

A Study on Recruitment Policies and Procedure Adhered In Select Private Ltd. Organisations in Pune

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Abstract: Recruitment is defined as the process of having the right person, in the right place, at the right time. It is crucial for any organisations organizational performance. Recruitment is a critical activity, not just for the HR team but also for line managers who are increasingly involved in the selection process. All those involved in recruitment activities should be equipped with the appropriate knowledge and skills. The importance of diversity should be taken into account at each stage of the recruitment process in order to create a strong work force. Processes and systems should be regularly reviewed to ensure hidden bias is removed and to make certain talent is not being blocked from entering an organisation. Everyone taking part in activities such as short-listing and interviewing should be aware of relevant legislation. This study is an attempt to understand the process and the status of recruitment in the select organisations.

Key Words: Recruitment, HR Policy, Manager and Manufacturing Industry.

1. INTRODUCTION:

Research points out the importance of good recruitment system in the organizations. The 1980s brought downsizing, organizations were becoming too effective for their numbers of employees employed by them. Most problems concerning Human resources commences when recruitment is not handled properly. Resignations, low motivation, poor performance may be due to incorrect procedures in the recruitment process.

This project helps in understanding the policies and procedures that take place in recruitment process. Recruitment is a responsibility of every manager in the Organization. The project is divided into five sections namely: Definition of recruitment; Purposes and Policies of Recruitment; Deficiencies and Problems; Advertisements and Job descriptions; Implications and finally the Summary of this discussion.

2. AIMS & OBJECTIVE:

Every task is undertaken with an objective. Without any objective a task is rendered meaningless. The main objectives for undertaking this project are:

- To understand the internal Recruitment in the organization.
- To improve organizational climate and increase the morale of employees.
- To know about the work culture of the organization.
- To know about sources of recruitment to the organization
- To know about the recruitment policy of the organization.

3. SCOPE OF THE STUDY:

The study covers various aspects of recruitment such as sources of recruitment, process of recruitment etc.

4. METHOD:

4.1 Research design

Exploratory type of research design is adopted because sources of information are relatively few and the purpose is merely to find and to understand the positive actions. The main purpose of exploratory study is:-

- Identification of problem

- The precise formulation of problem including the identification of variables.
- Formulation of alternative course of action.

An exploratory research is often the first in a series of the project that culminate in one concerned with the drawing the interferences that are used as a basis of monetary action. Exploratory research is often used as an introductory phase of larger study. Of the study a relative questionnaire was prepared and circulated among the employees of the Grasim Industries Ltd. The data thus obtained formed the basis of the information regarding the existing recruitment and selection process and the same is analyzed and an inference is drawn regarding various aspects of recruitment and entire selection process in the company.

4.2 Sample design

Non-probability sampling was used to serve the purpose of sampling .

4.3 Data Collection Procedure

Survey method was employed to collect data.

4.4 Research Instrument

Structured Questionnaire was employed as a data collection instrument.

4.5 Sample size

The sample size taken was 100. The companies which are included in this project are as follows:

1. Mahindra & Mahindra
2. Dexcel Plast Pvt. Ltd.
3. Kosi Plast Pvt. Ltd.
4. Nikhil Autopress components Pvt. Ltd.
5. Lubing India Pvt. Ltd.

5. REVIEW OF LITERATURE:

Concept of Recruitment

Barber (1998) 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.

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.

Need of the Recruitment and Selection Process

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. Recruitment and selection had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair. Dessler listing the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security.

Process of Recruitment

Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitment practice, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

Smith et al. (1989) argue that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

According to Odiorne, (1984) one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in

reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labor turnover. A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employees recruited.

6. ANALYSIS:

Table. 1
Formulation of recruitment norms in the organization

Recruitment Norms	Frequency	Percentage
Top management	70	70
Middle management	30	30
Total	100	100

The table shows that 70 persons are of the opinion that top management is responsible and 30 persons say that middle management is responsible for the formulation of recruitment norms in the organization.

Table .2
Source of internal recruitment

Internal Recruitment	Frequency	Percentage
Transfer	20	20
Promotion	50	50
Up gradation	20	20
Retired employees	10	10
Total	100	100

The table shows that 20 persons are of the opinion that transfer is source, 50 persons say that promotion is source, 20 person say that up gradation is source and only 10 person say that retired employees are internal source of recruitment in their organisation.

Table.3
External sources of recruitment in organization

External Sources Of Recruitment	Frequency	Percentage
Advertisement	30	30
Campus placement	20	20
Placement agencies	40	40
Contractors	10	10
Total	100	100

The table shows that 30 persons are of the opinion that advertisement is source, 20 persons say that campus placement is source, 40 person say that placement agency is source and only 10 person say that contractors are external source of recruitment in their organisation.

Table.4
Recruitment techniques followed by organization

Recruitment Techniques	Frequency	Percentage
Promotion	30	30
Transfers	20	20
Present employees	10	10
Advertising	40	40
Total	100	100

The table shows that 30 persons are of the opinion that promotion method is used, 20 people say that transfer is used, 10 person say that present employees are used and 4 people say that advertising is recruitment technique used in their organisation.

Table.5
Time interval for recruitment

Time interval	Frequency	Percentage
Annually	20	20
Half-yearly	20	20
Quarterly	20	20
As and when required	40	40
Total	100	100

The table shows that 20 persons are of the opinion that recruitment is done annually, 20 people says half-yearly, 20 person says quarterly and 40 person says as when required in their organization.

Table.6**Modern sources and techniques of recruitment followed**

Modern Sources	Frequency	Percentage
Press and advertisement	30	30
Online exams	20	20
Campus recruitment	10	10
Data bank	40	40
Total	100	100

The table shows that 30 persons are of the opinion that the modern source of recruitment which is used in their organization is press and advertisement, 20 prefers online exams, 10 go for campus recruitment and 40 of them go for data bank.

Table.7**Do you have different sources of recruitment for different levels of Employees?**

Different Sources Of Recruitment	Frequency	Percentage
Yes	80	80
No	20	20
Total	100	100

The table shows that 80 peoples are of the opinion that different sources of recruitment are used in their organization and 20 people say that they follow same source of recruitment for every different level of employees in their organization.

Table.8**By which method you do recruitment**

Method Through Which You Do Recruitment	Frequency	Percentage
Newspapers	30	30
Internet	40	40
Magazines	10	10
Any other source	20	20
Total	100	100

The table shows that 30 persons are of the opinion that the method of recruitment which is used in their organization is newspapers, 40 prefers internet, 10 go for magazine and 20 of them prefers any other type of source.

Table.9**Do you have centralized recruitment or unit Wise**

centralized recruitment	Frequency	Percentage
Centralized	40	40
Unit wise	60	60
Total	100	100

The table shows that 40 peoples are of the opinion that centralized recruitment is used in their organization and 60 people say that they have unit wise recruitment in their organization.

7. FINDINGS:

Recruitment is perhaps one of the most primary tasks for an HR executive. To a lay man's eyes the process of recruitment is simply to provide jobs to the right man at the right time, but as a trainee I realized the difficulties that one has to go through the process of recruitment. The process of recruitment to begin with is a job that requires a lot of patience as one has to refer to more than two hundred resumes before getting the correct slot of people who match the vacancy requirement. During my training I used data banks to help me the resumes of the candidates. Also a recruiter must be a very good motivator who can inspire the candidates to do well.

8. RESULTS:

1. A majority of 70 percent respondents are of the opinion that top management is responsible for the formulation of recruitment norms in the organization.
2. A majority of 50 percent of respondents say that promotion is internal source of recruitment in their organisation.
3. A majority of 40 percent of respondents say placement agency is source external source of recruitment in their organisation.
4. A majority of 40 percent of respondents say that advertising is recruitment technique used in their organisation.
5. A majority of 40 percent of respondents say that recruitment is done as when required in their organization.
6. A majority of 40 percent of respondents say that they resort to data bank.
7. A majority of 80 percent of respondents say that different sources of recruitment are used in their organization
8. A majority of 40 percent of respondents say that they prefer internet.
9. A majority of 60 percent of respondents say that, they have unit wise recruitment in their organization.

9. RECOMMENDATIONS:

Compress the “white space” in your hiring process

White spaces are delays in hiring process that are unproductive, waste time, and virtually assure you will lose talented persons. Often the longest delays occur between critical selection events. For example, a recruiter may need several weeks to screen a few hundred resumes from the job boards, or candidates who make it through screening may wait weeks to interview with a hiring manger. It is recommended to reduce the turnaround time for the recruitment and selection process, it must be made mandatory for the candidates to take the test, filling up the forms etc within the stipulates time, this will make sure that the candidates do not hold casual attitude and take the recruitment process more seriously. Additionally it can send across a positive image about the company. White space in recruitment can be compressed by the use of IT also.

Know what you are looking for in candidates:

It is observed that the candidates sourced by similar organizations and send for further rounds of interviews are rarely found suitable by hiring managers. Therefore, in case there is a need to utilize this service, it is recommended that these organizations be given a well drafted job description and job specification. This can also be circulated to internal employees under the employee referral scheme. This will help people to get a clearer picture and provide for most suitable candidates. Thus, making efficient utilization of the existing resources.

Blend technology in every aspect of your recruiting process

Web based technology lets you increase hiring speed and quality while reducing costs. Web is a powerful tool for screening and qualifying the flood of resumes. Companies have begun to use to the web to collect and instantly match data on candidate skills, motivations and experiences against job criteria. Work web wisely and save time for recruiters and hiring managers and nab top candidates before competitors can.

Build and manage your candidate pool as a precious source

A “candidate pool” is a group of individuals who have shown interest in working for your company and are qualified for and ready to fill certain positions. Rather than undertaking the time consuming process of filling one job at a time, you draw on the candidate pool and fill jobs as they become available.

Increase training areas

Training areas in the organization are very few. Increase training

Areas as it can provide more skills to employees. Provide training in problem solving, training. By this employees can solve their problems on their own and act as manager act supervisor in the absence of supervision.

Reduce off the job training methods

Reduce off the job training methods time period, they are time consuming and expensive. They are not as beneficial as on the job training methods. The on the job training methods are beneficial to both employee and organization in terms of money, time and skills.

Increase ingredients in evaluation of training programme

Change the bases of evaluation for every training programme. Use different bases for different training programmes. Implement the more methods like immediate assessment of trainee’s reaction to programme.

- Trainee’s observation during programme
- Evaluation of trainee’s skill level before and after training programme
- Measurement of trainee’s attitudes after training programme etc.

10. CONCLUSION:

Working on a project on ‘RECRUITMENT POLICIES AND PROCEDURE’ was a matter of great interest for me. This project gave me immense scope to understand the workings of HR Managers. It was during the course of my project that I realized the importance of recruitment in an organization. As we know that the essence of any organization is its human resource, and the HR Manager exists in an organization to look after the welfare of its employees, which in turn pays off by giving the organization excellent turnovers. In any organization, recruitment is a critical function. In order to grow and sustain in the competitive environment, it is important for an organization to develop continuously and bring out innovations in all its activities. It is only when organization is recognized for its quality that it can build a stability with customers. Thus an organization must be able to stand out in the crowd.

The first step in this direction is to ensure competitive people come in the organization. Therefore recruitment in this regards becomes an important function. The organization must constantly improvise in its recruitment process so that it is able to attract the best in industry in order to serve the best. Thus the organization must look for methods that can enable it to adopt best recruitment practices.

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