

CHAPTER IV

RECRUITMENT AND SELECTION

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4.1 Introduction-

“Recruitment is a form of business competition. Just as corporations compete to develop, manufacture and market the best product or service so they must also compete to identify, attract and hire the most qualified people. Recruitment is business and it is a big business.”—*Lord JS*

“Recruitment is the process of seeking out and attempting to attract individuals in external labor market, who are capable of and interested in filling available job vacancies. Recruitment is an intermediate activity whose primary function is to serve as a link between human resource planning on one hand and selection on the other.”—Heneman-III

Information obtained from job description and job specification along with precise staffing standards forms the basis for determining manpower requirements to attain the organizational objectives. Merely determination of manpower requirements leads us nowhere unless measures are taken to locate and attract that manpower. This necessitates Recruitment. Obviously recruitment is a process to discover the sources of manpower to meet the requirements of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers and to facilitate effective selection of an efficient workforce. The function of recruitment is to locate sources of manpower to meet job requirements and specifications. It forms a means for attracting manpower in adequate numbers to permit effective selection of a capable and productive workforce. It is a continuing function involving efforts to attract employees equipped with desirable qualities, to fill up the vacant positions, matching the personal qualities of the would be employees with job requirements. Thus it relates to the supply of potential employees for job in the organisation

Recruitment and selection of staff are very important factors because their performance and overall efficiency determines the fate of an organization. This chapter includes respondents a recruitment procedure and Selection procedure also.

4.2 Process of recruitment at Menon Pistons Ltd-

Management's view is to have selection of candidates from campus interviews and through the applications received directly from the candidates. The candidates having 60% and more marks in final year examination and candidates selected at the campus of the institute are called for interview.

The candidate has to undergo the written test and oral interview and according to the performance of the candidate in final year examination, written examination and interview, merit list is prepared and selection is done.

Table 4.1- Sources of information for employment application

The process of recruitment starts when candidates apply for the jobs in an organisation. The following table shows the source of information which respondents have selected for applying in Menon Pistons Ltd. Employment characteristics, educational institute, direct by management and Advertisement are the four sources of information followed at Menon pistons Ltd.

Table 4.1 (A)

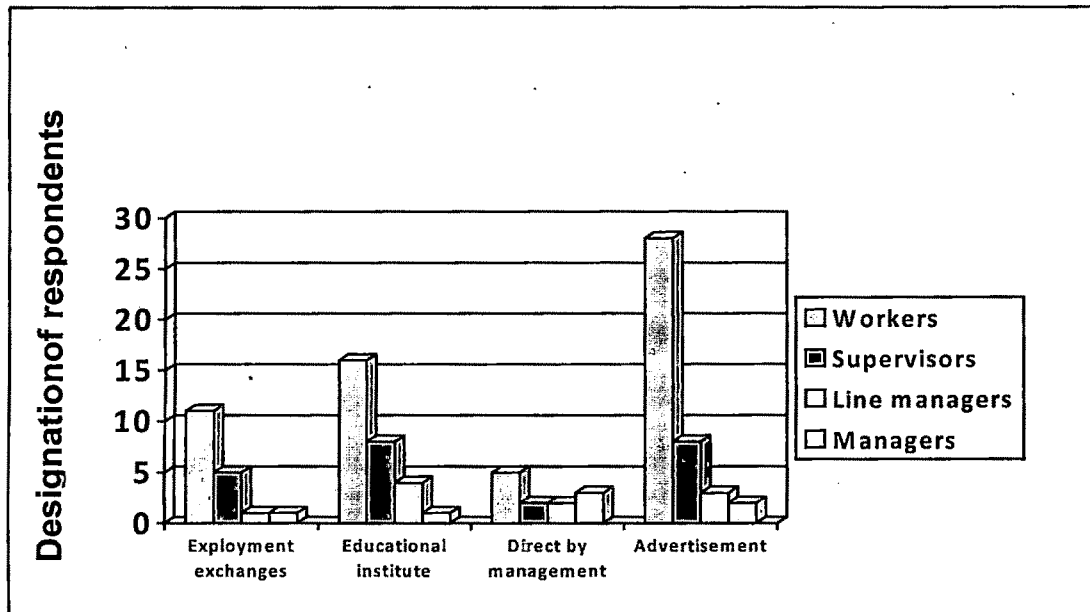
| Sr. No. & Designation | Employment characteristics | Educational Institute | Direct by Management | Advertisement | Total |
|-----------------------|----------------------------|-----------------------|----------------------|---------------|-------|
| 1. Workers | 11 (18.33%) | 16 (26.66%) | 5 (8.33%) | 28 (45.66%) | 60 |
| 2. Supervisors | 5 (21.73%) | 8 (34.78%) | 2 (8.69%) | 8 (34.78%) | 23 |
| 3. Line Managers | 1 (10%) | 4 (40%) | 2 (20%) | 3 (30%) | 10 |
| 4. Manager | 1 (14.28%) | 1 (14.28%) | 3 (42.85%) | 2 (28.56%) | 7 |

Table 4.1-B

Sources of information for employment application

| Sources of employment | Designation of respondents | | | | |
|--------------------------|----------------------------|-------------|---------------|-----------|-------|
| | Workers | Supervisors | Line managers | Managers | Total |
| 1. Employment exchanges | 11(61.11%) | 5(27.77%) | 1(5.55%) | 1(5.55%) | 18 |
| 2. Educational institute | 16(55.17%) | 8(27.58%) | 4 (13.79%) | 1(3.44%) | 29 |
| 3. Direct by management | 5(41.66%) | 2(16.66%) | 2(16.6%) | 3(25.00%) | 12 |
| 4. Advertisement | 28(68.29%) | 8(19.51%) | 3(7.31%) | 2(4.87%) | 41 |

Chart No. 4.1
Sources of information for employment application



Sources of employment

Interpretation:

The above table contains the data of how people have been selected and which was the source for employment application. The column educational institute means that applicants are interviewed on the campus of engineering colleges, which display notices of employment. Employment exchanges are the contractors who provide the employees to the company.

- 1) Menon Piston Ltd. , considers various sources to get suitable candidates to fill the vacancies. Menon Piston Ltd. believes in getting application directly from candidates and educational institutes. Campus interviews and advertisement are the most preferred sources by Menon Piston Ltd.
- 2) The above table shows that very few people have come through employment, exchanges. During the discussion it has been observed that much time is consumed in corresponding with employment exchanges. So it is not fond suitable by Menon Piston Ltd.
- 3) Even the percentage of selecting through educational institutes is good i.e. 29%. But management of Menon Piston Ltd. still has to make strong efforts

to popularize this channel of management. The number of candidates employed by calling applications through advertisement is 41% of total respondents. Direct applications invited by management are 12%.

Thus how the bright image is created by Menon Piston Ltd. in the mind of prospective candidates.

4.3 Selection

An effective recruitment programme can provide numerous job applications but still there remains a crucial problem of selection of most suitable of human resources with a view to placing them in vacant positions in the enterprise. It should be noted that trend towards automation and computerization have increased the significance of these process. Notwithstanding marked technological development, profits stemming from efficient operations involve expeditious application of manpower through effective selection and placement programmes.

Explicitly, selection standards are adjusted to the needs of organisation and labor market situations. The applicants pass or fail on specific selection standards of "Hurdles" and those surviving these standards for specific jobs are placed in vacant positions. Thus, the effective selection programme is a nonrandom process because those selected have been chosen on the basis of assumption that they are more likely to be "better employees" than those who have been rejected.

According to the observations of Blumand Naylor, the purpose of the selection process is to make effective use of individual differences with a view to selecting individuals who possess the greatest degree of qualities required for effective job performance.

Table 4.2

Employment selection test details

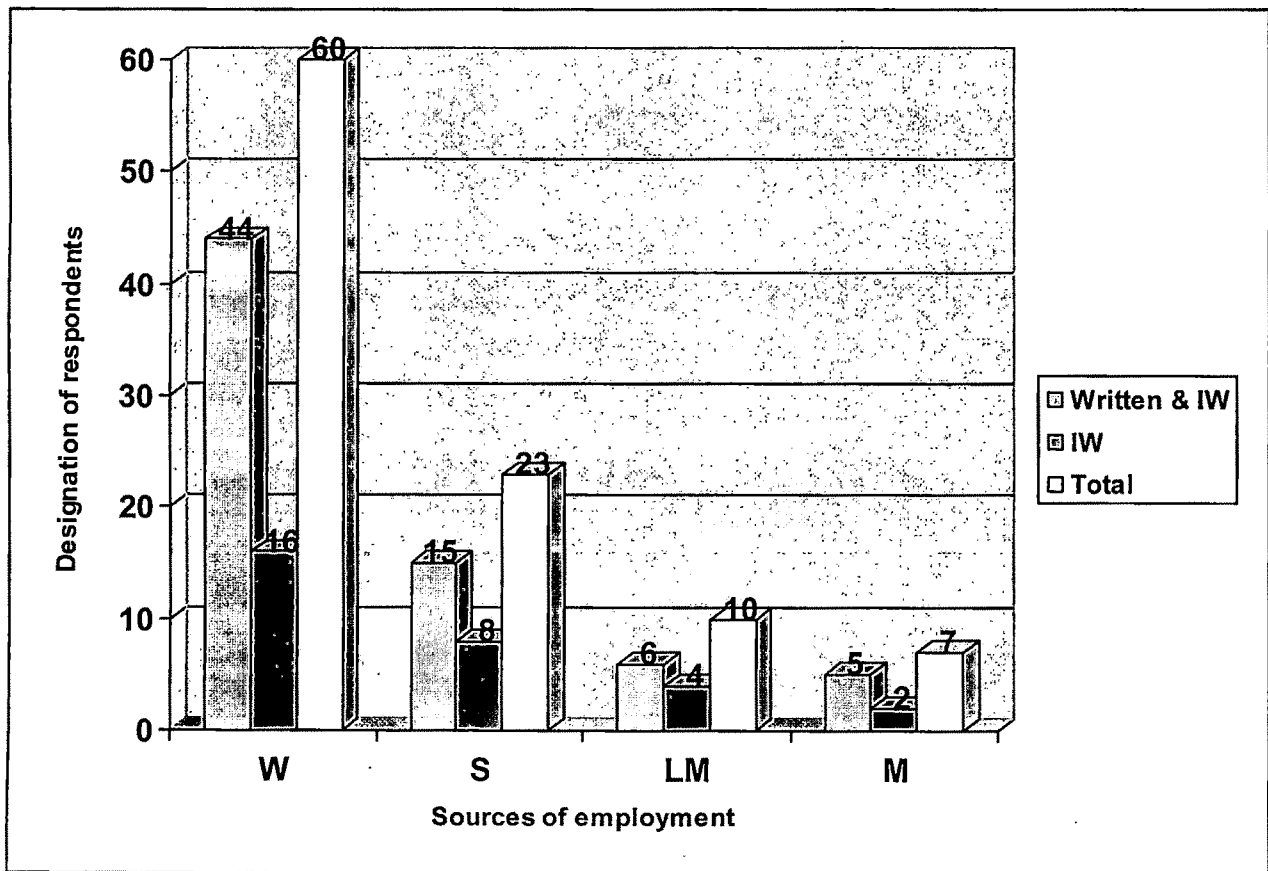
After receiving the applications from various sources applications are scrutinized and candidates are called for written test and interview. Recruitment of correct persons is very important from the point of view of organisation. Because whether to make or mar the organisation is in the hands of abilities of recruited person. Menon pistons Ltd. Follows the practice of taking

written test and oral interview. But years before when it was difficult to get qualified candidates, good persons were invited and they were selected on the basis of personal interview. So the table also shows the candidate employed before the written test was introduced.

| Sr. No. and Designation | | Employment Selection Method | | |
|-------------------------|---------------|-----------------------------|-------------|------------|
| | | Written Test and Interview | Interview | Total |
| 1. | Workers | 44 (73.33%) | 16 (26.66%) | 60 |
| 2. | Supervisors | 15 (21.73%) | 8 (34.78%) | 23 |
| 3. | Line Managers | 6 (60%) | 4 (40%) | 10 |
| 4. | Managers | 5 (71.42%) | 2 (28.57%) | 7 |
| Total | | 70 | 30 | 100 |

Chart No. 4.2

Employment selection test details



Interpretation:

- Table 4.2 shows that 73.33% of total workers, 21.73% of total supervisors, 60% of line managers and 71.42% of managers are employed after the written test was introduced.
- But among the total respondents 30% of total respondents have been employed before the written test was introduced.

Table 4.3

After the applications are received from the applicants, they are screened. The candidates who are having 60% marks and above are called in the examination. Firstly written test is conducted and then interviews are arranged. The written test for the engineering candidates including questions on Physics, Chemistry, Mathematics, Algebra and puzzles have also been asked. The purpose is to know whether the students have grasped concepts and fundamentals fully or not. The other factors like general interests, inclination towards job, general knowledge, mental alertness, sports activities, communication abilities, details of project work etc.

The above table is divided into two parts .The table 4.3 (A) mentions the opinions of employees who have appeared for written test and then interviews.

(A) Employment selection methodology details and response

| Sr. No. and Designation | | Selection method for employees selected after written test | | | | | | | |
|-------------------------|---------------|--|--------------|-----------|-------|-----------|---------------------|------------|-------|
| | | Written Test | | | | Interview | | | |
| | Opinions | Too touch | Very Liberal | objective | Total | Very Long | Relating to Subject | Irrelevant | Total |
| 1. | Workers | 20 | 9 | 15 | 44 | 15 | 21 | 8 | 44 |
| 2. | Supervisors | 10 | 3 | 2 | 15 | 11 | - | 4 | 15 |
| 3. | Line Managers | 2 | 3 | 1 | 7 | 3 | 1 | 2 | 7 |
| 4. | Managers | 2 | 1 | 2 | 5 | 1 | 2 | 2 | 5 |

(B) Selection method for employees selected before written test was introduced.

Table 4.3 (B) shows the opinions of respondents those who have directly interviewed before the written test was introduced.

| Sr. No. and Designation | | Interviewed | | | |
|-------------------------|---------------|-------------|---------------------|------------|-------|
| | | Very long | Relating to subject | Irrelevant | Total |
| 1. | Workers | 8 (50) | 4 (25) | 4 (25) | 16 |
| 2. | Supervisors | 2 (25) | 3 (37.5) | 3 (37.5) | 8 |
| 3. | Line Managers | 3 (75) | 1 (25) | - | 4 |
| 4. | Managers | - | 2 (100) | - | 2 |

INTERPRETATION:

- Table 4.3 reveals that 20 workers felt that written test was too touch. 10 supervisors, 2 line managers and even 2 managers opined that written test was tough. But remaining 20% workers and 20% managers opined that it is very liberal.
- Regarding interviews 18.18% workers felt that interviews and irrelevant. But remaining said that it was relating to subject.
- The above table also includes the data of employees who have selected before the written test was introduced. But among 16 workers, 50% said that interview was too long. 37.5% supervisors said that it was relating to subject. 100 % managers opined that it was relating to subject.
- This testifies the objectivity and relevance of the interviews conducted at Menon Piston Ltd. The management representative expressed the view that as a part of education in engineering, students go to industry for practical experience for 3 to 4 weeks where they observe workers in work. And as such the candidates are expected to have fundamental practical knowledge of basic practices. So the students do possess practical experience in the industry and thus they are able to answer questions on practical problems. Therefore questions on practical problems should not be considered irrelevant.

Table 4.4

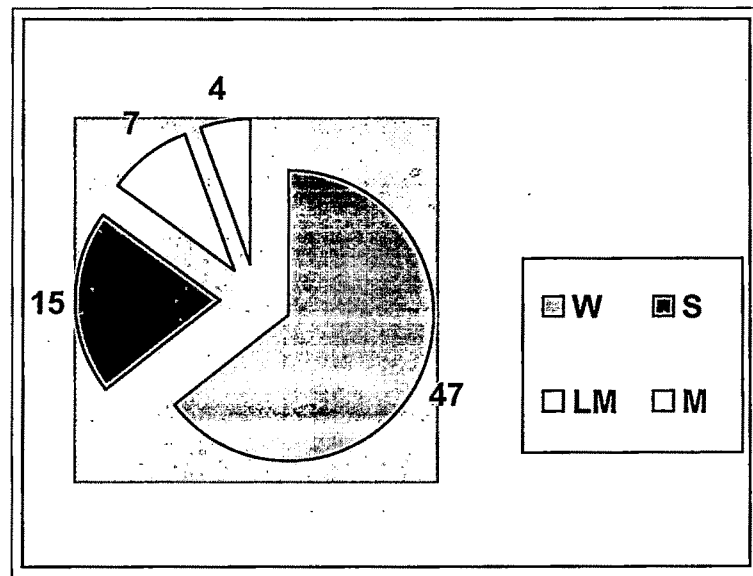
Respondent's opinion about selection procedure

In order to get the results on effectiveness of selection procedure researcher wanted to know general opinion about selection procedure by respondents. Following table gives the same information.

| Remark | Designation | | | | |
|--------------|-------------|-------------|---------------|----------|------------|
| | Workers | Supervisors | Line Managers | Managers | Total |
| Good | 47 | 15 | 7 | 4 | 73 |
| Fair | 13 | 8 | 3 | 3 | 27 |
| Total | 60 | 23 | 10 | 7 | 100 |

Chart No. 4.3

Respondent's opinion about selection procedure



INTERPRETATION:

- Table 4.4 shows that out of 60 workers 78.33% i.e. 47 workers opined that selection procedure was good. 65.21% supervisors, 70% line managers and 57.14% managers opined that selection procedure was good. From the point

of view of respondents good procedure means objective written test and an inquisitive interview.

- Whereas, remaining 42.85% managers, 30% line managers, 34.78% supervisors and 21.66% workers mentioned that the procedure was fair / up to the mark.

Table 4.5

Respondent's opinion regarding selection procedure

The following table presents opinion of respondents, who have put in a service for certain number of years, was sought to find out whether more experienced persons in industry has different opinions about the selection procedure followed.

| Sr. No. & Designation | | Length of Service (Years) | | | | |
|-----------------------|-------|---------------------------|----|----|----|----|
| Workers | Good | 4 | 10 | 20 | 15 | 49 |
| | Fair | 1 | 5 | 2 | 3 | 11 |
| | Total | 5 | 15 | 22 | 18 | 60 |
| Supervisors | Good | - | 4 | 6 | 3 | 13 |
| | Fair | - | 2 | 3 | 5 | 10 |
| | Total | - | 6 | 9 | 8 | 23 |
| Line Manager | Good | 1 | 1 | 2 | 0 | 4 |
| | Fair | - | 1 | 4 | 1 | 6 |
| | Total | 1 | 2 | 6 | 1 | 10 |
| Manager | Good | - | 1 | 2 | - | 3 |
| | Fair | - | 2 | 1 | 1 | 4 |
| | Total | - | 3 | 3 | 1 | 7 |

INTERPRETATION:

- Table 4.5 indicates the opinion of experienced employees about selection procedure. Line Managers and Managers who have put their service for more than 9 (Nine) years, were inclined to believe that general standards of fresh recruits is not very high and as such written tests and interviews should be together and stress interviews should be stated to know reactions of persons under stress situations, mental make up and steadiness of mind.

4.4 Opinion about Selection Procedure followed at Menon Piston Ltd.-

Opinion of supervisors, workers, line managers and managers in respect of deficiency in selection procedure vary depending upon their experience and various problems they have faced while working at various levels and their total perception.

- One supervisor opined that more questions should be asked in interview relating to management sciences i.e. budgeting, cost reduction, quality control, productivity, human relations etc.
- One line manager mentioned that the subject matter of written test was not much relevant to the job and the engineering subjects.
- One manager experienced that during his interview more questions were asked to find out his technical knowledge and few questions were asked to test his general intelligence and general knowledge.

4.5 Job information and placement-

Job information means when a candidate received exact information about the type of work that he has to do. 65% of total respondents have received job information and remaining persons had no definite information about the job. It is because in Menon Piston Ltd., mainly there are two systems in inducting persons in the staff.

- (1) Direct on probation
- (2) As trainees

Persons who have previous experience in other units and are taken against specific job requirement, are given detail information, the type of job they have to perform and placement is done accordingly.

Persons inducted as trainees are rotated through various departments to acquaint them with different types of jobs. Decision is taken about job placement during the training period after evaluating trainee's liking, inclination and ability to perform the job given to him.

One supervisor was given a job of sales order execution and marketing support work, while has wanted to do marketing as he had completed MBA

with Marketing Specialization. Management wanted to have his experience, basic knowledge about sales order execution work, problems and difficulties faced while executing orders and at the same time he was also involved in marketing support work. He was subsequently transferred to marketing. He expressed complete satisfaction about the management, the way they handled the case.

Out of 10 line managers, who had no job information at the time of interview, 4 felt that they had no proper placement. One line manager wanted to be placed in machine shop but he was placed in Computerized Numerically Controlled Machines (CNC) Section. But, there he gave an excellent performance contributed in solving so many computer related problems. One line manager told that he would be taken up in export division, but was actually placed in product engineering department.

Management's view was that no doubt he can be taken for exports, but he should study first design, development and engineering aspects on the products.

Ultimately respondent found that the policy of the management is to recruit technically qualified persons, as they can pick up and imbibe the complexities of dynamic change in the manufacturing techniques, computerization, use of electronics and business in general.