

DAVV-IMS
RESEARCH METHODOLOGY
RESEARCH PAPER ON RECRUITMENT AND SELECTION
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Abstract— The main objective of this paper is to identify general practices that organizations use to recruit and select employees .The study also focus its attention to determine how the recruitment and selection practices affect the organizational outcomes and provide some suggestions.

The recruitment policy of an organization is determined by the nature of work and industry in which it operates. There are various internal and external factors that affect the recruitment policy. Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization.

The data was collected through well structured questionnaire. The source of data was both primary and secondary and the Sample size was 38. Data analysis has been done with statistical tools like ANOVA etc.My research basically depends upon primary and secondary data collected from company employees, Internet and online journals, research papers. Companies change their HR practices according to the culture and PEST environment of the countries in which they operate. Basic aim of all the companies is to earn PROFIT but now the concept is little bit changed as HRM has taken an important place in working of all the companies may it be national or multinational. Human resources are now considered as an ASSET instead of LIABILITY. As now companies are focusing on retaining talents instead of searching for low cost employees with lesser qualifications. Good Human resource management is now considered as one factor which adds competitive Advantage to the company.

Department of HUMAN RESOURCE in all the companies is now in lime light instead of back seat and it is learnt that “HR cannot function in cabins” Good human resource strategies and practices are the backbone of all the companies may be operating nationally or multinationally and good human resource management is the life blood of those companies.

Index Terms— Recruitment, Selection, Training, Development, labor market, policy

I. INTRODUCTION

Recruitment and selection are two important functions of human resource management. Technically speaking the function of recruitment precedes the selection function. it includes finding, developing prospective employees and

attracting them to apply for jobs in an organization. Selection is the process of finding out the most suitable candidate to the job. Recruitment is the first stage in the process which continues with selection and ends with the placement of candidate. Recruitment facilitates in acquiring the number and the types of people necessary to ensure continued operations of the organizations .Recruitment is finding the suitable people and industry in which it org vacancies affect the recruitment policy. Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization. Recruitment is to identify suitable man power to meet the job requirements and job specifications It is the most important function of personnel administration on the other hand selection is concerned with securing right information about the applicant. The object of selection process is to determine whether the prospective candidate possesses the qualification for the specific job it is a long process. Starts from the interview and ends with the contract of employment

According to Edwin B Flippo

Recruitment as “the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.”

According to Yoder

Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce.

According to the Business Dictionary

Employee selection as the “process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria.” Selection is defined as the process of differentiating between applicants in order to identify those with a greater likelihood of success in a job. Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job.

Recruitment Policy

Recruitment policy of any organization is derived from the personnel policy of the same organization.

In other words the former is a part of the latter. However, recruitment policy by itself should take into consideration the governments’ reservation policy, policy regarding sons of soil, etc., personnel policies of other organizations regarding merit, internal sources, social responsibility in absorbing minority sections, women, etc. Recruitment policy should

commit itself to the organisations personnel policy like enriching the organisations human resources or servicing the community by absorbing the retrenched or laid-off employees or casual/temporary employees or dependents of present/former employees, etc.

SELECTION

Introduction

The size of the labour market, the image of the company, the place of posting, the nature of job, the Compensation package and a host of other factors influence the manner of aspirants are likely to respond to the recruiting efforts of the company. Through the process of recruitment the company tries to locate prospective employees and encourages them to apply for vacancies at various levels. Recruiting, thus, provides a pool of applicants for selection.

Definition

To select mean to choose. Selection is the process of picking individuals who have relevant Qualifications to fill jobs in an organisation. The basic purpose is to choose the individual who can most successfully perform the job from the pool of qualified candidates.

The most suitable person is then picked up after eliminating the unsuitable applicants through successive stages of selection process. How well an employee is matched to a job is very important because it is directly affects the amount and quality of employees work. Any mismatched in this regard can cost an organisation a great deal of money, time and trouble, especially, in terms of training and operating costs. In course of time, the employee may find the job distasteful and leave in frustration. He may even circulate „hot news“ and juicy bits of negative information about the company, causing incalculable harm to the company in the long run. Effective election, therefore, demands constant monitoring of the „fit“ between people the job.

The Process Selection is usually a series of hurdles or steps. Each one must be successfully cleared before the applicant proceeds to the next one. The time and emphasis place on each step will definitely vary from one organisation to another and indeed, from job to job within the same organisation. The sequence of steps may also vary from job to job and organisation to organisation. For example some organisations may give more importance to testing while others give more emphasis to interviews and reference checks. Similarly a single brief selection interview might be enough for applicants for lower level positions, while applicants for managerial jobs might be interviewed by a number of people.

Review of literature and Reference

Michael D. white and Glipsy Escobar (2008) states that recruitment and selection have become critically important issues for police department around the world. This paper high lights seven issues, two in recruitment and selection and five training, that we believe are critical for finding, hiring and training effective police officers in the future.

Sonal sisodia and Nimit Chowdhary (2012) It can be inferred that illustration in recruitment advertisement of service organisation of service organisation creates tangible representation and challenge the application to presume the intended significance of the illustrative appeal. Service employers should use

visual communication to initiative relationship with prospective employees.

Mir Mohammed Nurul Absar (2012) states that Recruitment and selection is one the most important functions of human resource management. The present study aims at exploring differences and similarities between the public and private sector manufacturing firm of Bangladesh with respect to recruitment and selection practices, sources of recruitment and selection devices.

Ongori Henry and Temtime Z (2009) has to investigate the recruitment and selection practices of SMEs and suggest appropriate strategies on how to improve human resource management practices to enhance organisational performance. Recruitment and selection practices are the key factors to the entry point of human resource to any organisation which also tends determine the success and sustainability of SMEs. These practices are said to encourage innovation, survival and growth of SMEs if taken serious by owner /mangers.

French ray and Rumbles sally (2010) says that the important role of recruitment and selection within the process of leading, managing and developing people. Recruitment and selection is pivotal in this regard in certain important respects.

According to researchers (Ballantine, 2009; Scolarios, Lockyer & Johnson, 2003), the recruitment and selection process begins by reviewing the need for labour and conducting a job analysis to develop clear job and person specifications. Literature on this topic emphasises the importance of conducting a thorough needs analysis. This is to accurately forecast the labour demand and availability in order to establish any surplus or shortage (Noe, Hollenbeck, Gerhart & Wright, 2008). Recruitment and selection efforts could be focussed on by either the internal or external environment depending on what the organisation's need for new employees would be. In cases where organisations have no suitable candidates currently employed who could be promoted or transferred, or where a demand for a specific skill arises, such organisations will necessarily have to make extraordinary efforts to recruit suitable candidates from outside these organisations (Monday, 2010). Although the selection process usually follows after recruitment, these two processes have their own definitions; therefore, recruitment and selection are discussed in separate sections commencing with recruitment.

OBJECTIVES

- The primary objective of the study is to analyze the process of Recruitment and Selection.
- To observe the procedure to select the candidates from internal as well as from external sources .
- To study the employee satisfactory level with the existing recruitment policy .
- To suggest appropriate Measures for improving Recruitment and Selection process in industries under study.
- To Ascertain the Impact of Size of the Firm on Recruitment on Recruitment Policies
- To Study on Impact of Labor Market on Recruitment and Selection in an HR Consulting Firm To Evaluate the Impact of Image and Goodwill of the Organization on Recruitment and Selection Process.

Research Methodology

Research methodology is a method to solve the research problem systematically. It involves gathering data, use of statistical techniques, interpretations and drawing conclusions about research data. Keeping in view the objectives of the study, data is collected from following sources.

Data Collection

Data refers to a collection of organized information, usually the results of experience, observation or experiment, or a set of premises. This may consist of numbers, words, particularly as measurements or observations of a set of variables.

Data Sources

There are two types of data sources available to the research processes.

Primary data. 2. Secondary data.

Primary Data:-

The primary data is collected by using primary methods such questionnaires, observations etc.

For this study questionnaires are used to collect primary data from the employees of public sector and private sector.

Secondary Data:- Secondary data is collected from various Journals, books, websites, Government reports, News papers, and other research reports.

Sample Size:

The sample is selected on the basis of random sampling technique drawn from public and private sector companies.. A sample of 38 employees is selected and analysis has been done by questionnaire.

Sampling Plan and Design

A questionnaire will be used for the purpose of research:

Questionnaire: To test the validity and effectiveness of the recruitment and selection procedures within the organisation and to test the validity and effectiveness of the recruitment and selection procedures within the organisation.

	a) Strongly agree	b) Somewhat agree	c) Neutral	d) Strongly disagree	e) Somewhat disagree	Total	Weighted Average
1) During the time of recruitment, do you prefer external source more acceptable than internal source, the one most preferable for your company?	21.62% 8	27.03% 10	27.03% 10	16.22% 6	8.11% 3	37	2.62
2) Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process ?	47.37% 18	21.05% 8	7.89% 3	10.53% 4	13.16% 5	38	2.21
3) Do you consider the reference check as an integral part of recruitment?	21.05% 8	39.47% 15	18.42% 7	18.42% 7	2.63% 1	38	2.42
4)Is the organization doing timeliness recruitment and Selection process.	23.68% 9	36.84% 14	28.95% 11	7.89% 3	2.63% 1	38	2.29
5)Does HR train hiring employees to make the best hiring decisions?	36.84% 14	28.95% 11	15.79% 6	10.53% 4	7.89% 3	38	2.24
6) Is your company's communication channel strong enough in promoting and strengthening the brand in the market place?	36.84% 14	23.68% 9	28.95% 11	7.89% 3	2.63% 1	38	2.16
7) Do you believe that transfer, demotion, suspension and dismissal are based	39.47% 15	23.68% 9	13.16% 5	21.05% 8	2.63% 1	38	2.24

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	a) Strongly agree	b) Somewhat agree	c) Neutral	d) Strongly disagree	e) Somewhat disagree.	Total	Weighted Average
on performance appraisals?							
8) Does HR provides an adequate pool of quality applicants ?	16.67% 6	44.44% 16	19.44% 7	8.33% 3	11.11% 4	36	2.53
9) Does salary factor attracts most of the potential employees than career growth and development?	50.00% 19	31.58% 12	5.26% 2	10.53% 4	2.63% 1	38	1.84
10) Do you ensure that salaries being set are according to the market scenario?	39.47% 15	28.95% 11	15.79% 6	13.16% 5	2.63% 1	38	2.11
11) Do you believe that cash incentives have more of the contribution in employee retention activity?	35.14% 13	37.84% 14	16.22% 6	8.11% 3	2.70% 1	37	2.05
12) Do you ensure that vacancies do not remain open for long period of time?	21.62% 8	37.84% 14	27.03% 10	8.11% 3	5.41% 2	37	2.38
13) Do you possess a good overall knowledge of HR recruitment process and policies?	28.95% 11	28.95% 11	28.95% 11	10.53% 4	2.63% 1	38	2.29
14) Do you prioritize issues which concern the development of employees ?	31.58% 12	36.84% 14	23.68% 9	5.26% 2	2.63% 1	38	2.11
15) Do you think that the one having the authority to select, comprehensive job specification & job description, availability of sufficient number of applicants are the essentials to make the selection procedure successful?	40.54% 15	35.14% 13	18.92% 7	2.70% 1	2.70% 1	37	1.92
16) Is a person's character more important if compared to their job skills ,when it comes to being a good employee in your company?	39.47% 15	34.21% 13	23.68% 9	2.63% 1	0.00% 0	38	1.89
17) Does the HR Department is efficient in Selection Policy of the employees ?	15.79% 6	36.84% 14	31.58% 12	7.89% 3	7.89% 3	38	2.55

FINDINGS And ANALYSIS

- The analysis carried out in the sample survey reveals that majority of the respondents agree the recruitment policy suffices to the recruitment of the company
- Majority of the respondents are of the view that the recruitment policy helps you to recruit members with right skill.
- It was found that majority of the respondents feels very good about the are sufficient to the efficiency of recruitment policy in terms of recruitment and selection process
- It was found that most of the respondents were satisfied with the market condition has an effect on recruitment and selection
- The study reveals that the most of responses are paid as the market trends or wage rate at par other companies
- It is found from the study that the Most of responses are satisfied the organization recruits people with necessary qualification and skill set
- The analysis found that majority of the respondents refer their acquaintances in the organization due to its usage and goodwill
- The analysis found that majority of the respondents is strongly agree with the time required to recruit a person in their organization is justified
- The study reveals that the most of the respondents agree the salary of new join is justified against cost of recruitment borne by the company

Case Processing Summary

		N	%
Cases	Valid	38	100.0
	Excluded ^a	0	.0
	Total	38	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.742	.732	17

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Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
						VAR00002	Male		
	Female	21	2.7619	1.17918	.25732	2.2251	3.2987	1.00	5.00
	Total	38	2.5789	1.22213	.19826	2.1772	2.9807	1.00	5.00
VAR00003	Male	17	2.1176	1.40900	.34173	1.3932	2.8421	1.00	5.00
	Female	21	2.4286	1.59911	.34895	1.7007	3.1565	1.00	5.00
	Total	38	2.2895	1.50509	.24416	1.7948	2.7842	1.00	5.00
VAR00004	Male	17	2.5294	1.28051	.31057	1.8710	3.1878	1.00	5.00
	Female	21	2.6667	1.01653	.22183	2.2039	3.1294	1.00	4.00
	Total	38	2.6053	1.12801	.18299	2.2345	2.9760	1.00	5.00
VAR00005	Male	17	2.1765	1.07444	.26059	1.6240	2.7289	1.00	4.00
	Female	21	2.4762	1.03049	.22487	2.0071	2.9453	1.00	5.00
	Total	38	2.3421	1.04691	.16983	1.9980	2.6862	1.00	5.00
VAR00006	Male	17	2.4118	1.41681	.34363	1.6833	3.1402	1.00	5.00
	Female	21	2.0952	1.17918	.25732	1.5585	2.6320	1.00	5.00
	Total	38	2.2368	1.28261	.20807	1.8153	2.6584	1.00	5.00
VAR00007	Male	17	2.1765	1.18508	.28742	1.5672	2.7858	1.00	4.00
	Female	21	2.1905	1.07792	.23522	1.6998	2.6811	1.00	5.00
	Total	38	2.1842	1.11149	.18031	1.8189	2.5495	1.00	5.00
VAR00008	Male	17	2.2941	1.53153	.37145	1.5067	3.0816	1.00	5.00
	Female	21	2.0952	1.04426	.22788	1.6199	2.5706	1.00	4.00
	Total	38	2.1842	1.27035	.20608	1.7667	2.6018	1.00	5.00
VAR00009	Male	17	2.5294	1.12459	.27275	1.9512	3.1076	1.00	5.00
	Female	21	2.5238	1.24976	.27272	1.9549	3.0927	1.00	5.00
	Total	38	2.5263	1.17948	.19134	2.1386	2.9140	1.00	5.00
VAR00010	Male	17	1.8824	1.16632	.28287	1.2827	2.4820	1.00	4.00
	Female	21	1.8571	1.10841	.24187	1.3526	2.3617	1.00	5.00
	Total	38	1.8684	1.11915	.18155	1.5006	2.2363	1.00	5.00
VAR00011	Male	17	2.4118	1.27764	.30987	1.7549	3.0687	1.00	5.00
	Female	21	1.9524	1.11697	.24374	1.4439	2.4608	1.00	4.00
	Total	38	2.1579	1.19744	.19425	1.7643	2.5515	1.00	5.00
VAR00012	Male	17	2.4118	1.27764	.30987	1.7549	3.0687	1.00	5.00
	Female	21	1.8095	.98077	.21402	1.3631	2.2560	1.00	5.00
	Total	38	2.0789	1.14801	.18623	1.7016	2.4563	1.00	5.00
VAR00013	Male	17	2.1765	1.18508	.28742	1.5672	2.7858	1.00	5.00
	Female	21	2.3810	.86465	.18868	1.9874	2.7745	1.00	4.00
	Total	38	2.2895	1.01096	.16400	1.9572	2.6218	1.00	5.00
VAR00014	Male	17	2.1765	1.01460	.24608	1.6548	2.6981	1.00	4.00
	Female	21	2.3333	1.15470	.25198	1.8077	2.8589	1.00	5.00
	Total	38	2.2632	1.08264	.17563	1.9073	2.6190	1.00	5.00
VAR00015	Male	17	2.2353	1.14725	.27825	1.6454	2.8252	1.00	5.00
	Female	21	1.9048	.88909	.19401	1.5001	2.3095	1.00	4.00
	Total	38	2.0526	1.01202	.16417	1.7200	2.3853	1.00	5.00
VAR00016	Male	17	2.2353	1.14725	.27825	1.6454	2.8252	1.00	5.00
	Female	21	1.7143	.78376	.17103	1.3575	2.0711	1.00	3.00
	Total	38	1.9474	.98495	.15978	1.6236	2.2711	1.00	5.00
VAR00017	Male	17	1.7059	.91956	.22303	1.2331	2.1787	1.00	4.00
	Female	21	2.0476	.80475	.17561	1.6813	2.4139	1.00	3.00
	Total	38	1.8947	.86335	.14005	1.6110	2.1785	1.00	4.00
VAR00018	Male	17	2.4118	1.00367	.24343	1.8957	2.9278	1.00	4.00
	Female	21	2.6667	1.01653	.22183	2.2039	3.1294	1.00	5.00
	Total	38	2.5526	1.00532	.16308	2.2222	2.8831	1.00	5.00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
VAR00002	Between Groups	1.571	1	1.571	1.054	.312
	Within Groups	53.692	36	1.491		
	Total	55.263	37			
VAR00003	Between Groups	.908	1	.908	.394	.534
	Within Groups	82.908	36	2.303		
	Total	83.816	37			
VAR00004	Between Groups	.177	1	.177	.136	.715
	Within Groups	46.902	36	1.303		
	Total	47.079	37			
VAR00005	Between Groups	.844	1	.844	.765	.388
	Within Groups	39.709	36	1.103		
	Total	40.553	37			
VAR00006	Between Groups	.941	1	.941	.565	.457
	Within Groups	59.927	36	1.665		
	Total	60.868	37			
VAR00007	Between Groups	.002	1	.002	.001	.970
	Within Groups	45.709	36	1.270		
	Total	45.711	37			
VAR00008	Between Groups	.372	1	.372	.225	.638
	Within Groups	59.339	36	1.648		
	Total	59.711	37			
VAR00009	Between Groups	.000	1	.000	.000	.989
	Within Groups	51.473	36	1.430		
	Total	51.474	37			
VAR00010	Between Groups	.006	1	.006	.005	.946
	Within Groups	46.336	36	1.287		
	Total	46.342	37			
VAR00011	Between Groups	1.983	1	1.983	1.398	.245
	Within Groups	51.070	36	1.419		
	Total	53.053	37			
VAR00012	Between Groups	3.407	1	3.407	2.705	.109
	Within Groups	45.356	36	1.260		
	Total	48.763	37			
VAR00013	Between Groups	.393	1	.393	.378	.543
	Within Groups	37.423	36	1.040		
	Total	37.816	37			
VAR00014	Between Groups	.231	1	.231	.193	.663
	Within Groups	43.137	36	1.198		
	Total	43.368	37			
VAR00015	Between Groups	1.026	1	1.026	1.002	.323
	Within Groups	36.868	36	1.024		
	Total	37.895	37			
VAR00016	Between Groups	2.550	1	2.550	2.753	.106
	Within Groups	33.345	36	.926		
	Total	35.895	37			
VAR00017	Between Groups	1.097	1	1.097	1.491	.230
	Within Groups	26.482	36	.736		
	Total	27.579	37			
VAR00018	Between Groups	.610	1	.610	.597	.445
	Within Groups	36.784	36	1.022		
	Total	37.395	37			

CONCLUSION & SUGGESTIONS

In every organization recruitment and selection plays a vital role. The HR manager of the selected industries have to focus on selecting the right persons through other sources like campus placements, job.com, data banks etc .The selection is done by evaluating the candidate's skills, knowledge and

abilities which are highly required to the vacancies in selected industries.

Recruitment and selection process getting very much importance these days in the organization. It is very critical thing to evaluate the human resource. It is a systematic procedure that involves many activities. The process includes the step like HR planning attaining applicant and screening them.

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- 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.
- Selection process is good but it should also be modified according to the requirements and job profile so that main objective of selecting the candidate could be achieved.
- The training and development activities are needed in the organisation because mostly employees are interested to take training and development for future growth.
- Thus, it is clear that training and development activities are needed for employee's performance and organizational development.
- From the questionnaire found that mostly employees are young. Conclusion is that company should try to utilize workforce through training and development .as it's a good factor that work force was young.
- It is suggested that the industries should give equal importance to external sources like agencies, references and data banks in order to get the desired & required employees .
- It is suggested that the selected industries have to encourage the fresher's based on their skills, along with the experienced candidates.
- It is suggested that the selected industries have to adopt latest interview techniques to recruit prospective employees .
- Manpower requirement for each department in the company is identified well in advance.
- If the manpower requirement is high and the recruitment team of the HR department alone cannot satisfy it, then help from the placement agencies is needed.
- Time management is very essential and it should not be ignored at any level of the process..
- The recruitment and selection through placement agencies as the last resort and is utilised only when need.
- The recruitment and selection procedure should not to lengthy and time consuming.
- The candidates called for interview should be allotted timings and it should not overlap with each other.
- In order to achieve excellence in training and development program, it is advisable to further improve the quality level of trainers that in term will be beneficial for both employees and organizations.
- It is further advisable to make use of video conferencing, so that trainers from different cities can actually give their inputs to the employees of other cities.

The use of social media in the recruitment process

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