



A Study on Effectiveness of Recruitment Process in Construction Company

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ABSTRACT

This project aims to study on the Effectiveness of Various Recruitment process implemented in GmmcoCAT Limited and also to analyze the various drawbacks of the recruiting Process. This project would help the to know the different other sources through which recruitment can be done and implement the right way at the right occasion. A successful and effective recruitment program necessitates a well-defined recruitment policy, a proper organizational structure, procedures for locating sources of manpower resources, suitable methods and techniques for utilizing and a constant assessment and consequent improvement. The relevant primary data were collected from the HR recruiters form the company through questionnaires. The study was based on primary data obtained from the HR department of GmmcoCAT Limited. The statistical tools applied for this survey were the weighted average method, Chi-square analysis, F-Test. The data collected were presented in the form of tables and various charts

Keywords: Recruitment Process, Recruitment Techniques, Types & Methods of Recruitment

INTRODUCTION

Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidate. It is the next step in the procurement function, the first being the manpower planning. Recruitment makes it possible to acquire the number and types of people

necessary to ensure the continued operation of the organization. Recruitment is the discovering of potential applicants for actual or anticipated organization vacancies. In other words, it is a 'linking activity' bringing together those with jobs and those seeking jobs. Companies are now looking out for new ways of giving themselves a competitive advantage. New product, new image & new marketing idea are some of the ways this can be achieved but enlightened and successful companies look towards their people to provide the leading edge. Here in lies the important of recruitment and staffing- getting the right people for right job. Employees are the biggest assets in any organization and it becomes vitally important that this asset is properly selected and placed in the right place at the right time. These assets must be properly nurtured and their efforts to be harnessed so as to obtain maximum productivity. Recruitment is an important aspect in their regard. Thus, in this context it becomes important to make an empirical study on the effectiveness of the recruitment process. Henceforth the process of recruitment is viewed with utmost attention and a study in this aspect is carried out.

OBJECTIVES OF THE STUDY

1. To find out the sources of recruitment in the organization
2. To analyze the various factors determining the recruitment process in the Organization
3. To suggest the measures to improve the recruitment process.

REVIEW OF LITERATURE:

According to Korsten (2013) and Jones et al. (2013), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2013)

Barber (2014) defines Employee recruitment as "practices and activities carried on by an organization for the purpose of identifying and attracting potential employees". Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization's culture.

Dessler (2015) found in his study that the Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. It frequently forms an important part of the work of human resource managers –or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes

Burton (2015) in his study of recruitment and selection practices in the USA, found that approximately 25 percent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres.

Whitmell Associates (2015) observed that the extent of recruitment and selection strategy integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequately qualified people, and to a great extent this uncertainty involves the quality of employees. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with the business

RESEARCH METHODOLOGY

- Type of Research: Descriptive in Nature, Questionnaire Method
- A sample size of employees was selected for this study is hundred (100), which is 25% of 400 workers

STATISTICAL TOOLS

The methods followed for the analysis and interpretation of data are:

- Chi-square method
- Percentage analysis
- Analysis Of Variance[Anova] - F-Test
- Weighted Average Method

DATA ANALYSIS & INTERPRETATION

Table-1- Experience of HR in Recruitment

| Sl.No | Particulars | No of respondent | Percentage (%) |
|-------|-------------|------------------|----------------|
| 1 | < 6 Months | 38 | 38 |
| 2 | 6 - 1 Year | 26 | 26 |
| 3 | 1 - 2 Years | 22 | 22 |
| 4 | > 2 Years | 14 | 14 |
| | Total | 100 | 100 |

INTERPRETATION:

From the above table it is clear that 38 % of respondents have less than six months experience in HR, 26% have an experience within one year but more than six months, 22% have 1 – 2 years and only 14% of respondents have more than two years of experience in the field of HR.



Chart-1- Showing the Experience of HR in Recruitment

Table – 2 Showing the Time Taken for Filling Roles in the Company

| Sl.No | Particulars | No of respondent | Percentage (%) |
|-------|-------------|------------------|----------------|
| 1 | < 7 Days | 76 | 76 |
| 2 | 15 Days | 16 | 16 |
| 3 | 20 Days | 8 | 8 |
| 4 | >20 Days | 0 | 0 |
| | Total | 100 | 100 |

INTERPRETATION:

From the above table shows that 76 % of respondents need less than seven days to fill a role, 16% say they need 15 days to fill a role and 8% say that they need 20 days to fill a role.

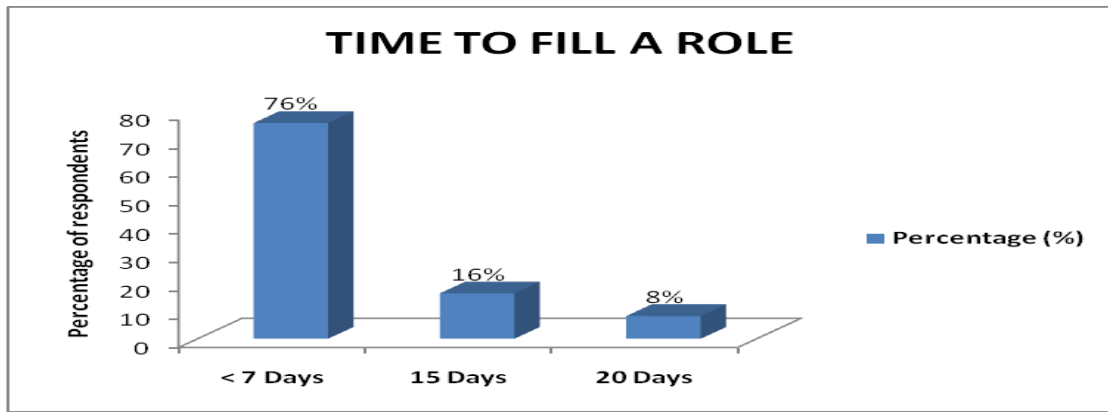


Chart – 2 Showing the Time Taken for Filling Roles in the Company

Table-3 - Showing the How Many Candidates Sourced For a Position (One Vacancy)

| Sl.No | Particulars | No of respondent | Percentage (%) |
|-------|-------------|------------------|----------------|
| 1 | 1 – 10 | 58 | 58 |
| 2 | 10 - 20 | 32 | 32 |
| 3 | 20 - 30 | 8 | 8 |
| 4 | > 30 | 2 | 2 |
| | Total | 100 | 100 |

INTERPRETATION:

From the above table shows that 58 % of the respondent say that they need less than 10 days to fill a role, 32% say that they need 10 – 20 days, 8% say that they need 20 – 30 days and 2% say that they need more than 30 days to fill a role.

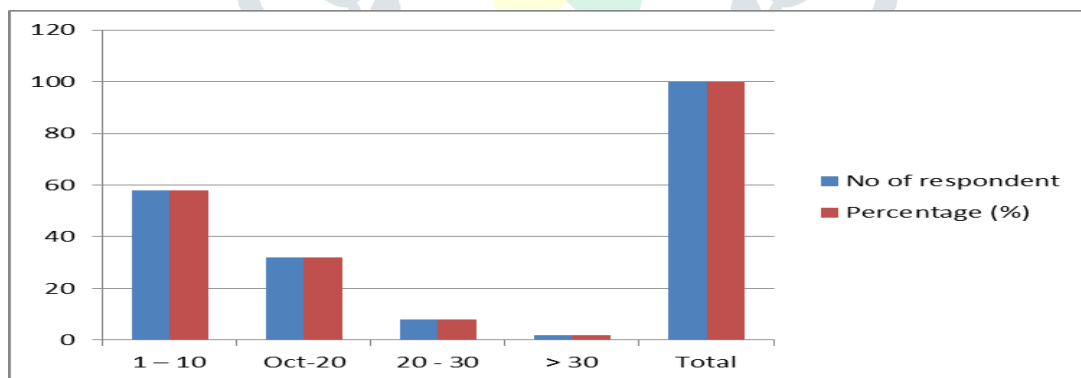


Chart-3 - Showing the How Many Candidates Sourced For a Position (One Vacancy)

Table-4 - Showing the Feedback Assistance Provided By HR Team in Overall Process

| Sl.No | Particulars | No of respondent | Percentage (%) |
|-------|-------------|------------------|----------------|
| 1 | Very Good | 38 | 38 |
| 2 | Good | 56 | 56 |
| 3 | Average | 6 | 6 |
| 4 | Very Poor | 0 | 0 |
| | Total | 100 | 100 |

INTERPRETATION:

From the above table shows 38% of the respondents tell that the overall assistance given to them is very good, 56% of the respondents tell that the assistance given to them by the HR team is good. Majority of the respondents tell that the assistance provided to them to recruit candidates is good.

Chart-4 - Showing the Feedback Assistance Provided By HR Team in Overall Process

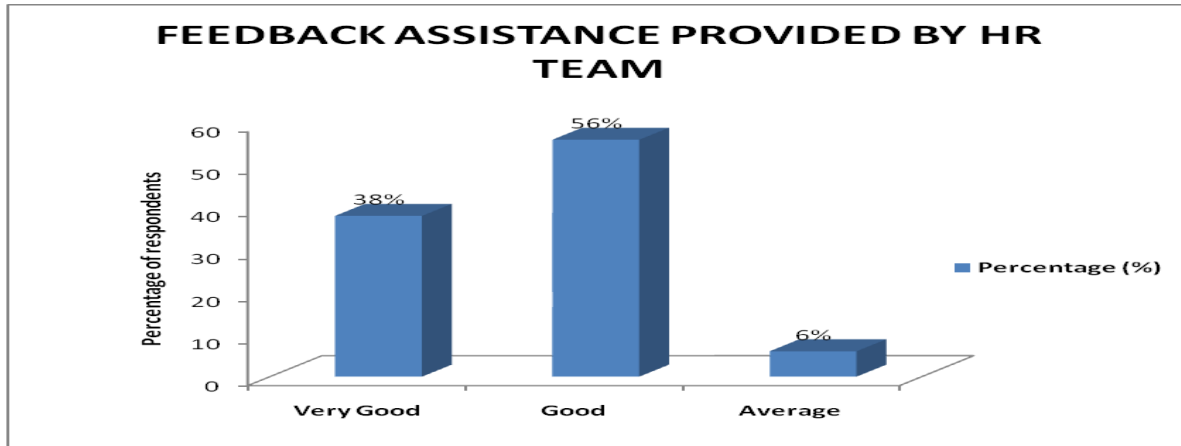


Table- 5-Showing Whether the Recruiters to tell the Candidates about the Compensation during Interview

| Sl.No | Particulars | No of respondent | Percentage (%) |
|-------|-------------|------------------|----------------|
| 1 | Yes | 68 | 68 |
| 2 | No | 32 | 32 |
| | Total | 100 | 100 |

INTERPRETATION:

From the above table shows 68% of the respondents tell that they tell the candidates about the compensation during the interview process, 32% of the respondents tell that they don't tell the candidates about the compensation during interview process. Majority of the respondents have told that they tell the candidates about the compensation during the interview process.

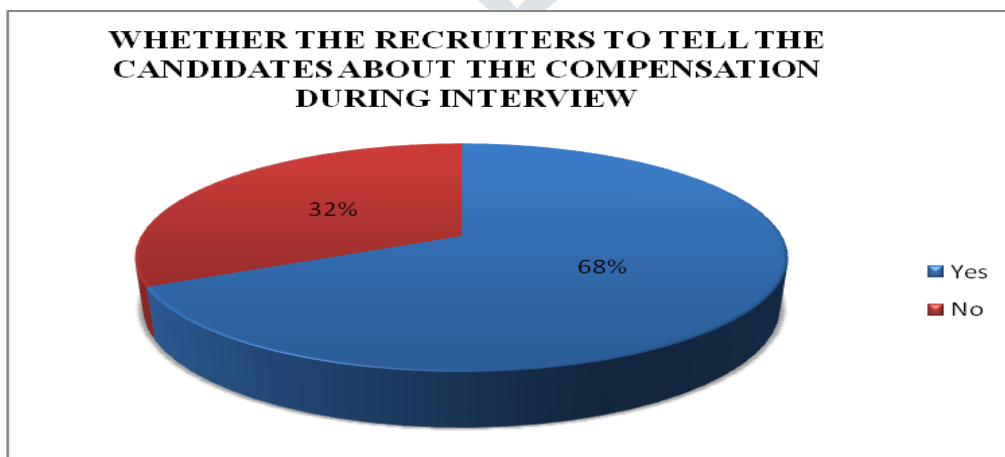


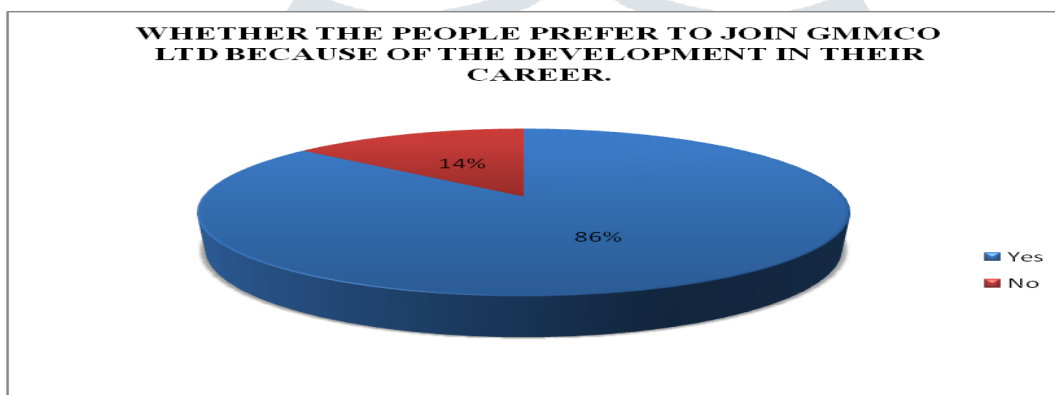
Chart- 5- statics on discussion on Compensatory package

Table – 6- People preference to Join the company because of the Development in their Career

| Sl.No | Particulars | No of respondent | Percentage (%) |
|-------|-------------|------------------|----------------|
| 1 | Yes | 86 | 86 |
| 2 | No | 14 | 14 |
| | Total | 100 | 100 |

INTERPRETATION:

From the above table shows 86% of the respondents tell that they inform the candidates about the career path and growth during interview process, 14% of the respondents tell that they don't inform the candidates about the career path and growth during the interview process. Majority of the respondents tell that they inform the candidates about the career path and growth during interview process.

Chart – 6- People prefer to join the company Because of the Development in their Career**Table-7- People Prefer to join the company because of the Career Development in Recruitment Process**

| Sl.No | Particulars | No of respondent | Percentage (%) |
|-------|----------------------------|------------------|----------------|
| 1 | Strongly Agree | 42 | 42 |
| 2 | Agree | 44 | 44 |
| 3 | Neither Agree nor Disagree | 8 | 8 |
| 4 | Disagree | 6 | 6 |
| | Total | 100 | 100 |

INTERPRETATION:

From the above table shows 42% of the respondents strongly agree that people prefer to join Gmmco Ltd, since they have a good career growth, 44% of the respondent agree that there is a good career growth, 8% neither agree or nor disagree and only 6 % disagree that candidates prefer to join Gmmco ltd due to good career growth. Majority of the respondents agree that there is a good career growth.

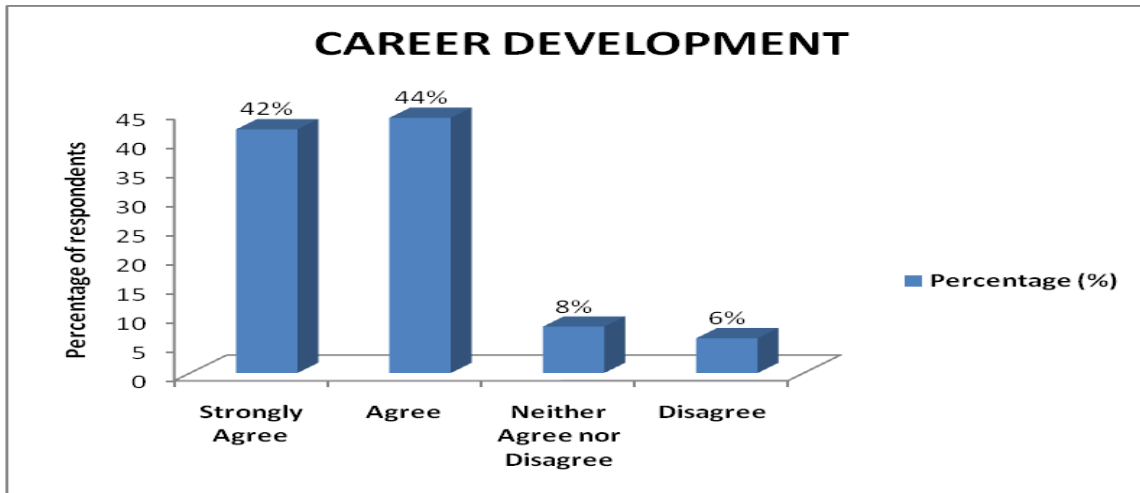
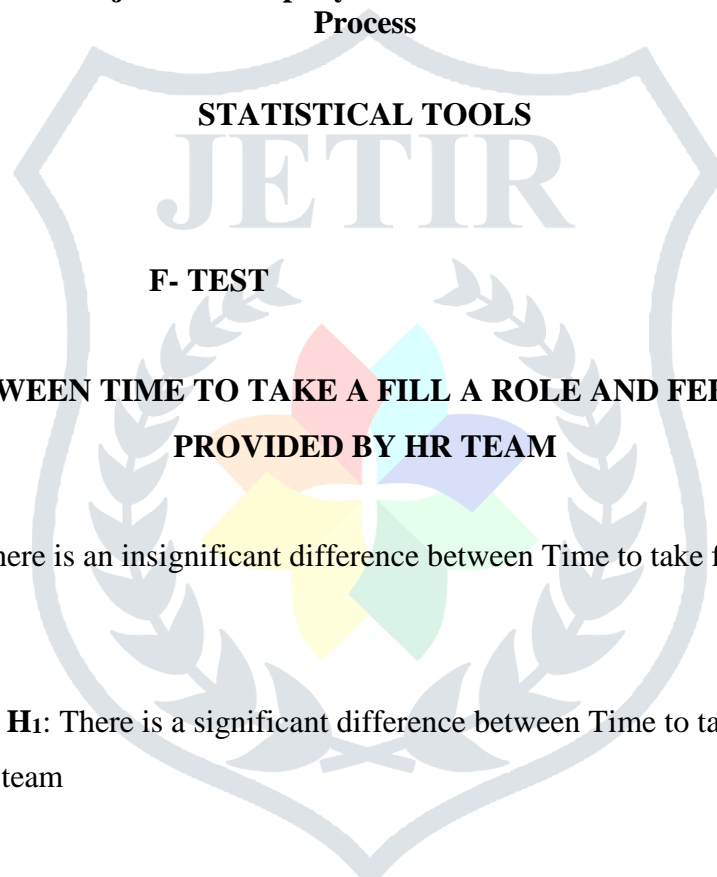


Chart-7 People Prefer to join the company because of the Career Development in Recruitment Process



RELATIONSHIP BETWEEN TIME TO TAKE A FILL A ROLE AND FEEDBACK ASSISTANCE PROVIDED BY HR TEAM

Null Hypotheses: H₀ : There is an insignificant difference between Time to take fill a role and assistance provided by hr team

Alternative Hypotheses: H₁: There is a significant difference between Time to take fill a role and assistance provided by hr team

F- TEST

| Group-A | Group-B |
|---------|---------|
| 76 | 38 |
| 16 | 56 |
| 8 | 6 |

Solution:

$$H_0: q_1^2 = q_2^2 = H_1: q_1^2 \neq q_2^2$$

Here q_1^2 & q_2^2 are the variance of two population:

| | Sample 1 (X-33) | | | Sample 2 (Y-33) | |
|-----|--------------------|----------------|-----|--------------------|----------------|
| X | d | d ² | Y | d | d ² |
| 76 | 43 | 1849 | 38 | 5 | 25 |
| 16 | -17 | 289 | 56 | 23 | 529 |
| 8 | -25 | 625 | 6 | -27 | 729 |
| 100 | | 2763 | 100 | | 1283 |

$$X = E_x/n$$

$$Y = E_y/n$$

$$X=100/3$$

$$Y = 100/3$$

$$X=33$$

$$Y=33$$

$$s_1^2=d^2/n$$

$$s_2^2=d^2/n$$

$$s_1^2=2763/3$$

$$s_2^2=1283/3$$

$$s_1^2=921$$

$$s_2^2=428$$

$$S_1^2=n_1s_1^2/n_1-1$$

$$S_2^2=n_2s_2^2/n_2-1$$

$$S_1^2=3*921/2$$

$$S_2^2=3*428/3$$

$$S_1^2=1381.5$$

$$S_2^2=642$$

Hence $S_1^2 > S_2^2$,

$$F=S_1^2/S_2^2$$

$$F=1381.5/642$$

$$F=2.15$$

The Calculated value of F-TEST is 2.15

To find ndf,

$$ndf = n_1-1, n_2-1, \text{ ndf}=2,2$$

Table value of F(2,2) at 5% level= 1.265

The calculated value 2.15 is greater than the table value 1.268, hence the H₁ is accepted.

Interpretation:

From the above analysis it is inferred there is a significant difference between Times to take fills a role and assistance provided by hr team among the Gmmco Ltd

CHI-SQUARE TEST
THE SOURCE DEPEND ON URGENT REQUIREMENT OF CANDIDATES

NULL HYPOTHESIS (H0):

Required number of Source depend on Urgent candidates are not available

ALTERNATIVE HYPOTHESIS (H1):

Required number of Source depend on Urgent candidates are available

Formula:

The formula is,

$$x^2 = [(O-E)^2]/E$$

Where,

X² – chi-square

O-observed frequency

E-expected frequency

| O | E | (O-E) ² | (O-E) ² / E |
|-------|----|--------------------|------------------------|
| 12 | 25 | 169 | 6.76 |
| 26 | 25 | 1 | 0.04 |
| 16 | 25 | 81 | 3.24 |
| 46 | 25 | 441 | 17.64 |
| TOTAL | | | 27.68 |

$$O = 100/4 = 25$$

$$(O-E)^2 / E = 27.68$$

| Content | Value | Degree of freedom |
|------------|-------|-------------------|
| chi-square | 27.68 | 3 |

$$\text{Degree of freedom} = n-1 = 4-1 = 3$$

$$\text{Level of significance} = 0.05$$

$$\text{Calculated value} = 27.68$$

$$\text{Table value} = 12.8$$

The calculated value 27.68 is greater than the table value 12.8. hence the H1 is accepted.

Interpretation:

From the above analysis it is the inferred that the department has the Required number of Source depend on Urgent candidates are available

WEIGHTED AVERAGE METHOD

Showing the People Preferences to Join

| Preferences | Strongly Agree | Agree | Neither Agree or Disagree | Disagree |
|--------------------|----------------|-------|---------------------------|----------|
| Career Development | 42 | 44 | 8 | 6 |
| Good Environment | 32 | 48 | 18 | 2 |
| Good Remuneration | 60 | 24 | 16 | 0 |

Calculation:

1. Career Development:

$$\begin{aligned} &= ((42*4)+(44*3)+(8*2)+(6*1)) / 10 \\ &= (168+132+16+6) / 10 \\ &= 35.2 \end{aligned}$$

2. Good Environment :

$$\begin{aligned} &= ((32*4)+(48*3)+(18*2)+(2*1)) / 10 \\ &= (128+144+36+2) / 10 = 31 \end{aligned}$$

3. Good Remuneration :

$$\begin{aligned} &= ((60*4)+(24*3)+(16*2)+(0*1)) / 10 \\ &= (240+72+32+0) / 10 = 34.4 \end{aligned}$$

Inference:

Most of the respondents are Strongly Agree with Good Remuneration is important for Recruitment Process

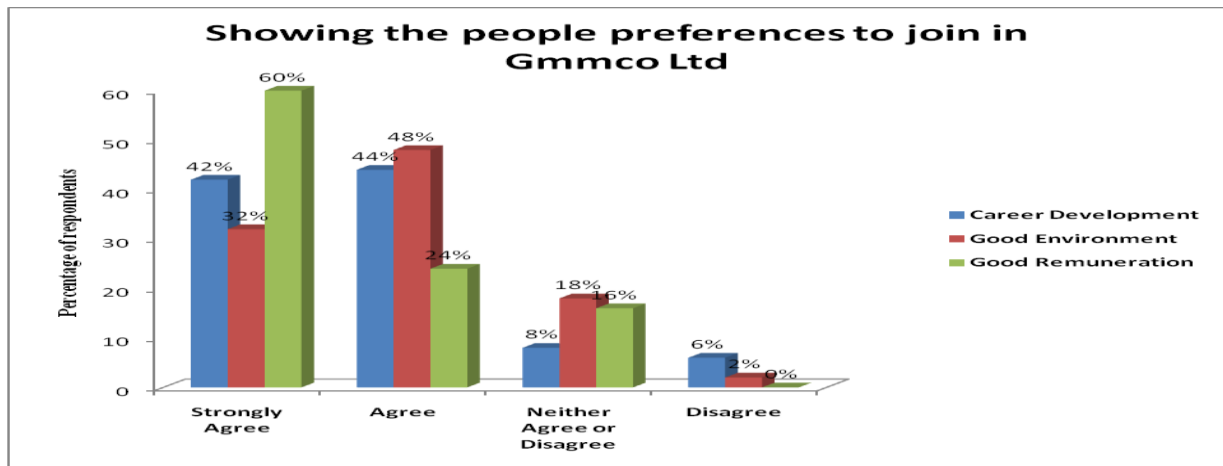


Fig : People preference in GMMCO as case tool

FINDINGS

- 38 % of the recruiters have a mere experience of only below six months.
- 76% felt that they need less than a week time to fill up a role.
- 56% of the respondents felt that the overall assistance provided by the HR team is good.
- 68% of the respondents mentioned that they educate the candidates about the compensation during the interview process.
- 86% of the respondents mentioned they inform the candidates about the career path and growth during interview process.
- 44 % of the respondents agree that people prefer to join Gmmco ltd because of career development.
- 48 % of the respondents agree that people prefer to join Gmmco ltd because of the good environment.
- 30 % of the respondents strongly agree that people prefer to join Gmmco ltd because of good remuneration
- 46 % of the respondents felt that they depend more on Job Portals for an urgent requirement.

SUGGESTIONS

- The company needs to recruit right person for right job. So they can deliver the key objectives of the organization.
- It needs to ensure that equality of opportunity is considered as an integral part of recruitment practice, it encouraging diversity.
- The company has to ensure that recruitment is fair, efficient and cost-effective.
- The organization can facilitate and encourage the selected candidates for the involved in training process.
- Continuously monitor, review and improvement in recruitment process can be higher experience and person information obtained from those involved in the process.
- Instead of preferring only engineering colleges for campus recruitment they can even consider arts and science colleges where we have good number of potentials.

CONCLUSION

Recruitment process is a systematic assessment of the employees in an organization. The result of such appraisals may lead to moment of the employees to the right place, enhancing the present skills, change the present compensation etc. As the effect of recruitment process creates a big change in the professional as well as the appraisals, such appraisals have to be administrated in an effective way without bias effects. If it is implemented, this may help the organization to maintain and enhancement the present knowledge base for a long time.

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