in the department in which he shows the best performance. Job rotation gives an idea about the jobs to be performed at every level. Once a person is able to understand this he is in a better understanding of the working of organization.

## **Advantages of Job Rotation:**

### **Avoid Monopoly:**

Job rotation helps to avoid monopoly of job and enable the employee to learn new things and therefore enjoy his job.

### **Provides an Opportunity to Broaden One's Knowledge:**

Due to job rotation the person is able to learn different job in the organization this broadens his knowledge.

### **Avoiding Fraudulent Practice:**

In an organization like bank jobs rotation is undertaken to prevent employees from doing any kind of fraud i.e., if a person is handling a particular job for a very long time he will be able to find loopholes in the system and use them for his benefit and indulge (participate) in fraudulent practices job rotation avoids this.

## **Job Enlargement:**

Job enlargement is another method of job design when any organization wishes to adopt proper job design it can opt for job enlargement. Job enlargement involves combining various activities at the same level in the organization and adding them to the existing job. It increases the scope of the job. It is also called the horizontal expansion of job activities.

**For Example:** If Mr. Ali is working as an executive with a company and is currently performing three activities on his job after job enlargement or through job enlargement we add four more activities to the existing job so now Mr. Ali performs seven activities on the job.

It must be noted that the new activities which have been added should belong to the same hierarchy level in the organization. By job enlargement we provide a greater variety of activities to the individual so that we are in a position to increase the interest of the job and make maximum use of employee's skill. Job enlargement is also essential when policies like VRS are implemented in the company.

## **Advantages of Job Enlargement:**

### **🌈 Variety of Skills:**

Job enlargement helps the organization to improve and increase the skills of the employee due to organization as well as the individual benefit.

### **🌈 Improve Earning Capacity:**

Due to job enlargement the person learns many new activities. When such people apply for jobs to other companies they can bargain for more salary.

### **🌈 Wide Range of Activities:**

Job enlargement provides wide range of activities for employees. Since a single employee handles multiple activities the company can try and reduce the number of employees. This reduces the salary bill for the company.

## **Job Enrichment:**

Job enrichment is a term given by Fredrick Herzberg. According to him, a few motivators are added to a job to make it more rewarding, challenging and interesting. According to Herzberg, the motivating factors to an existing job to make it more interesting.

### **The motivating factors can be:**

- ❖ Giving more freedom.
- ❖ Encouraging participation.
- ❖ Giving employees the freedom to select the method of working.
- ❖ Allowing employees to select the place at which they would like to work.
- ❖ Allowing workers to select the tools that they require on the job.
- ❖ Allowing workers to decide the layout of plant or office.

Job enrichment gives lot of freedom to the employee but at the same time increases the responsibility. Some workers are power and responsibility hungry. Job enrichment satisfies the needs of employees.

## **Advantages of Job Enrichment:**

### **🌈 Interesting and Challenging Job:**

When a certain amount of power is given to the employees it makes the job more challenging for them, we can say that job enrichment is a method of employee empowerment.

### **🌈 Improves Decision-Making:**

Through job enrichment we can improve the decision-making ability of the employee by asking him to decide on factory layout, method and style of working.

### **🌈 Identifies Future Managerial Caliber:**

When we provide decision-making opportunities to employees, we can identify which employee is better than other in decision-making and mark employees for further promotion.

✚ **Identifies Higher Order Needs of Employees:**

This model identifies higher order needs of the employee. Abraham Maslow's theory of motivation speaks of these higher order needs, e.g., ego and esteemed needs, self-actualization etc. These needs can be achieved through job enrichment.

✚ **Reduces Work Load of Superiors:**

Job enrichment reduces the work load of senior staff. When decisions are taken by juniors the seniors work load is reduced.



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## Question 2<sup>nd</sup>

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Write about Internal sources of recruitment along with its pros and cons?

### **Answer:**

**Recruitment** is the basic personnel function in an organisation. Each and every organisation requires some qualified personnel to perform their function for the realisation of its goal. This function is performing by recruitment. It is the process through which personnel agency will recruit the best the most talented and competent personnel it is the process of attracting qualified applicants for jobs.

Recruit is “the cornerstone” of the entire personnel structure. If recruitment process is not soundly conceived there is little chance of building a first rate staff. Aim of this process is that employees are engaged in jobs where in they have a fair chance of succeeding and at the same time feel well adjusted to their work environment in India, it was introduced by East India Company in 1853. It is the duty of the Union Public Service Commission at union level and State Public Service Commission at state level to provide effective recruitment to the administration.

**Internal sources** of recruitment means shifting of the existing employees of the organisation from one department to another department and from one post to another post.

Internal sources of recruitment are the best and the easiest way of selecting resources as performance of their work is already known to the organization.

Let us now discuss more on the various internal sources of recruitment

#### **Job Posting:**

In the method also the people are hired from within. The main feature of this method, is that the organisation publicises job openings on bulletin boards, electronic media and similar outlets.

#### **Promotion of Employees:**

Promotion implies vertical movement or advancement of an employee from a lower position to a higher one. Positions falling vacant in higher ranks may conveniently be filled up by promoting suitable employees from below. This promotion may be based upon both, the seniority and merit. In a good promotion policy, employees should know what will be the contribution of their seniority in merit for their promotion.

The employee has the privilege of working in the real situations of the business, so he does not feel any difficulty in case of promotion. Thus, promotion leads to shifting an employee to a higher position carrying higher responsibilities, facilities, status and pay.

**Transfer of Employees:**

Transfer involves the shifting of an employee from one job to another without special reference to change in responsibility, rank or compensation. Transfer is the change in a job equal to the old one in terms of pay, status and responsibilities. If the management finds that a person is misfit or he will be more useful at some other place, he is shifted. However, it may significantly affect the efficiency and morale of the employee, depending on the type of environment where he has been transferred.

**Recruitment of Ex-Employees:**

This source of internal recruitment is adopted to re-employ the ex-employees of the organisation. It may happen when employees who have left the organisation are willing to re-join it. In such a case, the organisation accords them priority and enterprise too gets trusted, competent and experienced employees.

**Employee Referrals:**

A recommendation from a current employee regarding a job applicant who can be a friend or a family member falls under this category. The logic behind employee referral is that “it takes on to know one.” This method of recruitment, however, encourages nepotism, i.e., persons of one’s community or caste are employed, who may or may not be fit for the job.

**Internal Sources of Recruitment Advantages:****Up-Gradation of Several Employees:**

The existing employees of the organisation get an opportunity for promotion. When a certain person is promoted, several other persons below his rank are automatically promoted. In this way, one vacancy filled from within, results in up-gradation of several employees.

**Familiarity with Policies:**

The Existing employees are aware of policies, plans and the actual working conditions of the enterprise, so they are not required to waste time and energy in learning it.

**Economical:**

Internal source is economical because the enterprise is not required to incur expenses on recruitment from outside the organisation. There are lesser number of candidates and the most suitable candidate is selected according to merit or seniority or both.

**Availability of Experienced Employees:**

Promoted employees have already been performing the job in the organisation before their promotion, so they do not have any difficulty. The organisation is also benefitted because employees are efficient and experienced and they start working without any formal training.

**Increase in Employees’ Morale:**

Promotion from within the organisation increases employees’ morale. The policy of internal promotions makes them enthusiastic and optimistic and they contribute their best efforts and energies.

**References not Required:**

The service records of employees are available in the organisation. It knows the abilities and loyalties of its employees. Therefore, any outside reference about their ability, integrity and moral character is not required.

**Internal Sources of Recruitment Disadvantages:****No Opportunity for Fresh Talent:**

The major drawback of this source is that the enterprise may deprive competent, talented and deserving candidates from outside to get an opportunity to take up challenging jobs.

**Promotion of Inefficient Employees:**

Sometimes, unsuitable persons use their influence to get promotions. They are promoted from within the organisation without giving any importance to their merit simply because they are working in that organisation.

**Not a Complete Solution:**

Internal source of recruitment is not capable to meet entire requirement of the organisation. The management has to knock at the doors of external sources also.





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### Question 3<sup>rd</sup>

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Write briefly about different types of Interviews?

#### Answer:

The word interview comes from Latin and Middle French words meaning to “see between” or “see each other”. Generally, an interview is a private meeting between people where questions are asked and answered. The person who answers the questions is called in the interviewee & the person who asks the questions is called an interviewer.

The primary purpose of an interview is to transfer information from interviewee to interviewer.

Interviews can be either formal or informal, structured or unstructured. Interviews can be carried out one-to-one or in groups; they can be conducted over telephone or via video conferencing.

There are different meanings of the word “interview”, as different scholars defined the term differently. However, interviews have some basic objectives, which are as follows:

- a) Through interviews, recruiters can verify the information obtained through application forms and tests.
- b) Recruiters can obtain additional information about the candidates which are not mentioned in the application forms or resumes.
- c) Interviews provides an applicant the information and the necessary facts about the job and the organization.
- d) Interviews establish a mutual understanding between the applicant and the organization

**According to Gary Dessler:** “An interview is a procedure designed to obtain information from a person’s oral response to oral inquiries.”

**According to Thill and Bovee:** “An interview is any planned conversation with a specific purpose involving two or more people.

#### 1. The Telephone Interview:

Telephone interviews are hugely valuable because they speed up the interview process and minimize time-wasting, whilst culling your weaker candidates earlier on.

A face-to-face interview will take up your time as well as your candidate’s, so having a quick chat to suss out whether they’re suitable, before meeting up, will benefit both of you.

A CV only tells part of the story; hearing the candidate’s tone of voice and assessing their direct answers will provide a much more detailed insight into their personality.

### **Advantages:**

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- ✚ It's quicker than a face-to-face interview.
- ✚ It's cheaper than a face-to-face interview.
- ✚ It's less effort for you and the candidate.
- ✚ You can assess the candidate's telephone manner.
- ✚ You can reach long-distance candidates.
- ✚ You can cull weaker candidates right at the start of the process.

### **Disadvantages:**

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- ✚ The call could be interrupted (bad signal, other calls, background noise).
- ✚ You can't read a candidate's body language.
- ✚ You might have to schedule it outside of working hours (if their employers don't know).
- ✚ It's difficult to build as much rapport via the telephone.

## **2. The Video Interview:**

Video interviews (Skype, Google Hangouts, FaceTime) are a great alternative to telephone interviews.

The fact that you can actually see each other adds a certain level of importance and professionalism to the 'call' and removes the temptation for either party to multi-task or lose focus.

Of course, you could still face similar issues to those that plague the telephone interview.

Background distractions could still occur, other calls could come through, bad signal could distort the conversation and, as you can both see each other, there's no hiding from them!

### **Advantages:**

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- ✚ It's quicker than a face-to-face interview.
- ✚ It's cheaper than a face-to-face interview.
- ✚ It's less effort for you and the candidate.
- ✚ You can reach long-distance candidates.
- ✚ You can cull weaker candidates right at the start of the process.
- ✚ You'll be able to tell if they're focused (or just reading from notes).

### **Disadvantages:**

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- ✚ The video call could be interrupted (bad signal, connection, background noise).
- ✚ You'll find it difficult to read the candidate's body language.
- ✚ You might have to schedule it outside of working hours (if their employers don't know).
- ✚ It's difficult to build rapport via a video chat.
- ✚ You have to look professional and focused (unlike via the telephone).

### 3. The Panel Interview

Panel interviews are the same as individual, face-to-face interviews, but with two or more interviewers in the room.

The main advantage of panel interviewing is that it precludes any personal biases that might creep into the assessment process.

Each interviewer will pick up on different characteristics, strengths and weaknesses and together (hopefully) make a much fairer judgement.

#### Advantages:

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- ✚ No personal biases.
- ✚ The chance to compare different opinions.
- ✚ More chance to get notes (while others talk).
- ✚ All relevant people meet at the same time.
- ✚ Weak interviewers might need back-up.
- ✚ The candidate gets a chance to meet everyone.

#### Disadvantages:

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- ✚ Some interviewers could get complacent.
- ✚ It could be overwhelming for the candidate (scary!)
- ✚ Interviewers could interrupt each other, striving for dominance.
- ✚ There's a risk of disagreement.

### 4. The Assessment Day:

Assessment “days” can be used to assess larger groups of interviewees at the same time, for a range of different skills.

Common amongst graduate employers, they are a great way to evaluate candidates in more detail, for a longer period of time.

If you're interviewing a large group and your offices are only small, it's a good idea to seek out a local assessment centre to host the day for you.

#### Advantages:

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- ✚ You can assess a wide range of skills.
- ✚ Extra time to get to know each of the candidates.
- ✚ It minimises legal risk and is less disputable.
- ✚ You can assess interpersonal skills and teamwork.
- ✚ You can interview all candidates at once.
- ✚ It sparks competition.
- ✚ Out of the norm, so generates genuine answers.

#### Disadvantages:

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- ✚ More difficult to administer effectively.
- ✚ The pressure will put some candidates off.
- ✚ You'll have to focus for a longer time.
- ✚ Dominant personalities will quash others
- ✚ You could miss something or someone
- ✚ More difficult to build rapport with individuals
- ✚ Some candidates work better individually
- ✚ It requires more staff to pull off

## 5. Group Interviews:

Group interviews are used a lot less regularly than the other interview techniques we've mentioned, but they still have their place in modern recruitment.

You could conduct your group interview in two key ways... like an individual interview; asking exactly the same questions that you would ask in an individual interview, openly, to the whole group, allowing candidates the chance to compete to impress.

Or like the assessment day, with brief introductions, leading into group tasks and activities.

### Advantages:

- ✚ You can assess a wide range of skills.
- ✚ You can assess interpersonal skills and teamwork.
- ✚ It's quicker (than assessment days).
- ✚ You can interview all candidates at once.
- ✚ It's a good method to cull candidates early on.
- ✚ Sparks competition.
- ✚ Less individual pressure on candidates.
- ✚ Out of the norm, generates genuine answers.

### Disadvantages:

- ✚ More difficult to administer effectively.
- ✚ The pressure will put some candidates off.
- ✚ Dominant personalities will quash others.
- ✚ More difficult to build rapport with individuals.
- ✚ Some candidates work better individually.
- ✚ It requires more staff to pull off.

## 6. Individual (face-to-face) Interviews.

Individual, face-to-face interviews are by far the most popular and efficient form of assessment.

Allowing you to get up close and personal with each candidate while keeping an eye on their body language is far more effective than any other interviewing format.

Think about it: do you find it easier to build a relationship with someone over the phone or face-to-face?

### **Advantages:**

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- ✚ You can build rapport more easily
- ✚ You can thoroughly assess the individual
- ✚ You have opportunity to dig deeper
- ✚ You can read their body language
- ✚ You can test the candidate's commitment
- ✚ You're more flexible with location/ style (informal/ formal).

### **Disadvantages:**

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- ✚ Candidates can rehearse answers
- ✚ It's time-consuming
- ✚ You'll need a trained interviewer.
- ✚ Interviewer bias will affect the decision
- ✚ There's no one present to assess the interviewer's method
- ✚ It's costly
- ✚ Interview techniques could be inconsistent
- ✚ Possible interview fatigue

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## Question 4<sup>th</sup>

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Discuss External sources of recruitment along with its pros and cons?

### Answer:

**External recruitment** refers to hiring employees outside the organization externally. External sources of recruitment the assessment of an available pool of job candidates, other than existing staff, to see if there are any sufficiently skilled or qualified to fill and perform existing job vacancies. It is the process of searching outside of the current employee pool to fill open positions in an organization.

- ✚ External employees bring innovativeness and fresh thoughts to the organization.
- ✚ Although hiring through external sources is a bit expensive and tough, it has tremendous potential of driving the organization forward in achieving its goals.
- ✚ Let us now discuss in detail the various external sources of recruitment.

#### 1. Direct Recruitment:

The unemployed persons may contact the employment section of various enterprises to ascertain if they can be casually employed. Many firms follow the practice of recruitment at factory gate to fill casual vacancies. Such workers are known as Build Workers. This method is very useful for recruiting unskilled workers. It does not involve cost of advertising the vacancies. Whenever the regular workers absent themselves in large number or whenever there is rush of work, this source of recruitment may be used.

#### 2. Casual Callers:

In case of reputed organisations, many qualified people apply for employment on their own initiative. Such applications are known as unsolicited applications or casual callers. They serve as a good source of manpower. A proper file may be kept of such applications and the candidates may be called whenever the need arises.

#### 3. Advertising:

Advertising a job has become the fashion of the day with the large companies particularly when the vacancy is for a higher post or when there are a large number of vacancies. This helps in approaching the candidates spread over different parts of the country. Information about the job descriptions and job specifications can be given in the advertisement so that only the candidates who think themselves to be suitable may apply only. This method also increases the choice of the management.

#### 4. Employment Exchanges:

There is a network of employment exchanges in the country which is run by the Government has also made it compulsory for the employers to fill some vacancies through the employment exchanges. Thus, employment exchanges play an important role.

**5. Placement Agencies:**

Professional bodies have come into existence which provides their services to the enterprises for recruitment and selection of employees. These agencies specialise in the supply of particular categories of workers.

**6. Management Consultants or Head Hunters:**

Management consultancy firms help the organisations to recruit technical, professional and managerial personnel. They specialise in middle level and top level executive placements. They maintain data bank of persons with different qualification and skills and even advertise the jobs on behalf of their clients to recruit right type of personnel.

**7. Campus Recruitment:**

Colleges and institutes of management and technology have become a popular source of recruitment for technical, professional and managerial jobs. Many big organisations maintain a close liaison with the universities, vocational schools and management institutes to recruit qualified personnel for various jobs. Recruitment from educational institutions is the well-established practice of business and other organisations. This is referred to as 'campus recruitment'.

**8. Recommendations by the Existing Employees:**

Some employers recruit employees on the basis of recommendations of the existing workers. This policy creates goodwill among the present employees and helps in finding reliable candidates.

**9. Labour Contractors:**

Recruitment may also take place through intermediaries known as agents or labour contractors. In some cases, the labour contractors are themselves the members of the companies concerned. This system of recruitment has lost popularity these days. If a labour contractor leaves enterprise, the workers employed through him will also leave the organisation. Thus, it is not a reliable method of employment.

**10. Telecasting:**

The practice of telecasting of vacant posts over T.V. The detailed requirements of the job and the qualities required to do it are publicised along with the profile of the organisation where the vacancy exists.

**11. Web Publishing:**

Internet is becoming a popular source of recruitment these days. There are certain websites specifically dedicated for the purpose of providing information about job seekers and job opening both. In fact, websites such as [www.naukri.com](http://www.naukri.com). [www.jobstreet.com](http://www.jobstreet.com) etc. are very commonly visited both by the perspective employees and the organisations searching for suitable people.

**Advantages of External Sources of Recruitment:**

- ✚ External sources provide a large number of applicants. This permits the enterprise to have a free hand in making the right choice of candidates.
- ✚ The enterprise can expect to get fresh, talented candidates from outside. This means infusion of new blood and new ideas into the enterprise.
- ✚ Internal candidates have to compete with outside candidates for the higher jobs. It serves as inducement for the existing employees to show better performance.
- ✚ Fresh talent and skill come into the organization.
- ✚ Highly qualified and experienced employees may help the organization to boost performance.
- ✚ External sources provide the requisite type of personnel for an organization, having skill, training and education up to the required standard.
- ✚ In the long run, this source proves economical, because potential employees do not need extra training for their jobs.
- ✚ It helps in motivating internal employees to work hard and compete with external candidates while selecting career growth. Such a competitive atmosphere would help an employee to work to the best of his abilities.
- ✚ Talented people could join the ranks, new ideas could find meaningful expression, a competitive atmosphere would compel people to give their best and earn rewards, etc.
- ✚ Since, people are recruited from a large market; the best selection can be made without any distinctions of caste, gender, or colour and no personal bias.
- ✚ It is in tune with the principle of democratic values and norms as it ensures equal opportunities for entry to public office to everyone.
- ✚ This method can help able young men from universities to public service careers.
- ✚ The public services are kept attuned to the changing socio-economic conditions of the country through the constant flow of young persons. It also checks stagnation in services.
- ✚ In technical fields, the latest knowledge is required which the young man can easily supply.
- ✚ Direct recruitment motivates the persons in service to keep themselves up to date in knowledge lest they may not qualify in competitions for higher posts.



### **Disadvantages of External Sources of Recruitment:**

- ✚ Existing employees get demotivated as they do not find scope of going ahead in their career.
- ✚ Employees feel dissatisfied, unhappy as their psychological need, recognition, status, authority which come from position, higher assignment through promotion, remain unfulfilled.
- ✚ It makes the existing employees disloyal, discontented as the employees develop a mind-set / impression about the management, that it is not people centred concerned for people.
- ✚ It reduces the level of morale of the employees, increases absenteeism and labour turnover rate.
- ✚ It affects organizational growth and development as production is decreased, quality of product is deteriorated, accident rate is increased.
- ✚ Cost of training, induction, recruitment of external candidates affects economic health and profit of the company.
- ✚ This process is expensive and time consuming.
- ✚ External candidates take much time to adjust with organizational environment, culture and to acquaint with the people of the organization.
- ✚ It generates a feeling of insecurity amongst the existing employees.
- ✚ This system suffers from what is called “brain drain”, especially when experienced persons are raided or hunted by sister concerns.
- ✚ Hiring costs could go up substantially. Tapping multifarious sources of recruitment is not an easy task.
- ✚ It takes time to advertise, screen, to test and to select suitable employees. When suitable ones are not available, the process has to be repeated.
- ✚ There is no guarantee that the organization, ultimately, will be able to hire the services of suitable candidates. It may end up hiring someone who does not “fit” and who may not be able to adjust in the new set-up.
- ✚ Existing employees who have put in considerable service may resist the process of filling up vacancies from outside. The feeling that their services have not been recognised by the organization, forces them to work with less enthusiasm and motivation.
- ✚ This reduces the morale of existing employees because outsiders are preferred to fill up superior vacancies.
- ✚ They deny career advancement for existing employees.
- ✚ Proper evaluation may not be possible due to the time constraint resulting in faulty selection.
- ✚ Outsiders not being acquainted with the policies and the procedures of the organizations need training, before they can deliver.
- ✚ Direct recruitment places younger persons over the older and experienced employees. This creates jealousy which is not good for the services.
- ✚ An extensive outside recruitment at the higher grades is the poor reflection on the ability and the talent available within the service and undermines the career ideas.