

Effective Hiring as One of the Vital HR Practices: An OD Intervention at One of The Private Sector Reputed Company of Cement Industry in Kanpur (U.P.)



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Abstract

The study has been made about recruitment and selection practices in one of the private sector reputed company of cement industry in Kanpur city of U.P. The paper indicates that company follows a well-defined hiring policy. It was also observed that company has got the entire database and hire their employees through various effective methods of recruitment and selection. It can be inferred that in spite of some deficient factors, the company is doing well.

Keywords: Recruitment, Selection, Private Sector Company, Cement Industry etc.

Introduction

Recruitment refers to the process of finding possible candidates for a job or function, usually undertaken by the recruiters/employment agency or a member of staff at the business or organization. For recruitment, advertising can be done through several means: through online, newspapers, through professional publication, through job centers, through campus interviews, etc. suitability for a job is typically assessed by looking for skills. Evidence for skills required for a job may be provided in the form of qualifications (educational or professional), experience in a job requiring the relevant skills or the testimony of references.

Employment agencies may also give computerized tests to assess an individual's "off-hand" knowledge of software packages or typing skills. At a more basic level, written tests may be given to assess numeracy and literacy. A candidate may also be assessed on the basis of an interview. Sometimes candidates may be requested to provide resume or to complete an application form to provide this evidence.

In the follow-up process the selected candidate or candidates take up the target job or function. So selection is the process of picking up an individual who has relevant qualification to fill the job in the organization. The basic purpose is to choose the individual who can most successfully perform the job, from the pool of qualified candidate.

2.0 Objectives of the study

1. To understand hiring (recruitment and selection) process in the select organization.
2. To identify the deficient areas where there is scope of improvement
3. To suggest some measures for better hiring.

3.0 Research Methodology

3.1 Sample

Sample Size

The sample consists of 45 employees of the company and 5 employers of the company.

Type of Sampling

Convenience sampling was used in the study and sampling units are chosen on the basis of convenience.

3.2 Data collection techniques

The information in this report consists of both primary as well as secondary data. Primary data used in this project report is a fresh interpretation of the questionnaire through survey carried out in the organization.

Primary Data

It was collected by conducting survey with the help of structured questionnaire.

Secondary Data

It was collected through internet, company website, company's manual, industry guide etc.

3.3 Research Design

Descriptive and exploratory research methods has been used in this research.

3.4 Tools and Equipments

Filled in structured questionnaire and interviews (formal and informal sessions) from both employers and employees.

4.0 Results and discussion

Employees Observations

1. In respect to, whether compensation based hiring supports an organization, subjects who agreed strongly were 59%, respondents normally agreed were 23%, neutral were 10%, candidates who were disagreed were 8%.
2. In regard to company's sources of recruitment , the observational analysis signifies that online recruitment was 11%, through database , it was 23%, through references, it was 50%, head hunting comprised of 9% and with the help of consultants , it was 7%.
3. In respect to the methods adapted by the company to select the candidate, it is worth mentioning that it was 23% by telephonic round, 38 % through HR round, aptitude test comprises 9%, GD constitutes 8% and others 13%.
4. Average time required by the company for its recruitment process is 2 to 3 days said by 8% respondents, 4 to 7 days marked by 20% respondents, 7 to 15 days said by 41% subjects and 15 to 30 days expressed by 31% respondents.
5. Parameters for selecting a candidate by the company goes like this- by work experience –said by 38% respondents, through qualification marked by 25% respondents, through communication said by 9% participants, confidence as a parameter ,communicated by 9% respondents, through convincing capacity said by 11% participants and through leadership skill said by 8% respondents.

Employers Observations

6. Regarding human resource need forecasting, it was generally done on annual basis but if need arises it can be done on quarterly and monthly basis also (not fixed at times).
7. The recruitment process was moderately (average) time consuming but sometimes it may short or long also, on account of unavailability of proper human resource.
8. Both direct and indirect methods were preferred for hiring.
9. Both internal (present permanent employees, present temporary employees, retrenched/ retired employees, disabled employees) and external sources (campus interviews, placement agencies, private employment agencies, public employment agencies, professional associates, data bank, casual applicants, referrals & others) were preferred for hiring.
10. Generally, 1-3 rounds of interviews are conducted in comparison to 3-5 or more than 5 rounds.

11. Personal interviews are more preferred over telephonic interviews and video conferencing, but on need basis other two were found equally good.

5.0 Conclusion

The recruitment process at company to some extent is not done objectively and therefore lot of bias hampers the future of the employees and subsequently the company . That is why the search or headhunt of people should be of those whose skill fits into the company's values. In the company most of the employee feels that HR department is good and satisfactory in terms of hiring decisions. Recruitment and selection at the company is done through internal and external sources both. Most of the employees were satisfied but changes are required according to the dynamic and demanding scenario as recruitment and selection processes have a great impact on the working and entire growth and development of the company as a fresh blood and new ideas enters the company. Selection process is good enough but it also needs to be modified to match the requirements and job profiles so that main objective of selecting the candidate could be achieved and fulfilled.

6.0 Limitations

1. Due to time constrains more time could not be devoted to individual respondent.
2. The research conducted was limited to corporate office Kanpur city only.
3. The projection is purely based on survey and verbal meetings and may be influenced by unprecedented factors.
4. The time for the project was insufficient to undergo an in depth study.

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8.0 Annexure N0.1

Questionnaire

1) Does compensation based hiring supports an organization.

- Strongly Agree
- Agree
- Neutral
- Disagree

2) What are the sources of recruiting the candidates in the company?

- Online Source
- Database
- Reference
- Head Hunting
- Consultants

3) What are the methods of selection adapted by the company to select the candidate?

- Telephonic Round
- HR Round
- Aptitude Test
- GD

4) Average time required for recruitment process.

- 2 to 3 days
- 4 to 7 days
- 7 to 15 days
- 15 to 30 days

5) What are the parameters for selecting a candidate according to your Organization?

- Work Experience
- Qualification
- Communication
- Confidence
- Convincing
- Leadership Skills

6) When are the resource need forecasted?

- Quarterly
- Monthly
- Annually
- Not Fixed

7) How is the resource need forecasted?

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8) How do you rate the recruitment process?

- Short
- Average
- Long
- Very Long
- Can't Say

9) What is the process you follow for recruitment & selection? Please explain the same in brief?

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10) What method do you mostly prefer from the following for recruitment & selection?

- Direct Method
- Indirect Method

11) What sources you prefer for recruitment & selection?

- Internal Sources
- External Sources

12) What are the sources for internal sourcing among the following?

- Present permanent employees
- Present temporary employees
- Retrenched / Retired employees
- Disabled employees
- Both

13) What are the sources for external recruitment among the following?

- Campus interviews
- Placement agencies
- Private employment agencies
- Public employment agencies
- Professional associates
- Data bank
- Casual applicants
- Referrals
- Other, if any please mention

14) Which is the most successful method of recruitment?

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15) How many rounds of interviews are conducted?

- 1-3
- 3-5
- More than 5

16) Are you satisfied with round of interviews conducted?

- Yes
- No
- To some extent
- Can't say

17) What form of interview did you prefer?

- Personal interview
- Telephonic interview
- Video conferencing
- Any two (then tick those two)
- All three