

A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS IN JBM AUTO SYSTEM PVT LTD, HOSUR

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Abstract—*Recruitment means to find out prospective candidates and attracting them to apply for jobs in the organization. It ascertains the manpower required for an organization and after ascertaining the next step is to find out places where the required human resources are available and also attracting them to apply for jobs in the organization. This study is basically to understand the effectiveness of the recruitment and its process and organisational 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. The study was held during the period of 3 months. Here sample size is 70. The study on Recruitment process Adopted by the company enables us to understand what is expected of the Human Resource Department while it recruits and selects employees to work inside the Organization. From the study the Company can use both Findings and Recommendations to be able to improve on its Recruitment and selection techniques so as to enable it to have an efficient and effective workforce.*

INTRODUCTION

Recruitment and selection are very important function of Human resource management. The success of every organization depends upon how human resources are effectively or properly managed and utilized because unless the right type of people are hired (selected) even the best plans of the organization cannot produce good results. Hence the right man for the right job and at the right time is essential for the smooth flow of activities in the organization.

REVIEW OF LITERATURE

Dessler (2016) 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 workerperformance 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 (2017) 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 47 the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

Miyake, (2017) In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent.

Burton (2017) 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 centres.

Cran (2017) suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends to a large degree, on sectoral circumstances and on the wider employment-management policies being pursued.

Whitmell Associates (2018) observed that the extent of recruitment and selection strategy integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequately qualified people, and to a great extent this uncertainty involves the quality of employees. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with the business.

In similar vein, **DeVaro (2018)** demonstrated that recruitment strategies can lead to positive organizational outcomes. For Sinha and Thaly (2018) adopting qualitative system in recruitment and selection has helped organizations to grow as they have been able to get the right people for their vacancies. In addition, the appropriate channels have helped the organizations to get the different and varied sources to which they can turn to for effective hiring (Sinha & Thaly, 2018).

STATEMENT OF THE PROBLE

Recruiting and retaining employees in the industry is a critical issue. Smart, ambitious, and highly motivated employees are difficult to keep. Attracting and retaining these people is a challenge. Qualified personnel have to be compensated well and require work that develops their skills and matches their personal interests. Since technical employees require challenging and rewarding work, a slightly different plan must be employed to successfully recruit and retain these workers. Some key factors that aid the recruiting of outstanding technical people are salary, benefits, the organization's reputation, and rewarding work. The purpose of recruiting and selecting is to ensure a sufficient pool of applicants from which the most qualified individual may be selected. Successful recruiting can minimize the employee turnover rate absenteeism, lower productivity.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To study on effectiveness of selection and recruitment process in JBM Auto System Pvt Ltd, Hosur.

SECONDARY OBJECTIVES

1. To know the attitude of the employees and workers towards the recruitment and selection process.
2. To know how the company policy affect the recruitment and selection process.
3. To study various factors involved in recruitment and selection process
4. To determine the standards of evaluating the recruitment and selection techniques adopted by the company.
5. To suggest ways which the company can adopt so as to improve the recruitment techniques and selection procedure and hire more efficient and effective employees.

SCOPE OF THE STUDY

- The project helps us to understand the effectiveness of recruitment and selection process adopted by JBM Auto System Pvt Ltd, Hosur.
- The study enables us to know the opinion of the employees and worker towards the recruitment process and also give ideas of better recruitment and selection techniques which can be adopted to improve the workforce of JBM Auto System Pvt Ltd, Salem.

LIMITATIONS OF THE STUDY

- Few of the sample respondent's selection did not answer some questions hence their responses were disregarded in the study.
- The finding of the study is based only on the information given by the sample respondents.
- Sample size is only 70.

- The finding of this study is only JBM Auto System Pvt Ltd, Hosur only, it does not get all other companies.

RESEARCH METHODOLOGY

Research Design

Design is the pattern or outline of a research or a project working. Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques used in their analysis.

Data Collection Method

Primary source

This is data collected a fresh for the study purpose. Primary data was collected through

1. Questionnaire
2. Personal interviews

Questionnaires

A list of questions was set typed and printed and then administered to the respondents to give responses for the purpose of the study.

Secondary sources

This is data that has already being collected previously, analyzed and presented for a different study. For the study purpose previous records were colleted on how the company used to recruit and select employees and workers inside the organization.

Population:

Population is any finite or infinite collection of individuals. It has displaced the term universe. It is practically synonymous with aggregate and does not necessarily refer to a collection of living organism. Here the population is employees of JBM Auto System Pvt Ltd, Hosur.

STATISTICAL TOOL FOR DATA ANALYSIS.

The statistical tool for Data Analysis and interpretation used for the study were:

- Chi-square Test

CHI SQUARE ANALYSIS -1

RELATIONSHIP BETWEEN THE EDUCATIONAL QUALIFICATION AND ATTRIBUTED ATTRACTED TO APPLY IN THE COMPANY

Step1:

Null hypothesis (Ho):

There is no significant relationship between the educational qualification and attributed attracted to apply in the company

Alternative hypothesis (H1):

There is some significant relationship between the educational qualification and attributed attracted to apply in the company

Step 2:

Level of significance at 5%.

Step 3:

Observed frequency					
Educational level	Attributed attracted to apply in the company				
	Name of the company	Job security	Salary	Promotion	Total
Diploma	4	10	2	5	21

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Graduates	1	12	11	1	25
Post Graduates	0	1	4	1	6
Professional	1	3	5	5	14
Others	1	1	1	1	4
Total	7	27	23	13	70

Step 4:
Expected frequency

$$= \frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

2.1	8.1	6.9	3.9
2.5	9.6	8.2	4.6
0.6	2.3	2.0	1.1
1.4	5.4	4.6	2.6
0.4	1.5	1.3	0.7

Step 5:

O	E	(O-E)	(O-E)²	(O-E)²/E
4	2.1	1.9	3.6	1.7
10	8.1	1.9	3.6	0.4
2	6.9	-4.9	24.0	3.5
5	3.9	1.1	1.2	0.3
1	2.5	-1.5	2.3	0.9
12	9.6	2.4	5.6	0.6
11	8.2	2.8	7.8	0.9
1	4.6	-3.6	13.3	2.9
0	0.6	-0.6	0.4	0.6
1	2.3	-1.3	1.7	0.7
4	2.0	2.0	4.1	2.1
1	1.1	-0.1	0.0	0.0
1	1.4	-0.4	0.2	0.1
3	5.4	-2.4	5.8	1.1
5	4.6	0.4	0.2	0.0
5	2.6	2.4	5.8	2.2
1	0.4	0.6	0.4	0.9
1	1.5	-0.5	0.3	0.2
1	1.3	-0.3	0.1	0.1
1	0.7	0.3	0.1	0.1
70	70.0			19.4

Step 6:

Table value

$$\begin{aligned} \text{Degrees of freedom} &= x (r-1) (c-1) \\ &= (5-1) (4-1) \\ &= 12 \end{aligned}$$

Chi square value for 12= 58.56

Step 7:

Comparison

As calculated value (19.4) is less than tabulated value (58.56), H_0 is accepted and H_1 is rejected.

RESULT:

It is clear from the above table that H_0 is accepted and there is no significant relationship between the educational qualification and attributed attracted to apply in the company.

CHI SQUARE ANALYSIS –II

RELATIONSHIP BETWEEN THE EXPERIENCE OF THE RESPONDENTS AND AWARENESS OF VACANCY IN THE COMPANY

Step1:

Null hypothesis (Ho):

There is no significant relationship between the experience of the respondents and awareness of vacancy in the company.

Alternative hypothesis (H1):

There is some significant relationship between the experience of the respondents and awareness of vacancy in the company.

Step 2:

Level of significance at 5%

Step 3:

Awareness	Observed frequency				
	Experience				
	Below 1 year	1 – 3 years	3 – 5 years	Above 5 years	Total
Campus interview	1	5	8	4	18
Employee of the company	3	4	8	3	18
Advertisement	0	5	4	2	11
Posters	2	3	2	3	10
Private consultancy	4	3	2	4	13
Total	10	20	24	16	70

Step 4:

Expected frequency

$$= \frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

2.6	5.1	6.2	4.1
2.6	5.1	6.2	4.1
1.6	3.1	3.8	2.5
1.4	2.9	3.4	2.3
1.9	3.7	4.5	3.0

Step 5:

O	E	(O-E)	(O-E) ²	(O-E) ² /E
1	2.6	-1.6	2.5	1.0
5	5.1	-0.1	0.0	0.0

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8	6.2	1.8	3.3	0.5
4	4.1	-0.1	0.0	0.0
3	2.6	0.4	0.2	0.1
4	5.1	-1.1	1.3	0.3
8	6.2	1.8	3.3	0.5
3	4.1	-1.1	1.2	0.3
0	1.6	-1.6	2.5	1.6
5	3.1	1.9	3.4	1.1
4	3.8	0.2	0.1	0.0
2	2.5	-0.5	0.3	0.1
2	1.4	0.6	0.3	0.2
3	2.9	0.1	0.0	0.0
2	3.4	-1.4	2.0	0.6
3	2.3	0.7	0.5	0.2
4	1.9	2.1	4.6	2.5
3	3.7	-0.7	0.5	0.1
2	4.5	-2.5	6.0	1.4
4	3.0	1.0	1.1	0.4
70	70.0			10.8

Step 6:

Table value

Degrees of freedom

$$= x (r-1) (c-1)$$

$$= (5-1) (4-1)$$

$$= 12$$

Chi square value for 12= 58.56

Step 7:

Comparison

As calculated value (10.8) is less than tabulated value (58.56), H_0 is accepted and H_1 is rejected.

RESULT:

It is clear from the above table that H_0 is accepted and there is no significant relationship between the experience of the respondents and awareness of vacancy in the company.

FINDINGS

- The majority 68% of the respondents are male.
- The majority 36% of the respondents are the age of 26-36 years.
- The majority 61% of the respondents are married
- The majority 36% of the respondents are graduates degree holders.
- The majority 35% of the respondents are having 3-5 years working experience.
- The majority 26% of the respondents are come to know about a vacancy in the industry through campus interviews.
- The majority 38% of the respondents are said that job security is the attribute attracted to apply for a post in the company.
- The majority 34% of the respondents were recruited in one month.

- The majority 56% of the respondents opinion is the organization clearly define the no. of vacancies and expected skills for the company.
- The majority 29% of the respondents had a good feeling about the recruitment process.
- The majority 58% of the respondents are said that 3 round's are conducted in this company.
- The majority 27% of the respondent's opinion is neutral about the satisfaction level of personal interview during the recruitment process.
- The majority 58% of the respondents went through a one month probation period.
- The majority 32% of the respondents said that campus recruitment is the source of the recruitment.
- The majority 36% of the respondents said that personal interview is conducted in recruitment more.
- The majority 45% of the respondents are taking telephone technological support for the process of recruiting.
- The majority 35% of the respondents said that past experience is the important quality the organization looks for the candidate at the recruitment time.
- The majority 72% of the respondents are satisfied about the resume screening and short listing method.
- The majority 58% of the respondents opinion is the selection policy of the organization is average.
- The majority 41% of the respondents had a good feeling about the induction process.
- The majority 30% of the respondents are satisfied about the recruitment process of the company.
- The majority 57% of the respondent's opinion is the HR team acts as a consultant to enhance the quality of the applicant pre-screening process.
- The majority 30% of the respondents are satisfied and also neutral about the satisfaction level on present recruitment and selection process.
- The majority 53% of the respondents preferring personal interview method.

SUGGESTIONS

The Company Policy has enables the Human Resource Department to recruit and select a favorable workforce in the organization. However few suggestions have being given that will enable the organization to improve on its workforce.

1. While recruiting the company should avoid internal promotions at all times since this brings about inner breeding which discourages new recruits who would have contributed tremendously to the growth of the company.
2. The Company should also go to different colleges and Educational institutions to recruits outgoing students since they are young people who have a growth potential in the Company and will be able to apply their knowledge into skills and also give fresh new ideas that can help to improve the Company efficiency.
3. The Company should also increase the salary level of the employees so as to attract other outside people who are qualified and willing to join the organization.
4. The Company should also try and reduce the probation period of one year to atleast six months since this keeps the selected employees in anxiety since he or she is not permanently employed.
5. The Company should also recruit and select people who have atleast some previous job experience since it enables the Company to reduce on Training cost of the employees.

CONCLUSION

For an organization to run successfully, Human Resource is very important since it acts as the heart of each and every organization. An organization either commercial or service industry has to ensure that the Human Resource it has is qualified and possess the right skill to be able to give expected results to the management. Hence for all this to be possible the managements has to recruit and select the required personnel, "the right man for the right job".

The study on Recruitment process Adopted by the company enables us to understand what is expected of the Human Resource Department while it recruits and selects employees to work inside the Organization. From the study the

Company can use both Findings and Recommendations to be able to improve on its Recruitment and selection techniques so as to enable it to have an efficient and effective workforce.

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