

“A STUDY ON RECRUITMENT AND SELECTION AT VIJAYA DAIRY IN VIJAYAWADA”

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Abstract—

“EMPLOYEE SELECTION IS ORGANIZATIONS’ STRENGTH”

In today’s globalized world, **Recruitment and Selection** is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. It is a process of sourcing, screening, short listing and selecting the right candidates for the required vacant positions. This is a brief introductory tutorial that explains different methods of hiring and how to make effective and efficient utilization of Recruitment and Selection. In addition, it also explains the best recruitment practices for specific requirements. **Audience** This tutorial will be useful for students from management streams who aspire to learn the basics of Recruitment and Selection. Professionals, especially HR managers, regardless of which sector or industry they belong to, can use this tutorial to learn how to apply the most effective type of Recruitment and Selection as per their specific requirement, in their respective project environments. **Prerequisites** The readers of this tutorial are expected to have a basic understanding of the complexity of Recruitment and Selection that an HR manager handles for hiring a right candidate for a required vacant position. Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position. The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives. Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected and the cost incurred for replacing that bad resource will be high. The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organization, who will be a successful applicant. For meeting the goals of the organization, it is important to evaluate various attributes of each candidate such as their qualifications, skills, experiences, overall attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not suitable for the vacant job. The organization has to follow a proper selection process or procedure, as a huge amount of money is spent for hiring a right candidate for a position. If a selection is wrong, then the cost incurred in induction and training the wrong candidate will be a huge loss to the employer in terms of money, effort, and also time. Hence, selection is very important and the process should be perfect for the betterment of the organization.

INTRODUCTION:

Human Resource Management is the process of Recruiting, Selecting, Inducting Employees, Providing Orientation Imparting Training & Development, Appraising the Performance of Employees deciding Compensation & Providing benefits, Motivating Employees, Maintaining proper Relations with Employees & their trade unions, Ensuring Employees safety, Welfare and Healthy Measures in compliance with labour laws of the land. Human Resource Management involves Management functions like Planning, Organising, and Directing & Controlling.

- It involves Procurement , Development , Maintenance of Human Resource
- It helps to achieve individual , organisational and Social objectives
- HRM is a Multidisciplinary subject. It includes the Study of Management, Psychology, Communication, Economics and Sociology.
- It involves team Spirit and Team work.
- It is a Communication process

Definition

Edwin B Flippo defines- Human Resource Management as “Planning , Organising , directing , controlling of procurement , development ,compensation ,integration ,maintenance and separation of human resources to the that individual , organisational and social objectives are achieved.”

The National Institute of Personnel Management (NIPM) of India has defined human resources- Personal management as “that part of Management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an organisation of the men and women who make up enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success.”

Recruitment

The process of finding & hiring the best qualified candidate (from within or outside of an organisation) for a job opening, in a timely and cost effective manner. The recruitment process includes analysing the recruitments of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organisation.

Head Hunter

Executive requirement agency that tracks qualified personnel during their work life, and can quickly and precisely locate a suitable candidate for a specific job requirement. Administrative discipline of hiring & developing employees so that they become more valuable to the organisation.

It includes:

1. Conducting job analyses
2. Planning personnel needs, and recruitment
3. Selecting the right people for the job
4. Orienting & training
5. Determining and Managing wages& salaries
6. Providing benefits& incentives
7. Appraising performance

8. Resolving disputes
9. Communicating with all employees at all levels.

Definition:

According to B. Flippo, "It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation."

Process of Recruitment

The recruitment process consists of following steps:

1. **Receiving the requisition (or) receipt of Requisitions:** Recruitment process generally begins when the HR department receives requisitions for recruitment from any department of the company. The HR requisitions contain details about the position to be filled, No of vacancies, duties to be performed, Qualities & Qualifications required, terms & conditions, of employment and the time which the person should be available for appointment etc.
2. **Identification of sources of recruitment:** Second step in the process of recruitment is identification of sources of recruitment. The sources can be internal sources or external. Internal sources refer to selection of employees on the basis of promotions, Transfers etc. An external source includes colleges, Universities, Consultancies etc.
3. **Communication:** The recruitment information should be communicated to the internal or external sources in the form of notification in the newspapers, Magazines, or through web advertising. The information communicated should be clear, complete & attractive.
4. **Receipt of applications:** After publishing notification in newspapers or web. The HR department receives applications from the applicants. The eligibility of the candidates to attend interview is verified under this step. The applicants not eligible for attending interview are rejected.
5. **Performance review of recruitment:** The performance of recruitment is reviewed under this step. If the HR department receives good number of applications from the applicants. Performance of recruitment is good if not the process of recruitment has to be implement again.

Selection

Selection is the process of choosing the most suitable persons out of all the applicants. In this process relevant information about the applicants is collected through a series of steps to evaluate the suitability of the persons to the job. It is a process of matching qualifications of the applicants with job requirements. It is also processes of rejecting the applicants who are not suitable for job.

Methods of Selection

1. **Applications forms & CVs:** The traditional approach to applying for jobs is to complete a fairly lengthy application form (online or hard copy). This may be off- putting for some candidates.

Therefore, application forms, is used, should only address the really important areas to allow shortlisting takes place. The benefit of using an application form from the organization's perspective is that it ensures that the same information is gained from all candidates, which helps to achieve a level of consistency in the short- listing process.

2. **Online screening and short listing:** Online applications to jobs can generally be split in to two types; an application form that is sent to an email address within the prospective company, or an ATS application into a data base that can used to filter the candidates and handle the various process of application stages. This section explains the usage of an ATS with in the recruitment process.

Initial screening

Online screening

Shortlisting

3. **Interviews:** Structured interviews are most Effective type of Interview. The interview process is formed through identification of the key requirements of the job and a list of questions is drawn up. A panel of interviewers works through each set of questions with each candidate and scores them on their answers. At the end of the interview process the overall scores are considered and the best candidate chosen. If additional selection methods are chosen, this is fed into the overall process at the end, and again, the best-fit candidate is offered the job. Members involved in the interview process should be trained in interviewing skills and the shorts of questions they should or should not ask.
4. **Psychometric testing:** A range of attributes are best tested through psychometric testing. This term is often confusing, but in essence, means that a mental measure is used. Therefore, psychometric testing covers ability testing, aptitude testing, and personality profiling.
5. **Ability and aptitude tests:** The term ability tests are used broadly and in this context will encompass aptitude tests too. Ability tests may cover a range of areas including:
 - General intelligence
 - Verbal ability
 - Numerical ability
 - Spatial ability
 - Clerical ability
 - Diagrammatical ability
 - Mechanical ability
 - Sensory and motor abilities.
6. **Personality profiling:** An individual's personality may affect their suitability for some posts. However, personality profiling does not have a 'right' or 'wrong' answer and individuals may be sited through identifying particular behaviours that are better suited to the job than others. It is therefore

important for those undertaking the selection process to be clear on the characteristics required to perform well in the job.

7. **Presentations:** Presentations are frequently used as a selection tool, particularly in senior jobs. The applicant is provided with a topic and given a time-frame to deliver a presentation on that topic. In some organizations the presentation topic is sent with the interview confirmation. It is often given to applicants has a set period to prepare the presentation before the interview.
8. **Group exercises:** Candidates are given a topic or a role play exercise and are invited to discuss the topic or role play in a group. During the discussion/ role play, observers who are looking for specific attributes award marks to each candidates to make this a meaningful exercise and enough people to mark the candidates properly.
9. **Assessment centers:** An assessment center should be fair and unbiased. It should also give individuals without a 'Traditional' academic background the opportunity to demonstrate their skills and abilities. Good practice indicates that individual attending assessment centers should have practical equalities support. For example- assessors should be of mixed gender and where possible of mixed ethnic origins if this is appropriate.
10. **References:** References are also used as a selection method. Occasionally, unsatisfactory references may effect decisions to appoint individuals.

Selection Process

1. **Preliminary interview:** First of all initial screening is done to eliminate unqualified candidates it is necessary to collect information from the candidates about their education, skills, experience, salary expected etc. If a candidate is suitable he is selected for further screening.
2. **Application blank:** Under this step the applicants are asked to fill application forms for different jobs.
3. **Selection tests:** This test is conducted to know about employee's attitude, behavior & performance. It provides a systematic basis for comparing the behaviour and attitudes of 2 or more employees.
4. **Employment interview:** It involves personal and face to face appraisal of candidates for employment. It is also known as personal interview; through this interview information given in the application form is cross checked.
5. **Medical examination:** Applicants who have crossed the above stages are sent for physical examination it determines whether the candidate is physically fit in to perform the job. Those who are physically unfit are rejected.
6. **Reference checks:** The applicant is asked to mention in his application form the name& address of two or more persons to know him well. These may be his previous employers, heads of educational institutions. The organization contacts them by e-mail or telephone and they are

requested to provide their frank opinion about the candidate. This opinion helps in judging the future behaviour& performance of the candidates.

7. **Final approval:** The candidates who were short listed by the HR department are finally approved by the executives of the concerned departments. Employment is offered in the form of appointment letter mentioning the post, rank& salary grade etc.

REVIEW LITERATURE

As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. For Ofori and Aryeety (2011) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes [Bacon & Hoque, 2005] with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice [Barber, Wesson, Roberso & Taylor, 1999].

The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in a firm highly depends on the quality of applicants attracted because firm is going to select employees from those who were attracted. In the same vein, Henry and Temtime (2009) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved.

For Gamage (2014) the selection practices will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. Little wonder that literature such as Terpstra and Rozell (1993) reported of a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Similarly, Rauf (2007) discovered that sophisticated recruitment and selection procedures are positively related to performance in organizations.

OBJECTIVES OF THE STUDY

- To study the Recruitment and Selection Process activities in Krishna District Milk Producers Mutually Aided Cooperative Limited.
- To find out effectiveness of Recruitment and Selection Process in Krishna District Milk Producers Mutually Aided Cooperative Limited.
- To study various techniques used by organization for Recruitment and Selection Process.

NEED FOR THE STUDY

- The study aims at understanding various issues involved in Recruitment Process.
- The study was done only to know the various sources of Recruitment process.
- To assess the Recruitment and Selection needs of the employees.

- In order to get the Right Kind Of People, in the Right Place at the Right Time an organization should have the specific and clear personnel policies and Recruitment methods which are very essentials to the growth of an organization.

SCOPE OF THE STUDY

- The present study is limited to the Krishna District Milk Procedures Mutually Aided Cooperative Union Limited located at Vijayawada only.
- The study includes Middle Level of Employees Only.
- The study covers aspects if Recruitment and Selection.

LIMITATIONS OF THE STUDY

- The study is limited to Krishna District Milk Producers Aided Cooperative Union Limited.
- Sample size is limited.
- Problems with the confidential information.
- There is a high chance of sample error.

METHODOLOGY OF THE STUDY

Research Design:

Research design is defined as the specification of methods and procedures for acquiring the information need. It is plans of organization frame for do in the collection of data. In general the research designs are these types viz., exploratory, descriptive and casual.

Descriptive:

Descriptive designs have that name because they described phenomena without establishment associations between factors the data may be:

- The behavioral variables of people that are under study.
- The situational variable that existed is forth coming.

Collection of data:

Primary data is collected through the schedule which consists of 20 statements.

Sources of Data:

The data must for the study has been collected from various primary & secondary sources.

Primary data:

Primary data is collected on facts on the subject of study by the researcher. Primary data collected as:

- Questionnaire. Personal interview. Observation. Schedule

Secondary data:

Secondary data refers to the use of the information already collected and published or unpublished. The sources are:

- Books.
- Journals. Report.

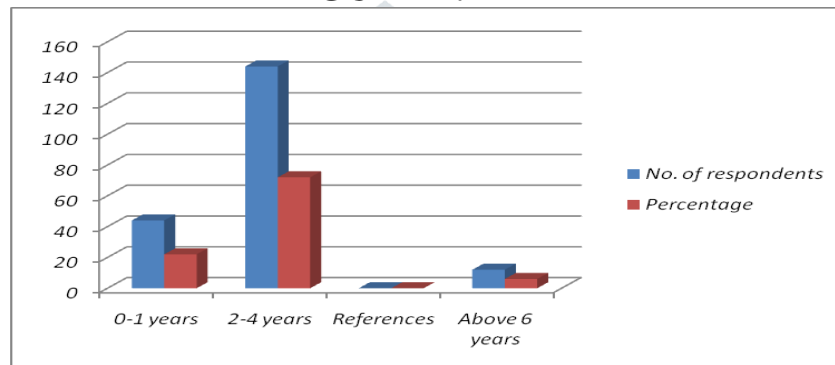
A general survey on the concept of RECRUITMENT AND SELECTION PROCESS in KRISHNA DISTRICT MILK PRODUCERS MUTUALLY AIDED COOPERATIVE UNION LIMITED. Respondents are workers, supervisors, executives and managers.

DATA ANALYSIS& INTERPRETATIONS

TABLE-4.1

Options	No. of respondents	Percentage
0-1 years	44	22
2-4 years	144	72
References	0	0
Above 6 years	12	6
Total	200	100

FIGURE-4.1

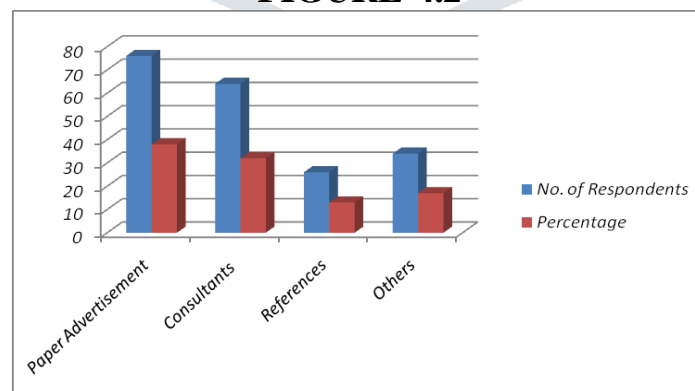


The above observations proved that the respondents 0-1 years at 22% and 2-4 years at 72% and reference at 0% and finally above 6 years of experience which is at 6%.

TABLE-4.2

Options	No. of Respondents	Percentage
Paper Advertisement	76	38
Consultants	64	32
References	26	13
Others	34	17
Total	200	100

FIGURE-4.2

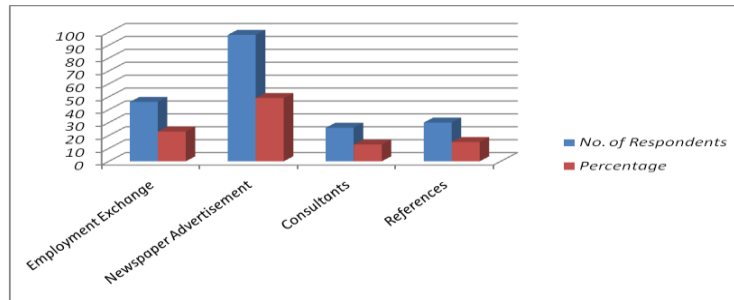


The above observations proved that the respondents know about the vacancies through paper advertisement at 38% and by consultants at 32% and by references at 13% and by others at 17%.

TABLE-4.3

Options	No. of Respondents	Percentage
Employment Exchange	46	23
Newspaper Advertisement	98	49
Consultants	26	13
References	30	15
Total	200	100

FIGURE-4.3

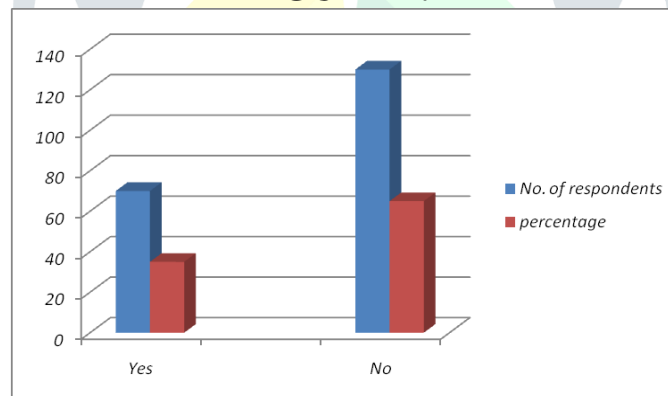


The above observations proved that recruited from employment exchange at 23% and from newspaper advertisements at 49% and from consultants at 13% and from references at 15% of main source of recruitment in the organization.

TABLE-4.4

Options	No. of respondents	Percentage
Yes	70	35
No	130	65
Total	200	100

FIGURE-4.4

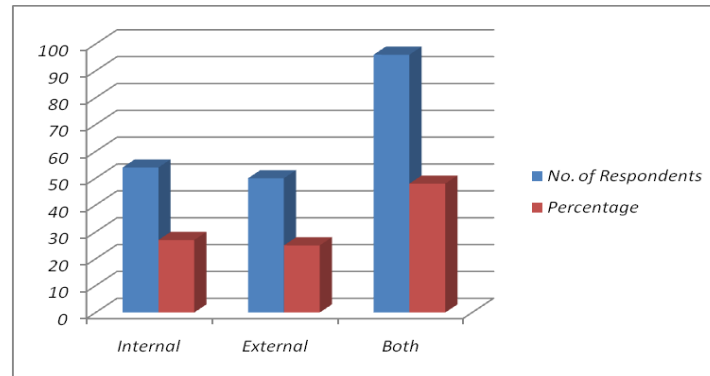


The above observation proved that 35% of respondents are again attending for interview and 65% are new ones or fresh candidates who are attending the interview in the organization.

TABLE-4.5-Recruitment at the Time of Interview

Option	No. of Respondents	Percentage
Internal	54	27
External	50	25
Both	96	48
Totals	200	100

FIGURE-4.5

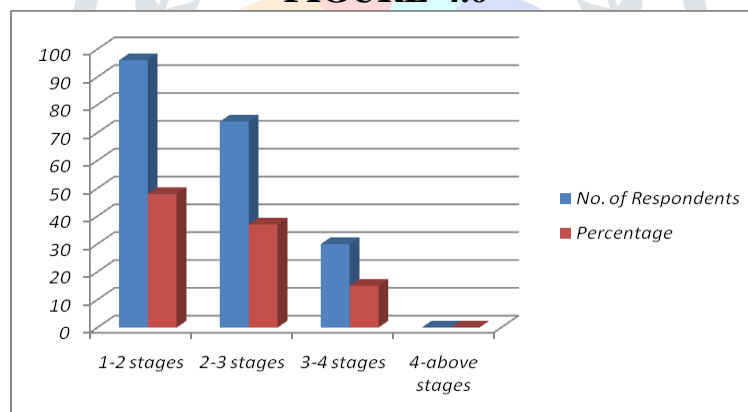


From the above observation the respondents from internal recruitment at 27% and from external recruitment at 25% and from both the recruitment methods at 48% at the time of interview in the organization.

TABLE-4.6-Stages in Selection of Process

Options	No. of Respondents	Percentage
1-2 stages	96	48
2-3 stages	74	37
3-4 stages	30	15
4-above stages	0	0
Total	200	100

FIGURE-4.6

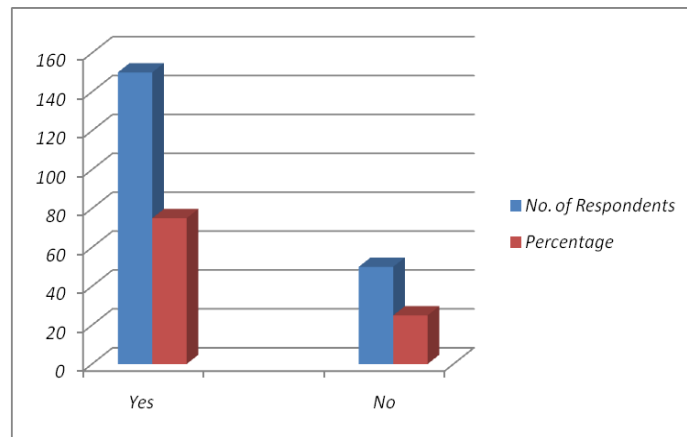


This observation shows that respondents have faced 1-2 stages of selection process at 48% and faced 2-3 stages at 37% and faced 3-4 stages at 15% and finally 0% have faced 4-above stages in the selection process.

TABLE-4.7

Options	No. of Respondents	Percentage
Yes	150	75
No	50	25
Total	200	100%

FIGURE-4.7

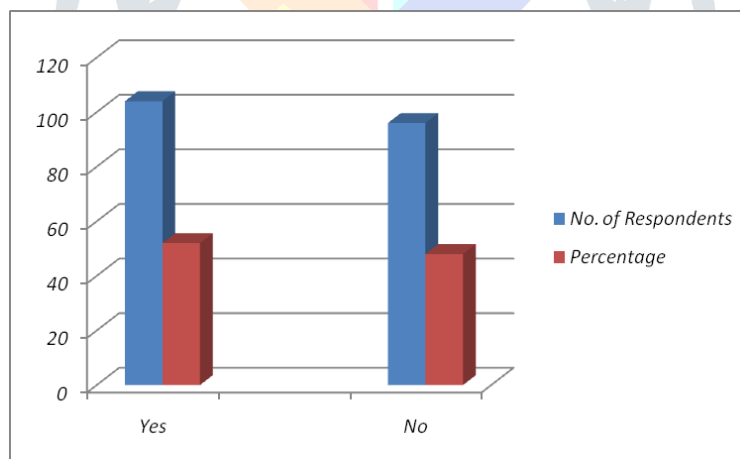


In the above figure respondents are selected by writing written test at 75% and members are selected without any written test at 25% in the organization.

TABLE-4.8-Changes required in Recruitment to meet the Current industrial Scenario

Options	No. of Respondents	Percentage
Yes	104	52
No	96	48
Total	200	100%

FIGURE-4.8

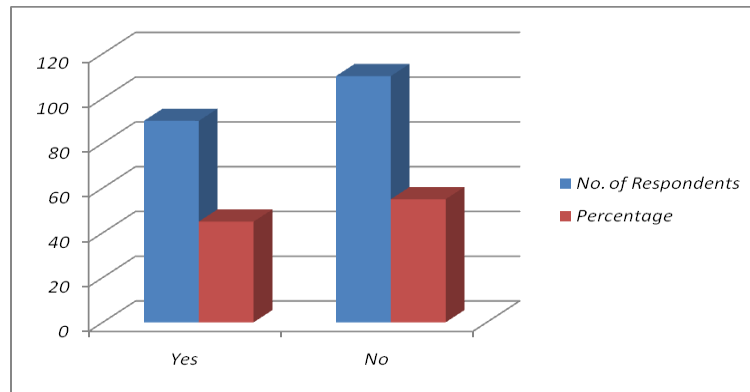


In the above figure we can observe that respondents want changes in recruitment policies at 52% and don't want to change the recruitment policies at 48% in the organization.

TABLE-4.9-Bond is taken at the Time of Selection

Options	No. of Respondents	Percentage
Yes	90	45
No	110	55
Total	200	100

FIGURE-4.9

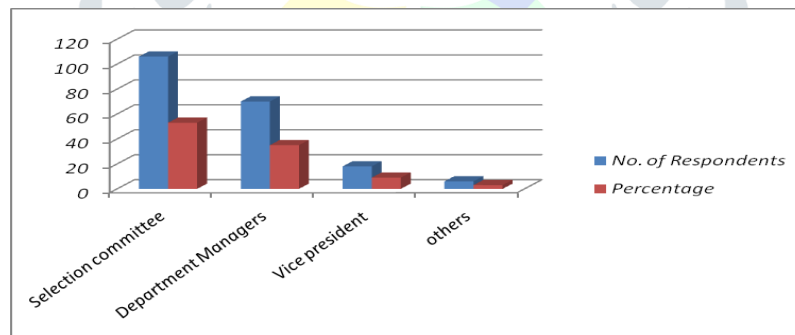


The above observation provided that respondents have submitted the report at 45% and not submitted report at 55% to the selection panel in the organization.

TABLE-4.10-Interviewers

Interviewed member in organization	No. Of Respondents	Percentage
Selection committee	106	53
Department Managers	70	35
Vice president	18	9
others	6	3
Total	200	100%

FIGURE- 4.10



The above figure shows that the Selection committee interviewed majority of the respondents i.e. 53% interviewed by concerned selection committee, 35% of employees interviewed by Department Mangers, 9% interviewed by Vice President and 3% interviewed by others.

FINDINGS

- As per the recent times from last 4 years the Recruited people are increased in KDMPMACUL
- Nearly 38% of people are recruited through Newspaper advertisement and Remaining as Consultants& through References.
- Many people are selected by Employment exchange i.e., 23% but more than 49% people are recruited by Paper add.
- Very few people have experienced for attending interview such as only 35%.

- Out of 60 Employees 29 people were experienced both the Internal & External type of Recruitment.
- There are 48% employees has faced 2 stages in Time of Selection.
- At the Time of Recruitment 75% people said that, they have Written Exam for Selection.
- 31 Employees said that there should be change in Recruitment process because for production work there should be a practical work in the field of job.
- Organisation made an agreement between Employer & Employees.
- Selection Committee & Department managers are interviewed the Interviewers in the process of selection such as 35% to 53%.

SUGGESTIONS

The Company should provide complaint and suggestion boxes towards continuous improvement of organization objectives and as well as quick response for employee's problems.

- Better to get the feedback from the selected candidates after completion of recruitment and selection.
- Conducting of the more tests than these/interviews, group discussions, written tests more powerfully for collected the talents of the candidates.
- It is better to maintain the meritorious scheme at your company.
- The company should avoid the referral policy.
- Give important to skills, knowledge, and experiences of employees.
- Conduct campus interview for the selection of best candidates

CONCLUSION

Presently The Krishna District Milk Producers Mutually Aided cooperative Union Limited is moving forward with great confidence & pride with their employees and they are also giving their best for the growth of the organisation. So that the company is producing many Food products for Common people and satisfying their needs & wants. But as a part of that the company should enhance the situation of employees working and their capabilities and recruit the knowledge & skilful people and also avoid references of others. So that they can afford more and bring profits for the Organisation. Management should feel that the Employers are the real assets of the organisation and there should be more interaction is needed with all the employees and provide the needs of their families too.

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