



A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS

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ABSTRACT:

The study is undergone at M/s.Ruchi Soya Industries Limited, the training which imparts knowledge and level of candidate wherein which they can apply practical knowledge in future carrier through this study. It is an extraordinary opportunity to experience partial industrial environment, work discipline, team work quality controlling and to obtain a clear understanding of the theoretical knowledge of the company.

INTRODUCTION

Human resource is the most valuable asset of any organization. It should be organized effectively and utilized optimally because a committed and well-trained work force can work miracles for any organization Recruitment is a ball game played between perspiring HR managers and aspiring professionals. The game is getting complicated with the number of coaches and referees. How do the external environment factors influence HR system emergence and design in the rapidly evolving organization? What changes occur in HR system design as the organization passes through various stages of the cycle? And how do individual employees experience and respond to the HR policies and practices that mediate their relationship with the employing organization? In recent years, the human resource function within organization has been subjected to high levels of scrutiny and re-examination. As a consequence of these critical evaluations' some have predicated the demise of the HR function while others, by far the majority, have predicated a more strategically significant role .one area of continued deficiency, however ,is our understanding of the organization differences in HRM practices .the research presented here is consistent with efforts to explain both the changing role of HR at the macro level and with efforts to examine the environmental contingencies that explain variations in HR system design across organizations

OBJECTIVES:

- ✓ To identify the source of recruitment and selection factors which have influenced the respondents to join this organization
- ✓ To estimate the satisfaction level of the respondents with regard to interview scheduling process & the overall recruitment objectives.
- ✓ To understand about the clarity of job description & job profile specified by the management.
- ✓ To identify the skills expected by the recruiter from candidates.

REVIEW OF LITERATURE:

Hilltop (1996), successful in demonstrating the relationship between the HRM practices, HRM-organizational strategies as well as organizational performance. He conducted his research on HR manager and company officials of 319 companies in Europe regarding HR practices and policies of their respective companies and discovered that employment security, training and development programs, recruitment and selection, teamwork, employee participation, and lastly, personnel planning are the most essential practices. As a matter of fact, the primary role of HR is to develop, control, manage, incite, and achieve the commitment of the employees.

Alok vats (2002), the job recruitment agencies in India involves identifying those posts, preparing the job description and person specification, advertising, management of the response, the prequalification process, organizing meeting, conducting interviews, making decisions, the appointment and action. Most recruitment agencies in India follow three stages in the recruitment process, which are essentially short list of application, preliminary assessment and final interview and selection.

McDonald AM (2003), in the search for the next great member of staff, more and more business are shunning the outmoded recruitment agency in favor of a more cost effective alternative. Unsurprisingly, the new recruitment trend is developing online. As reported recently in the financial times, web recruit is heading up an innovative breed of companies offering employers a new way of recruiting using online job boards.

Margaret A. Richardson (2003) Recruitment, as a human resource management function, is one of the activities that help give better staffing results. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is taking a long time for public service agencies in many jurisdictions to identify and implement new, effective hiring strategies

Timothy mark and Kathleen shearer (2003), the linking of individual repositories has the potential of developing a true knowledge network where the researcher can “harvest” relevant material from any number of

repositories across the world. Such an is in the finest traditions of international scholarly collaboration- and libraries would play a central part.

RESEARCH METHODOLOGY:

- ✓ Sampling Unit: In this research, we have taken survey from Employees.
- ✓ Sample Size: A total of 108 Employees were chosen for the study
- ✓ Sampling technique: Convenience Sampling: It is a non-probability sampling in which samples are drawn at convenience of the researcher.
- ✓ Tools Used: Percentage Analysis, Weighted Average method, Chi- Square method

DATA ANALYSIS AND INTERPRETATION

TABLE-1- GENDER OF THE RESPONDENTS

S.NO	Gender	No. of Respondents	Percentage (%)
1	Male	76	70.37
2	Female	32	29.63
	TOTAL	108	100

INFERENCE:

From the above table it describes, 70.37% of the respondents belong to male employees and 29.63% belongs to female employees.

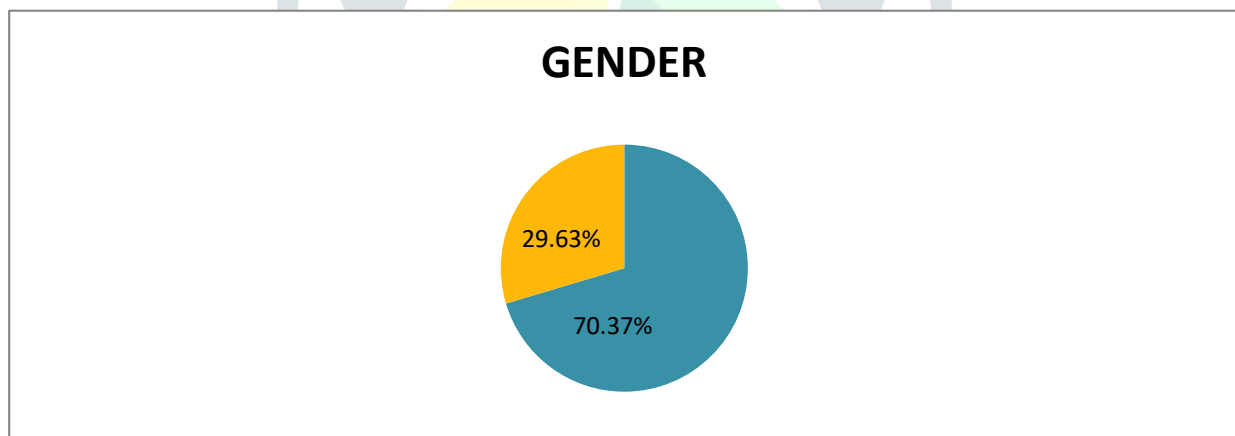


CHART-1- GENDER OF THE RESPONDENTS

TABLE -2 – DEPARTMENT OF THE RESPONDENTS

S.NO	Department	No. of Respondents	Percentage (%)
1	Administration	12	11.11
2	production	40	37.03
3	packing	15	13.89
4	Stores	11	10.19
5	Mech, instrument, safety& civil	20	18.51
6	accounts	10	9.27
TOTAL		108	100

INFERENCE:

It is shown that majority of the respondents belong to production department, and least employees under Accounts department.

**CHART -2 – DEPARTMENT OF THE RESPONDENTS****TABLE -3 – EDUCATIONAL QUALIFICATION OF THE RESPONDENTS**

S.NO	Qualification	No. of Respondents	Percentage (%)
1	DIPLOMA	40	37.05
2	UG	28	25.93
3	PG	20	18.51
4	OTHERS	20	18.51
TOTAL		108	100

INFERENCE:

The table indicates 37.05% of the respondents have completed Diploma, 25.93% of respondents have completed UG, 18.51% of respondents have completed PG and 18.51% of respondents have completed others.

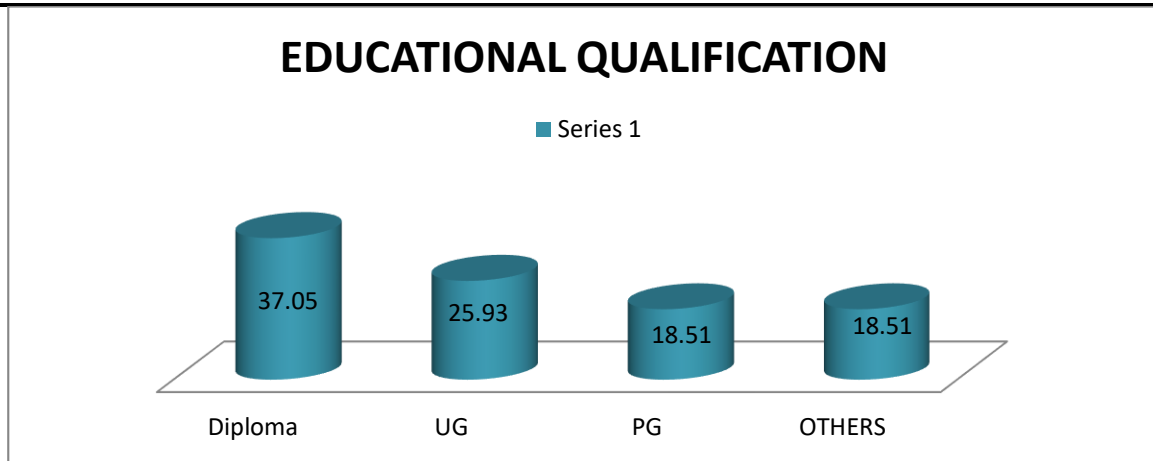


CHART -3 – EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

TABLE -4 – RESPONDENTS WORK EXPERIENCE

S.NO	Experience	No. of Respondents	Percentage (%)
1	Fresher	18	16.67
2	1-3 years	25	23.15
3	3-5 years	40	37.04
4	Above 5 years	25	23.14
TOTAL		108	100

INFERENCE:

From the above table it describes nearly 37.04% has work experience within 3-5 years and 23.15% has work experience within 1-3 years, 23.14% has work experience of above 5 years, 16.67% work below fresher.



CHART- 4– RESPONDENTS WORK EXPERIENCE

TABLE-5- METHOD PREFERENCE FOR RECRUITMENT

S.NO	Method	No of Respondents	Percentage (%)
1	Direct method	56	51.86
2	Indirect method	52	48.14
TOTAL		108	100

INFERENCE:

From the above table, 51.86% of the respondents belong to direct method and 48.14% belongs to indirect method

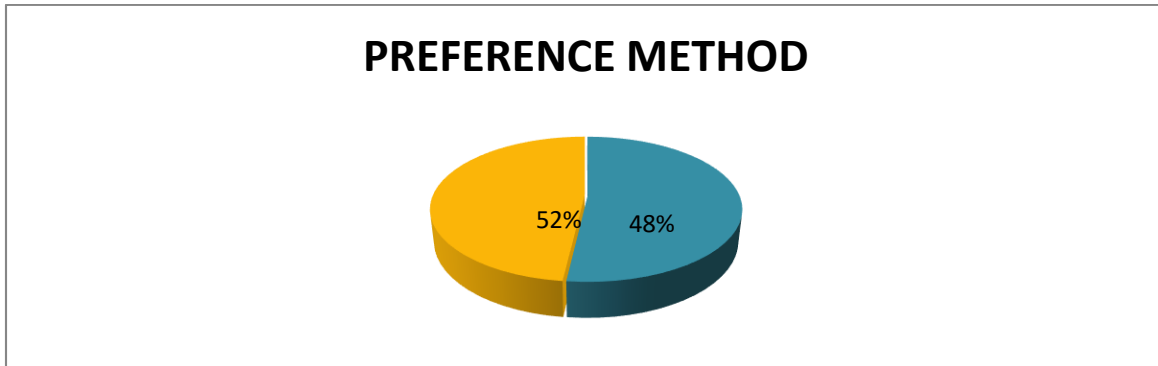


CHART -5- METHOD PREFERENCE FOR RECRUITMENT

TABLE -6-RECRUITMENT SOURCES MOSTLY PREFERRED BY RESPONDENTS

S.NO	sources	No. of Respondents	Percentage (%)
1	External source	30	27.78
2	Internal source	32	29.62
3	Both	46	42.60
TOTAL		108	100

INFERENCE:

From the above table it predicts 42.60% belongs to both sources.29.62% belongs to internal source 27.78% of the respondents belong to external source.

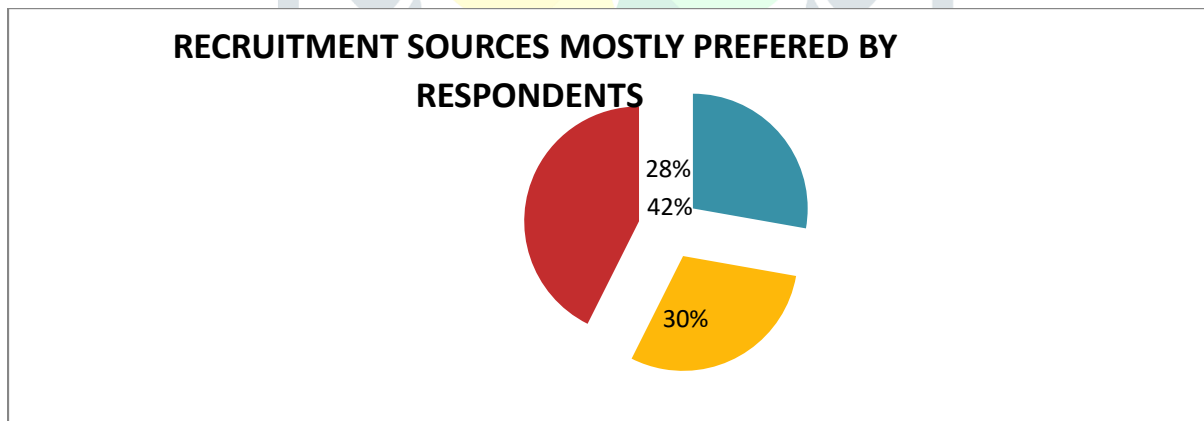


CHART -6- RECRUITMENT SOURCES MOSTLY PREFERRED BY RESPONDENTS

TABLE-7- RESPONDENTS RECRUITED INTO THE JOB

S.NO	Methods	No of Respondents	Percentage (%)
1	Advertisement	12	11.11
2	Employee referral	16	14.8
3	portals	15	13.91
4	Consultancy firms	23	21.30
5	campus	10	9.25
6	Job fair	17	15.74
7	others	15	13.90
TOTAL		108	100

INFERENCE:

It is shown that majority of the respondents belong to consultancy firms and least employees under campus interview.

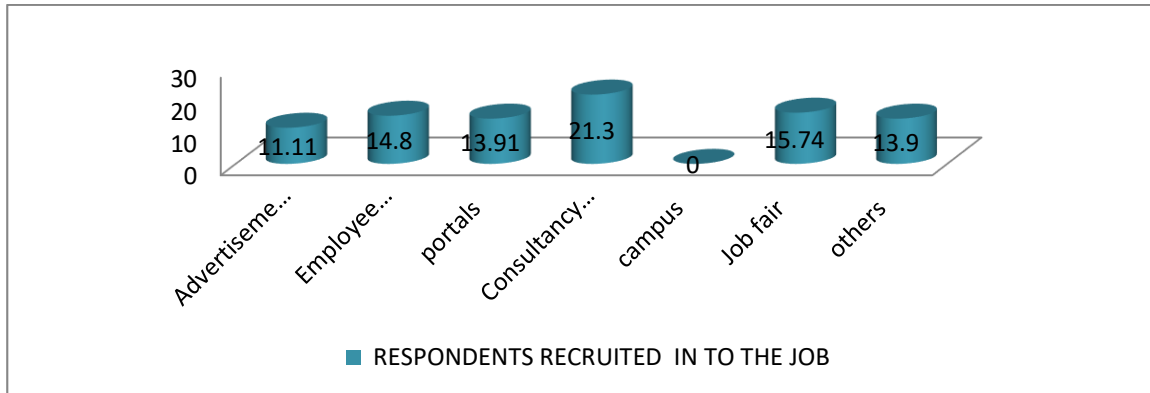


CHART -7- RESPONDENTS RECRUITED INTO THE JOB

TABLE -8 –AWARENESS OF THE RECRUITMENT PROCESS

S.NO	Particulars	No. of Respondents	Percentage (%)
1	Yes	75	69.4
2	No	33	30.6
TOTAL		157	100

INFERENCE:

The above table indicates that 69.4% of respondents suggest that the awareness of the recruitment process and 30.6% of respondents suggest they not awareness of recruitment process.

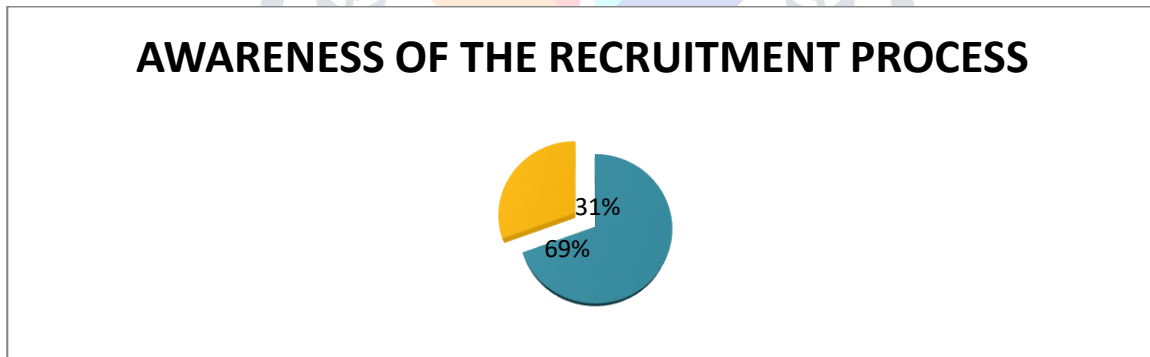


CHART -8 –AWARENESS OF THE RECRUITMENT PROCESS

TABLE -9- INTERNAL SOURCES BASED ON RESPONDENTS PREFERENCE

RATINGS	1		2		3		4		TOTAL	
	No of respondents	Perce ntage (%)	No of respo ndents	Perce ntage (%)	No of respon dents	Percen tage (%)	No of respo ndents	Perce ntage (%)	No of respo ndent s	Perce ntage (%)
Promotion	26	24.07	30	27.78	35	32.40	17	15.74	108	100
Transfer	21	19.44	34	31.48	27	25	26	24.07	108	100

Management referrals	24	22.22	20	18.51	25	23.15	39	36.11	108	100
Employee referrals	37	34.25	24	22.22	21	19.44	26	24.07	108	100

INFERENCE:

From the above table, it explains that most of the respondents preference to employee referrals and promotion in an internal sources of recruitment.

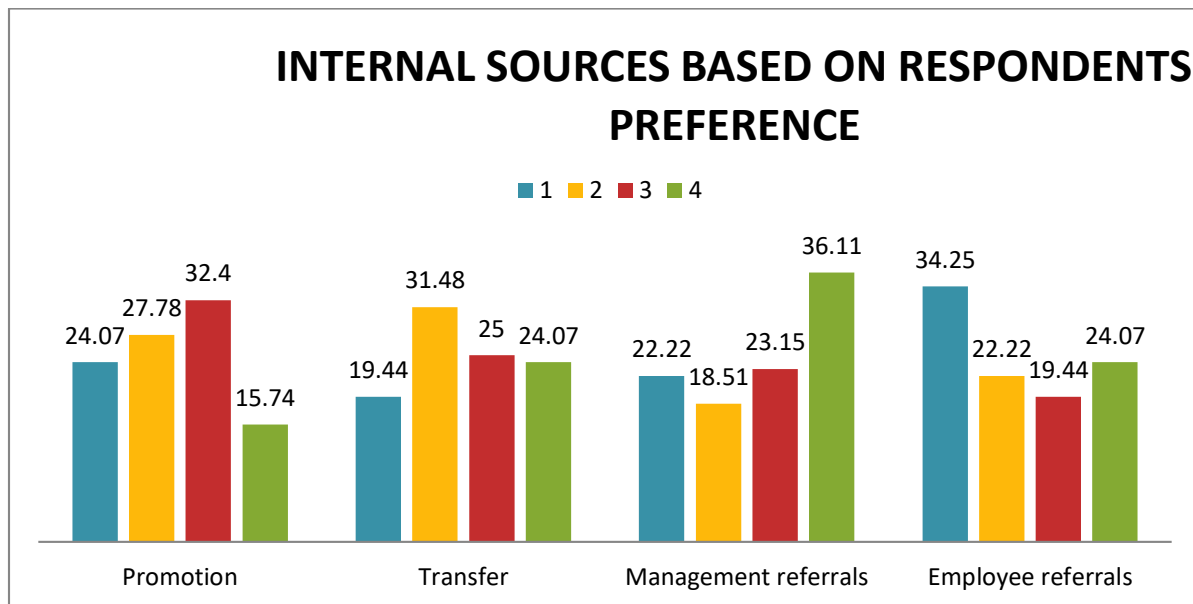


CHART-9- INTERNAL SOURCES BASED ON RESPONDENTS PREFERENCE

WEIGHTED AVERAGE METHOD

Analyze the opinion of respondents regarding the rating of various factors which influence them to join in the organization:

FACTORS	1 (6)	2 (5)	3 (4)	4 (3)	5 (2)	6 (1)	TOTAL	WEIGHTED AVERAGE	TOTAL WEIGHTED AVERAGE	RANK
Name of the organization	30	20	20	10	12	16	108	430	3.981	3
Infrastructure	17	32	26	15	10	8	108	439	4.064	1
Communication skills	27	20	21	19	12	9	108	436	4.037	2
Pay mode	11	18	15	33	14	17	108	360	3.333	5
Security basis	20	18	14	16	30	10	108	384	3.555	4
Personal reasons	16	14	15	13	14	36	108	329	3.046	6

Weighted average = $(X_1W_1+X_2W_2+X_3W_3+.....)/N$ (or)

= Total weighted score/ No of respondents

$$\begin{aligned} \text{Name of the organization} &= (30 \times 6) + (20 \times 5) + (20 \times 4) + (10 \times 3) + (12 \times 2) + (16 \times 1) \\ &= 180 + 100 + 80 + 30 + 24 + 16 = 430/108 = 3.981 \end{aligned}$$

$$\begin{aligned} \text{Infrastructure} &= (17 \times 6) + (32 \times 5) + (26 \times 4) + (15 \times 3) + (10 \times 2) + (8 \times 1) \\ &= 102 + 160 + 104 + 45 + 20 + 8 = 439/108 = 4.064 \end{aligned}$$

$$\begin{aligned} \text{Communication skills} &= (27 \times 6) + (20 \times 5) + (21 \times 4) + (19 \times 3) + (12 \times 2) + (9 \times 1) \\ &= 162 + 100 + 84 + 57 + 24 + 9 = 436/108 = 4.037 \end{aligned}$$

$$\begin{aligned} \text{Pay mode} &= (11 \times 6) + (18 \times 5) + (15 \times 4) + (33 \times 3) + (14 \times 2) + (17 \times 1) \\ &= 66 + 90 + 60 + 99 + 28 + 17 = 360/108 = 3.333 \end{aligned}$$

$$\begin{aligned} \text{Security basis} &= (20 \times 6) + (18 \times 5) + (14 \times 4) + (16 \times 3) + (30 \times 2) + (10 \times 1) \\ &= 120 + 90 + 56 + 48 + 60 + 10 = 384/108 = 3.555 \end{aligned}$$

$$\begin{aligned} \text{Personal reasons} &= (16 \times 6) + (14 \times 5) + (15 \times 4) + (13 \times 3) + (14 \times 2) + (36 \times 1) \\ &= 96 + 70 + 60 + 39 + 28 + 36 = 329/108 = 3.046 \end{aligned}$$

INFERENCE:

From the above table, it has been inferred that most of the employees said that Infrastructure is a lead factor to influence them to join the organization remaining factors like communication skills name of the organization pay mode security basis personal reasons are the other factors.

Respondent's opinion towards, internal sources based on your preference

SOURCES	1 (4)	2 (3)	3 (2)	4 (1)	TOTAL	WEIGHTED AVERAGE	TOTAL WEIGHTED AVERAGE	RANK
Promotion	26	30	29	23	108	275	2.546	1
Transfer	20	34	26	28	108	262	2.425	3
Management referrals	24	18	35	31	108	251	2.324	4
Employee referrals	37	19	18	34	108	266	2.462	2

Weighted average = $(X_1W_1+X_2W_2+X_3W_3+.....)/N$ (or)

= Total weighted score/ No of respondents

$$\text{Promotion} = (26 \times 4) + (30 \times 3) + (29 \times 2) + (23 \times 1) = 104 + 90 + 58 + 23 = 275/108 = 2.546$$

$$\text{Transfer} = (20 \times 4) + (34 \times 3) + (26 \times 2) + (28 \times 1) = 80 + 102 + 52 + 28 = 262/108 = 2.425$$

$$\text{Management referrals} = (24 \times 4) + (18 \times 3) + (35 \times 2) + (31 \times 1) = 96 + 54 + 70 + 31 = 251/108 = 2.324$$

$$\text{Employee referrals} = (37 \times 4) + (19 \times 3) + (18 \times 2) + (34 \times 1) = 120 + 72 + 40 + 34 = 266/108 = 2.462$$

INFERENCE:

From the above table the respondents have chosen Promotion and employees referrals, has the most and least respondents to transfer and management referrals.

CHI-SQUARE**EDUCATIONAL QUALIFICATION WITH OVERALL RECRUITMENT PROCESS**

OVERALL RECRUITMENT QUALIFICATION	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	TOTAL
DIPLOMA	8	12	11	5	4	40
UG	5	9	8	3	3	28
PG	4	6	5	3	2	20
OTHERS	4	6	6	3	1	20
TOTAL	21	33	30	14	10	108

Null hypothesis (H₀): There is no significant relationship between employees' qualification and overall recruitment process

Alternative hypothesis (H₁): There is a significant relationship between employees' qualification and overall recruitment process

Level of significant $\alpha = 0.05$

Formula for chi-square:

$$\chi^2 = \frac{\sum (O - E)^2}{E}$$

ROW TOTAL * COLUMN TOTAL

EXPECTED FREQUENCY =

GRAND TOTAL

Degrees of freedom = (r-1) (c-1)

O	E	(O-E)	(O-E) ²	(O-E) ² /E
8	7.7	0.3	0.09	0.012
12	12.2	-0.2	0.04	0.0033
11	11.1	-0.1	0.01	0.0009
5	5.2	-0.2	0.04	0.0077

4	3.7	0.3	0.09	0.024
5	5.4	-0.4	0.16	0.03
9	8.6	0.4	0.16	0.019
8	7.8	0.2	0.04	0.005
3	3.6	-0.6	0.36	0.1
3	2.6	0.4	0.16	0.062
4	3.9	0.1	0.01	0.003
6	6.1	-0.1	0.01	0.002
5	5.6	-0.6	0.36	0.064
3	2.6	0.4	0.16	0.062
2	1.9	0.1	0.01	0.005
4	3.9	0.1	0.01	0.003
6	6.1	0.1	0.01	0.002
6	5.6	0.4	0.16	0.029
3	2.6	0.4	0.16	0.062
1	1.9	0.1	0.01	0.005
				0.5009

Degrees of freedom = $(r-1)(c-1) = (4-1)(5-1) = 12$

5% level of significant with 12 degrees of freedom $\chi^2_{0.05} = 21.026$

The calculated value of $\chi^2 <$ Tabulated value of χ^2 . **0.5009 < 21.026**

→ **Ho is accepted**

→ **H1 is rejected.**

INTERPRETATION:

From the above table, it shows that there is no significant association between educational qualification and overall recruitment process.

FINDINGS:

- 70.37% of the respondents belong to male employees and 29.63% belongs to female employees.
- majority of the respondents belong to production department, and least employees under Accounts department

- 37.05% of the respondents have completed Diploma, 25.93% of respondents have completed UG, 18.51% of respondents have completed PG and 18.51% of respondents have completed others.
- 37.04% has work experience within 3-5 years and 23.15% has work experience within 1-3 years, 23.14% has work experience of above 5 years, 16.67% work below fresher
- 51.86% of the respondents belongs to direct method and 48.14% belongs to indirect method
- 42.60% belongs to both sources.29.62% belongs to internal source 27.78% of the respondents belongs to external source.
- It is shown that majority of the respondents belong to consultancy firms and least employees under campus interview.
- 47.22%of respondents are clear,21.29% of respondents are very clear and16.67% are to some extent, and 14.82% are not at all clear about the job description and job profile.
- 31.5% respondents are neutral, 25% of respondents are satisfied, 24.1% of the respondents are highly satisfied with the interview scheduling mode, 12.9% of the respondents are dissatisfied and 6.5% is highly dissatisfied towards organization interview scheduling mode.
- 30.56% of respondents mention time management of interview process is satisfied, 27.74% of respondents says is good 23.2% of respondents are mention is very good, , 13.9% of respondents mention bad, 4.7% of respondents says that time management of interview process is very bad.
- 30.62% of respondents are satisfied, 27.78% are neutral, and 19.4% of the respondents are highly satisfied with the recruitment process, 12.95% of the respondents are dissatisfied and 9.25. % is highly dissatisfied towards company recruitment process.

SUGGESTIONS:

- It is found that majority of the respondents prefer to improve a campus interview and post the job vacancy in company website.
- The organization may improve in using other internal sources such as transfer/ promotion for recruitment which will be more effective.
- The majority of respondents feels to improve the external sources.
- It was suggested by the respondents that the company can consider GD and aptitude test in their recruitment process.
- In the organization pay mode is one of the factor to influence the respondents to join this organization so the management may increase a pay mode.
- The recruiter must disclose all the essentials to the applicant at the time of interview process & joining the organization, so that the candidate will not over whelmed.

CONCLUSION:

- This project was helpful to know about the recruitment and selection process study was helpful to know the sources of recruitment and selection techniques & methods used.
- The research was useful for the organization to find out the opinion towards recruitment process and to know the short comings in the recruitment and selection process.
- From the study it was inferred that the organization gave preference to internal sources rather than external sources. Some of the employees felt that the company would still fasten the process. From the study it was found that the employees are satisfied with their present recruitment and selection process.

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