

An Empirical Study on Recruitment and Selection Process in A Private Sector Automotive Components Manufacturing Company



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Abstract

To be an effective predictor, a selection device should be reliable, valid and predict a relevant criterion. Selection devices provide managers with information that will help them predict whether an applicant will prove to be a successful job performer or not. The application blank is effective for acquiring hard biographical data, while the weighted application can provide information for predicting job success. The significance of this paper is to observe the degree of satisfaction levels of the employer as well as the employees towards the process of recruitment and selection techniques adopted by the company. The paper also attempts to show the deviations if any, towards this affect that will be experienced in research. Apart from getting an idea of the techniques and methods in the recruitment procedures the research also gives a close look at the insight of corporate culture prevailing out there in the organization. This would not only help to adapt the corporate environment but it would also enable to get a close look at the various levels of authority - responsibility relationship prevailing in the organization. The stipulated time for the research seems insufficient to undergo an exhaustive study about the topic.

Keywords: Empirical Study, Recruitment, Selection, Private Sector, Automotive Components Manufacturing Company etc.

Introduction

Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies. Certain influences constrain managers in determining recruiting sources such as image of the organization, internal policies, attractiveness of the job, union requirements, government requirements and recruiting budgets etc. Popular sources of recruiting employees include internal search, advertisements, employee referrals, employment agencies, schools, colleges and universities; professional organizations and casual or unsolicited applicants. In practice recruitment methods appear to vary according to job level and skill.

Proper selection can minimize the costs of replacement and training, reduce legal challenges, and result in more productive workforce. The primary purpose of selection activities is to predict which job applicant will be successful if hired. During the selection process, candidates are also informed about the job and the organization. The discrete selection process would include the following- initial screening interview, completion of the application form, employment tests, comprehensive interview, background investigations, physical examination and final employment decision.

In order to attract people for the jobs, the organization must communicate the position in such a way that job seekers respond. To be cost effective, the recruitment process should attract qualified applicants and provide enough information for unqualified persons to self-select themselves out. Thus, the recruitment process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

Review of Literature

According to the Burack (1985) recruitment sources are closely linked to the organizational activities as performance of employees, employee turnover, employee satisfaction, employee wishes and the

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commitment of the organization (Burack, 1980). These recruitment and selection process should be done at each and every sector for fulfilling their organizational goals (Nartey, 2017). Recruitment and selection practises were important in the police department as said by Michael D. White and Glipsy Escobar (2008) in the world and this paper shows the importance of seven issues relating to recruitment, selection and training practises in the organizations (M.N.Malhotra, 2014) (Terpstra.D, 1996). Mohammed Nurul Absar (2012) says the importance of recruitment and selection in his paper by considering both public and private manufacturing firms in Bangladesh (M.M.Absar, 2018). Some of the research professionals and scholars say that there is a close linkage between the recruitment selection employee satisfaction organization performance and HR practises (Gorter, 1996). In his paper Recruitment and Selection of public workers: An international compendium of modern trends and practises say that the importance of using technology in the recruitment and selection process for updating the organizational resources (Hays, 2004).

Decker & Cornelius say that compared to the traditional recruiting sources the modern sources like referrals, casual applicants and direct approaches will benefit at large (L.Barclay, 1985) (Cappelli, 2001). Selection procedure also should be in application to the modern techniques (M.Smith, 2001). The literature says that employers are doing the traditional method of recruiting rather than the modern technologies (Schmidt, 1998). Chris Piotrowski and Terry Armstrong say that in their article that around all the organizations are using traditional recruitment sources and 30% of organizations are screening candidates honestly (Armstrong, 2006). According to SHRM (Society for Human Resource Management) says that 15% joined in the organizations are placing false resume (Gusdorf, 2008). Some of the employers select the candidates with discrimination was not supposed to be done in the organizations (Fomunjong, 2016). Ongori Henry and Temtime Z (2009) say that in their paper the recruitment and selection practises that internal source of recruitment is effective compared to the external source (H.John, 2018).

Objectives of the Study

1. To study the recruitment & selection process in the organization as a whole.
2. To find out the various sources of advertisement of vacancies like-media (electronic or paper or both), schools, posters etc.
3. To find out the problems faced by the organizational staff in the process of recruitment and selection.
4. To offer suggestions and recommendations regarding the existing system in the company.

Company Profile

The company under research was incorporated in 1992, is engaged in the business of manufacturing switches and batteries for 2/3 wheelers and off-road vehicles. It commands more than 70% market share in the 2/3 wheeler segment in India. Presently the company owns 8 state-of-the-art facilities located in India and Indonesia. The company has workforce of more than 2800 people and a network of over 300 distributors spread across country. The group has business interest in areas like Switches, Batteries, Lighting, Horns, Mirrors and Alternate Fuel Kits – LPG / CNG Fuel Kits. The Group has an annual turnover of Rs.9.3 billion (USD 233 million).

Research Methodology

The purpose of the methodology is to describe the research procedure. This includes overall research design; the sampling procedure, the data collection method and analysis procedure. The sample procedure chosen for this are statistical sampling method.

Sample Size

Sample size was 50.

Sampling

It was a random sampling.

Research Design

Surveying the respondents to gather the information relating to the effectiveness of recruitment and selection process in the organization and presenting the same in the form of graphs and diagrams etc. through percentage analysis.

Sources of Data

Data Collection is the collection of necessary detail to gain information. This requires both primary and secondary data. In this research primary data was collected through questionnaire and personal interview and secondary data through websites, periodicals, journals, newsletters and official documents of the company.

Data Analysis and Findings

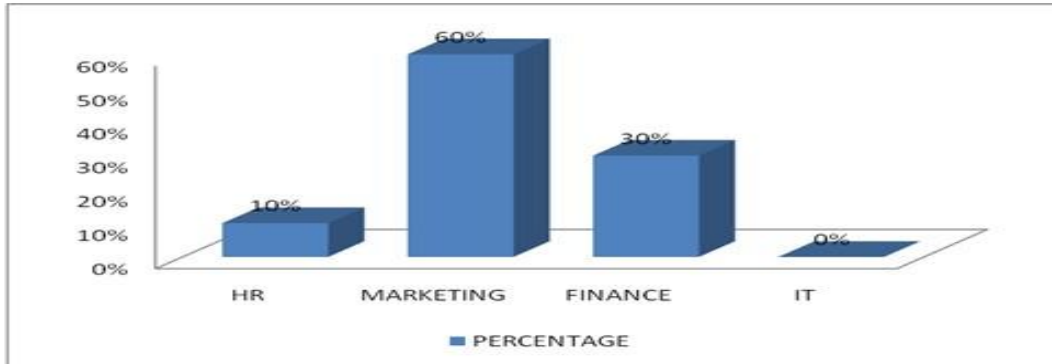
To know the department which generates maximum number of vacancies?

Table No.1

S.No.	Options	Percentage
1	Hr	10%
2	Marketing	60%
3	Finance	30%
4	It	0%
Total		100%

Findings

The above data analysis (table no.1) shows that 60% vacancies i.e. maximum numbers of vacancies were generated by the marketing department.

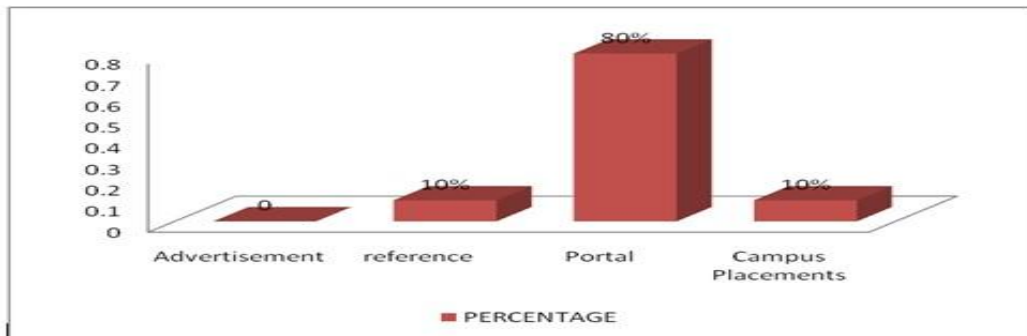


To know the method which is preferred most by the recruiting staff to attract candidates from outside the organizations.

Table No.2

S.No.	Options	Percentage
1	Aptitude Test	0%
2	Written Test	0%
3	Personal Interview	30%
4	Group Discussion	10%
5	All	60%
	Total	100%

The above data analysis depicts that 80% of the respondents agreed that among different methods, the portal method is most preferred by the recruiting staff to attract candidates from outside the organizations.



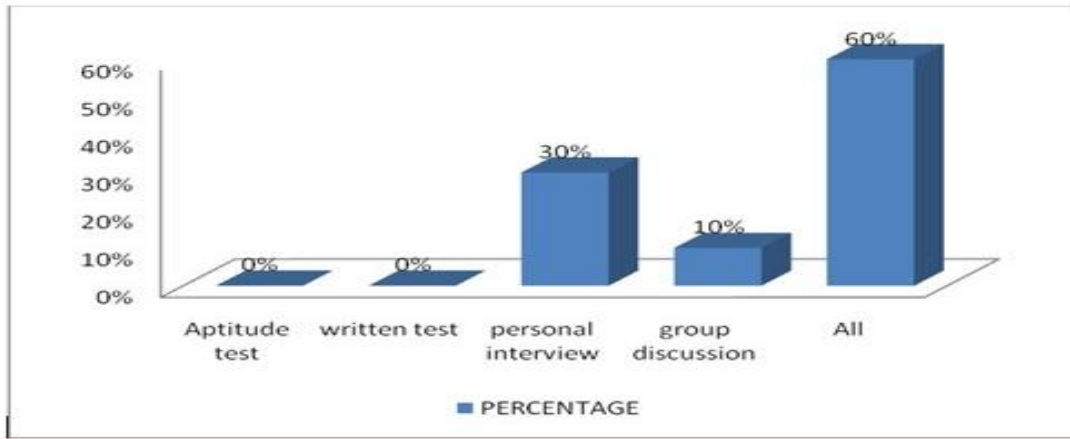
To know what type of selecting procedure should be followed by the company for selecting the right kind of candidate.

Table No. 3

Sl.No.	Options	Percentage
1	Advertisement	0
2	Reference	10%
3	Portal	80%
4	Campus Placements	10%
	Total	100%

Findings

The above table shows that 10 % respondents said group discussion method, 30 % of the respondents said personal interview while 60% of the subjects said that all the methods are equally followed by the company for selecting the right kind of candidate.



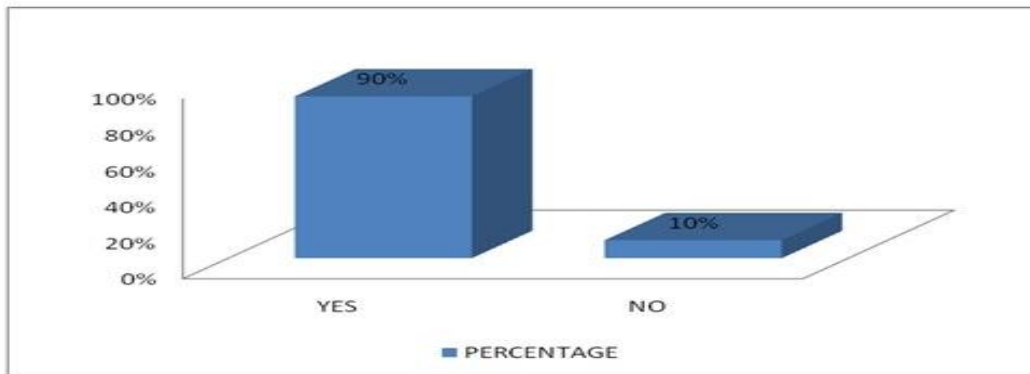
To know whether the organization is doing timely recruitment and selection process.

Table No. 4

Sl.No.	Options	Percentage
1	Yes	90%
2	No	10%
	Total	100%

Findings

The above table shows that 90% of the respondents said yes.



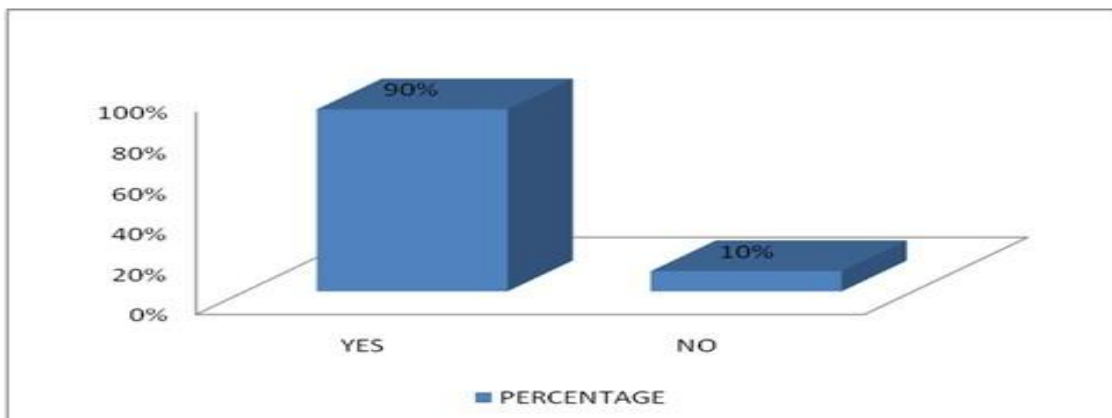
To know whether HR provides an adequate pool of quality applicants.

Table No. 5

S.No.	Options	Percentage
1	Yes	90%
2	No	10%
	Total	100%

Findings

The above table shows that with 90% of the respondents said yes.

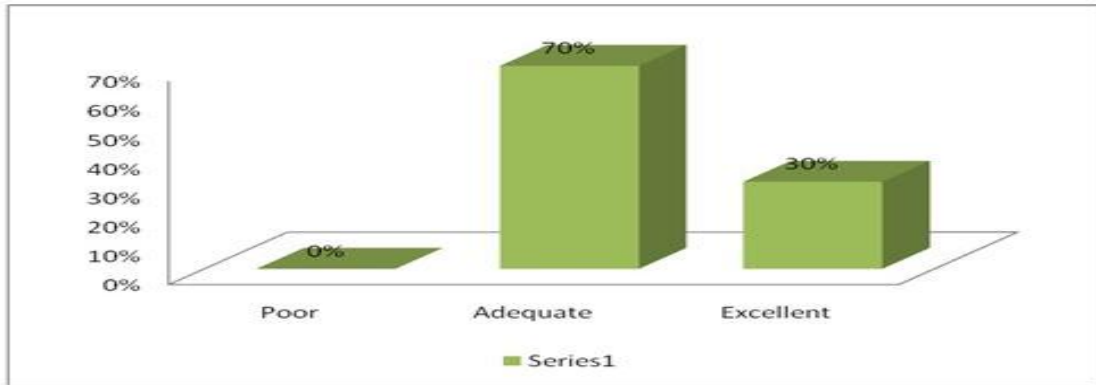


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To know the effectiveness of testing instrument in the interviewing process and selection.

Table No. 6

Sl.No.	Options	Percentage
1	Poor	0%
2	Adequate	70%
3	Excellent	30%
	Total	100%



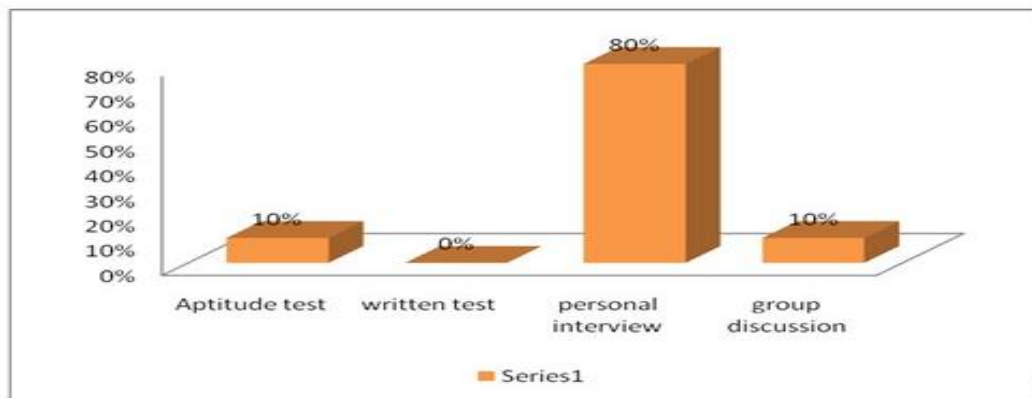
Findings

The above table shows that 70% respondents think that testing is an adequate means of the interviewing process and selection, while 30% respondents said it is an excellent means.

To know the factor which has the highest weightage in the company in selection procedure.

Table No. 7

Sl.No.	Options	Percentage
1	Aptitude Test	10%
2	Written Test	0%
3	Personal Interview	80%
4	Group Discussion	10%
	Total	100%



Findings

The above data shows that 80% of the sample has given weightage to personal interview, while 10 % each to the aptitude test and group discussion.

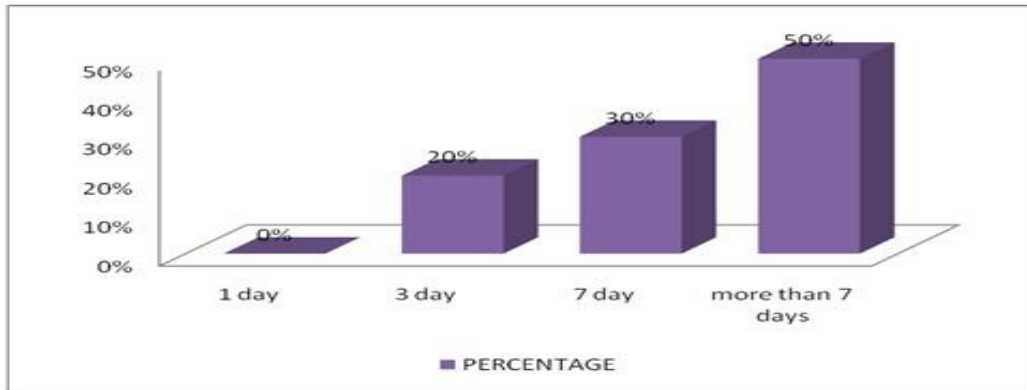
To know the time taken in the recruitment process.

Table No. 8

Sl. No.	Options	Percentage
1	1 Day	0%
2	3 Day	20%
3	7 Day	30%
4	More Than 7 Days	50%
	Total	100%

Findings

As per the table no. 8, 20 % of the respondents said generally the process takes 3 days, 30% said it takes 7 days and 50% agreed that it takes i.e. more than 7 days for recruiting employees.



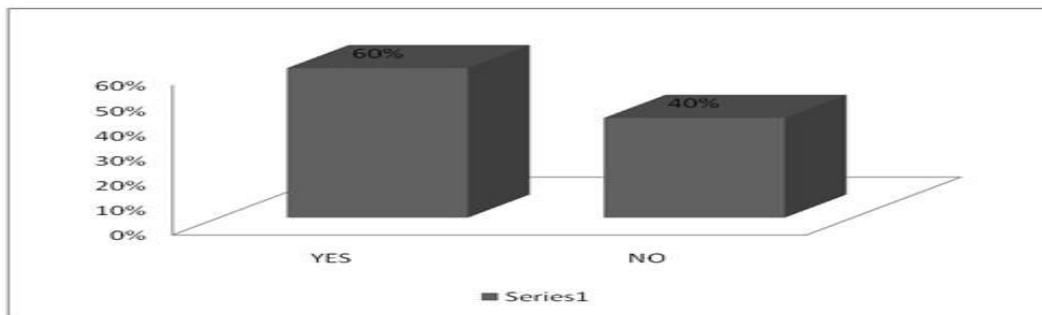
To know whether the reference plays a crucial role in selection process followed by the organisation.

Table No. 9

Sl.No.	Options	Percentage
1	Yes	60%
2	No	40%
Total		100%

Findings

The above table shows that 60% people said yes.



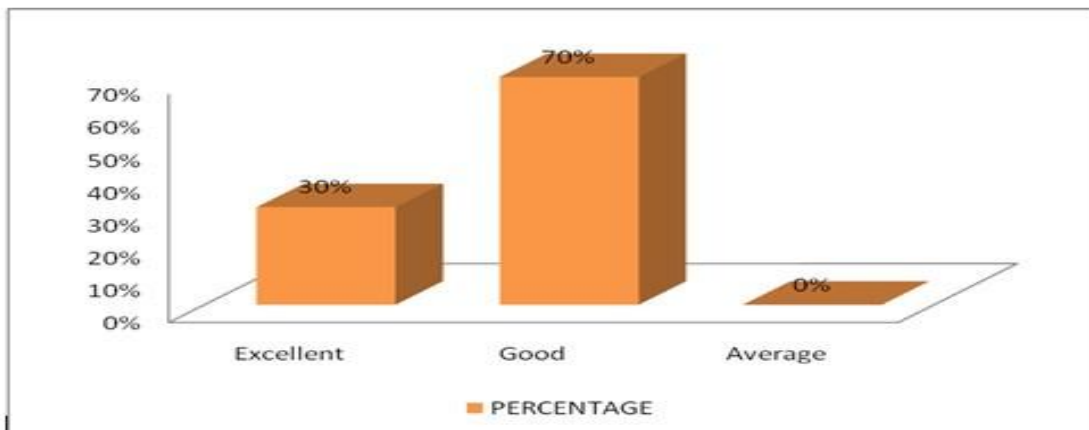
To know the opinion of the employees regarding effectiveness of recruitment and selection process in the company.

Table No. 10

Sl.No.	Options	Percentage
1	Excellent	30%
2	Good	70%
3	Average	0%
Total		100%

Findings

The above table shows that 70% employees think that the recruitment and selection process of the company is good.



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Conclusion

The company follows a transparent recruitment and selection system with no personal bias because it is wholly based on individuals' contribution towards the organization. But there are some loopholes in the system that should be analysed and corrective measures should be taken.

Suggestions & Recommendations

1. Manpower requirement for each department in the companies shall be identified well in advance.
2. Time management is very essential and it should not be ignored at any level of the process
3. The recruitment and selection through placement agencies should be the last resort on need basis.
4. The recruitment and selection procedure should not be too lengthy and time consuming
5. The candidates called for interview should be allotted timings and it should not overlap with each other
6. During the selection process not only the experienced candidates but also the fresh candidate should be selected.
7. During the selection process, the candidate should be made relaxed and at ease.
8. A company should follow all steps of recruitment and selection for the selection of the candidates.
9. The interview should not be boring, monotonous. There must be proper communication between the interviewer and interviewee any the time of interview.
10. Recruitment and selection should be done on fair judgment.

Limitations

Stipulated time period was not enough to conduct in-depth study over this topic. Secondly, the data may be biased as per the honest response of the respondents.

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