

A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS

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ABSTRACT

This study is basically to understand the effectiveness of the recruitment and its process and organizational support for the better meant of the knowledge. The effectiveness of recruitment has become increasingly popular as a measure for identifying the process of recruitment in the organization and as a tool for developing recruitment process. There is little empirical research that substantiates the efficacy of recruitment in this organization. Here the researchers have taken individual factors upon growing up various variables and tried to find the relationship between the demographic factors and the individual factors. The researchers have applied some of the statistical tools like Percentage Analysis, Regression, and Correlation and Chi-square Test

KEY WORDS: *Effectiveness, Recruitment, Support, Knowledge*

1. INTRODUCTION

This study explains the basics and fundamentals of what managers need to be familiar about recruitment and selection practices. To work with people effectively, an understanding of both human behavior, attitude and various practices available to help us build a skilled and motivated workforce must be acquired. Most of today's businesses focus more on human assets rather than physical assets. An organization can be readily purchase equipment, manufacturing facilities, and most technologies, but the human talent are much hard to come by. Candidates who are able add value to their clients' businesses shows the ability of a good recruitment company in searching talents. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas such as recruitment and selection. Recruitment refers to the action of attracting, screening, and selecting potential and qualified individual who might join an organization. Selection may be defined as the process of choosing individuals who have relevant qualifications to fill existing or projected job opening. One the most important decisions made by managers is the hiring decisions. Without the right people in the right positions, neither a company nor individuals can execute exceptional performance. A foundation can be created by good hiring decisions for more effective overall company performance. Conversely, bad hiring decisions can spoil the organizational performance and are pricy to correct

1.1 Theoretical Background of Study

According to Edwin B. Flippo, "It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation." He further elaborates it, terming it both negative and positive. He says, "It is often termed positive in that it stimulates people to apply for jobs, to increase the hiring ratio, i.e. the number of applicants for a job. Selection, on the other hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired."

In the words of Dale Yoder, Recruitment is the process to "discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."

1.2 Types of Recruitment

There are several types of recruitment:

- Online recruitment.
- Principles of help wanted advertising.
- Executive recruiter.
- Using government job service.
- Campus recruiting.

1.3 Statement of Problem

In today's competitive work environment Recruitment plays an important role recruitment is a process of selecting people. In many organizations the recruiters are having less scope of recruitment practices. It is expected that recruitment of the candidates will be increased if the factors of recruitment practices expected by the recruiters are satisfied. Recruitment practices in the company are the very big challenge for them to implement and recruit the candidates properly.

3 Problems

- Attracting Top Talent
- Lack of Quality Candidates
- Technology Misalignment

1.4 Objectives of the Study

- To study the different methods of recruitment carried out at Solvers India.
- To study the organisational support for the recruiter at the time of recruitment
- To identify the average time spent for selection process carried out by solver India.

1.5 Research Methodology

Research methodology is used to systematically solve the problem. Considering the Objectives of the study, the methods are logically chosen and adopted, so that the results are capable of being evaluated either by the researcher or by others

1.6 Methods for Data Collection

The study depends on primary and secondary data. Questionnaire and interview schedule is used to collection of primary data. Secondary method of data collection is done through journal, books and websites.

1.7 Methods Used for Data Analysis

The tools used for data collection are:

- Percentage Analysis
- Chi Square Analysis

1.8 Scope of the Study

This study helps to make decision in selecting the right candidates for the right job. This study helps the organization to study the area of problem and suggest ways to improve the recruitment and selection process. This study focus on understanding recruitment and selection process. The present research is confined to study the recruitment and selection process followed at Solvers Adecco India Private limited. The study reveals the recruitment and selection process followed in the organization.

- Whether employees are satisfied with the recruitment process?
- Is the organization is providing ethical process for recruiting employees?
- To understand the current Recruitment Policies being followed at Solvers

1.9 Limitations of the Study

- The study is based on both primary as well as secondary data and has the limitations pertaining amount of time
- Time was the biggest limitation; it requires a thorough study which requires a considerable amount of time.

1.10 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 goodies on 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 outcome

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 centers.

2 ANALYSIS & INTERPRETATION

2.1 Percentage Analysis

TABLE - 1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Demographic Profile		Percentage
Gender	Male	52
	Female	48
Age (in years)	20-25 years	62
	26 - 30 years	30
	31 - 35 years	4
	above 36 years	4
Work Experience	Below 5 yrs	40
	6 – 10 yrs	31.1

	10 – 15 yrs	17.7
	More than 15 yrs	11.1

TABLE – 2 AVERAGE TIME SPENT BY HR DEPARTMENT CANDIDATE DURING RECRUITMENT

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	10 minutes	21	42
2	10 to 20 min	19	38
3	20 to 30 min	7	14
4	More than 30min	3	6
5	Total	50	100

CHART- 2AVERAGE TIME SPENT BY HR DEPARTMENT CANDIDATE DURING RECRUITMENT

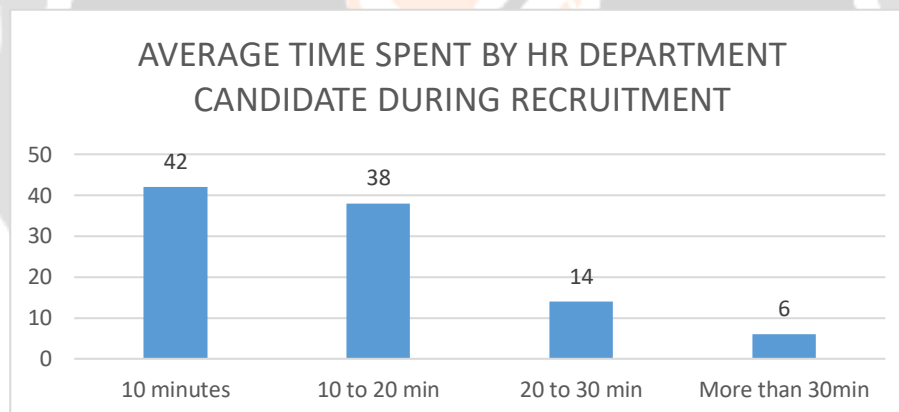
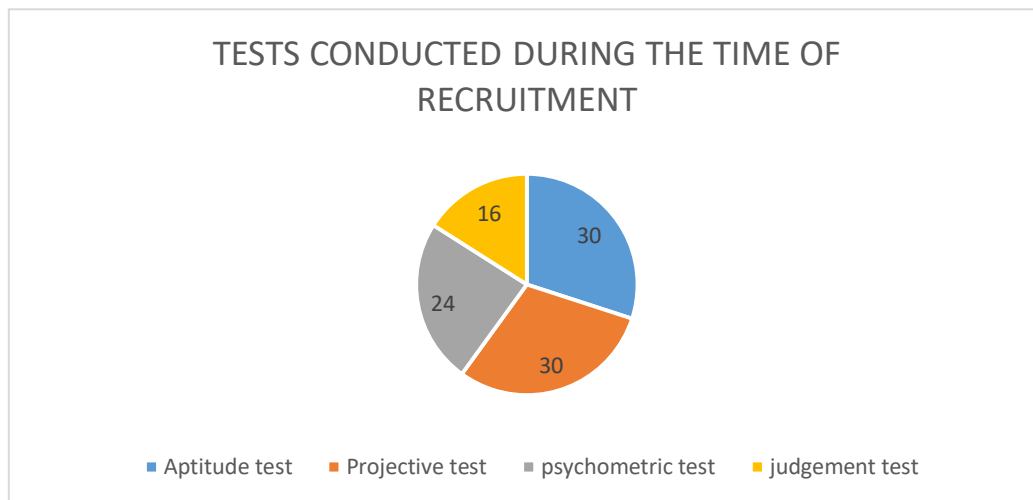


Table - 3 TEST CONDUTED DURING THE TIME OF RECRUITMENT

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Aptitude test	15	30
2	Projective test	15	30
3	psychometric test	12	24
4	judgement test	8	16
5	Total	50	100

CHART- 3TEST CONDUTED DURING THE TIME OF RECRUITMENT**Table - 4 THE KIND OF VERIFICATION DURING TIME OF RECRUITMENT PROCESS.**

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Educational qualification	26	52
2	Legal background	13	26
3	Family back ground	8	16
4	Reference check	3	6
5	Total	50	100

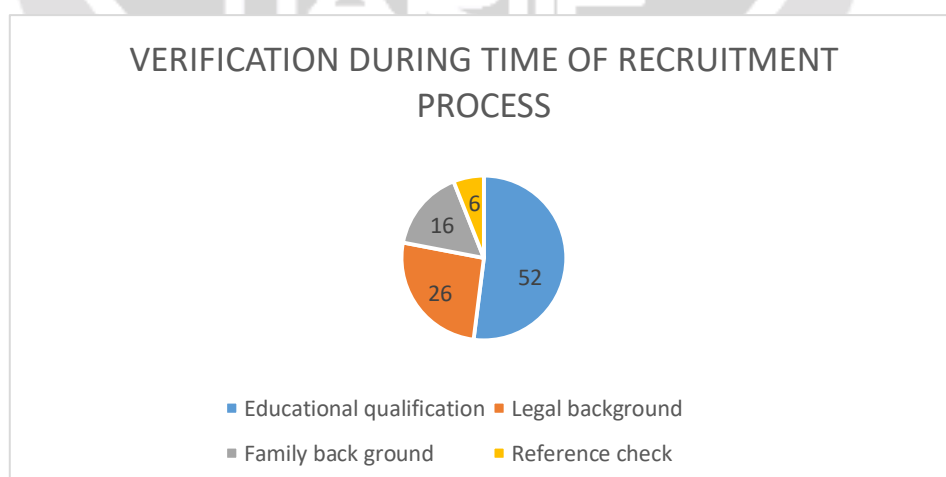
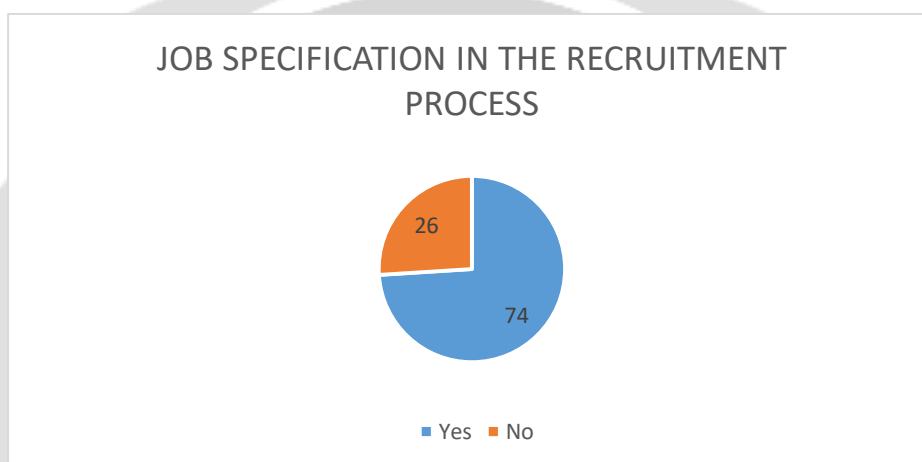
CHART-4 THE KIND OF VERIFICATION DURING TIME OF RECRUITMENT PROCESS.

Table - 5 JOB SPECIFICATION IN THE RECRUITMENT PROCESS

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Yes	37	74
2	No	13	26
3	Total	50	100

CHART- 5 JOB SPECIFICATION IN THE RECRUITME PROCESS

2. RESULTS AND FINDING

- Majority i.e. 42% of respondents are belongs to 10 minutes.
- Majority i.e. 30% of respondents are having both aptitude test and projective test
- Majority i.e. 52% of respondents are belongs to educational qualification.
- Majority i.e. 74% of respondents are having Yes

The chi-square analysis highlights the following findings

H0₁: There is no significant relationship between the Gender of the respondents and recruitment and selection process

•The calculated Chi square value is less than the table value at 0.05% confidence level; therefore the null hypothesis can be Accepted. It can be understood from the above table that there is no relationship between gender of the respondents and Effectiveness of recruitment and selection process

H0₂: There is significant relationship between the Age of the respondents and recruitment and selection process

•The calculated chi square value is more than the table value at 0.05% confidence level, therefore the null hypothesis is rejected. Therefore, it is understood that there is significant relationship between age of the respondents and recruitment and selection process in right job is being performed by the deserved person, satisfied with the present recruitment and selection process.

•The calculated Chi square value is less than the table value at 0.05% confidence level, therefore the null hypothesis can be accepted. It can be understood from the above table that there is no relationship between age of the respondents and recruitment and selection process were the interview scheduled for you comfortable

H0₃: There is significant relationship between the years of experience of the respondents and their opinion about the present performance appraisal system

•The calculated chi square value is more than the table value at 0.05% confidence levels therefore the null hypothesis is rejected. Therefore, it is understood that there is significant relationship between age of the respondents and recruitment and selection process in right job is being performed by the deserved person, satisfied with the present recruitment and selection process.

•The calculated Chi square value is less than the table value at 0.05% confidence level; therefore the null hypothesis can be accepted. It can be understood from the above table that there is no relationship between age of the respondents and recruitment and selection process were the interview scheduled for you comfortable

4. CONCLUSION

The study was based on the recruitment practices but there is a scope to study other HR practices a in Solver India. Researchers may also find the linkage between the different HR practices with the recruitment and selection practices like organization performance, employee satisfaction etc. Researchers' may also find the online recruitment sources followed in the organizations and also the online screening of employees.

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and reward inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

The study was conducted among the employees of the Solver India covering 50 respondents. The data was collected by means of questionnaire and the data was classified and analyzed carefully by all means. From the analysis, it has been found that the most of the employees in the company were satisfied but changes are required according to the changing scenario of recruitment process that has a great impact on working of the company as a fresh blood, new idea enters in the company. Selection process is also good and the company's recruitment department is doing well in placing the candidates and filling the job vacancies for all levels of positions. Some of the suggestions were mentioned to enhance the organizational policies, strategies, procedures and process.

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