



# A STUDY ON RECRUITMENT AND SELECTION PROCESS

## AUTHORS

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## ABSTRACT:

The Study shows better recruitment and selection strategies result in improved organizational outcomes. Recruitment and Selection has been prepared to put a light on Recruitment and Selection process. The main objective is to identify general practices that organizations use to recruit and select employees and, to determine how the recruitment and selection practices affect organizational outcomes Effective recruitment, selection and retention are critical organization success. They enable companies to have performing employees who are satisfied with their jobs, thus contributing positively to the organization.

**Keywords:** Recruitment, Selection Process, Recruitment Methods, Employee satisfaction

## INTRODUCTION

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition. The project title “A Study on Recruitment and Selection Process in Onload Gears Pvt. Ltd, Chennai” conducted in Onload Gears Pvt. Ltd aims to find out the general opinion of the Recruitment and Selection process attended by the employees at Onload Gears Pvt. Ltd. The main objective of this project is to study on the recruitment and selection process are to identify whether the recruitment is done from internal or external sources, to Analyse the effectiveness of recruitment and selection process, to identify the factors of recruitment and selection process, to identify new ways of improving the present recruitment procedure, to identify the average time spent for selection process.

## OBJECTIVES OF THE STUDY

- ✓ To assess the perception of the employers regarding recruitment process they have undergone.
- ✓ To identify whether the recruitment is done from internal or external sources
- ✓ To analyses the effectiveness of recruitment and selection process
- ✓ To identify the factors of recruitment and selection process
- ✓ To identify new ways of improving the present recruitment procedure

## REVIEW OF LITERATURE

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests.

According to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

Dessler, (2000) 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.

## RESEARCH METHODOLOGY

- ✓ Method used for this study is random sampling method.
- ✓ The study is based on primary data.
- ✓ The questionnaire was designed and given to 50 employees.
- ✓ The questionnaire was designed to access information about recruitment and selection process from employees within organization.

**TOOLS FOR DATA ANALYSIS**

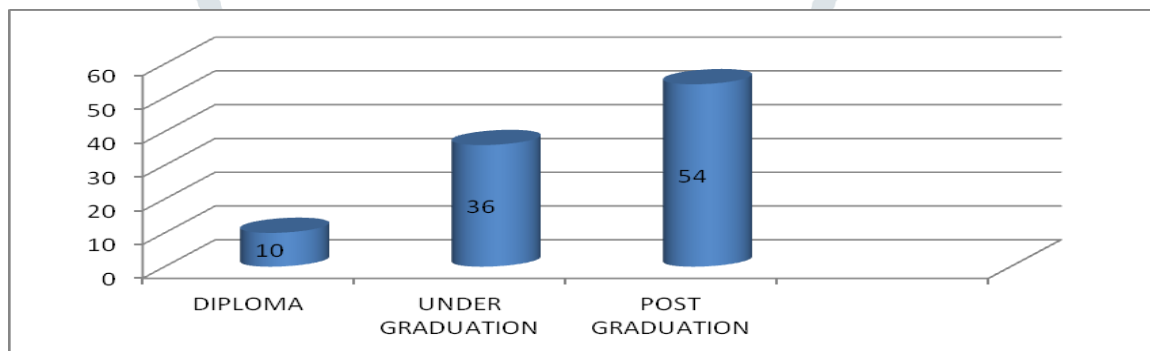
- ✓ Percentage Analysis
- ✓ Weighted Average Method
- ✓ Anova

**DATA ANALYSIS AND INTERPRETATION****TABLE: 1 - EDUCATION QUALIFICATION OF THE RESPONDENTS**

Qualification	Frequency	Percentage (%)
Diploma	5	10
Under Graduation	18	36
Post-Graduation	27	54
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

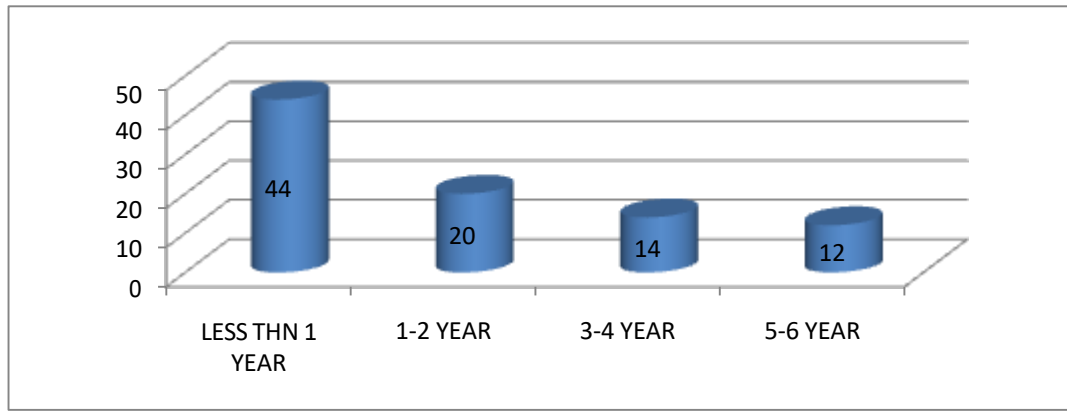
From the above table it is inferred that 54% of respondents are Post graduates, 36% of respondents are under graduates and 10% of respondents have finished Diploma.

**CHART: 1- EDUCATION QUALIFICATION OF THE RESPONDENTS****TABLE: 2 - EXPERIENCE OF THE RESPONDENTS**

Years of Experience	Frequency	Percentage (%)
Less Than 1 Year	22	44
1-2 Year	10	20
3-4 Year	7	14
5-6 Year	6	12
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

From the above it is inferred that 12% of employees have the experience between 5-6 years, 14% of respondents having the experience between 3-4 years, 20% of respondents are having the experience



between 1 – 2 years and 44% of respondents having experience for less than 1 year.

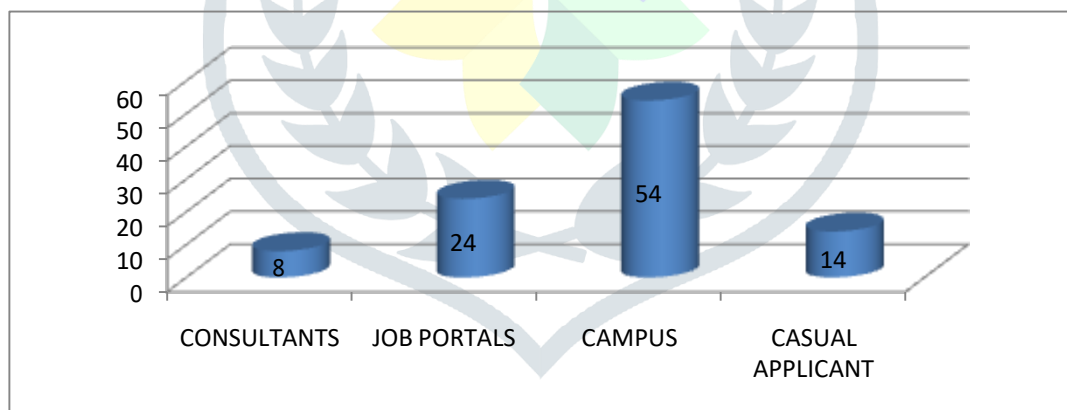
**CHART: 2 - EXPERIENCE OF THE RESPONDENTS**

**TABLE: 3- SOURCES OF RECRUITMENT INFORMATION**

Sources	Frequency	Percentage (%)
Consultants	4	8
Job Portals	12	24
Web Sites	27	54
Casual Applicants	7	14
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

From the above table it is inferred that 54% of the respondents are recruited through campus interview, 24% of respondents are through Job portals, 14% of respondents are recruited through Casual applicants and 8% of respondents are through consultancy.



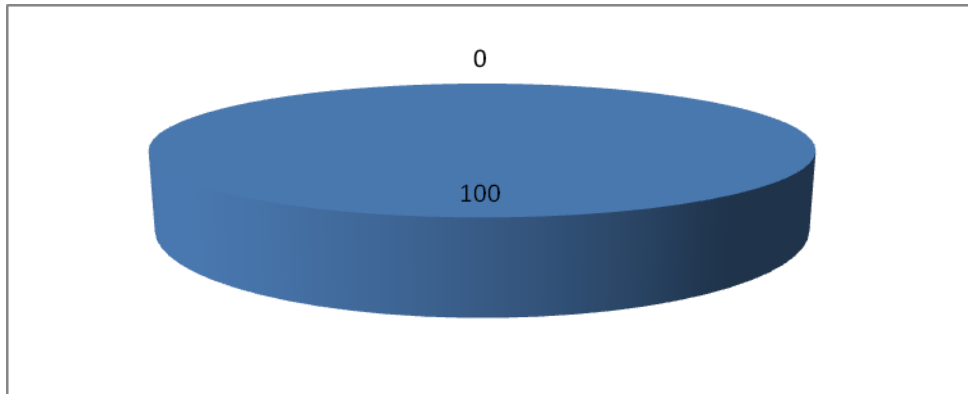
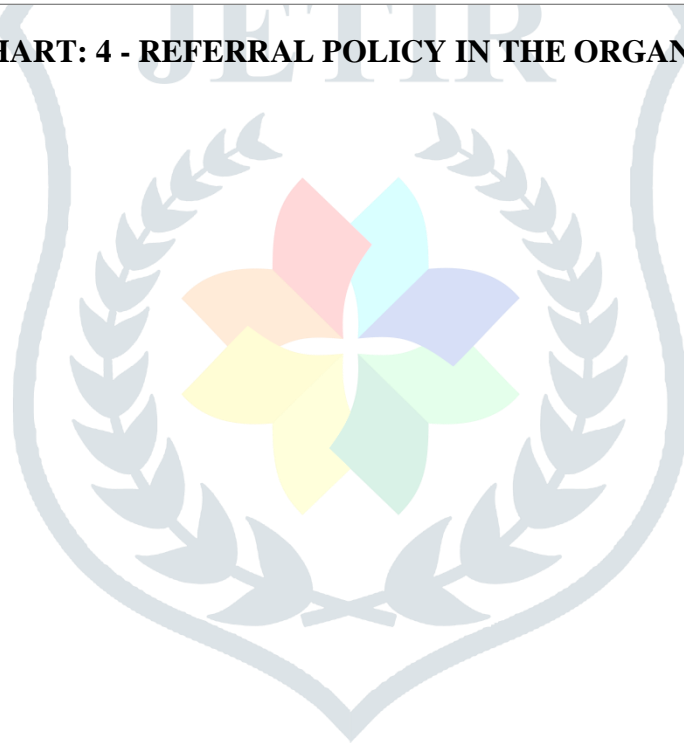
**CHART: 3- SOURCES OF RECRUITMENT INFORMATION**

**TABLE: 4 - REFERRAL POLICY IN THE ORGANIZATION**

Referral Policy	Frequency	Percentage (%)
YES	50	100
NO	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

From the above table it is inferred that 100% of respondents accept that the company is having the referral policy.

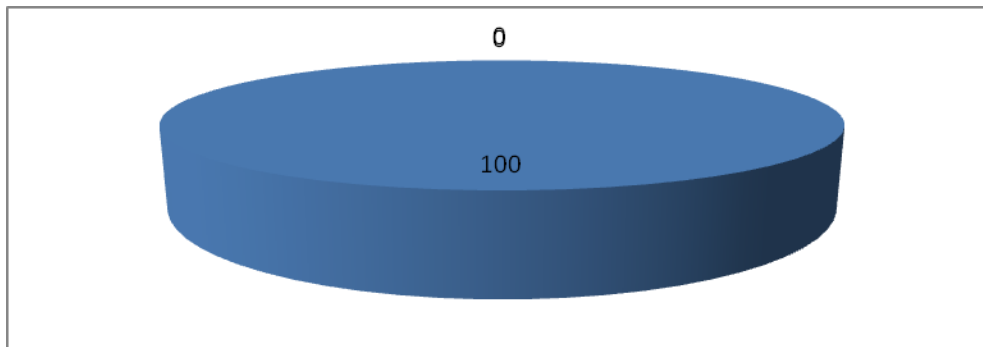
**CHART: 4 - REFERRAL POLICY IN THE ORGANIZATION**

**TABLE: 5 - REWARD FOR REFERRING EMPLOYEES**

Reward for Referring Employees	Frequency	Percentage (%)
YES	50	100
NO	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

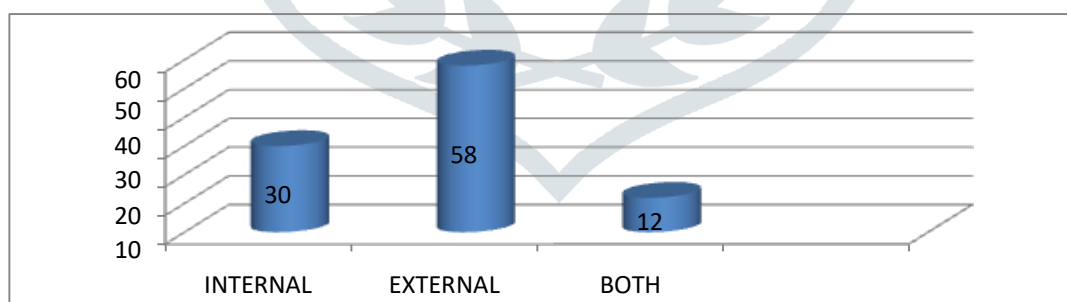
From the above table it is clearly shown that the company is providing 100% reward to the employees for referrals.

**CHART: 5- REWARD FOR REFERRING EMPLOYEES****TABLE: 6 - BEST RECRUITMENT SOURCES**

Best Recruitment Sources	Frequency	Percentage (%)
Internal Recruitment	15	30
External Recruitment	29	58
Both	6	12
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

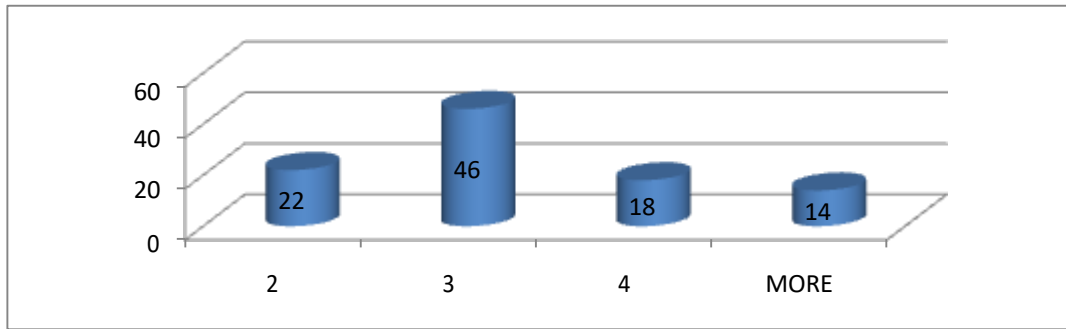
From the above table it is inferred that 30% of respondents prefer internal recruitment, 58% of respondents prefer External recruitment and 12% of respondents prefer both the sources for recruitment.

**CHART: 6- BEST RECRUITMENT SOURCES****TABLE: 7 - NO. OF STAGES IN THE SELECTION PROCESS**

Stages of Selection Process	Frequency	Percentage (%)
2	11	22
3	23	46
4	9	18
MORE	7	14
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

From the above table it is inferred that 22% of respondents have undergone 2 stages, 46% of respondents have undergone 3 stages, 18% respondents have undergone 4 stages and 14% of respondents have undergone more than 4 stages.



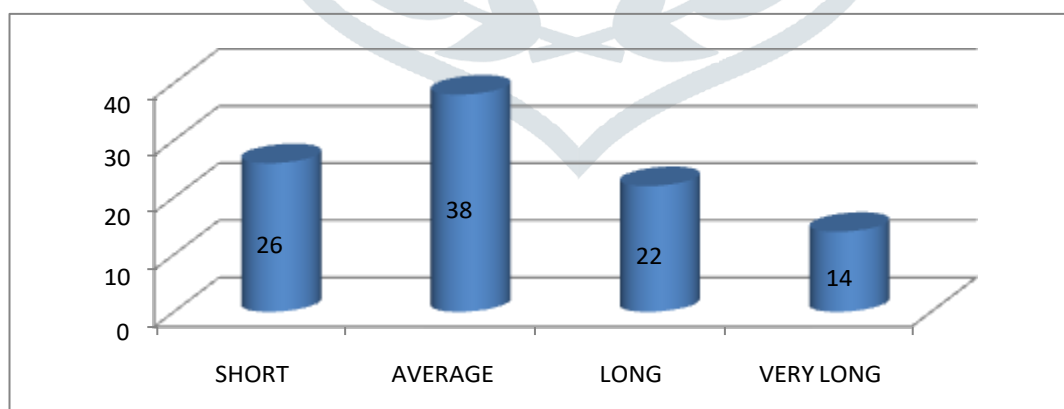
**CHART: 7 - NO OF STAGES IN THE SELECTION PROCESS**

**TABLE: 8 - RATING THE RECRUITMENT PROCEDURE**

Rate	Frequency	Percentage (%)
Short	13	26
Average	19	38
Long	11	22
Very Long	7	14
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

From the above table it is inferred that 26% of respondent’s recruitment process is short, 38% of respondent’s recruitment process is average, 22% of respondent’s recruitment process is long and 14% of respondent’s recruitment process is long.



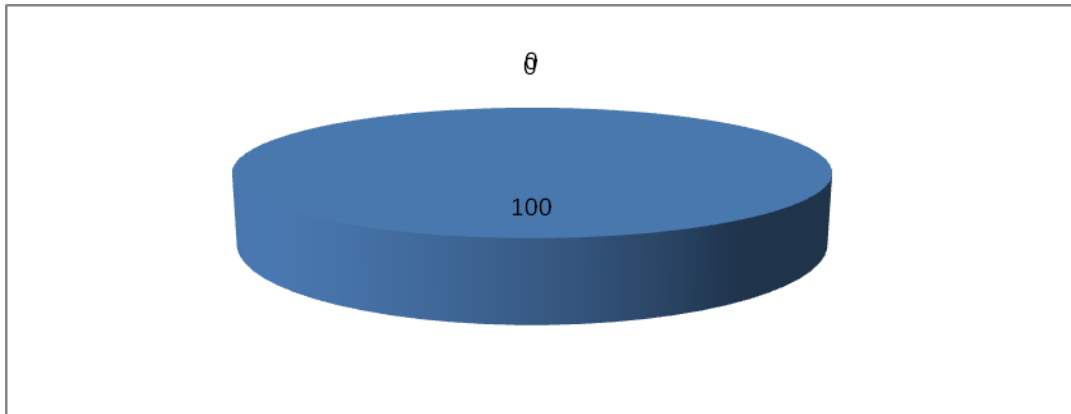
**CHART: 8- RATING THE RECRUITMENT PROCEDURE**

**TABLE: 9- SATISFACTION OF THE ROUNDS OF INTERVIEWS CONDUCTED**

Rounds of Interview	Frequency	Percentage (%)
YES	50	100
NO	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

From the above table it is inferred that 100% of respondents are satisfied with the rounds of the interview conducted.



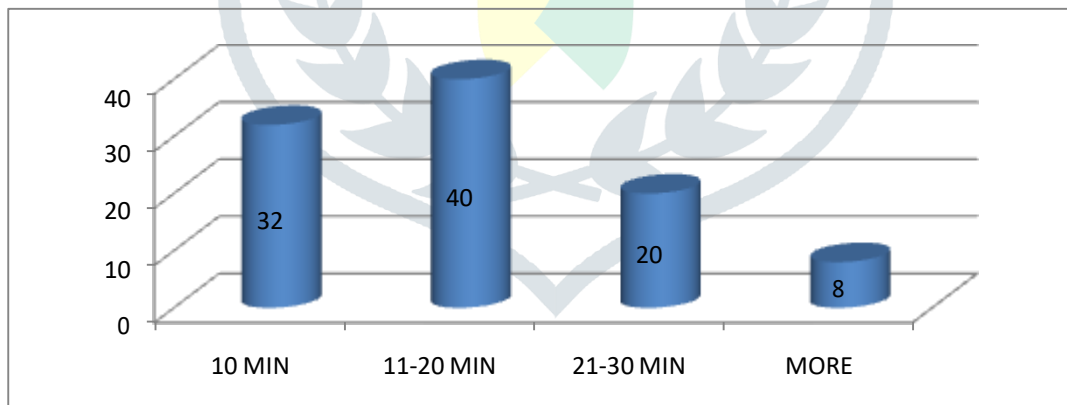
**CHART: 9- SATISFACTION OF THE ROUNDS OF INTERVIEWS CONDUCTED**

**TABLE: 10 - AVERAGE TIME SPENT FOR THE SELECTION PROCESS**

Average Time Spent for Selection	Frequency	Percentage (%)
10 MIN	16	32
11-20 MIN	20	40
21-30 MIN	10	20
MORE	4	8
<b>TOTAL</b>	<b>50</b>	<b>100</b>

**INFERENCE:**

From the above table it is inferred that 32% of respondents spent 10 mins in the selection process, 40% of respondents spent 11-20 mins, 20% of respondents spent 21-30mins and 8% of respondents spent more than 30mins.



**CHART: 10- AVERAGE TIME SPENT FOR THE SELECTION PROCESS**

**STATISTICAL TOOLS**

**CHI- SQUARE TEST I – ( $\psi^2$ )**

Chi-square is the sum of the squared difference between observed (*o*) and the expected (*e*) data (or the deviation, *d*), divided by the expected data in all possible categories.

**Null hypothesis (Ho):**

There is no significant difference between **monthly** income level of employees and experience.



**Alternate hypothesis (H1):**

There is a significant difference between **monthly** income level of employees and experience.

**Expected frequency = Row Total \* Column Total**

**Grand Total**

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
monthly income *experience	50	100.0%	0	.0%	50	100.0%

**Monthly income \* experience Cross tabulation**

		experience					Total
		LESS THAN 1 YEAR	1-2 YEAR	3-4 YEAR	5-6 YEAR		
monthly income	BELOW 10000	Count	20	0	0	0	20
		% within monthly income	100.0%	.0%	.0%	.0%	100.0%
		% within experience	90.9%	.0%	.0%	.0%	40.0%
		% of Total	40.0%	.0%	.0%	.0%	40.0%
	10001-30000	Count	2	6	0	0	8
		% within monthly income	25.0%	75.0%	.0%	.0%	100.0%
		% within experience	9.1%	60.0%	.0%	.0%	16.0%
		% of Total	4.0%	12.0%	.0%	.0%	16.0%
	30001-50000	Count	0	4	7	2	13
		% within monthly income	.0%	30.8%	54.8%	15.4%	100.0%
		% within experience	.0%	40.0%	100.0%	18.2%	26.0%
		% of Total	.0%	8.0%	14.0%	4.0%	26.0%
	ABOVE 50001	Count	0	0	0	9	9
		% within monthly income	.0%	.0%	.0%	100.0%	100.0%
		% within experience	.0%	.0%	.0%	81.8%	18.0%
		% of Total	.0%	.0%	.0%	18.0%	18.0%
Total	Count	22	10	7	11	50	
	% within monthly income	44.0%	20.0%	14.0%	22.0%	100.0%	
	% within experience	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	44.0%	20.0%	14.0%	22.0%	100.0%	

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	94.476 <sup>a</sup>	9	.000
Likelihood Ratio	94.568	9	.000
Linear-by-Linear Association	44.788	1	.000
N of Valid Cases	50		

a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is 1.12.

**Symmetric Measures**

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sub>b</sub>	Approx. Sig.
Nominal by Nominal	Phi	1.375			.000
	Cramer's V	.794			.000
Ordinal by Ordinal	Gamma	1.000	.000	21.845	.000
Measure of Agreement	Kappa	.777	.069	9.401	.000
N of Valid Cases		50			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

**Calculate value ---- 94.476**

$$Z = Z_{cal} > Z_{tab}$$

Hence, the alternate hypothesis [H1] is accepted

**INFERENCE:**

Since the calculated value is greater than the tabulated value, we reject the null hypothesis and hence there is significant difference between **monthly** income level of employees and experience.

**ONE-WAY ANOVA CLASSIFICATION****Null hypothesis (H<sub>0</sub>):**

There is no significance difference between referral policy in the organization and best recruitment sources.

**Alternate hypothesis (H<sub>1</sub>):**

There is a significance difference between referral policy in the organization and best recruitment sources.

**Descriptive****Referral policy**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Internal Recruitment	15		
External Recruitment	29	1.00	.000	.000	1.00	1.00	1	1
Both	6	1.00	.000	.000	1.00	1.00	1	1
Total	50	1.00	.000	.000	1.00	1.00	1	1

**Test of Homogeneity of Variances****Referral policy**

Levene Statistic	df1	df2	Sig.
.	2	.	.

**Robust Tests of Equality of Means****Referral policy**

	Statistic <sup>a</sup>	df1	df2	Sig.
Welch	.	.	.	.

a. Asymptotically F distributed.

b. Robust tests of equality of means cannot be performed for referral policy because at least one group has 0 variance.

**ANOVA****Referral policy**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.000	2	.000	249.315.	.
Within Groups	.000	47	.000		
Total	.000	49			

**INFERENCE:**

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is significance difference between referral policy in the organization and best recruitment sources.

## FINDINGS

- ✓ Most of the respondents are Post graduated
- ✓ Most of the respondents having experience for less than 1
- ✓ Most of the respondents accept that the company is having the referral policy.
- ✓ The company is providing 100% reward to the employees for referrals.
- ✓ Most of the respondents prefer External recruitment
- ✓ Most of the respondents have undergone 3 stages 100% of respondents are satisfied with the rounds of the interview conducted.
- ✓ Most of the respondents spent 11-20 mins

## SUGGESTIONS

1. Most of the respondents need modifications in the recruitment and selection process. The company has to make some modifications like using new techniques for recruiting and to increase the time spent for selecting the employees.
2. The company is using only the job portals, consultancy, casual applicants and campus interview sources for recruiting the employees. So the company is suggested to adopt some more sources like getting information from the employment exchange, magazines and newspapers for recruiting the employees.
3. The company can increase their candidate pool through internal sources.
4. Many of the candidates are not aware of the company policies before joining in the company. Training can be given to those candidates to know clearly about the company policies.
5. The company can take more measures to improve the recruiting and selection process.

## CONCLUSION

The conclusion is drawn from the study and survey of the company regarding the Recruitment strategies and Selection process carried out there. Using this survey the researcher could identify the recruiting modules conducted in the organization, various factors considered for the recruitment and selection process and the satisfaction level of the employee towards the Recruiting.

Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company.

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