

Recruitment and Selection Process in IT industries – A Case Study.

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Abstract:-

We are in the age of LPG!!! Yes, it's the era of liberalisation, privatization and globalization. Ever since 1991, when the then finance minister Dr. Manmohan Singh announced the new economic policy (termed as LPG), the industrial scenario is seeing revolutionary changes.

The giants of the Indian industry who are practically monopolies with no competitions at all are now facing stiff competitions at all are now facing stiff competition due to the entry of the MNCs into the Indian market. This is one of the biggest things that have happened to the Indian customers who otherwise were compelled to be satisfied with the substandard products in spite of playing heavy prices.

Today the scenario has completely changed where the Indian customer has so much of choice, both in quality and price as well. This has certainly awakened the so-called Indian industries, which were having a pretty long sleep. Now they must have released that, if they must have released that, if they don't perform they can't survive. All this led to stiff competition and the industries, which have kept the pace, are now growing at a rapid pace. "Shape in or ship out"- seems to be the slogan of the time. So, this vast competition has led the very fast growth of most of the industries. The scenario is changing very fast and no company of any industry would like to fall behind in this "race" to be the leader. The **Information Technology (IT)** is no exception.

Key Words:- Information Technology, industries, competition, HRD, Selection, Recruitment.

Introduction:-

“A recruiter must ‘unlearn’ and relearn’ recruiting”

India, is one of the countries blessed with abundant labor and which is also comparatively cheaper-has been the ground for sudden increase in the number of industries and more so in the Information Technology field. If lots of MNCs have thought it profitable to enter the Indian market, the young Indian entrepreneurs have not fallen behind. All this has led to the increase in the number of companies in all industries.

Human resource invariably forms an indispensable input at one end of the IT industry. Human beings are a resource to an organization. Like any other material of economic resources they represent an investment whose development and utilization require managing. There is a fundamental truth in the cliché that “people are an organization’s more important asset.” In every organization human resource is pivotal variable without which the inanimate assets are worthless. Like cash put into savings account, human resource appreciate in value.

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STATEMENT OF PROBLEM

For an industry to survive and prosper in the economy, quality resources have to be utilized. The quality aspect is such an important element in picking up the right kind of human inputs to make IT industry success. The activity of recruitment and selection takes care of the responsibility of the much needs quality IT professionals.

With this background, it is very much felt the need for study and analysis of the recruitment and selection process in the IT industry, as a vital function of HRM to feed with a quality workforce.

OBJECTIVES OF THE STUDY

To analyze the study on recruitment and selection process in IT industry certain objectives are needed. They are as follows-

- ❑ To understand the recruitment and selection process with respect to IT industry.
- ❑ To compare the practiced process with the theoretical process.
- ❑ To find out the quality of the professional hired.
- ❑ To gain a practical exposure and hands-on experience of the recruitment and selection process.
- ❑ To study the recruitment models of the IT industry.
- ❑ To assess the effectiveness of the process practiced by IT companies.
- ❑ To recommend suitable recommendations, if any, based on the findings.

SCOPE OF THE STUDY

Recruitment is a process to discover the sources of manpower to meet the requirements of staffing schedule and to employ effective measures for attracting manpower in adequate numbers to facilitate effective selection of an efficient working force.

Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in job.

Process scope:

Process scope indicates recruitment and selection procedure, factors considered at the time of recruitment in an organization and other sources through which resumes are accessed for fulfilling the requirements.

Content scope:

Specifies the depth and breadth of content provided to support the recruitment and selection activities in an organization. Contents include procedure followed in selection process, resumes,

database, job portals, internal company websites, employee referrals and other data from external sources.

Functional scope:

Defines the breadth of recruitment and selection process in an organization. As this is the part of human resource management- which deals with the selecting a right candidate for right job. As this HR function supports the process and content in an organization.

Organization scope:

Defines the recruitment and selection process in detail of an enterprise. The scope for this in an organization is narrow or may depends on the size and the nature of the organization.

RESEARCH DESIGN

“ A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”.

SOURCES OF DATA COLLECTION

Primary data:

Are original source from which the researcher directly collects data that have not been previously collected. It includes:

- ❑ Personal observations.
- ❑ Discussions with recruiters of consultancies.

Secondary data:

These are sources containing data, which have collected and compiled for another purpose. The secondary data consists of already compiled statistical statements and reports whose data may be used by the researchers for the studies. The data is collected through the following:

- ❑ HRM textbooks.
- ❑ HR magazines- HRM review.
- ❑ HR websites
- ❑ Other articles from web sites and newspapers.

RESEARCH INSTRUMENT

The data collection was through 'interview' with recruiters of consultancies. Some personal observations were also made while the interview was conducted for applicants. A structured questionnaire was used to collect the data.

SAMPLE SCHEME

The study conducted on "Recruitment and Selection process in IT industry", was restricted to four consultancies. A structured questionnaire was used to collect data from 25 recruiters of the consultancies. A **convenience sampling technique** was used. So the sample size for the study is **25 recruiters**. The study is restricted to four consultants.

METHOD OF DATA ANALYSIS

The data collected from various sources are analyzed and understood. Some software was used for analyzing the data. They are MS WORD and MS EXCEL. MS WORD is used for typing all the information and MS EXCEL was used for presenting tables and graphs.

LIMITATIONS OF THE STUDY

1. Time constraint.
2. The study was limited to only four consultancies.

RECRUITMENT IS DISTINCT FROM EMPLOYMENT AND ELECTION

Once the required number and kind of human resources are determined, the management has to find the places where required human resources are or will be available and also find the means of attracting them towards the organization before selecting suitable candidates for jobs. All this process is generally known as recruitment.

Some people use the term 'recruitment' for employment. These two are not one and the same. Recruitment is only one of the steps in the entire employment process. Some others use the term recruitment for selection. These two terms are not one and the same either.

Technically speaking the function of recruitment precedes the selection function and it includes only finding, developing the sources of prospective employees and attracting them to apply for jobs in an organization, whereas the selection is the process of finding out the most suitable candidate to the job out of the candidates attracted. Formal definition of recruitment would give clear cut idea about the

FACTORS AFFECTING RECRUITMENT

- Internal factors
- External factors

INTERNAL FACTORS:

The internal factors include the company's pay package including salary, fringe benefits and incentives, quality of work life, organizational culture, career planning and growth opportunities, size of the company, company's product/services, geographical spread of the company's operations viz., local, national or global, company's growth rate, Role of Trade Unions and cost of recruitment.

The other activity of recruitment is consequently affected by the internal factors such as:

1. Working conditions ; and
2. Promotional opportunities ;
3. Salary levels, type and extent of benefits;
4. Other personnel policies and practices;
5. Image of the organization;
6. Ability and skill of the management to stimulate the candidates.

EXTERNAL FACTORS:

The external factors include supply of and demand for human resources, employment opportunities and/or unemployment rate, labor market conditions, political, legal requirement and government policies, social factors, information systems etc.

The other activity of recruitment is consequently affected by external factors such as:

1. Personnel policies and practices of various organizations regarding working conditions, salary, benefits, promotional opportunities, employee relations etc.,

2. Career opportunities in other organizations;

3. Government regulations.

ESSENTIALS OF SELECTION PROCEDURE

The selection process can be successful if the following requirements are satisfied:

- Some one should have the authority to select. This authority comes from the employment requisition, as developed by an analysis of the work-load and work-force.
- There must be some standard of personnel with which a prospective employee may be compared, i.e. a comprehensive job description and job specification should be available beforehand.
- There must be a sufficient number of applicants from whom the required number of employees may be selected.

SIGNIFICANCE OF SELECTION PROCESS

election of personnel for an organization is a crucial, complex and continuing function. The ability of an organization to attain its goals effectively and to develop in a dynamic environment largely depends upon the effectiveness of its selection programs.

In a situation where the right person is not selected, the remaining functions of personnel management, employee-employer relations will not be effective. If the right person is selected, he/she is a valuable asset to the organization and if faulty selection is made, the employee will become a liability to the organization.

FACTORS AFFECTING SELECTION DECISIONS

The goal of selection is to sort out or eliminate those judged unqualified to meet the job and organizational requirements, whereas the goal of recruitment is to create a large pool of persons available and willing to work. Thus, it is said that recruitment tends to be positive while selection tends to be some what negative.

A number of factors affect the selection decision of candidates. The important among them are:

- (a) Profile matching.
- (b) Organizational and social environment.
- (c) Successive hurdles.
- (d) Multiple correlation

Tentative decision regarding the selection of candidates (who are known) is taken in advance. The scores secured by these known candidates in various tests are taken as a standard to decide the

success or failure of other candidates at each stage. Normally, the decision about the known candidates is taken at interview stage. Possible care is also taken to match the candidate's bio-data with the job specifications.

SUCCESSIVE HURDLES:

In this method hurdles are created at every stage of selection process. Therefore, applicants must successfully pass each and every screening device in case of successive hurdles.

Hurdles in the process:

- a) Application form
- b) Written exams.
- c) Preliminary interview.
- d) Group discussions
- e) Test-aptitude, technical etc.
- f) Final interview.
- g) Medical examination.
- h) Reference checks.
- i) Line/hiring manager's decision.

NEED FOR SELECTION SYSTEM

Every organisation has to follow a scientific selection procedure since problems with the employee start after the selection and employment. In other words, if an organisation selects a wrong person, it has to face a number of problems with the particular employee. In addition to the cost of selection, training and other areas will become recurring expenditure the company owing to the employee turnover caused due to improper selection technique.

Every organisation is influenced by the social factors, as it is part and parcel of the society. Hence, it has to do justice to all sections of the people in providing employment opportunities. Hence, it should have an objective system of selection that's should be impartial and provide equal opportunity. Above all, the organisation should also follow the government rules and regulations regarding filling up of certain number of the candidates belonging to certain communities and certain regions.

SELECTION PROCEDURE:

Selection procedure employs several methods of collecting information about the candidate's qualifications, experience, physical and mental ability, nature and behaviour, knowledge, aptitude and the liking for judging whether a given applicant is or is not suitable for the job. Therefore, the selection procedure is not a single act but is essentially a series of methods or steps by which different types of information can be secured through various selection techniques. At each step, facts may come to light, which are useful for comparison with the job requirement and employee specifications.

PSYCHOMETRIC TESTING AND EMPLOYEE REFERRAL –

A NEW CONCEPT IN RECRUITING

PSYCHOMETRIC TESTING IN RECRUITING

Psychometric testing turns out to be a handy tool for recruiting potential employees. From the manufacturing sector to BPO, from FMCG to Banking, there is hardly any domain that does not require organizations to assess its employees' personality.

Recruit the right people for the right jobs is an elusive art. The high rates of attrition and lack of candidates possessing the appropriate qualities bear testimony to the fact that organizations have not been getting their recruitment process right. When faced with such dilemma, However, though psychometric testing is not exactly new, organizations still haven't been able to make most of it. Some HR units are not even aware of the concept and are completely oblivious to its benefits.

The lack of inclination towards psychometric testing can also be attributed to the fact that it is slightly lengthy process to start with. Therefore, rather than trying to find out what lies beneath, organizations tend to carry on with traditional modes of selection, that merely test the candidate's subject knowledge, or perhaps they are skeptical of treading unknown territory.

WHAT ARE PSYCHOMETRIC TESTS?

Psychometrics is a part of psychology concerned with determining a person's aptitude towards different kinds of jobs. Psychometric tests are designed to produce a quantitative assessment of one or more psychological attributes like reasoning ability, interests, propensity, and disposition, etc.

A psychometric test is a structure technique used to generate a careful sample of behaviour. This behavior sample is used to make inferences about the psychological attributes of people, who

have been tested on attributes like intelligence, self – esteem etc. By definition, psychometric tests may vary from organization to organization. Myers – Briggs Type Indicator (MBTI) and PF 16 are two common types of tests. However, the objective remains the same: to screen candidates at the initial stage of recruitment. In a majority the psychometric tests, there are statements or situations to which a person responds. There are also tests which have pictures and abstracts. The experts in the field advise Psychometric tests are highly reliable and the success rate is high, provided a standardized test is being used and depending on the objective it is developed for. However, psychometric testing should not be used as a stand alone technique.

Tests essentially fall into two main groups, ability and personality. Personality testing helps to build a profile of characteristic, behavioral style and personality. Ability and aptitude testing measure natural talent, and current and future potential. Psychometric tests are usually given in the form of paper and pencil questionnaires, but can also be computer-administered. In its simplest form, a test will have a set of questions or tasks for the subject to complete, known as test items. However, simulations like in–tray exercises which may consist of memos, letters, etc that give feedback on the abilities like organizing, decision, decision making and written communication are becoming increasingly popular in testing used by employers,' says a Manager-Recruitments, of a large company.

DIFFERENT TYPES OF PSYCHOMETRICS TESTS USED IN SELECTION PROCESS

Tests are classified into five types. They are:

- (i) Aptitude tests
- (ii) Achievement tests
- (iii) Situational tests
- (iv) Interest tests
- (v) Personality test

1. APTITUDE TESTS:

These tests measure whether an individual has the capacity or latent ability to learn a given job if given adequate training. Aptitudes can be divided into general and mental ability or intelligence and specific aptitude such as mechanical, clerical, manipulative capacity etc.

Intelligence Tests:

These tests in general measure intelligence quotient of a candidates. In detail these tests measure capacity for comprehension, reasoning, word fluency, verbal comprehension, numbers,

memory and space .Other factors such as digit spans—both forward and backward, information known, comprehension, vocabulary, picture arrangement and object assembly.

2. **ACHIEVEMENT TESTS:**

These tests are conducted when applicant claims to know something as these tests are concerned with what one has accomplished These tests are more useful to measure the value of specific achievement when an organization wishes to employ experienced candidates.

These tests are classified into:

(a) Job Knowledge test; (b) Work sample test.

Job Knowledge Test:

Under this test a candidate is tested in the knowledge of a particular job. For example, if a junior lecturer applies for the job of a senior lecturer in commerce, he may be tested in job knowledge where he is asked questions about Accountancy principle, Banking, Law, Business Management etc.

Work Sample Test:

Under this test a portion of the actual work is given to the candidates as a test and the candidate is asked to do it. If a candidate applies for a post of lecturer in Management he may be asked to deliver a lecture on Management Information System as work sample test.

3. **SITUATIONAL TEST:**

This test evaluates a candidate in a similar real life situation. In this test the candidates is asked either to cope with the situation or solve critical situations of the job.

(a) Group Discussion:

This test administered through group discussion approach to solve a problem under which candidates are observed in the areas of initiating, leading, proposing valuable ideas, conciliating skills, oral communicating skills, coordinating and concluding skills.

(b) In Basket:

Situational test is administered through 'in basket' The candidate, in this test, is supplied with actual letters, telephone and telegraphic message, reports and requirements by various officers of the organization, adequate information about the job and organization. The candidates is asked to

take decisions on various items based on the in basket information regarding requirements in the memoranda.

4. **INTEREST TEST:**

These tests are inventories of the likes and dislikes of candidates in relation to work, job, occupations, hobbies and recreational activities. The purposes of this test is to find out whether a candidate is interested or disinterested in the job for which he is a candidate and to find out in which area of the job range/occupation the candidate is interested. The assumption of this test is that there is a high correlation between the interest of a candidate in a job and job success. Interest inventories are less faked and they may not fluctuate after the age of 30.

5. **PERSONALITY TESTS:**

These tests prove deeply to discover clues to an individual's value system, his emotional reactions and maturity and characteristic mood. They are expressed in such traits like self-confidence, tact, emotional control, optimism, decisiveness, sociability, conformity, objectivity, patience, fear, distrust, initiative, judgment dominance or submission, impulsiveness, sympathy, integrity, stability and self-confidence.

ANALYSIS AND INTERPRETATION OF PRIMARY DATA

A research was conducted on "Recruitment and Selection Process in IT Industry". This study was conducted in association with four consultancies. The study was restricted to four consultancies. Certain observations were made while the recruitment process was carried on in consultancies and certain analyses were made.

The information collected was through questionnaire and some while discussions. Primary data gathered from this questionnaire have been classified, tabulated, analyzed and interpreted by using graphs like pie chart, bar graphs etc.

TABLE- 1

SOURCING OF RESUMES FOR REQUIREMENTS

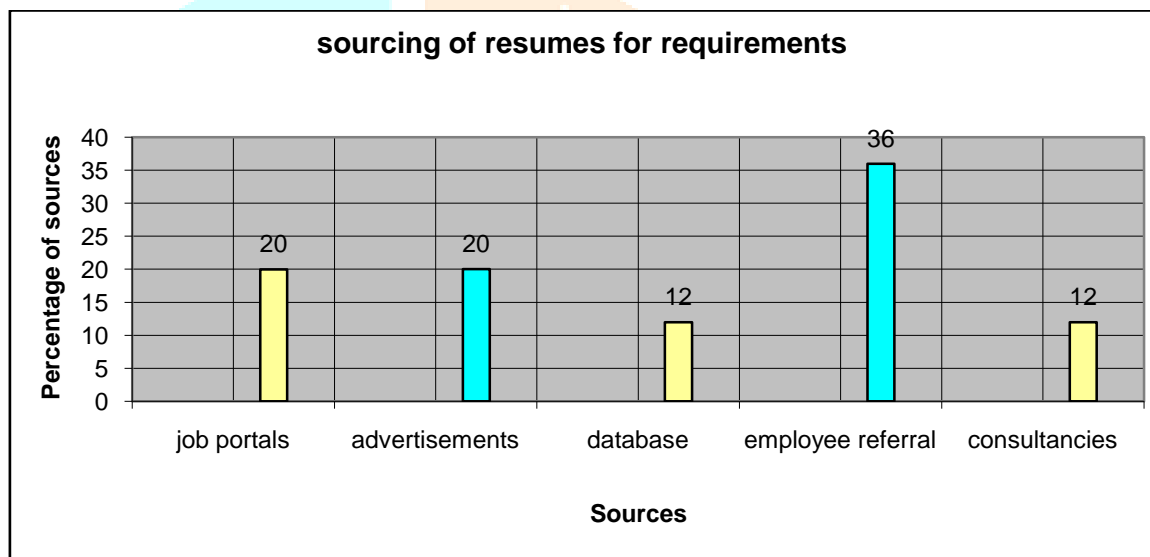
Sources	No of recruiters	% Of sources used
Job portals	5	20
Advertisements	5	20

Database	3	12
Employee referral	9	36
Consultancy	3	12
Total	25	100

Source: survey data

Analysis: It is observed that 36% of the resumes are sourced through employee referral, 20% of the resumes are sourced through job portals, 20% of them through advertisements, 12% of the resumes are sourced through database and 12% of them are sourced through consultancies.

CHART-1
SOURCING OF RESUMES FOR REQUIREMENTS



Inference: From the chart we can infer that most of the resumes are sourced through employee referral and other resumes through job portals, advertisements and some through database and consultancy.

TABLE-2

FACTORS CONSIDERED AT THE TIME OF RECRUITMENT

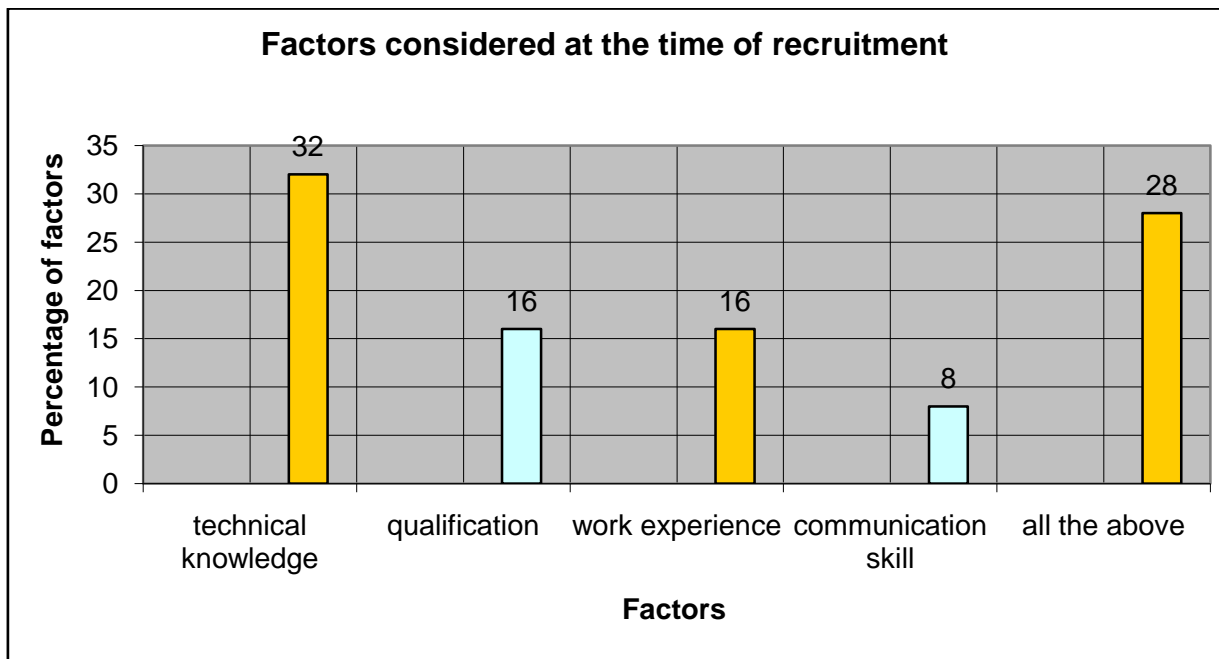
Factors	No of recruiters	% of factors
Technical knowledge	8	32
Qualification	4	16
Work experience	4	16
Communication skill	2	8
All the above	7	28
Total	25	100

Source: Survey data

Analysis: It is observed from the table that, 32% of them prefer technical knowledge at the time of recruitment, 28% of them prefer all the above-mentioned factors, 16% of them prefer for qualification, 16% of them work experience and 8% of them prefer for communication skill at the time of recruitment.

CHART-2

FACTORS CONSIDERED AT THE TIME OF RECRUITMENT



Inference: From the chart we can infer that all the factors like technical knowledge, qualification, work experience, communication skill is considered at the time of recruitment. Most preferred is technical knowledge at the time of recruitment.

TABLE-3
LEVEL OF ACCEPTANCE FOR RECRUITMENT PROCESS BEING
OUTSOURCED FOR NEW ORGANIZATION

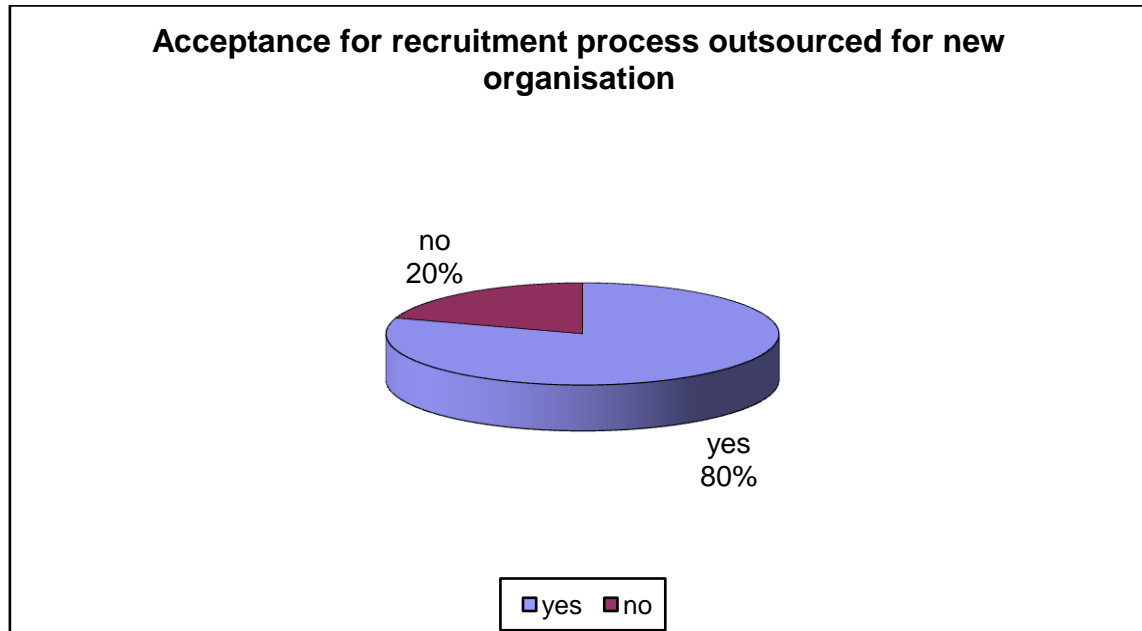
Acceptance	No of recruiters	% of acceptance by recruiters
Yes	20	80
No	5	20
Total	25	100

Source: Survey data

Analysis: It is observed that, 80% of the recruiters feel that recruitment process should be outsourced for new organization and 20% of the recruiters feel that recruitment process should not be outsourced for new organization.

CHART-3

LEVEL OF ACCEPTANCE FOR RECRUITMENT PROCESS BEING OUTSOURCED FOR NEW ORGANIZATION



Inference: From the chart we can infer that most of the recruiters feel that recruitment should be outsourced for new organization.

TABLE-4

IMPLEMENTATION OF MODERN TECHNOLOGY IN RECRUITMENT MAKES RECRUITMENT PROCESS EASY

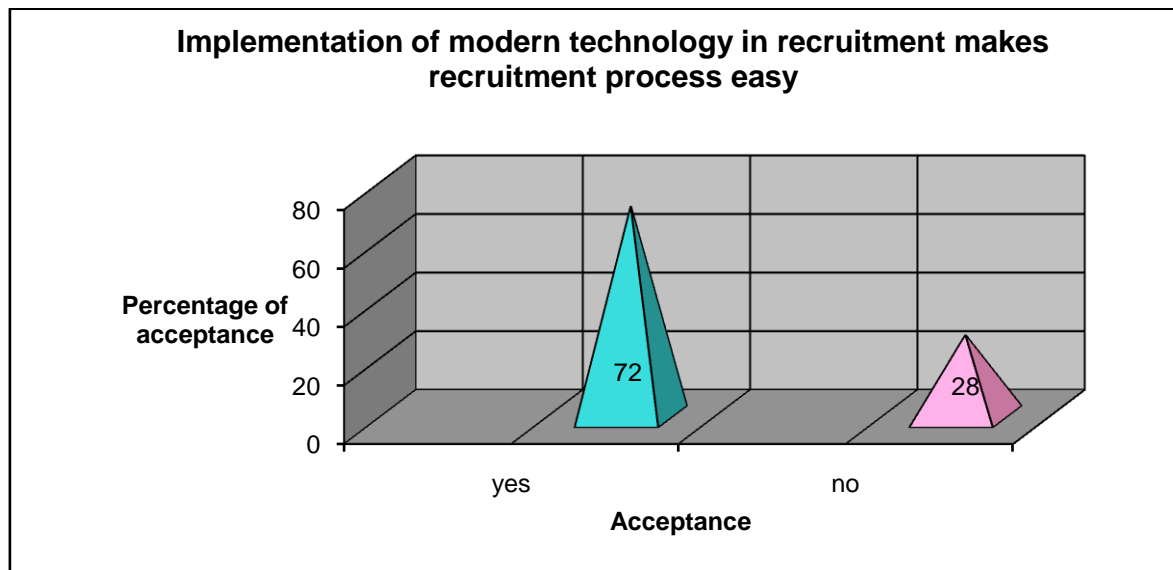
Acceptance	No of recruiters	% of acceptance
Yes	18	72
No	7	28
Total	25	100

Source: Survey data

Analysis: It is observed that 72% of the recruiters feel that implantation of modern technology in recruitment makes the process easy and 28% of them feel that it's implantation is not easy.

TABLE-4:

IMPLEMENTATION OF MODERN TECHNOLOGY IN RECRUITMENT MAKES RECRUITMENT PROCESS EASY



Inference: From the chart it is observed that most of the recruiter feels that implementation of modern technology in recruitment makes the recruitment process easy.

TABLE-5

FACTORS INFLUENCING CANDIDATES TO JOIN AN ORGANIZATION

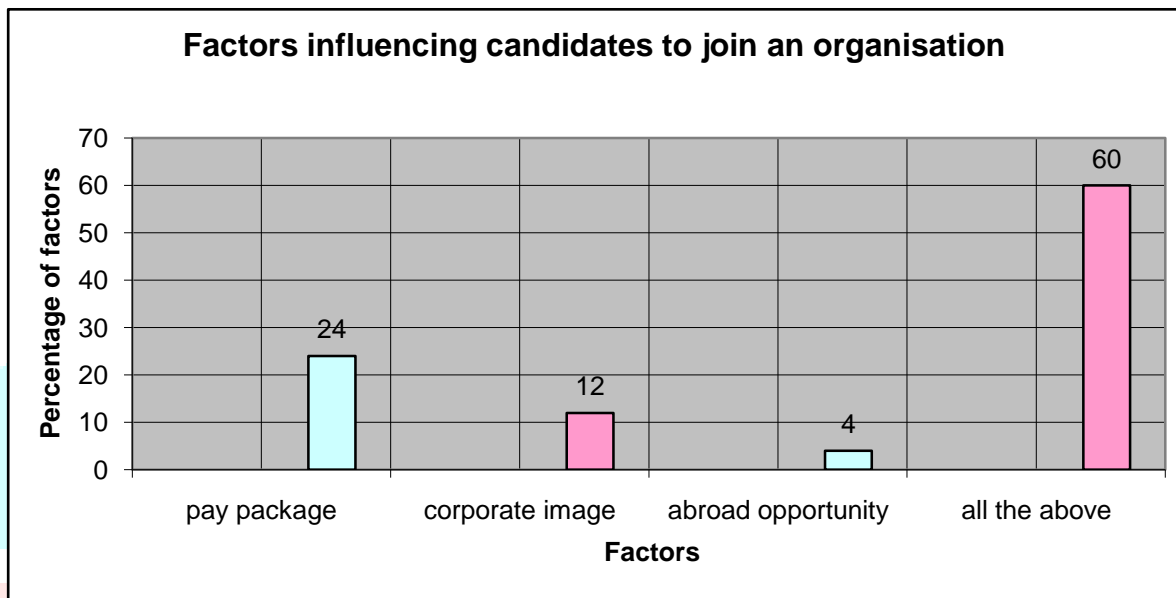
Influential factors	No of recruiters	% of influential factors
Pay package	6	24
Corporate image	3	12
Abroad opportunities	1	4
All the above	5	60
Total	25	100

Source: survey data

Analysis: It is observed that 60% of recruiters feel that all the above factors like attractive pay package, corporate image and abroad opportunities influences a candidate to join an organization, 24% of them feel that they join for attractive pay package, 12% of them feel that they join for corporate image of the organization and 4% of them feel that they join for abroad opportunities.

CHART-5

FACTORS INFLUENCING CANDIDATES TO JOIN AN ORGANIZATION



Inference: From the chart it is observed that all the factors like attractive pay package, corporate image, and abroad opportunities etc influences a candidate for joining an organization.

TABLE-6

OPINION FOR RECRUITMENT PROCESS BEING OUTSOURCED FOR NEW ORGANIZATION

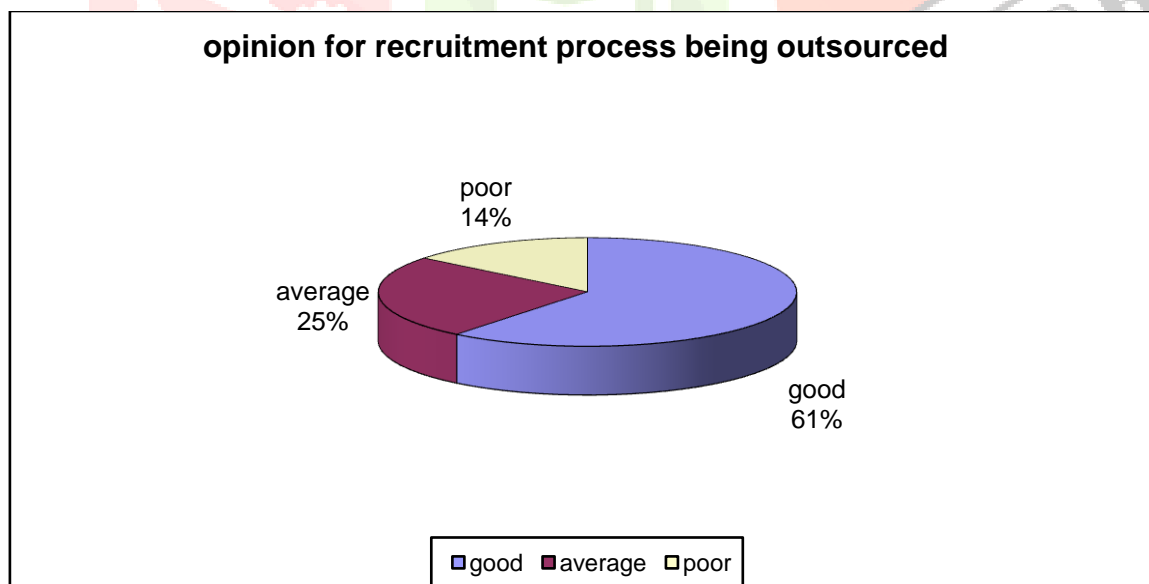
Opinion	No of recruiters	% of opinions
Good	14	56
Average	7	28
Poor	4	16
Total	25	100

Source: Survey data

Analysis: It is observed that, 56% of the recruiters opines that it is good to outsource their recruitment, 28% of them feel recruiting is average when outsourced and 16% of them feel that recruitment process when outsourced it will be poor.

CHART-6

OPINION FOR RECRUITMENT PROCESS BEING OUTSOURCED FOR NEW ORGANIZATION



Inference: From the chart we can infer that most of the recruiters opines that outsourcing recruitment process is good.

SUMMARY OF FINDINGS, SUGGESTIONS AND Conclusion.

FINDINGS

The findings are based on information gathered through discussions with recruiter and analysis. In the present study primary data plays a major role:

- 1) More the work experience, a candidate undergoes less number of rounds in the selection process.
- 2) Sourcing of resumes for requirements are job portals, advertisements, dataases, employee referral and consultancies.
- 3) Different factors / criteria's at the time of recruitment are technical knowledge, qualification, work experience and communication skill.
- 4) The channel or the medium used to attract new employees from outside by-
 - New firm- newspaper and Recruitment process outsource.
 - Established firm- word of mouth, specialized magazines, and online recruitment.
- 5) The most preferred type of recruitment in various level of management-
 - New firm-
 - Top-level management- either internal recruitment or external recruitment
 - Middle level management-both internal and external recruitment
 - Lower level management- most preferred is external recruitment and to some extent internal recruitment.
 - Established firm-
 - Top-level management- internal recruitment
 - Middle level management- most preferred is external recruitment and to some extent internal recruitment.
 - Lower level management- both internal and external recruitment
- 6) Most of the recruiters opine that recruitment process being outsourced is Good for new firms. It is an added advantage for the firm.
- 7) Most of the recruiters feel that Implementation of modern technology in recruitment makes the recruitment process easy.
- 8) The factors which influences a candidate for joining an organization are attractive pay package, corporate image and abroad opportunity.
- 9) Attrition rate in the IT industry are because of the following reasons:
 - High stress levels at the job.
 - Monotonous nature of the job.
 - Demand-supply disparity.

- Loss of identity.
- Wrong hiring policies.
- Mismatched measures and rewards.
- Overwork and burnout.

10) Some organizations do not have proper hiring policies, which matches the Organizational requirements.

11) Some organizations completely/partially outsource their recruitment to the agencies / consultancies that are not recognized/reputed and which lacks the experience of recruiting the top performers in the field.

12) Organizations like IBM, WIPRO etc, have a separate recruitment wing exclusively for recruitment purpose, which acts a competitive edge over their competitors.

13) Established firms like Infosys and Wipro etc, started releasing Advertisements in business / IT magazines, such as Business World, Business India, Dataquest etc, for attracting and acquiring the right talent.

14) A number of companies like Wipro, Infosys have associated with leading job portals in India and Abroad.

15) Informal sources of information such as 'word of mouth' and 'referrals' are being used by top IT companies like Wipro, IBM, Cognizant Technology.

16) The Employee Referral Incentive Scheme (ERIS), has been initiated by the top management of the companies like Wipro, IBM, Infosys etc, aimed at providing handsome monetary reward to the employee for qualified referrals.

17) Wipro Infotech has adopted just-in-time approach to optimize to resourcing costs and at the same time make resources available on demand.

18) Business Intelligence software makes the hiring process effective. It is also used for fraud detection in the resume.

SUGGESTIONS

1. Organizations can try to introduce modern recruitment process like audio, video technique instead of using traditional technique.
2. Organizations can have a comprehensive sourcing strategy in place which are designed to find and recruit top performers.
3. Organization can use detailed web analytics to track their career website and advertising effectiveness.

4. Organization can adopt or be a early adopter of every new sourcing idea and technique that becomes available by which probably they get a few extra candidates.
5. Some organizations that want to have a better edge over its competitors can try to have a separate recruitment wing like Wipro, IBM etc.
6. If the hiring policies are flexible enough and revised often, then recruitment process becomes easier for recruiter and it avoids confusion.
7. Some organizations can encourage the concept of employee referral as it is cost effective and saves the time for recruitment.
8. Organizations can outsource their recruiting activities partially/ completely with top consultancies that are authorized and have certification of ISO9001: 2000/...
9. Organizations can encourage its employees to give suggestions for developing better recruitment process.
10. The organization can use job fair . Through this the organization may get some good candidates.
11. The organization can try to improve their job sites, because most of the job seekers do approach from internet only
12. The organization must try to retain their existing employees. Hence employee retention strategy help to save and reduce recruitment cost and portrays a culture of loyalty among the employees towards the organization. Some suggestions which companies can adopt are as follows:
 - Communicate the company vision to the employees showing every one the role they have and the contribution required by them.
 - Treat employees as the most valuable client.
 - Recognition in various forms is a powerful retention tool.
 - Provide opportunity to learn, develop and contribute.
 - Build mentoring relationships with people to strengthen their emotional ties with the organization.
 - HR philosophy should be designed in such a way as not to do different things, but to do things differently.

CONCLUSION

It is an established fact that human resources are assets and strategic business tools ins an organization to derive corporate performance that provides a distinct competitive advantage.

There is a virtual war to poach and retain talent amongst companies, as the quality workforce is the best insurance against cutthroat competition. Hence effective recruitment plays the key role and retaining talented employees can take the company to greater heights.

Recruitment- a selection process for people to an organization is a critical process. If not done systematically and properly, the possibility of getting the right people is uncertain. It is essential that a structured selection process ensuring right kind of people are selected and placed at right positions. The organization strength lies in using all possible techniques to ascertain the right choice and bringing in a total clarity to the entire process. Organizations paying attention to this regard are certain to maintain their leading status amongst their counterparts in the market.

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