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Impact Of Recruitment & Selection Practices In Indian Companies

Name of the Author- Tapaswini Bagdeo

Designation – Assistant Professor

Name of Department- Department of Management

Name of organization- D.D. University, Keonjhar, Odisha

ABSTRACT

The new age trends in the recruitment industry has indicated new ways to follow the hiring process. When we talk about hiring and managing talent, it becomes quite difficult to understand the hiring process and recruit the new age talents. In this paper, I have tried to understand the ways through which some of the Indian companies hire, recruit and retain the talents. As recruitment and talent management are broader terms, we will delve into the core aspects of the hiring and retaining process. We will understand the different perspectives of the industry people towards hiring talent and understand the gaps which need to be filled up.

INTRODUCTION

The basic idea of HRM is first appear and defined in very simple term as managing people in organization and now in modern society, technological changes and production of product and services demand more than just managing people in an organization. The term 'Human Resource Management' and 'Human Resource' emerged after replacing the term 'Personnel Management' with almost same definition of managing people in an organization, it is a deliberate and consistent approach of managing organizational imperative asset that people in order to operate business smoothly and achieve objectives which functions through human resource system including HR strategies, HR policies, HR process, HR practices and HR programs. HRM systems can be drive through organizational competencies to permit firms and industry to discover and utilize existing and upcoming opportunities. Organizational effectiveness, Human Capital management, Knowledge Management, Reward Management, employee relations, Meeting Diverse needs, bringing the gap between rhetoric and reality are the specific aim of human resource management. In this paper, we will be going into depth and understanding the concept of Recruitment and Selection in a broader sense.

OBJECTIVES OF THE STUDY

The objective of my study is to understand the selection procedure at TALENT CORNER.

- To understand the process of selection and recruitment.
- To understand the various selection procedures.
- To identify the probable area of improvement to make selection techniques more effective.
- To understand the recruitment in Indian companies.

LITERATURE REVIEW

The definition of recruitment and selection is given according to various authors. According to Dalton E. Mc. Farland, the term recruitment applies to the process of attracting potential employees to the company". According to Edwin B. Flippo, Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. DeCenzo and Robbins has said that "Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity—bringing together those with jobs to fill and those seeking jobs." Plumley has described "Recruitment is a matching process and the capacities and inclinations of the candidates have to be matched against the demand and rewards inherent in a given job or career pattern. Likewise, there are some definitions of Selection by various authors. Dale Yoder has defined, "Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not. M. Ataur Rahman, has described "Selection is the screening and filtering process of job applicants who have been invited to apply for the vacant positions through which the process comes to an end. M.J. Jucious has defined, "The selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate possess the qualifications called for by, a specific job". Heinz Weihrich and Harold Koontz have defined, "Selection is the process of choosing form the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions". In simple terms, Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. Theoretically, recruitment process is said to end with the receipt of applications, in practice the activity extends to the screening of applications so as to eliminate those who are not qualified for the job. Recruitment and selection are the two crucial streps in the HR Process and often used interchangeably. There is however a fine distinction between the two steps. Recruitment is said to be positive in approach as it seeks to attract as, many candidates as possible. Selection on the other hand is negative in its application in as much as it seeks to eliminate as many unqualifies applications as possible in order to identify the right candidates. So, by analysing the different perspectives of various authors, we can have a wide view on the recruitment and selection strategy of various organizations. Let us know in depth about recruitment and selection.

RECRUITMENT

Recruitment can be defined as the process of publicizing information about various job vacancies in the organization. It is a process of searching for prospective employees and encouraging them to apply for the job in the organization.

SOURCES OF RECRUITMENT:

The eligible and suitable candidates required for a particular job are available through various sources. These sources can be divided into two categories, as shown in Figure 5.5.

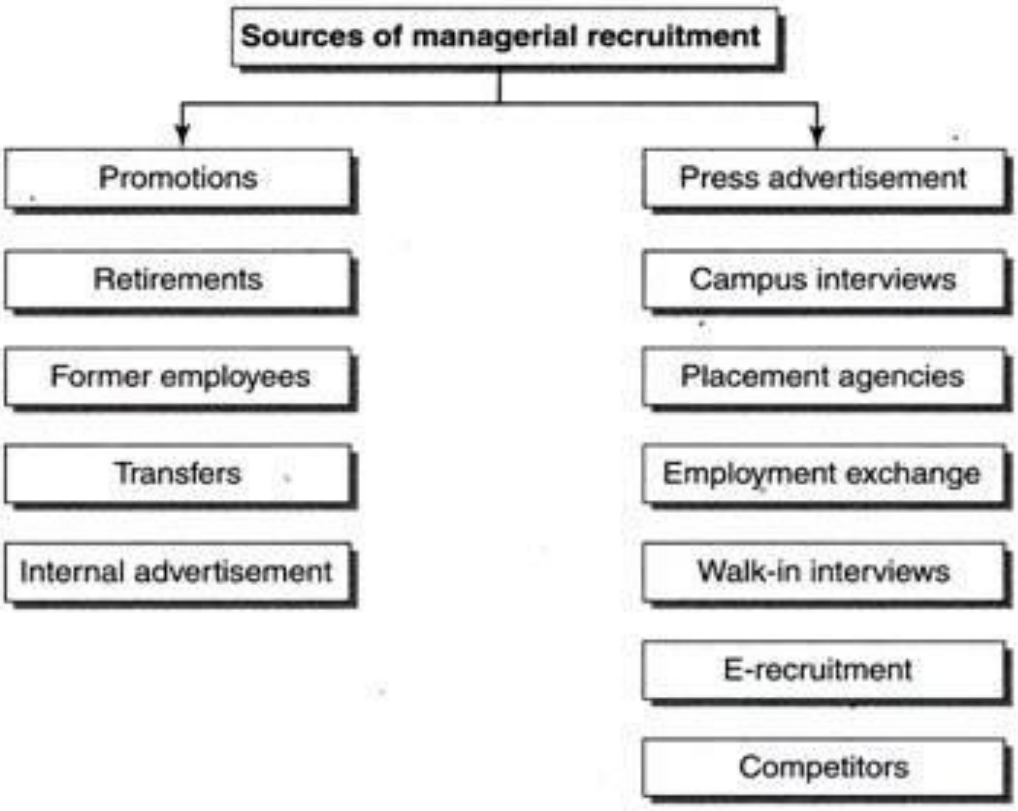


Fig. 5.5 Sources of Recruitment

INTERNAL SOURCES OF RECRUITMENT:

1. Promotions:

The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, condi-tions, rules and regulations should be well-defined.

2. Retirements:

The retired employees may be given the extension in their service in case of non--availability of suitable candidates for the post.

3. Former employees:

Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.

4. Transfer:

Employees may be transferred from one department to another wherever the post becomes vacant.

5. Internal advertisement:

The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.

Benefits of Internal Sources of Recruitment:

1. The existing employees get motivated.
2. Cost is saved as there is no need to give advertisements about the vacancy.
3. It builds loyalty among employees towards the organization.
4. Training cost is saved as the employees already know about the nature of job to be performed.
5. It is a reliable and easy process.

Limitations of Internal Sources of Recruitment:

1. Young people with the knowledge of modem technology and innovative ideas do not get the chance.
2. The performance of the existing employees may not be as efficient as before.
3. It brings the morale down of employees who do not get promotion or selected
4. It may lead to encouragement to favouritism.
5. It may not be always in the good interest of the organization.

EXTERNAL SOURCES OF RECRUITMENT:

1. Press advertisement:

A wide choice for selecting the appropriate candidate for the post is avail-able through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.

2. Campus interviews:

It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.

3. Placement agencies:

A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.

4. Employment exchange:

People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

5. Walk in interviews:

These interviews are declared by companies on the specific day and time and conducted for selection.

6. E-recruitment:

Various sites such as jobs.com, naukri.com, and monster.com are the available electronic sites on which candidates upload their resume and seek the jobs.

7. Competitors:

By offering better terms and conditions of service, the human resource managers try to get the employees working in the competitor's organization.

Benefits of External Sources of Recruitment:

1. New talents get the opportunity.

2. The best selection is possible as a large number of candidates apply for the job.

3. In case of unavailability of suitable candidates within the organization, it is better to select them from outside sources.

Limitations of External Sources of Recruitment:

1. Skilled and ambitious employees may switch the job more frequently.

2. It gives a sense of insecurity among the existing candidates.

3. It increases the cost as advertisement is to be given through press and training facilities to be provided for new candidates.

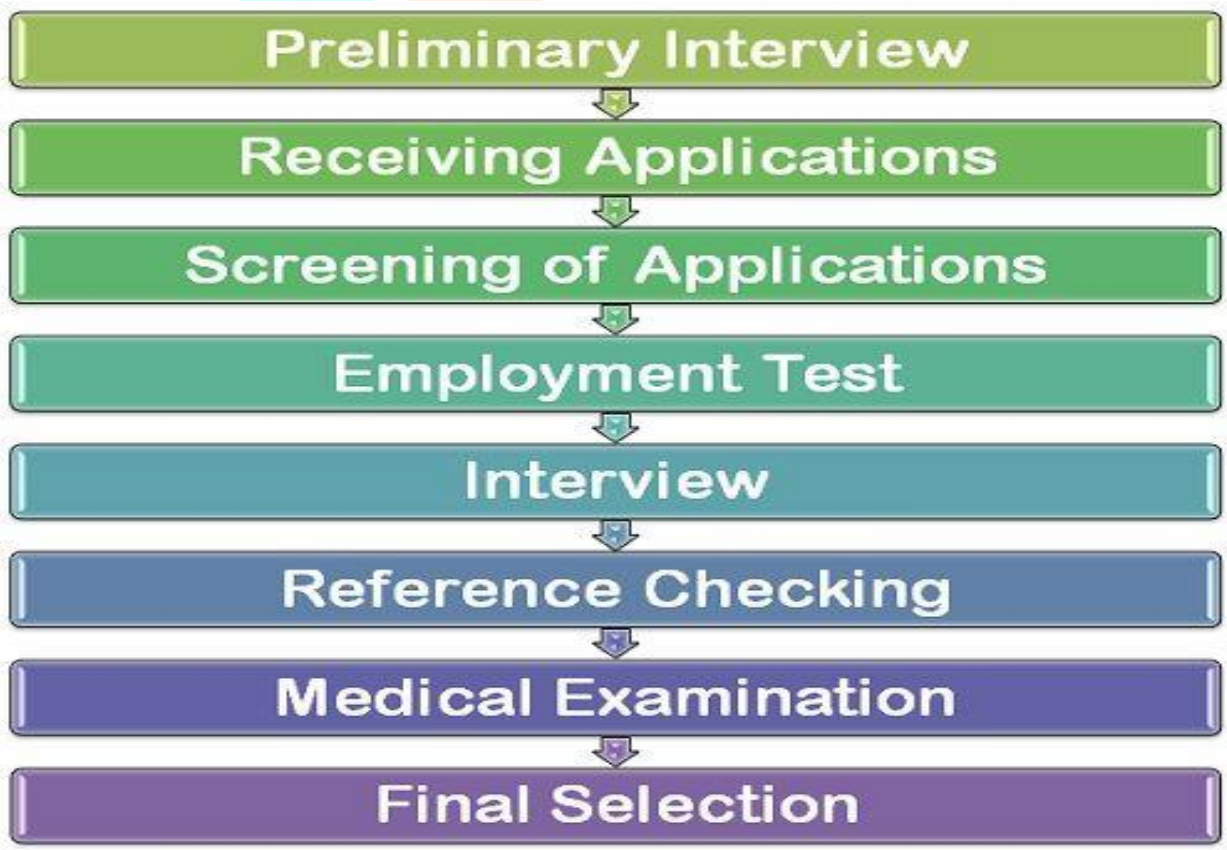
RECRUITMENT PROCESS

1. Identifying Job Requirement: The recruiter first recognises the job opening regarding the department in which the vacancy is, number of vacancies and urgency of hiring.
2. Preparing Job Description and Job Specification: The next step is making a job description disclosing the job-related details like designation, location, duties to be performed and required experience. The recruiter also chalks out the job specification having information regarding the skills, qualification, the area of expertise, etc.
3. Advertising the Vacant Position: A job vacancy is advertised through newspapers, brochures, job portals, consultancies, etc. It ensures that the maximum number of relevant candidates can apply for the job.
4. Attracting Candidates to Apply for Job: The recruiter needs to provide proper assistance and guidance to the candidates willing to apply for the job.
5. Managing Applications: The recruiter has to arrange the applications in an orderly manner to simplify the task of scrutinising them.

6. Scrutinising Applications: Next step is the initial investigation of the applications to go through the candidate's profile thoroughly.
7. Shortlisting Candidates: By scrutinising the applications, candidates with the matching profile are picked out for the process of selection.

SELECTION PROCESS

Definition: The Selection is a process of picking the right candidate with prerequisite qualifications and capabilities to fill the jobs in the organization. The selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organisation. The selection process varies from industry to industry, company to company and even amongst departments of the company.



1) Preliminary Interview:

The preliminary interview is also called as a screening interview wherein those candidates are eliminated from the further selection process who does not meet the minimum eligibility criteria as required by the organization.

- Here, the individuals are checked for their academic qualifications, skill sets, family backgrounds and their interest in working with the firm. The preliminary interview is less formal and is basically done to weed out the unsuitable candidates very much before proceeding with a full-fledged selection process.

2) Receiving Applications:

Once the individual qualifies the preliminary interview, he is required to fill in the application form in the prescribed format. This application contains the candidate data such as age, qualification, experience, etc. This information helps the interviewer to get the fair idea about the candidate and formulate questions to get more information about him.

3) Screening Applications:

Once the applications are received, these are screened by the screening committee, who then prepare a list of those applicants whom they find suitable for the interviews. The shortlisting criteria could be the age, sex, qualification, experience of an individual. Once the list is prepared, the qualified candidates are called for the interview either through a registered mail or e-mails.

4) Employment Tests:

In order to check the mental ability and skill set of an individual, several tests are conducted. Such as intelligence tests, aptitude tests, interest tests, psychological tests, personality tests, etc. These tests are conducted to judge the suitability of the candidate for the job.

5) Employment Interview:

The one-on-one session with the candidate is conducted to gain more insights about him. Here, the interviewer asks questions from the applicant to discover more about him and to give him the accurate picture of the kind of a job he is required to perform. Also, the briefing of certain organizational policies is done, which is crucial in the performance of the job. Through an interview, it is easier for the employer to understand the candidate's expectations from the job and also his communication skills along with the confidence level can be checked at this stage.

6) Checking References:

The firms usually ask for the references from the candidate to cross check the authenticity of the information provided by him. These references could be from the education institute from where the candidate has completed his studies or from his previous employment where he was formerly engaged. These references are checked to know the conduct and behaviour of an individual and also his potential of learning new jobs.

7) Medical Examination:

Here the physical and mental fitness of the candidate are checked to ensure that he is capable of performing the job. In some organizations, the medical examination is done at the very beginning of the selection process while in some cases it is done after the final selection. Thus, this stage is not rigid and can take place anywhere in the process. The medical examination is an important step in the selection process as it helps in ascertaining the applicant's physical ability to fulfil the job requirements.

8) Final Selection:

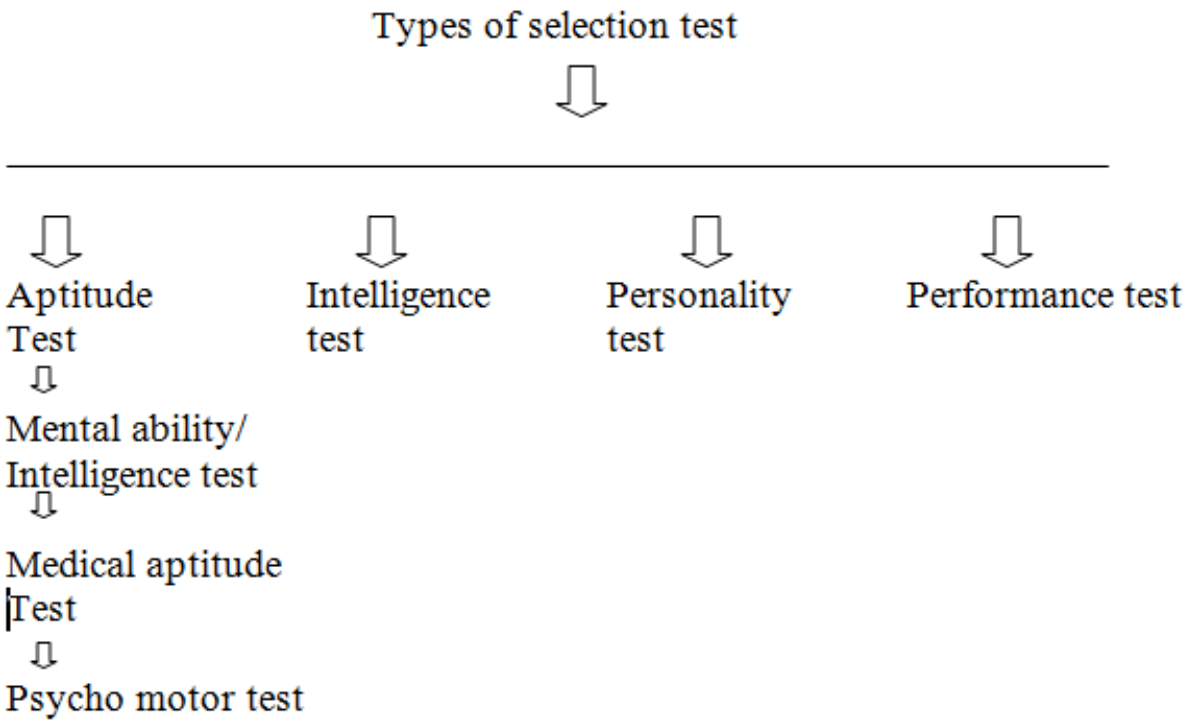
Finally, the candidate who qualifies all the rounds of a selection process is given the appointment letter to join the firm. Thus, the selection is complex and a lengthy process as it involves several stages than an individual has to qualify before getting finally selected for the job.

9) Importance Of the Selection Process:

1) Proper selection and placement of employees lead to growth and development of the company. The company can similarly, only are as good as the capabilities of its employees.
2) The hiring of talented and skilled employees results in the swift achievement of company goals.
3) Industrial accidents will drastically reduce in numbers when the right technical staffs are employed for the right jobs.
4) When people get jobs they are good at, it creates a sense of satisfaction with them and thus their work efficiency and quality improves.
5) People who are satisfied with their jobs often tend to have high morale.

TYPES OF SELECTION TEST:

Different selection test is adopted by different organizations depending upon their requirements. These tests are specialized test which have been scientifically tested and hence they are also known as scientific test. Different types of tests can be explained with the help of following diagram.



Aptitude Test: -

Aptitude tests are test which assess the potential and ability of a candidate. It enables to find out whether the candidate is suitable for the job. The job may be managerial technical or clerical. The different types of aptitude test are

Mental Ability/Mental Intelligence Test: -

This test is used to measure the overall intelligence and intellectual ability of the candidate to deal with problems. It judges the decision-making abilities.

Mechanical Aptitude Test: -

This test deals with the ability of the candidate to do mechanical work. It is used to judge and measure the specialized knowledge and problem-solving ability. It is used for technical and maintenance staff.

Psycho Motor Test: -

This test judges the motor skills the hand and eye co-ordination and evaluates the ability to do jobs lie packing, quality testing, quality inspection etc.

Intelligence Test: -

This test measures the numerical skills and reasoning abilities of the candidates. Such abilities become important in decision making. The test consists of logical reasoning ability, data interpretation, comprehension skills and basic language skills.

Personality Test: -

In this test the emotional ability or the emotional quotient is tested. This test judges the ability to work in a group, inter personal skills, ability to understand and handle conflicts and judge motivation levels. This test is becoming very popular now days.

Performance Test: -

This test judges and evaluates the acquired knowledge and experience of the knowledge and experience of the individual and his speed and accuracy in performing a job. It is used to test performance of typist, data entry operators etc.

RESEARCH METHODOLOGY

This research aims at studying and assessing the various recruitment and selection practices in the selected companies and suggesting the pragmatic measures to enhance overall performance. The research will be descriptive and analytical in nature. The research is done through the help of Google forms and taking the sample size of 32.

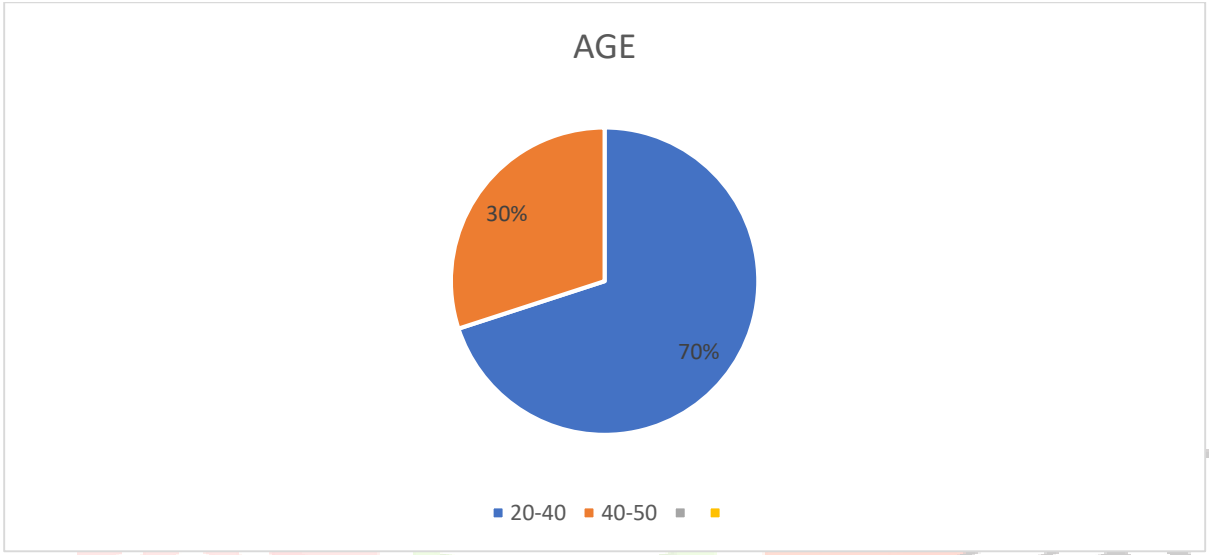
SCOPE OF THE STUDY

The benefit of the study for the researcher is that it helped to gain knowledge and experience and also provided the opportunity to study and understand the prevalent recruitment and selection procedures. Taking into account the rapid growth of the consulting industry, it is an essential element to know about the recruitment and selection procedures occurring in those industries. As human resources play a key role in every organization, the study would help us to understand about recruitment and selection in the practical world. As Talent Corner is one of the leading management consulting firms in India, doing the research in this organization would provide us insights about the recruitment and selection and their general mechanisms inside the organization. Hence, to update the skills and knowledge about recruitment and selection, Talent Corner stands as a good example to proceed with the research thereon.

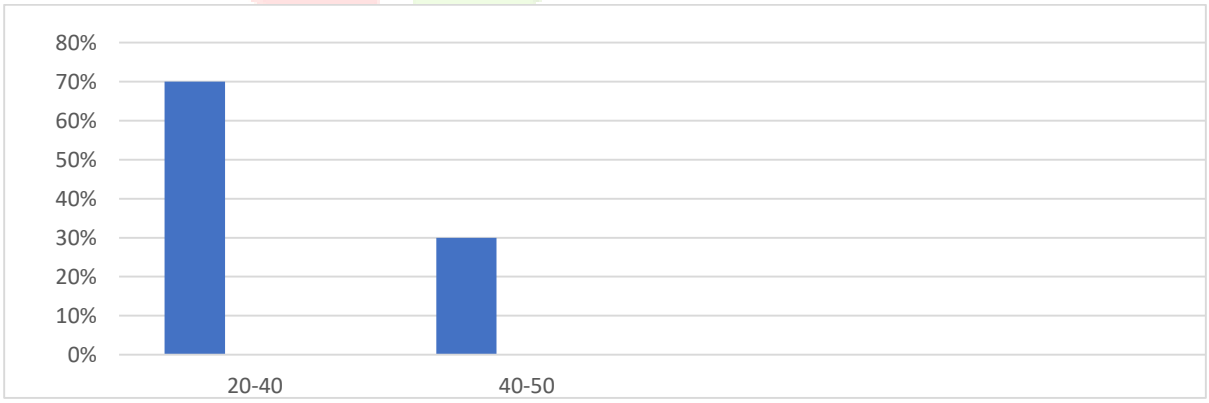
DATA ANALYSIS &INTERPRETATION

DEMOGRAPHICS DATA

AGE	Response	Percentage
20-40	20	70%
40-50	12	30%



1.Age

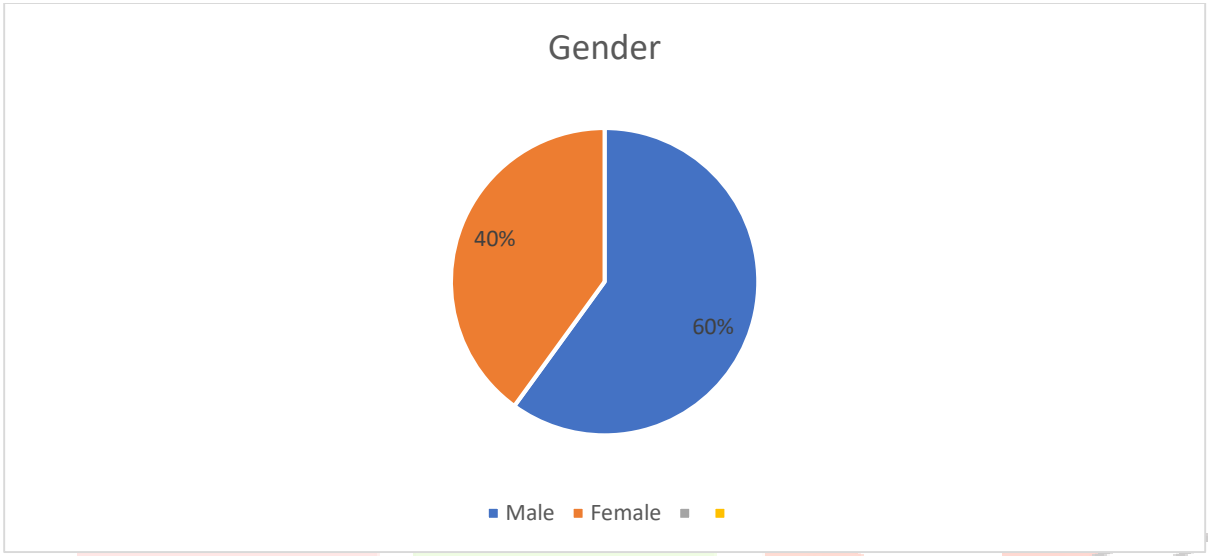


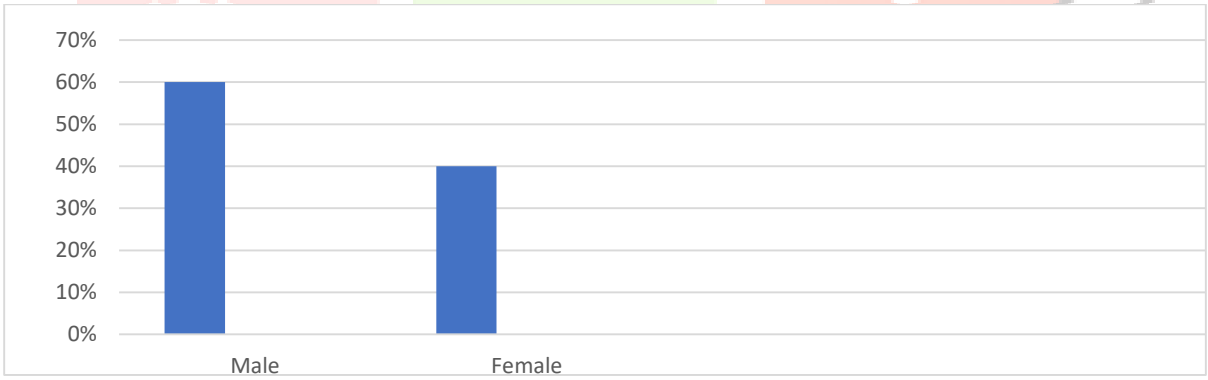
INTERPRETATION: -

According to the data, 70% of the respondent are in between the age 20 – 40 years and 30% are between 40 – 50 years.

2. Gender

Gender	Response	Percentage
Male	20	60%
Female	12	40%



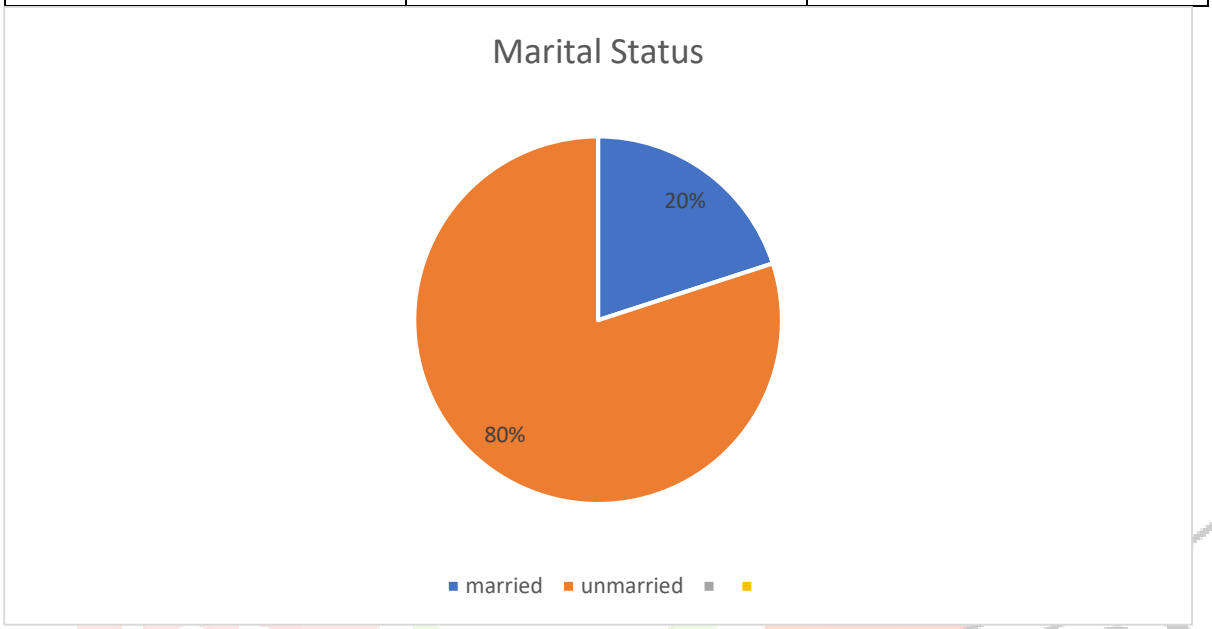


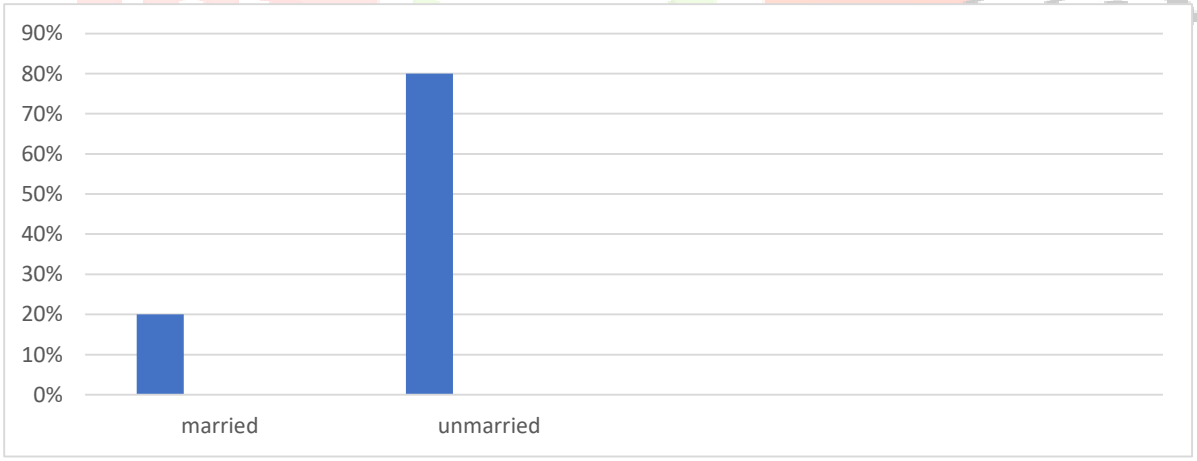
INTERPRETATION: -

According to the data, 60% of the respondent are male and 40% are female.

3.Marital Status

Marital Status	Responses	Percentage
Married	10	20%
Unmarried	22	80%

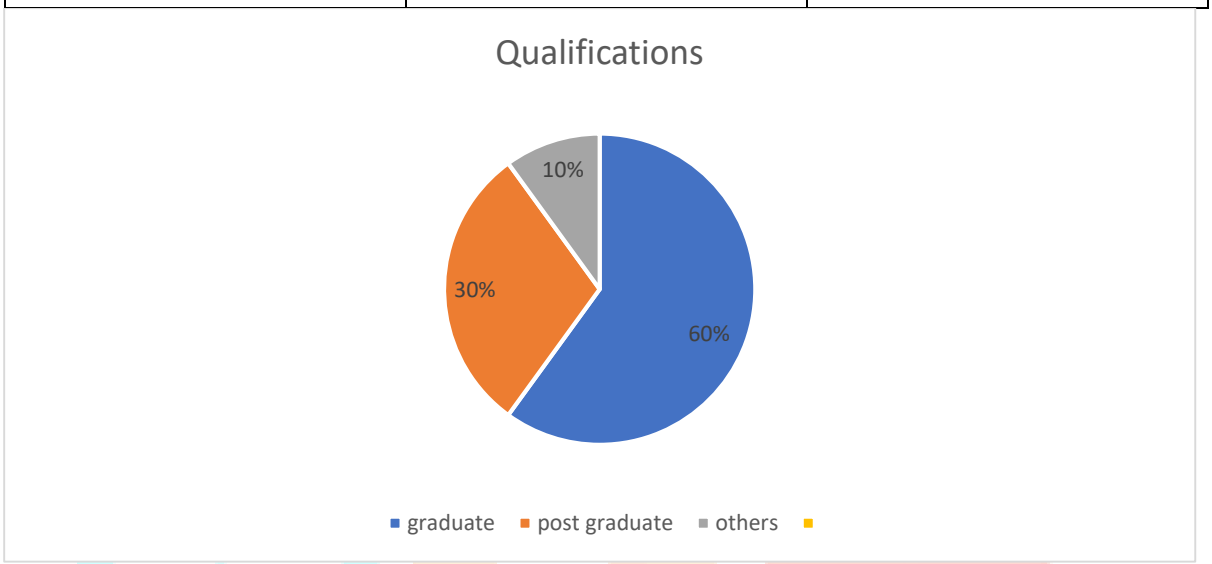


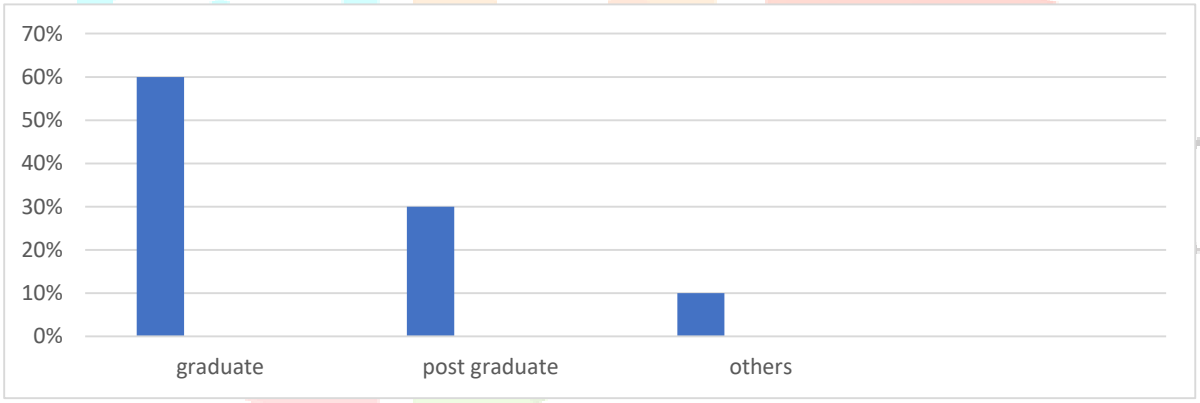


INTERPRETATION: - According to the data, 20% of the respondent are Married and 80% are Unmarried.

4.Qualifications

Qualification	Response	percentage
Graduate	20	60%
Post Graduate	10	30%
Others	2	10%



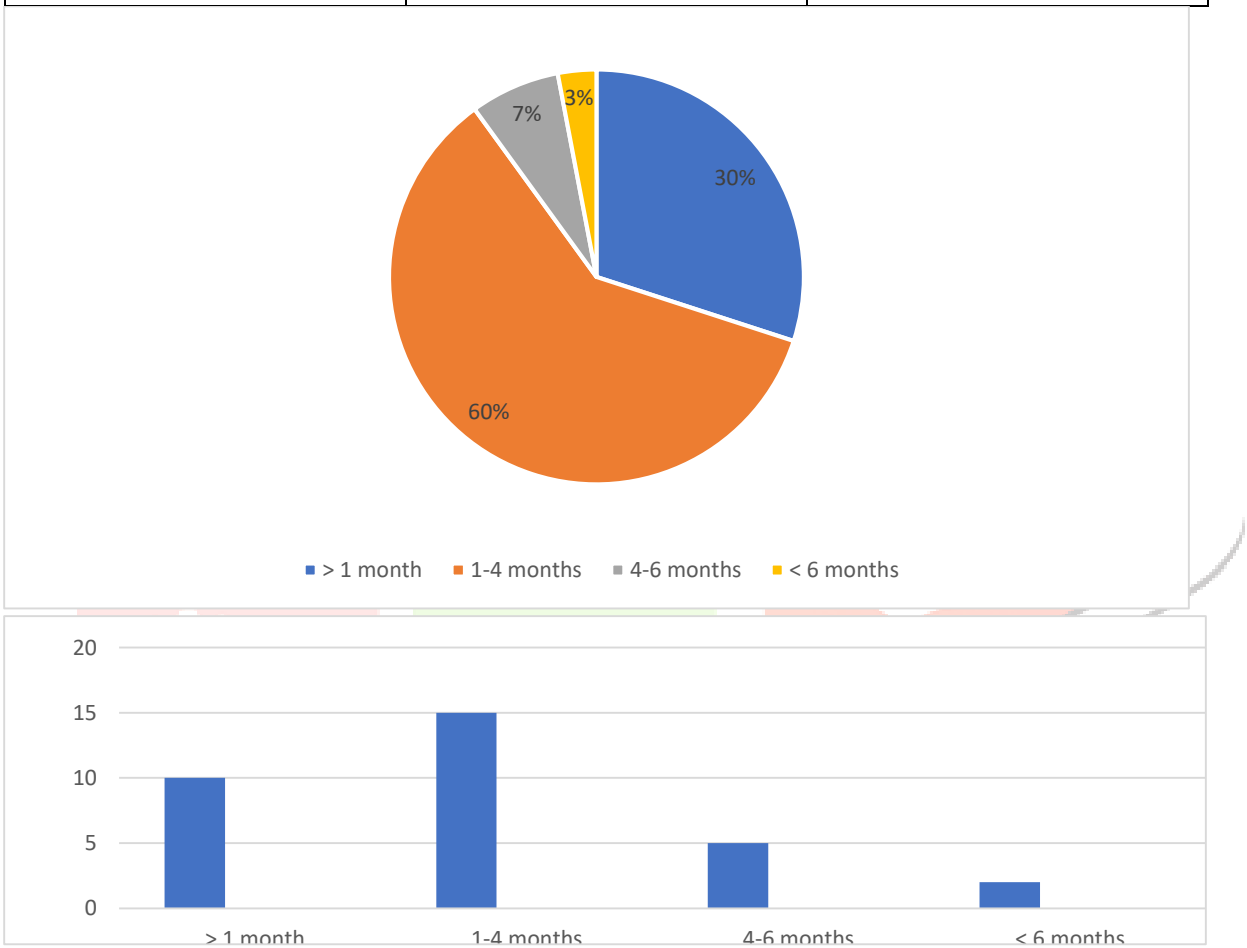


INTERPRETATION: - According to the data, 60% of the respondent are Graduate, 30 % are Post Graduate and 10% are Others

5. How long it takes for your organization to fill the vacancy?

a) Less than 1 month b) 2-4 months c) 4-6 months d) more than 6 months

Category Of Response	No Of Response	Percentage
> 1 Month	10	30%
1-4 Months	15	60%
4-6 Months	5	7%
< 6 Months	2	3%

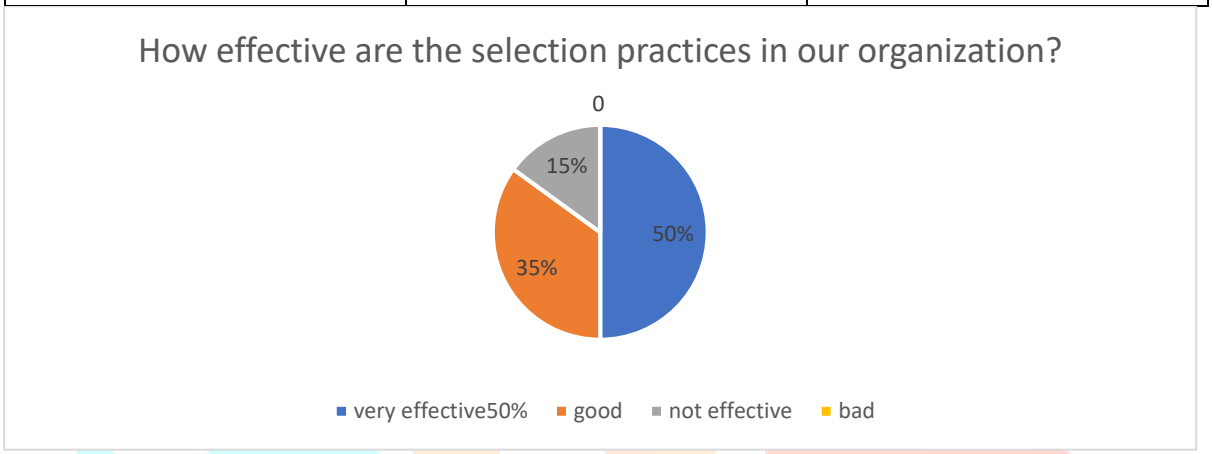


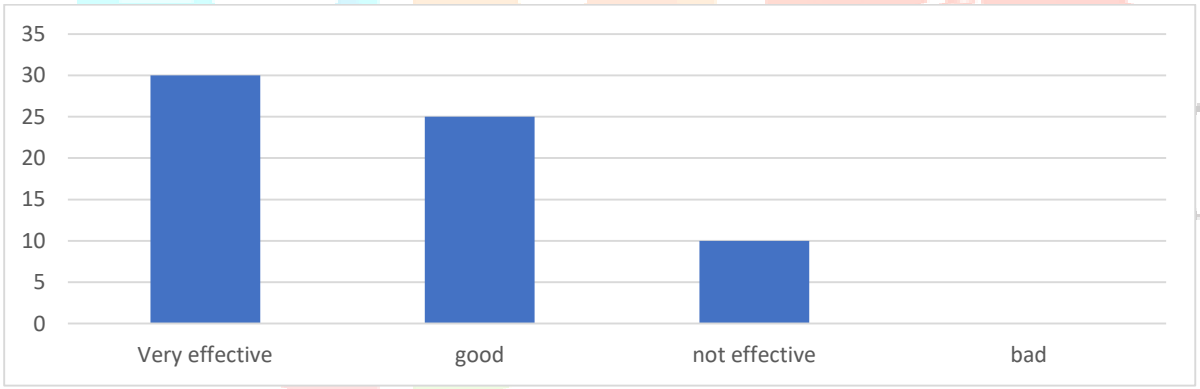
INTERPRETATION:- According to the above data, 30% are satisfied in filling up the vacancies in less than 1 month, 60% are satisfied in filling up the vacancies within 4 months, 7% are satisfied in filling up the vacancies within 6 months and 3% have agreed upon taking more than 6 months in filling up the vacancies. From the data we get to know that most of the recruiters are highly satisfied and agreed upon that within 1 to 4 months is the maximum time taken to fill up the vacancies.

6. How effective are the selection practices in our organization?

A). Very Effective, B). Good, C) Not Effective, D) Bad

Category Of Response	No Of Response	Percentage
Very Effective	15	50%
Good	10	35%
Not Effective	7	15%
Bad	0	0



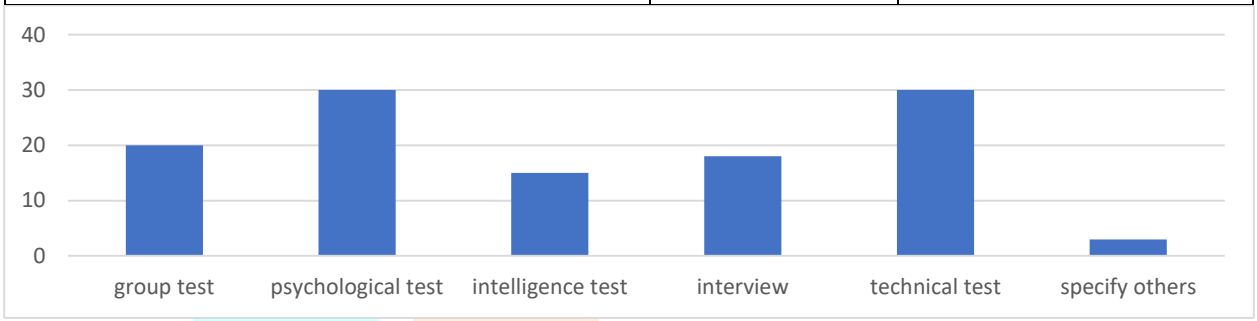


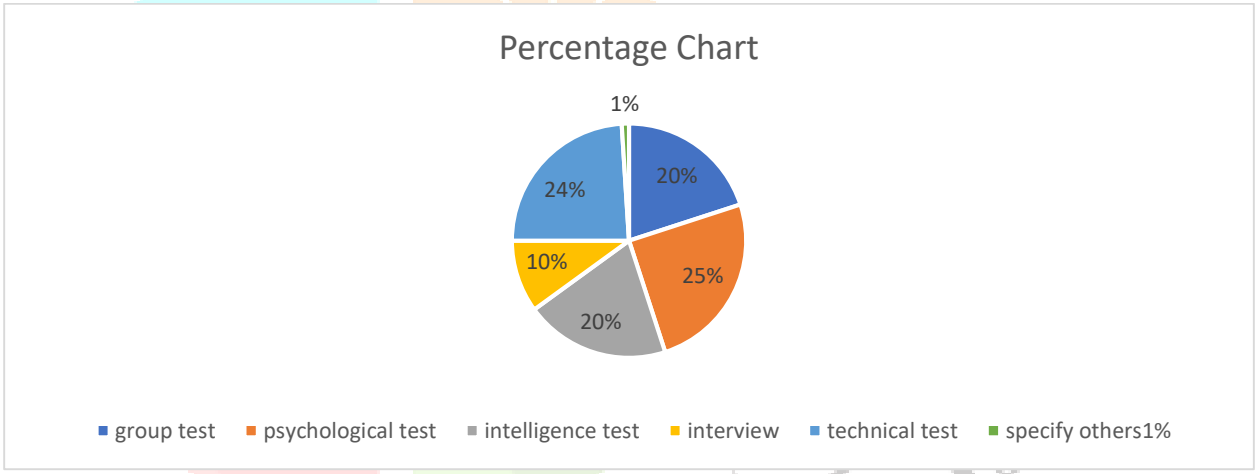
INTERPRETATION: -

According to the above data, 50% of recruiters find their selection practices to be very effective, 35% are satisfied with their selection practices and 15% are satisfied with their selection practices. We can conclude that most of the recruiters are satisfied with their respective company's selection practices.

7. Please indicate from the list below the test criterion you we while selecting Professionals.

Category	Response	Percentage
Group Test	5	20%
Psychological Test	6	25%
Intelligence Test	5	20%
Interview	4	10%
Technical Test	10	24%
Please Specify Others	2	1%



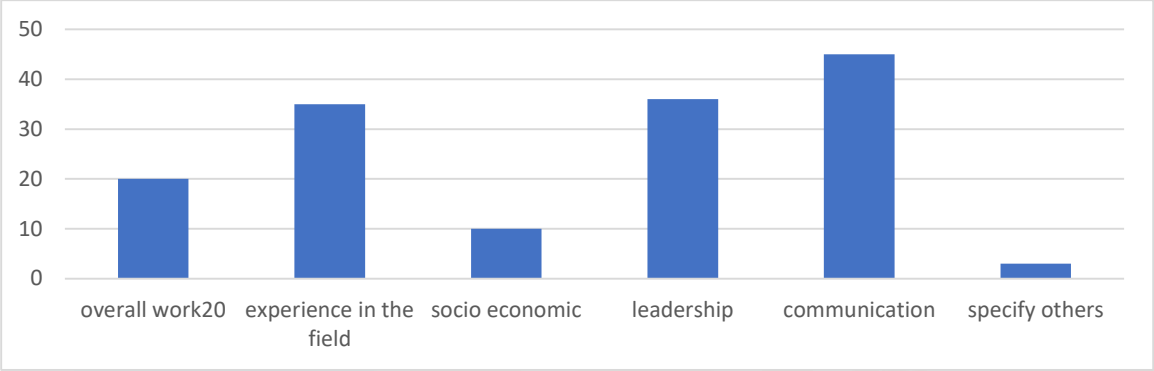


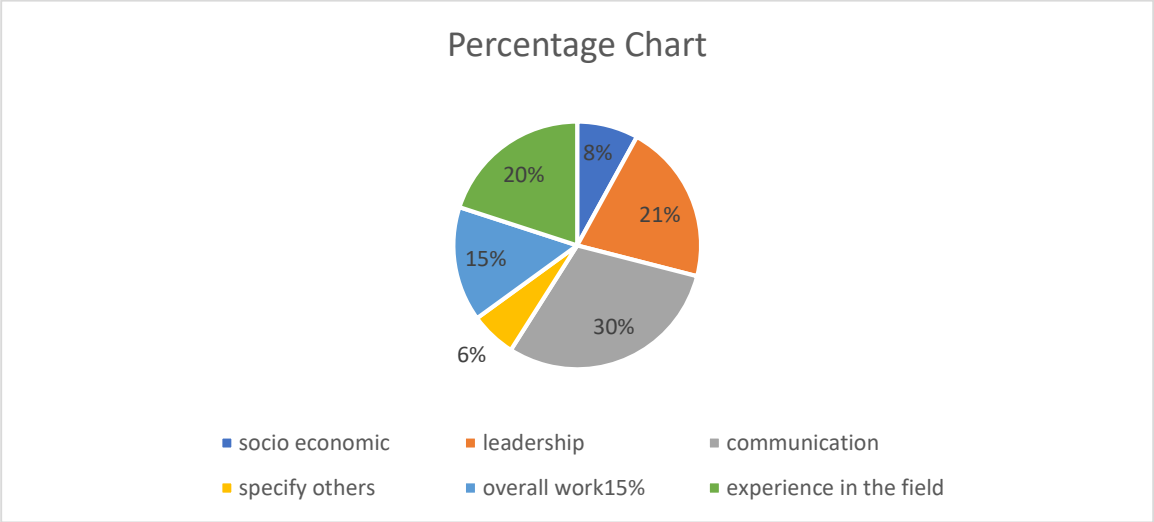
INTERPRETATION: -

According to the above data, 20% uses group test criterion you we while selecting Professionals, 25% uses psychological test, 20% uses intelligence test, 10% uses interview, 24% uses technical test and 1% uses some other test criteria to select professional. We can conclude that psychological test, intelligence test, group test and technical test criteria are used while selecting professionals.

8. What pre-screening criteria do you use for short listing individuals? Please indicate them from the list below.

Category	Response	Percentage
Overall Work Experience	5	15%
Experience In The Field	6	20%
Socio Economic Background	5	8%
Leadership Qualities	4	21%
Communication	10	30%
Please Specify Others	2	6%





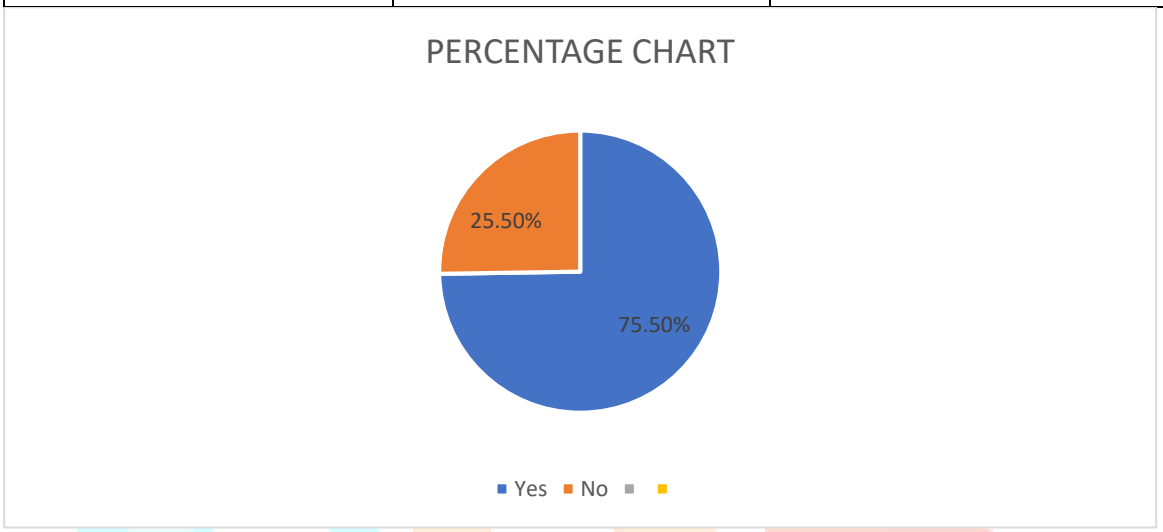
INTERPRETATION: -

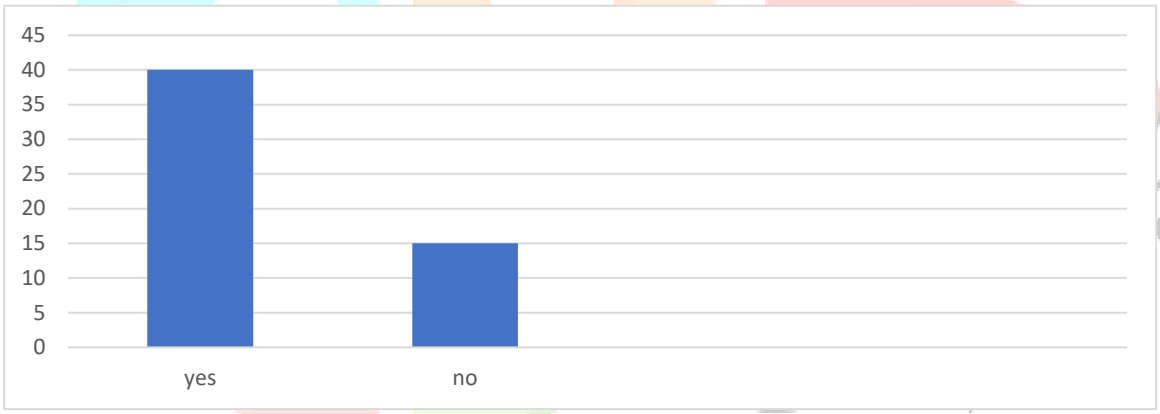
According to the above data, 15% use overall work experience as pre-screening criteria for short listing individuals, 20% use field experience as pre-screening criteria, 8% use socio economic background as pre-screening criteria, 21% use leadership qualities as per screening criteria, 30% use communication skills as pre-screening criteria and only 6% use other screening criteria to select individual candidates. So, we can observe that most of the companies keep communication skills as major part of pre-screening criteria to select the right candidates.

9. Does the organization have any agent(s) that recruits and select employees?

a) Yes b) No

Category Of Response	No. Of Response	Percentage %
Yes	22	75.5
No	10	24.5





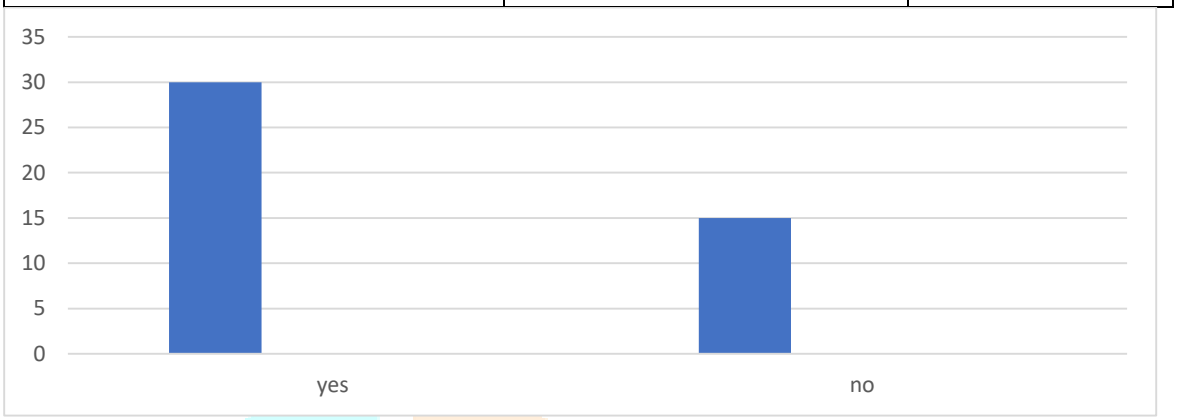
INTERPRETATION: -

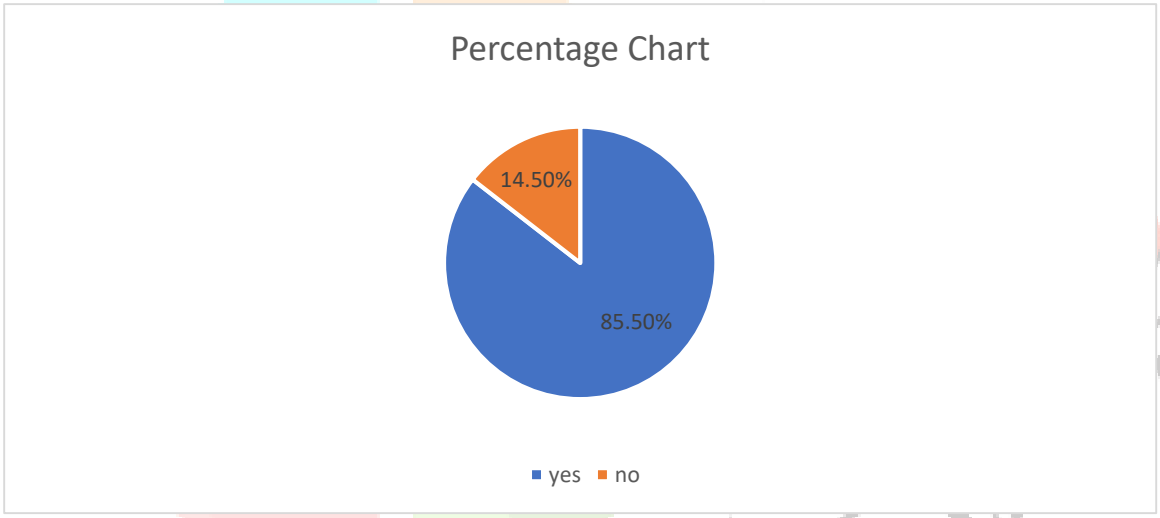
According to the above data, 75.5% of organizations hire agents to do recruitment and election on behalf of the company and 25.5% do not hire any agents. We can conclude that most of the organizations hire agencies to do recruitment and selection on behalf of them.

10. Does the organization have structured recruitment and selection practices in place for new employees?

a) Yes b) No

Category Of Response	No. Of Response	Percentage
Yes	22	85.5
No	10	14.5





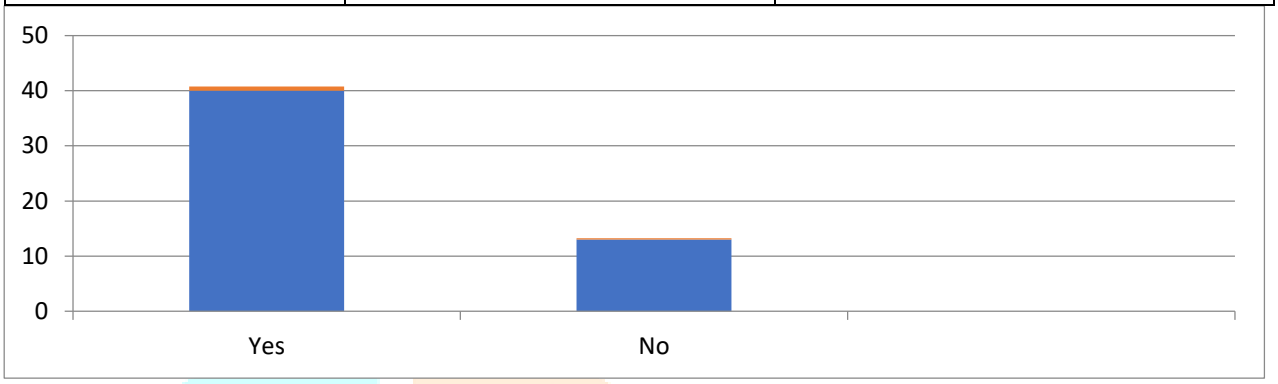
INTERPRETATION: -

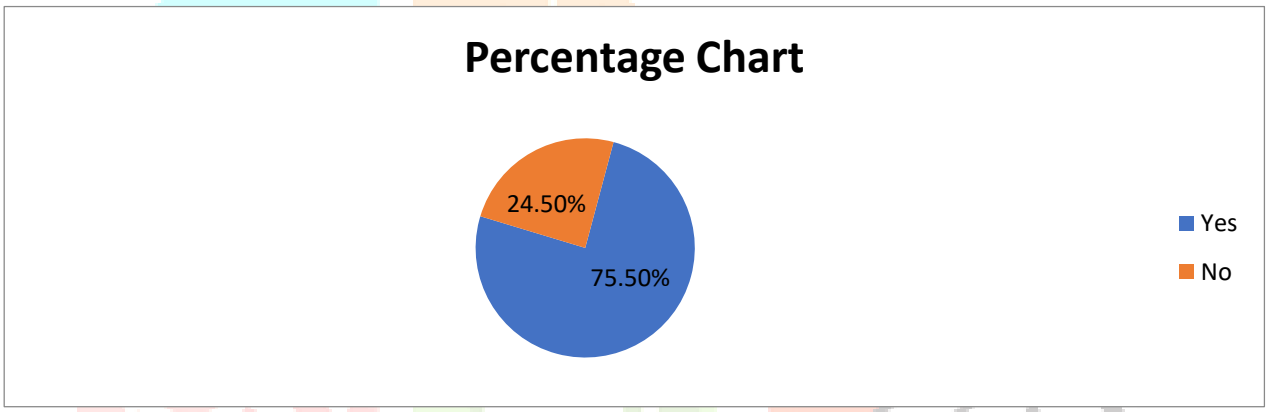
According to the above data, 85.5% have agreed upon that the organization have structured recruitment and selection practices in place for new employees and 14.5% have disagreed. We can conclude from the above data that most of the organizations have structured recruitment and selection practices and help the new employees.

11. Will psychological tests help organization select right man for the right job, based on aptitude of an individual and thereby increase output/productivity?

a) Yes b) No

Category Of Response	No. Of Response	Percentage %
Yes	22	75.5
No	10	24.5





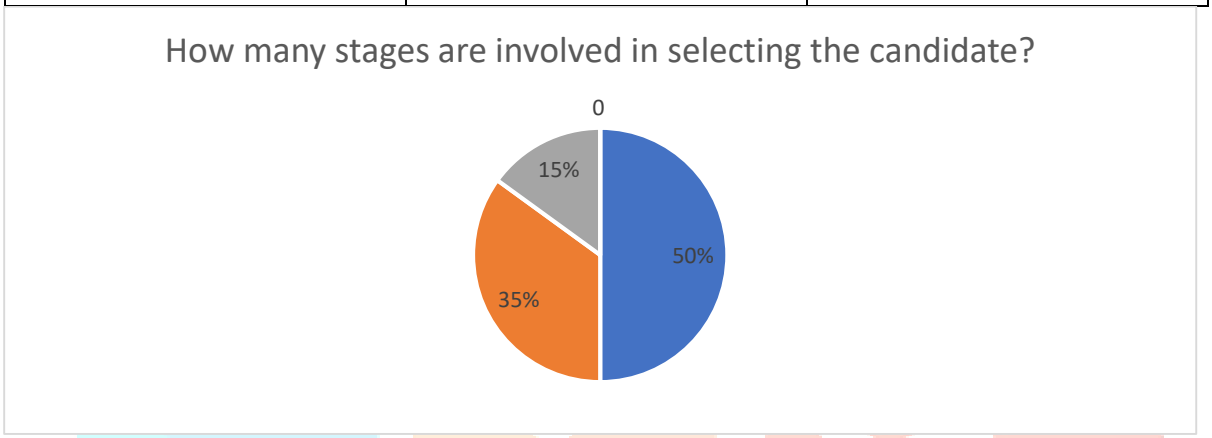
INTERPRETATION: -

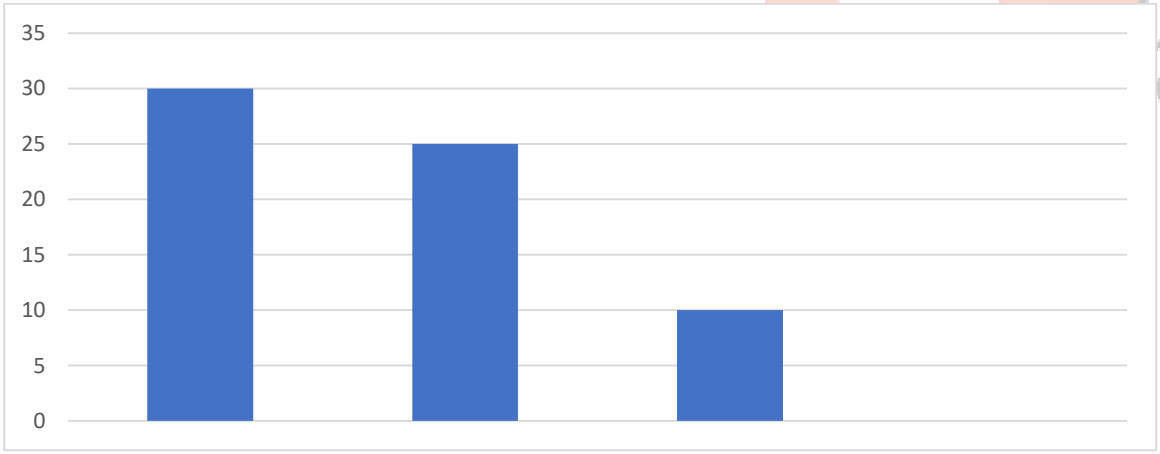
According to the above data, 75.5% have agreed that psychological tests help organization select right man for the right job, based on aptitude of an individual and thereby increase output/productivity and 25.5% have not agreed to the same. We can conclude as per the data that psychological tests help organization select right man for the right job, based on aptitude of an individual and thereby increase output/productivity as most of people have agreed upon it.

12. How many stages are involved in selecting the candidate?

A) One B) Two C) Three D) More

Category Of Response	No Of Response	Percentage
One	5	10%
Two	8	15%
Three	9	45%
More	10	30%





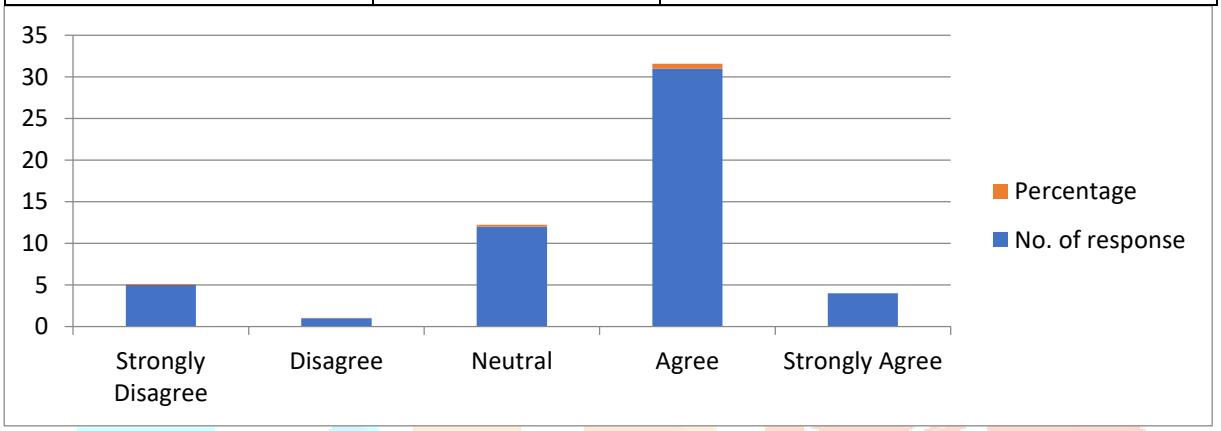
INTERPRETATION: -

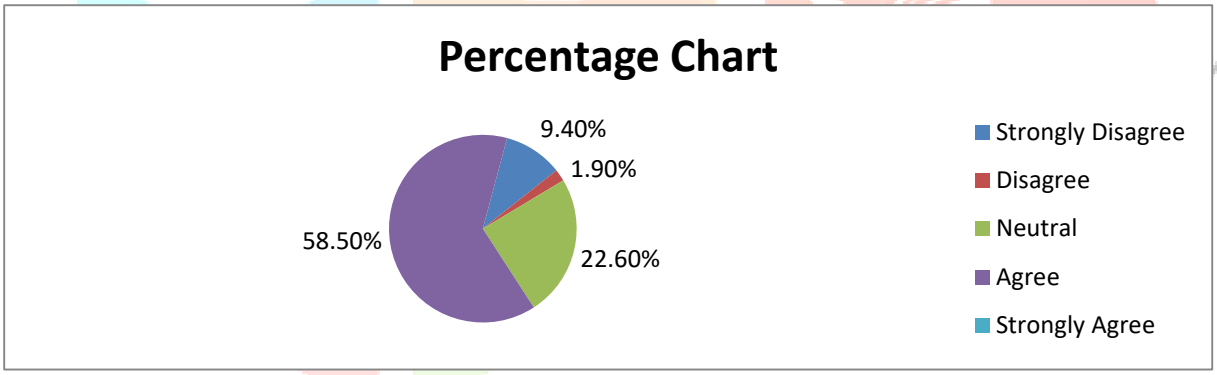
According to the above data, 10% have agreed on having only one stage is involved in selecting the candidate, 15% have agreed that two stages are involved in selecting the candidates, 35% have agreed that three stages are involved and 25% have agreed that more than three stages are involved. We can conclude that in most companies, around 3 or 4 selection stages are involved in selecting the candidates.

13. The view of the concerned department head is given special attention while selecting the employee of the department

A) Strongly Disagree B) Disagree C) Neutral D) Strongly Agree E) Agree

Category Of Response	No. Of Response	Percentage %
Strongly Disagree	5	9.4
Disagree	1	1.9
Neutral	9	22.6
Agree	15	58.5
Strongly Agree	2	7.5





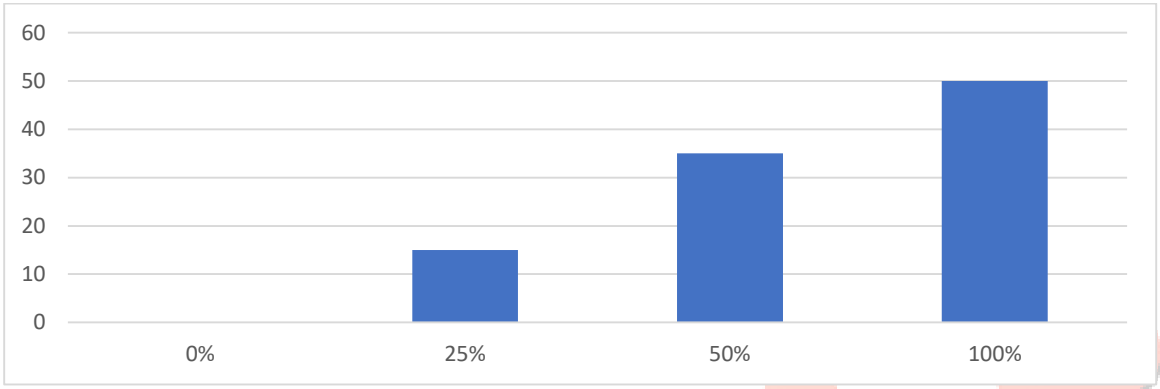
INTERPRETATION: -

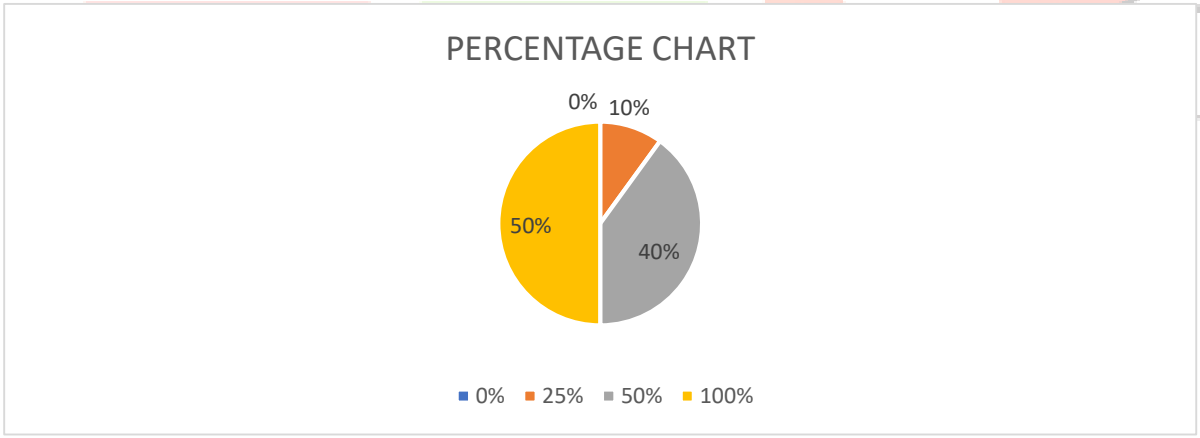
According to the above data 58.5% are agree that the view of the concerned department head is given special attention while selecting the employee of the department, 7.5% are strongly agree, 22.6% are neutral and 9.4% and 1.9% are disagree and strongly disagree in the above criteria. From the data it is easily recognized that the view of the concerned department head is given special attention while selecting the employee of the department.

14. To what extent the selection procedure followed for your recruitment is suitable to your job

a) 0% b) 25% c) 50% d) 75% e) 100%

Category Of Response	No Of Response	Percentage
0%	0	0
25%	5	10%
50%	10	40%
100%	17	50%





INTERPRETATION: -

According to the given data, 50% of recruiters are 100% satisfied with their selection practices, 40% are 50% satisfied and10% are 25% satisfied. We can conclude that most of the recruiters are satisfied with the selection procedures followed for their recruitment is properly in alignment to the jobs.

FINDINGS

After the data analysis and interpretation, the findings are:

- According to the Survey, Selection differs from company to company for each category.
- According to the Survey, the company do utilize internet sites for the selection process and for finding the talent candidate
- According to survey it is observed that the company are utilizing the job description in order to make screening process more efficient
- The recruitment and selection process are decentralized.
- The selection techniques are rightly utilized by the hiring members.

SUGGESTIONS

- Selection policy is satisfactory in Talent Corner but the periodicity of the recruitment is being more which needs to be reduced.
- Communication, Personal and Technical skills need to be tested for employees.

CONCLUSION

Selection as being one of the major topics is required by most of the Organization. Hence the study helped in understanding the various aspects of recruitment and selection process. In the TALENT CORNER, the selection techniques used are effective, the internal Selection of the organization also in an economical means which also reduce costs, only after looking the efficiency of the existing employee towards the company and his sincerity that employee will be selected, in TALENT CORNER the effective Selection process is adopted in the last 18 years. It can be retained as such.

Also, the employee of TALENT CORNER is satisfied with the Recruitment and Selection Process. Also, they are well aware about the various sources and methods of Recruitment and Selection.

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2. David A. DeCenzo, Fundamental of Human Resource Management

3. Research Methodology

Magazines:

1. India today

2. Business world Newspapers:

1. Times of India

2. The Hindustan times

3. The economic times.

ANNEXURES

QUESTIONNAIRE

1. Age: -
2. Gender: -
3. Marital Status: -

4. Qualification: -

5. How long it takes for your organization to fill the vacancy7

a) Less than 1 month b) 1-2 months c) 2-4 months d) 4-6 months e) more than 6 months

6. How effective are the selection practices in our organization?

a. Very Effective b. good c. Not Effective d. Bad

7. Please indicate from the list below the test criterion you we while selecting Professionals.

Test Type	Yes	No
Group Test		
Psychological Test		
Intelligence Test		
Interview		
Technical Test		
Please Specify Others		

8. What pre-screening criteria do you use for short listing individuals? Please indicate them from the list below

Criteria	Yes	No
Overall Work Experience		
Experience In The Field		
Socio Economic Background		
Leadership Qualities		
Communication		
Please Specify Others		

9. Does the organization have any agent(s) that recruits and select employees?

a) Yes b) No

10. Does the organization have structured recruitment and selection practices in place for new employees?

a) Yes b) No

11. Will psychological tests help organization select right man for the right job, based on aptitude of an individual and thereby increase output/productivity?

a) Yes b) No

12. How many stages are involved in selecting the candidate?

a) one b) two c) three d) more

13. The view of the concerned department head is given special attention while selecting the employee of the department

a) strongly disagree b) disagree c) strongly agree d) agree

14. To what extent the selection procedure followed for your recruitment is suitable to your job

a) 0% b) 25% c) 50% d) 100%