

How Do Companies Hire & Prepare Fresh Talent

Savneet Kaur
M.Com(E-Commerce)
Panjab University
Chandigarh, India

Abstract—

The business organisations are always on a look out for suitable employees. There are two types of recruitments, one which involve recruiting the experienced people and second one is the recruitment of the freshers. The freshers are considered as an investment for the future. This paper is prepared to find out and explain how the companies hire the freshers and how they work on them to prepare them for the future challenges and to develop their skills and competencies. This paper attempts to explain in detail how the management, communication, entrepreneurial and competitive skills are developed in the freshers.

Keywords— Freshers, recruiting freshers, developing skills, competencies, communication skills.

I. INTRODUCTION

The business organisations hire different kind employees of employees as per the requirement of the job they are hired for. These new employees can be well experienced ones or they can be fresh graduates. There are various ways of hiring employees. The freshers can be hired from the campus placements being organised by various educational institutions. The companies can also have tie-ups with top business schools for hiring fresh talent. If the freshers are being hired along with the experienced employees then they may not be able to compete with them. But companies hire freshers with some other perspective in mind. When a company hires freshers, it is investing in the future and not present as in case of the experienced talent. While hiring freshers, the companies take into account the overall academic performance of the candidate. Preference is given to those who are self-learners and can add some value to the company [1]. The competency of the candidate is judged during the interview.

What is a Competency?

"Competencies are a mixture of knowledge, skills and attitude that can provide a clear description in the behavior and actions of what a person needs to do to carry out the job effectively". The concept of competency as a factor in recruitment, selection, and hiring and performance evaluation of employees has become very popular among the HR practitioners as well to the management [2].

- Competencies are the underlying characteristics of individual/s that have causal relationship with effective and superior performance in a job situation i.e.
 - Knowledge
 - Skills
 - Attitudes
 - Traits and
 - Motives
- Competencies focus on how an employee creates value for an organization by
 - Articulating organizational values
 - Providing a common language for all employees
 - Providing a framework for integrating HR practices and procedures
- Following factors should be considered while determining which competencies to use:
 - The level of responsibilities and authorities.
 - The level of interaction of internal personnel.
 - The level of customer relation and interaction.
 - The level of physical and aptitude Skills.

Important types of competencies: Competencies can be divided into following categories:

- **Administrative Competencies**
 - These competencies include time management i.e. how self disciplined a person is and how effectively he can prioritise his work and time.
 - It also includes setting up of goals and objectives, but this is for managerial positions.

- It also includes planning and controlling manpower assignments and scheduling the work.
- **Communication Competencies**
 - It includes what a person can generate and analyse after listening to the instructions.
 - How clearly the communication can be conveyed to and understood by the person
 - How correctly and appropriately the information can be obtained.
- **Supervisory Competencies**
 - How competent a person is to develop the capabilities of a person so that his performance can be improved.
 - How effectively a person can evaluate the performance of others. This is basically a supervisory level task.
 - The ability to impose discipline in the organisation so that positive results can be obtained.
- **Cognitive Competencies**
 - The ability to identify the road blocks which can affect the performance of the organisation. This is for the managerial and supervisory levels to identify problems and provide solutions.
 - The ability to be able to ascertain the risks involved in the project and acting upon it simultaneously and choosing the best option out of the available options to achieve the goals.
 - The ability to take decisions after analysing. This includes logical reasoning.

Competency framework of Indian IT giant showed the following structure:

Vision & values

- **Work:** - Its work is to set directions and focus on the performance of the organisation.
- **Business:** - Here, the concentration is on building relationships and customer partnering.
- **Technology:** - It involves the focus on the quality of the technology used and technical and functional expertise required for the same.
- **People:** - They focus on developing leaders and forming interpersonal relationships within the organisation.

Which competencies are critical for freshers?

Following competencies are critical for the effectiveness of the freshers in an organisation:-

- **Communication Skills:** This includes following points:-
 - (a) Listening and Understanding,
 - (b) Speaking, negotiating and persuading,
 - (c) Tailoring communication to the needs of external and internal customers
 - (d) Reasoning effectively through written and oral communication
- **Entrepreneurial Drive:** It involves the following abilities:
 - (a) Translating ideas into action
 - (b) Ambiguity Tolerance
 - (c) Going beyond the scope of defined role
- **Willingness to learn**
 - (a) Self-development - acquire new skills and information
 - (b) Is the objective in self-assessment, responds positively to feedback and draws lessons from failures
 - (c) Learns from the experience of others
- **Market Orientation**
 - (a) Is the employee aware of new developments and trends and how they impact consumer needs
 - (b) Works towards creating and implementing action plans to turn market developments into key opportunities.
 - (c) Can anticipate new developments and capitalize on them quickly.

II. DEVELOPING COMMUNICATION SKILLS

It is very important for a fresher to develop good communication skills if he wants to get into a prestigious organisation. A fresher can do following to hone his / her communication skills in order to be competent enough to take up a competitive job:-

- Attend a workshop on effective oral and written communication
- Attend a workshop on corporate etiquette and body language at the workplace
- To improve tone and pitch of voice and learn voice modulation, he should act as a newsreader or as a cricket commentator, then record the voice and should hear it
- To get over fear of public speaking, freshers should form groups and engage in healthy discussions and debates. Critically assess each other and take feedback positively.
- The employee should be confident about his knowledge. He should take time and think about the requirements of a particular task and then put his ideas forward.

The person should have basic understanding of communication skills. He should be aware of what kind of communication will be effective in the organisation he is working in. For this purpose, the companies generally hire professionals to hone up the communication skills of the freshers or they can hold refresher training courses for the new employees. These professionals should design program in such a way so that their ideas are easily understood by the trainees. They should take care of the following points to make the communication effective [3]:-

A. *Should be able to engage the audience*

The trainer should be able to engage the audience in his presentation. The presentation should be interesting so that the audience should be glued to listen to him. He can do this by making the session more interactive and by involving the listeners by asking them to provide the feedback simultaneously.

B. *Should have constant eye contact with audience*

The trainer should make direct eye contact with the audience so that they don't start to wander. The listeners will have to pay more attention to what he's saying since he may ask any of them to repeat what has been discussed.

C. *More use of gestural language*

In order to make the session more interactive and interesting, the trainer should make more use of gestures like using hands and face. This way he can put across his ideas more effectively and expressively. The use of gestures should be in line with the number of audience.

D. *Match the gestures with the tone of the language*

The speaker should not confuse the audience with mixed gestures. He should match his gestures with his expressions and his tone. If a person wants to send across a pleasant message then it should be accompanied with a smile.

E. *Proper use of body language*

The use and importance of body language in an organisation should also be explained to the trainees. They should always have a professional body language while in the office.

F. *Attitude and the behaviour*

The employees should be trained to have an attitude necessary for the office environment. They should carry on their duties with full responsibility and integrity. They should show commitment and loyalty in for the organisation in what they do. They should be sensitive to the feeling of other people in the organisation

G. *They should be good listener*

A good listener can always gather the effective ideas by listening to the ideas and thoughts of others and then putting across his thoughts after taking time to think. Being an effective speaker is a good quality but being an effective listener is a rare quality and if someone has it then he can go places.

H. *Use of clear diction*

A good speaker should speak his words clearly and at a understandable pace. He should not speak too fast which nobody can understand and he should not be too slow also else the listeners will lose interest. The words used should be clearly and the pitch should be audible.

I. *Correct pronunciation*

It is very important for the words to be pronounced clearly. The professional communication should always have clarity and proper diction and pronunciation should be used.

J. *Using the correct words*

The employees should be told to know how to use right words. They should be encouraged to use the dictionary to know the correct words to be used for the professional language.

K. *Right speed of the speech*

As explained in the above point also, the speech shouldn't show that the person is nervous. One should always speak confidently and at the right pace.

L. *Correct tone of the voice*

The tone of the voice should be such that the speaker shouldn't sound too rude or too soft. Proper use of professional tone should be made while interacting with seniors. And politeness should be shown while speaking to the juniors.

III. DEVELOPING ENTREPRENEURIAL DRIVE

It is very important for the new hires especially freshers to have or develop entrepreneurial drive. An enthusiastic, energetic, competitive and go getter attitude is very necessary to be a leader and an entrepreneur. If a person is confident in what he does then he's more likely to achieve his targets on time and perform better than those who lack confidence. The companies always tend to develop following in the employees [4]:-

A. *Identify strengths and develop them to build self esteem and confidence*

The employees should be encouraged to identify their strengths so that they can become confident enough to achieve their goals and work towards betterment of the organisation. This will also build their self confidence and they'll become more independent in the future to make effective decisions. The employees should be made to play mind games, they should be given challenging tasks and asked to develop their own solution to the given problems.

B. *Seek opportunities to participate in as many events as possible in college*

A fresher is someone fresh out of the collage. So, all the confidence and attitude he's gained is out of the college experience. The students should themselves make sure that participate in as many events as possible in the college level. This will give a boost to their confidence and they'll tend to do things on their own. This attitude will reflect in the candidates when they appear for the interviews in the companies.

C. *Take up challenging projects, stretch under the guidance of your mentor*

When the freshers join the organisation, they should be attached to a mentor. This will help them learn the nuances of the business. It is important for a new person to the organisation inside out so that he can become familiar with the functioning of the organisation.

D. *Inculcate habit of reading*

The employees should be asked to read and brush up their abilities to lead and motivate. They should be encouraged to read self development and management books and journals. This way they can develop their confidence to work in an competitive environment.

E. *Develop knowledge through games*

Regular sessions of mind games should be conducted in the organisations so as to develop the decision making and investment skills and decision making skills of the employees. These games helps in knowing the abilities of employees and then the management can work on them accordingly.

F. *Share & discuss with others*

The employees should be encouraged to have cordial relations with their colleagues thus improving interpersonal skills in the organisation. This way the employees get the chance to dig into others thoughts and intellect. This helps in passing on the competitive thoughts and growth.

G. *Refresher trainings*

Refresh trainings should be conducted on regular basis to help the employees remain in touch with the basics of management and skills development. Employees should take full advantage of these courses to develop their entrepreneurial skills.

H. *Learn to own up*

The employees should learn to own up the acts they have performed. If they have taken the responsibility of doing something then they should have the mettle to be held accountable for the same. They should be accountable to the customers and the investors.

I. *Innovation is the key*

The employees should be encouraged to give new and innovative ideas for business development. They should be encouraged to participate in the management functions and put in their creative efforts. This way the employees will develop confidence to present their valuable ideas.

J. *Encourage to helping others*

The employees should be encouraged to help others in the organisation. An organisation should be treated like a big family and the employees are like family members. So, the employees should help each other overcome their weaknesses and develop entrepreneurial skills.

IV. DEVELOPING LEARNING ABILITY

The organisation helps the freshers in many ways to settle down in the work environment. The management also encourages the new employees to develop learning abilities as there's no age for learning and one comes across so many new things every day. Following habits should be encouraged in the employees [5]:-

- Create a self learning plan with clear action plans, goals and time lines. One can easily follow the plan made by own self, so this should be done and then performance should be measured.
- The employees should seek a 360 degree feedback from superiors, peers and juniors after a certain period of time at regular intervals.
- The employees should engage in discussions on controversial topics and come up with as many arguments for and against these as possible – develop flexibility in their views
- They should be encouraged to expose self to cross cultural interactions in their institute, through books and through the internet.
- Their training needs and development programs should be clearly defined so that their know-how and skills can be developed as desired by their job role.
- The organisation should make sure that employees participate in the interactive sessions held in the office.
- The employees should be encouraged to show their abilities and talent by giving an opportunity to learn and participate.
- All the employees should be treated equally and should be given equal opportunity for growth and development.

V. DEVELOPING MARKET ORIENTATION

The freshers are the fresh graduates from colleges and universities. Thus, their course curriculum in the colleges should be made such that they should be prepared in advance for facing the competitive market. Following are some points that a fresher can make use of for developing his marketing skills [7]:-

- They should read business magazines and newspapers and prepare a weekly quiz or small caselets for their department to discuss it in an interactive session.
- They should solve mini caselets from ICMR India and present them to their mentor so that he can have a look on their development.
- They should be encouraged to read caselets in Business Standard/ The Strategist/ The Harvard Business Review etc and discuss in small groups.
- The management should organize an inter department quiz event.
- Employees should be encouraged to start a weekly newsletter on current affairs.

Problems in development of market orientation:-

Since the freshers have no experience of the real market. They have just graduated from the colleges and have read about the market structure and conditions in books. So they may face certain problems in the beginning. Following are some of the problems they may face [6]:-

- The freshers may depend on the data available in the journals or the books they have studied but the ground realities are different than how they are presented in the literature. So, they can start performing as per the data available with them about the customer's preferences but in reality the customers may react in totally opposite way.
- The freshers have the basic book knowledge of the actual market place and business organisations but they lack the in-depth knowledge of how the develop work plans and marketing strategies. Thus they may face problems in the beginning but they can learn from the senior experienced employees in the organisation.

- In the era of virtual business and fast technology, the employees need to upgrade and update their knowledge regarding the new techniques available in the market else their competitors can step in and snatch their customer base.
- The new employees are less experienced so they may lack analytical skills. Since they have not practices it practically. Thus, they may not be able to analyse and interpret the customer service data being provided to them and may make wrong decisions. They need to be guided by the senior employees to develop data interpretation skills to help serve the customers in an effective manner.
- The freshers may not be aware of whom to take information from and they may not be aware of proper communication channel being followed in the organisation. So they may take more time in collecting customer information and then working on it to satisfy the consumer needs. Internet search by people of the company's products and services can help the employee.

VI. CONCLUSIONS

After writing the paper, it can be concluded that the companies treat the freshers as an investment for the future. They are not hired in competition to the existing employees. These freshers can be hired directly from the educational institutions and business schools or through an advertisement in the newspaper or on the internet.

The freshers are given proper training for developing their analytical skills, knowledge, communication abilities, entrepreneurial skills and market orientation. This way they will become more competitive and confident.

Generally the management is keener on choosing the employees who have common interests as they have. So that they'll be more fun to hang out with. The management also takes into consideration to college they have passed out from, what were their grades and are they knowledgeable enough.

Management is also interested in finding the candidate who can fit well into the culture of their organisation and who will be willing to work in shifts and even at odd hours. Generally they keep people they like and they can get along with. Even the outlook of the person also matters a lot. A pleasant and attractive looking person is more kept.

IT companies may give less importance to their likes and are more likely keep people who are technically competent to work in the organisation. They give more importance to the skills and knowledge.

ACKNOWLEDGMENT

I am thankful to the Catalyst group for providing me with the appropriate material for completing this paper. I am grateful to god for providing with the required materials.

REFERENCES

- [1] Pankaj Sharma, "Hiring freshers is an investment for the future", 24th may2013 <http://www.biospectrumindia.com/>
- [2] 12 Competencies: Which ones should you people have? <http://www.projectsmart.co.uk/12-competencies-which-ones-should-your-people-have.html>
- [3] How to develop good communication skills, <http://www.wikihow.com/Develop-Good-Communication-Skills>
- [4] Allon Riaz, "A fresh focus needed to drive entrepreneurship and job creation", 19 February 2013, <http://finweek.com/2013/02/19/a-fresh-focus-needed-to-drive-entrepreneurship-and-job-creation/>
- [5] <http://hrcouncil.ca/hr-toolkit/learning-implementing.cfm>
- [6] Jordan Meyers, "Problems in developing marketing orientation", Demand Media, <http://smallbusiness.chron.com/problems-developing-marketing-orientation-35234.html>.
- [7] Allison Linn, "Employers tend to hire people they'd like to hang out with", 29 Nov 2012, <http://www.cnbc.com/id/50012175>