A STUDY OF RECRUITMENT AND SELECTION PROCESS WITH SPECIAL REFERENCE TO MANUFACTURING INDUSTRIES IN PIMPRI-CHINCHWAD MIDC

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ABSTRACT

The researchers examined the recruitment and selection process adopted by Production units in Maharashtra Industrial Development Corporation (MIDC) area in the part of Pune City i.e. Pimpri-Chinchwad. Human Factor in the Industrial Unit has a multidimensional effect on Production, finance, marketing and also HR activities. It is a time to analyze HR (Human Resource) recruitment and selection policies in various industrial units from different area so as to streamline monetary and other efforts to towards training, motivation, stimulation, development and retaining the quality human resources. The researchers examined the general objectives of Human Resource Department such as Human Resource Planning, recruitment and selection. Unscientific Recruitment and selection policy may effect on employer and employee relations in future. The research suggests that the HR Department should initiate necessary steps to rectify the existing HR Department policies suitable to the satisfaction of employees and organization. The paper ended with a discussion on implications and limitations of the research and scope for future studies.

Key words- Recruitment, Stimulation, motivation, retain

Introduction:

Human Resource Development (HRD) is the process of transforming lay man to skilled employees. It begins with recruitment and selection process adopted by an organization. Hence, every
business unit concentrates on acquiring quality human being suitable to organization and market requirements. A scientific recruitment and selection is the beginning of success. Now a days, recruitment and selection have not remained merely procedure but also a strategic approach.

Recruitment and selection process which is an important part of every organization. Recruitment highlights each applicant’s skills, talents and experience. Their selection involves developing a list of qualified candidates’, defining a selection strategy, identifying qualified candidates, thoroughly evaluating qualified candidates and selecting the most qualified candidate.

‘Right person for the right job’ is the basic principle in recruitment and selection. Ever organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise. Every business organization/unit needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates are essential.

Recruitment is “hiring” of employees. Recruitment has been regarded as the most important function of the HR department. Recruitment is the determining of potential applicant for expected organizational vacancies. Accordingly the purpose of recruitment is to locate sources of manpower to meet the job requirements and job specification.

In recruitment, the information is collected from interested candidates. For this different source such as newspaper advertisement, employment exchanges, internal promotion, etc. are used.

In the recruitment, a pool of eligible and interested candidates is created for selection of most suitable candidates. Recruitment represents the first contact that a company makes with potential employees.

**Literature Review:**


In this research paper, study has been made about recruitment and selection process of Hindustan Coca-cola Beverage Private limited, Gangyal in Jammu in India. The
study indicates that although the company follows a well-defined recruitment policy. In most of the cases the company does compensate the employees for the expenses incurred by them. It is also observed that the company has got all the databases fully computerized. All employees said that the company hires consultancy firms or recruitment agency for hiring candidates. It can be said that in spite of some odd factors, the company is doing well since establishment.

Maral Muratbekova-Touron (2008) stated that “One of the main issues facing the development of the global companies has always been to find the right balance between the local autonomy between subsidiaries and the control of the corporate headquarters.”, it related to how the company recruit and select their staffs in their subsidiaries.

Educators (Baltzell & Dentler, 1992; Genck & Klingenberg, 1980) surmised the personnel function was of major importance to any school board because it dealt with two primary factors: people and positions. The Human Resource Planning (HRP) process manages all employee benefits and is responsible for a huge portion of the budget of any school system (70%-80%)

**Objectives:**

1. To study the recruitment and selection procedure adopted in manufacturing industries.
2. To study the various sources of recruitment followed in manufacturing industries.
3. To search or headhunt people whose skill fits into the company’s values.

**Hypothesis:**

H0: Recruitment and selection process is not positively affected by source of recruitment selected.

H1: Recruitment and selection process is positively affected by source of recruitment selected

The results of the test statistics indicates to accept null hypothesis as p value of the chi-square statistics -likelihood ratio- is .429 which is more than .05. **Therefore we can conclude that statistically** Recruitment and selection process is not positively affected by source of recruitment selected.

**Research Methodology:**
Data Collection:

Primary Data:
Primary data was collected through survey method by distributing questionnaires to employees in manufacturing industries.

Secondary Data:
Data was collected from books, magazines, web sites, Journals, Published and research papers.

Sample size – 250 (Managerial level – Supervisor & above)

Data Analysis and Data interpretation:

Q1) Information regarding the job.

a) Placement Agencies/ Consultancy
b) E- Portals
c) Campus Interview
d) Advertisement
e) Referrals
f) Walk – In

(Refer fig1 table1)

Analysis and Interpretation:
From the above graph it is clear that, out of 250 employees 48% employees are placed through advertisements, 20% employees are through Placement agencies, 14% are through employee referrals, 12% employees are through E-Portal and 6% employees are through walk-in interview.

Q2) Sources for recruitment and selection.

a) Internal
b) External

(Refer fig2 table2)

Analysis and Interpretation:
From the above graph it is clear that the company prefer internal source of recruitment more than the External source of Recruitment. They have Recruited 70% of employees from the internal source of recruitment and 30% of employees from the external source. As internal source of recruitment is time saving and economical, also reduce the executive turnover, encourages the employees to work hard and put sincere efforts to get promotions they mostly prefer internal source of recruitment.

Q 3) Methods prefer for recruitment and selection

a) Direct method:
b) Indirect method

c) Third party method:

(Refer fig3 table3)

Analysis and Interpretation:

Above diagram indicates that it is cleared that, a Company prefer both Direct and Indirect method of recruitment and selection as 70% of employees from direct method and 20% of employees from indirect method and 10% employees are through Third party method. In case of direct method they give preference to referral and in case of indirect method they use advertisements way of recruitment.

Q4) Preference for form of interview.

a) Personal Interviews

b) Telephonic interview

c) Video Conferencing

d) Other

(Refer fig4 table4)

Analysis and Data Interpretation:

From the above graph, it has shown that 85% of interview are carried through personal interview, 10% are carried through telephonic interview and 5% employees are through video conferencing. It is most preferable and acceptable to use personal interview form of interview as it gives detail information about the candidates and help to recruit appropriate employee for appropriate position.

Q5) Internal sources for recruitment.

a) Present permanent employees

b) Present temporary employees

c) Retrenched / Retired / employees

d) Deceased / disabled / employees

(Refer fig5 table5)

Analysis and Interpretation:

From the survey made, it is come to know that company mostly prefer internal source of recruitment. From internal source, company prefer 65% from present permanent employees, 20% from present temporary employees, 10% from the retrenched retired employees and 5% from the deceased/disabled employees.

From this survey it has understand that HR department of the company is efficient in carrier management of the employee as they give more chance to present permanent and temporary employees of the company.
Findings:
1. Mostly companies are selected internal source of selection.
2. Mostly companies preferred direct methods of recruitment & selection.
3. Most of the companies are preferred personal interview as selection criteria.
4. Present permanent employees reference are considered while recruitment process.
5. Advertisement is the effective way for Recruitment.

Suggestions:
1. Manpower requirement for each department in the company should be identified well in advance.
2. If the manpower requirement is high and the recruitment team of the HR department alone cannot control, then help from the placement agencies is needed.
3. Communication between management and employees should improve to know them norms, culture, values, policies and procedures of the company.
4. Recruitment and selection procedure should not be too lengthy and time consuming.
5. Instead of only using employee referral and advertisement source, it is also better to use placement consultancies i.e. e-portals which will increase the applicant pool of qualified candidates.

Conclusion:
The recruitment process to some extent is not carried out objectively. The Companies prefer internal source of recruitment, in which some extent biasness is quite possible. Also it prevents the suitable candidates from outside with innovative ideas, fresh and constructive thinking and dynamism from entering the organization that is why the search or headhunt of people should be of those whose skill fits into the company’s values. Many of employees are not satisfied with the Interview panel, and interview which is need to improve.
Manpower planning doesn’t have fix time which incurred high cost of recruitment and selection.
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 should job profile so that main objective of selecting the candidate could be achieved.

References:

1. Human Resource Management : Aswathappa
2. Hiring for Attitude : Mark Murphy
3. Strategic Recruitment & Selection: Stanley Petzall
5. Recruitment & Selection of Manufacturing Administrator :Philip Young
LIST OF FIGURES

Figure 1

![Information regarding job placement agencies/consultancy, e-portals, campus interviews, advertisements, referrals, and walk-in.](image1.png)

Figure 2

![Source for recruitment & selection: Internal (70%) and External (30%).](image2.png)

Figure 3
Figure 4

Methods for Recruitment & Selection

- Direct Method: 70%
- Indirect Method: 20%
- Third Party Method: 10%

Figure 5

Preference for form of interview

- Personal Interview: 85%
- Telephonic Interview: 10%
- Video Conferencing: 5%
- Other: 0%

Legend:
- Blue: Personal Interview
- Orange: Telephonic Interview
- Light Blue: Video Conferencing
- Gray: Other
Internal sources for recruitment.

- Present permanent employees: 65%
- Present temporary employees: 15%
- Retrenched / Retired / employees: 25%
- Deceased / disabled / employees: 5%
LIST OF TABLES

Table 1

<table>
<thead>
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<th>Particulars</th>
<th>Number of Candidates</th>
<th>Percentage (%)</th>
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<td>Placement Agencies/ Consultancy</td>
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<td>E- Portals</td>
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<td>Campus Interview</td>
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<td>Advertisement</td>
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<td>Referrals</td>
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<td>Walk – In</td>
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Table 2

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<th>Employee Feedback</th>
<th>Percentage</th>
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<tr>
<td>Internal</td>
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<td>External</td>
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Table 3

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<td>Direct Method</td>
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<td>Indirect Method</td>
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Table 4

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<tr>
<td>Telephonic Interview</td>
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<tr>
<td>Video Conferencing</td>
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<td>5%</td>
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<td>Other</td>
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Table 5

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<th>Percentage (%)</th>
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<tr>
<td>Present temporary employees</td>
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<tr>
<td>Retrenched / Retired / employees</td>
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<td>Deceased / disabled / employees</td>
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