

CHAPTER - 4  
RECRUITMENT AND SELECTION

As stated in preceeding chapter in all eighty workers were chosen for interview on the basis of stratified purposive sampling. Among them were 78 males and 2 females.

This chapter covers general information of the respondents in the first section and recruitment and selection thereof in the second section. Section III concludes the discussion.

SECTION - I

The respondents were selected from different age groups. Out of the eighty workers interviewed 25 (31.25 percent) were from the age group of 23 to 28 years. Among these 25, 24 (96 percent) were males and one (4 percent) was female. The age group of 29 to 34 years was constituted by 44 (55 percent) male workers. In the next age group (35 to 39 years) six workers were covered, out of whom five (83.33 percent) were males and one (16.67 percent) was female worker. Four (5 percent) workers were from the age group of 40 to 44 years. One male worker belonged to the group of 50 to 54 years of age.

Educational profile indicates predominance of workers who had completed Technical education. They were mostly production staff. This group was followed by administrative department collegiate qualified and it was followed by secondary education completed workers. There appears to be

only one illiterate person. Table 4.1 gives statistics of this.

TABLE 4.1  
EDUCATION AND RESIDENCE OF WORKERS

Education	Residence		Total
	Own	Rented	
Illiterate	1 $\left( \begin{array}{l} 100.00 \\ 1.88 \end{array} \right)$	-	1 $\left( \begin{array}{l} 100.00 \\ 1.25 \end{array} \right)$
Secondary	17 $\left( \begin{array}{l} 80.85 \\ 32.00 \end{array} \right)$	4 $\left( \begin{array}{l} 19.00 \\ 14.81 \end{array} \right)$	21 $\left( \begin{array}{l} 100.00 \\ 26.25 \end{array} \right)$
College	18 $\left( \begin{array}{l} 66.67 \\ 33.96 \end{array} \right)$	9 $\left( \begin{array}{l} 33.33 \\ 33.33 \end{array} \right)$	27 $\left( \begin{array}{l} 100.00 \\ 33.35 \end{array} \right)$
Technical	17 $\left( \begin{array}{l} 54.83 \\ 32.00 \end{array} \right)$	14 $\left( \begin{array}{l} 45.16 \\ 51.85 \end{array} \right)$	31 $\left( \begin{array}{l} 100.00 \\ 41.25 \end{array} \right)$
Total	53 $\left( \begin{array}{l} 66.25 \\ 100.00 \end{array} \right)$	27 $\left( \begin{array}{l} 33.75 \\ 100.00 \end{array} \right)$	80 $\left( \begin{array}{l} 100.00 \\ 100.00 \end{array} \right)$

NOTE : Figures in upper parentheses are percentages of horizontal and in lower parantheses are percentages of vertical totals.

Figures in columns two and three in table 4.1 state that 53 (66.25 percent) workers stay in their own houses. While 27 (33.75 percent) stay in rented houses. The fact that 27 persons living in rented houses does not mean that they do not possess their own houses. It merely indicates that some of them have own houses but their houses being far away from

the factory sight, they are obliged to stay in rented houses. Figures in table 4.1 reveals one important fact that HLL has been successful in providing employment to the sons of the soil. A welcome conclusion.

Table 4.2 in the first instance gives us an idea about the size of the families of respondents. If five is taken to be the optimum size of a family, 42(52.5 percent) respondents have optimum or below optimum sized families. It indicates an irony that workers in the factory catering for family planning have a size of the family greater than warranted. One probable explanation is that some of these families being joint may have larger number. If we relate the size of the family with the age group of the workers, it narrates that though 75(93.75 percent) workers were below age 40, the size of the family is larger than warranted by the age of these respondents.

Figures in table 4.2 also tell us that 58.75 percent of the respondents are landholders. There appears to be no specific correlation between the size of the family and holding land.

Tabulation of the data collected from interview schedules reveals that out of 80 workers chosen in the sample 75(93.75 percent) are permanent in their service while five (6.25 percent) are yet to be confirmed. These five employees are casual workers. Further enquiry into this aspect reveals a queer information. Seven (8.75 percent) workers had put in

**TABLE 4.2**  
**SIZE OF THE FAMILY AND LAND HOLDING**

Total Family Members	Land holding		Total
	Land-holders	landless	
2	-	3 (100.00) ( 9.00)	3 (100.00) ( 3.75)
3	3 ( 37.50) ( 6.38)	5 ( 62.50) ( 15.15)	8 (100.00) ( 10.00)
4	9 ( 69.00) ( 19.14)	4 ( 30.76) ( 12.12)	13 (100.00) ( 16.25)
5	10 ( 55.55) ( 21.27)	8 ( 44.44) ( 24.24)	18 (100.00) ( 22.50)
6	5 ( 45.45) ( 10.63)	6 ( 54.54) ( 18. 18)	11 (100.00) ( 13.75)
7	9 ( 81.81) ( 19.14)	2 ( 18.19) ( 6.16)	11 (100.00) ( 13.75)
8	5 ( 62.50) ( 10.69)	3 ( 37.50) ( 9.09)	8 (100.00) ( 10.00)
9	2 (100.00) ( 4. 25)	-	2 (100.00) ( 2.50)
10	3 ( 75.00) ( 6.38)	1 ( 25.00) ( 3.03)	4 (100.00) ( 5.00)
above 10	1 ( 50.00) ( 2.12)	1 ( 50.00) ( 3.03)	2 (100.00) ( 2.50)
Total	47 ( 58.75) (100.00)	33 ( 41.25) (100.00)	80 (100.00) (100.00)

**NOTE:** Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical totals.

service upto three years and all they were permanent. However, out of 70(87.50 percent) workers who had 4 to 6 years service to their credit 5(7.14 percent) workers were not confirmed in their service. There are only three workers who have 7 to 9 years service to their credit and all they are permanent.

Among 75 permanent workers, employees from administrative department are four and those from accounts are four. Three persons are from purchase and sales department. Seven workers belong to moulding and vulcanising department. Seven workers perform duties in packing department and from among them five are temporary. Others belong to various sections of the company.

Analysis in the preceeding paragraph says good about the personnel policy of the HLL. The company has an attitude to extend protection to as many workers as possible so that they can reap the benefits of their employment.

Table 4.3 depicts the data related to mode of conveyance used and distance the worker has to travel to reach the factory.

The numerical figures in table 4.3 indicate that workers travel a long distance to reach their workplace. So it is not only in cities and metropolis that people have to commute distances to reach workplaces but the situation is the same in rural area. As many as 31 (38.75 per cent) ten or more kilometers while 32 (40.00 percent) v

TABLE 4.3  
DISTANCE FROM THE FACTORY AND MODE OF CONVEYANCE USED

Distance from the Factory in KMs.	Mode of conveyance				Total
	Walking	Own-Vehicle	Factory Bus	S. T. Bus	
below 5	6 ( 35.29 ) (100.00)	1 ( 5.88 ) ( 33.33)	9 (52.94) ( 14.06)	1 ( 5.88 ) ( 16.66)	17 (100.00) ( 21.25)
6 - 9	-	2 ( 6.25 ) ( 66.67)	29 ( 90.62 ) ( 45.31)	1 ( 3.12 ) ( 16.66)	32 (100.00) ( 40.00)
10 -14	-	-	15 ( 83.33 ) ( 23.43)	3 ( 16.66 ) ( 50.00)	18 (100.00) ( 22.50)
15 -19	-	-	4 (100.00) ( 6.25)	-	4 (100.00) ( 5.00)
20 -24	-	-	2 ( 66.67 ) ( 3.12)	1 ( 33.33 ) ( 16.66)	3 (100.00) ( 3.75)
above-24	-	-	5 ( 83.33 ) ( 7.81)	1 ( 16.66 ) ( 16.66)	6 (100.00) ( 7.50)
TOTAL	6 ( 7.50 ) (100.00)	3 ( 3.75 ) (100.00)	64 ( 80.00 ) (100.00)	6 ( 7.50 ) (100.00)	80 (100.00) (100.00)

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical totals.

over 6 to 9 kilometers every-day to attend their duties. Workers staying within 5 kilometer radius use all modes of transport, but walking becomes impossible beyond this distance. There are barely three (3.75 percent) who use their own vehicles. Factory bus seems to be most popular mode of transport to be followed by the State Transport Bus. Factory bus seems to be more adopted by those employees

staying within a radius of 6 to 14 Kilometers; but S.T. bus seems to be a mode of conveyance evenly spread. This speaks good for the company that the HLL provides conveyance facility to majority of the workers.

## SECTION - II

In HLL recruitment procedure for employees below the salary of Rs. 2,500/- p.m. is different from the recruitment procedure for employees with salary more than Rs.2,500/- p.m.

Posts of employees with salary less than Rs. 2,500/- p.m. are filled in through employment exchange. Company informs employment exchange the number and categories of posts that are vacant. Employment exchange sends eligible candidates to HLL alongwith a list of the candidates. A committee consisting of deputy general manager, Chief of the finance department, chief of the personnel department and representative of the reserved category of candidates interviews the candidates.

Interview consists of two parts. In one part candidates are asked general questions to seek family, academic and technical information. In another part of the interview candidates are asked question regarding the job he is to perform. Candidates shortlisted and selected as successful are appointed as trainees for a period of one year. On completion of the training successfully they are posted on substantive positions.

In case of vacancies of posts carrying salary above Rs.2,500/- p.m. HLL gives advertisement in local and regional news papers. Upon receiving applications, they are scrutinised and eligible candidates are called for written test. They are given an objective plus descriptive test. Written test includes questions of general nature as well related to the job, the candidate is required to perform. Immediately on completion of the written test, all candidates are subjected to interview. The committee consisting of deputy general manager, chiefs of finance and personnel departments and representative of the reserved category candidates questions the candidates to get general, academic and technical information. Candidates, who come out to be successful are appointed in departments in which the vacancies exist.

The factory being situated on the outskirts of rural area, members of the families whose land was taken over, were given a share in the employment of the factory. Employment exchange seems to be the major source of candidates for recruitment. This is in consonance with the policy of the government. Office staff are recruited by advertisement in the newspaper.

Table 4.4 gives us details of this Employment exchange, appears to be the major (90.00 percent) source of candidates, Experienced and inexperienced both categories of candidates seem to have taken advantage of this. It speaks

TABLE - 4.4

## PREVIOUS EXPERIENCE AND MODE OF EMPLOYMENT

Previous experience years	Mode of Employment			Total
	Employment Exchange	By Advertisement.	Directly by Management	
No experience	50 ( 8.92 ) ( 69.42 )	4 ( 7.14 ) ( 66.67 )	2 ( 3.57 ) ( 100.00 )	56 ( 100.00 ) ( 70.00 )
Upto 3	11 ( 100.00 ) ( 15.27 )	-	-	11 ( 100.00 ) ( 13.75 )
4 to 6	7 ( 77.77 ) ( 9.72 )	2 ( 22.22 ) ( 33.33 )	-	09 ( 100.00 ) ( 11.25 )
7 to 9	3 ( 100.00 ) ( 4.16 )	-	-	03 ( 100.00 ) ( 3.75 )
above 9	1 ( 100.00 ) ( 1.30 )	-	-	01 ( 100.00 ) ( 1.25 )
TOTAL	72 ( 90.00 ) ( 100.00 )	6 ( 7.50 ) ( 100.00 )	2 ( 2.50 ) ( 100.00 )	80 ( 100.00 ) ( 100.00 )

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total.

good about the company. Persons recruited through employment exchange are mostly from shopfloor category. Six (7.50 percent) were taken up by inserting advertisement in the news paper. They are persons of administrative category. Only two (2.50 percent) are recruited directly by the management.

HLL has created good amount of new recruitment, because 56(70.00 percent) were fresh candidates, and among them most of the workers, must be local people. Within increasing previous

experience number of candidates has come to decline. It is natural, that experienced persons become less mobile. Even then as many as 24 (30.00 percent) have ventured to leap in new employment. Some of them were employed at distant places and took the opportunity to come home. Some of them had employment not of their liking, so they came to new employment.

Candidates seeking employment in HLL have to appear for either written test and oral interview or oral interview, depending upon the source from which they have come, previous experience and the job the candidates have to perform. Candidates who come for employment in response to an advertisement have to face written test as well as interview. However, candidates appointed directly by management were subjected to oral interview only.

Scrutiny of the responses of interviewees reveals that only 7 (8.75 percent) candidates had to give written test and interview. While 73 (91.25 percent) candidates were selected on the basis of oral interview. No candidate had to give trade test.

Respondents were asked to tell their opinion about the selection procedure. They were assured about the confidentiality of their responses. Even then 71 (88.75 percent) candidates felt that the selection procedure through which they had to go was good. Nine (11.25 percent) respondents had rating of selection procedure at a lower level and they replied that it was fair enough. No employee found it irrelevant. Among those 71 who found this procedure good 65 (91.55 percent) had faced oral

interview and 6 (8.45 percent) had undergone written test as well as interview. Eight (88.89 percent) persons out of nine who found the selection procedure fair had faced oral interview and only one (11.11 percent) had appeared for written test as well as interview.

Opinions regarding selection procedure classified by age group of respondents gives a vivid picture. Those nine, who found the procedure fair were below age 34 years, 4 (44.44 percent) were from 23 to 28 years age bracket and 5 (55.56 percent) were from the age group of 29 to 34 years. All persons above the age of 34 years found the selection procedure good enough. That is with advancement of age reflexes become mild.

Responses to this question, opinion about selection procedure, seen through educational achievements, tell us that the nine persons who rated the procedure as fair were college and technically qualified. All respondents having completed secondary education found the selection procedure good enough. Naturally, the only employee, illiterate, too opined the procedure to be good.

Same phenomenon screened through the seniority criterion indicated that from among the employees with experience upto 6 years, 9 (13.24 percent of 68) considered the selection procedure fair. Employees with experience from 7 to 9 years in HLL named the procedure to be good.

Nine employees who have lesser credit for selection procedure came from various departments of HLL. One each was from purchase, sales, electrical, mechanical, compounding, special packing and inspection departments. While 2 out of 3 working in laboratory could not rate it as good. Details of this can be seen from table 4.5. All employees working in personnel, accounts and administrative departments, so called office staff found selection procedure good. Equally so, all working in quality control, moulding and vulcanising and packing departments also named it as good. It seems from above analysis that employees concerned with certain departments of manufacturing and related process are not very happy with the selection procedure.

Opinions expressed by employees regarding procedure of recruitment as viewed through their designation reveal that clerical staff at junior level in administrative cadre and supervisory staff and workers in production activity are not very happy with selection procedure, they have rated it as fair. Table 4.6 gives us details.

Among junior clerks and supervisors some and among workers grade III and IV minority employees seem to be not satisfied with the selection procedure. While all others okeyed the selection procedure.

TABLE - 4.5

OPINIONS ABOUT EMPLOYEES OF DIFFERENT DEPARTMENTS REGARDING  
SELECTION PROCEDURE

Department	Opinion About Selection Procedure			Total
	Good	Fair	Bad	
Personnel	2 $\left( \begin{smallmatrix} 100.00 \\ 2.81 \end{smallmatrix} \right)$	-	-	2 $\left( \begin{smallmatrix} 100.00 \\ 2.50 \end{smallmatrix} \right)$
Accounts	4 $\left( \begin{smallmatrix} 100.00 \\ 5.63 \end{smallmatrix} \right)$	-	-	4 $\left( \begin{smallmatrix} 100.00 \\ 5.00 \end{smallmatrix} \right)$
Purchase	-	1 $\left( \begin{smallmatrix} 100.00 \\ 11.11 \end{smallmatrix} \right)$	-	1 $\left( \begin{smallmatrix} 100.00 \\ 1.25 \end{smallmatrix} \right)$
Sales	1 $\left( \begin{smallmatrix} 50.00 \\ 1.40 \end{smallmatrix} \right)$	1 $\left( \begin{smallmatrix} 50.00 \\ 11.11 \end{smallmatrix} \right)$	-	2 $\left( \begin{smallmatrix} 100.00 \\ 2.50 \end{smallmatrix} \right)$
Administrative	4 $\left( \begin{smallmatrix} 100.00 \\ 5.63 \end{smallmatrix} \right)$	-	-	4 $\left( \begin{smallmatrix} 100.00 \\ 5.00 \end{smallmatrix} \right)$
Quality Control	7 $\left( \begin{smallmatrix} 100.00 \\ 9.86 \end{smallmatrix} \right)$	-	-	7 $\left( \begin{smallmatrix} 100.00 \\ 8.75 \end{smallmatrix} \right)$
Laboratory	1 $\left( \begin{smallmatrix} 33.33 \\ 1.40 \end{smallmatrix} \right)$	2 $\left( \begin{smallmatrix} 66.67 \\ 22.22 \end{smallmatrix} \right)$	-	3 $\left( \begin{smallmatrix} 100.00 \\ 3.75 \end{smallmatrix} \right)$
Electrical	5 $\left( \begin{smallmatrix} 83.33 \\ 7.04 \end{smallmatrix} \right)$	1 $\left( \begin{smallmatrix} 16.67 \\ 11.11 \end{smallmatrix} \right)$	-	6 $\left( \begin{smallmatrix} 100.00 \\ 7.50 \end{smallmatrix} \right)$
Mechanical	7 $\left( \begin{smallmatrix} 87.5 \\ 9.85 \end{smallmatrix} \right)$	1 $\left( \begin{smallmatrix} 12.5 \\ 11.11 \end{smallmatrix} \right)$	-	8 $\left( \begin{smallmatrix} 100.00 \\ 10.00 \end{smallmatrix} \right)$
Moulding and Vulcanising	7 $\left( \begin{smallmatrix} 100.00 \\ 9.85 \end{smallmatrix} \right)$	-	-	7 $\left( \begin{smallmatrix} 100.00 \\ 8.75 \end{smallmatrix} \right)$
Compounding	3 $\left( \begin{smallmatrix} 75.00 \\ 4.22 \end{smallmatrix} \right)$	1 $\left( \begin{smallmatrix} 25.00 \\ 11.11 \end{smallmatrix} \right)$	-	4 $\left( \begin{smallmatrix} 100.00 \\ 5.00 \end{smallmatrix} \right)$
Packing	7 $\left( \begin{smallmatrix} 100.00 \\ 9.86 \end{smallmatrix} \right)$	-	-	7 $\left( \begin{smallmatrix} 100.00 \\ 8.75 \end{smallmatrix} \right)$
Special Packing	9 $\left( \begin{smallmatrix} 100.00 \\ 12.67 \end{smallmatrix} \right)$	1 $\left( \begin{smallmatrix} 10.00 \\ 11.11 \end{smallmatrix} \right)$	-	10 $\left( \begin{smallmatrix} 100.00 \\ 12.50 \end{smallmatrix} \right)$
Inspection	14 $\left( \begin{smallmatrix} 93.33 \\ 19.71 \end{smallmatrix} \right)$	1 $\left( \begin{smallmatrix} 6.67 \\ 11.11 \end{smallmatrix} \right)$	-	15 $\left( \begin{smallmatrix} 100.00 \\ 18.75 \end{smallmatrix} \right)$
TOTAL	71 $\left( \begin{smallmatrix} 88.75 \\ 100.00 \end{smallmatrix} \right)$	9 $\left( \begin{smallmatrix} 11.25 \\ 100.00 \end{smallmatrix} \right)$	-	80 $\left( \begin{smallmatrix} 100.00 \\ 100.00 \end{smallmatrix} \right)$

NOTE: Figures in upper parantheses are percentages of horizontal total and in lower parantheses are percentages of vertical total.

TABLE - 4.6

OPINIONS OF EMPLOYEES OF DIFFERENT DESIGNATION REGARDING  
SELECTION PROCEDURE.

Present Designation	Opinion About Selection Procedure			Total
	Good	Fair	Bad	
Superintendent	2 $\left\{ \begin{array}{l} 100.00 \\ 2.81 \end{array} \right\}$	-	-	2 $\left\{ \begin{array}{l} 100.00 \\ 2.50 \end{array} \right\}$
Senior Clerk	2 $\left\{ \begin{array}{l} 100.00 \\ 2.81 \end{array} \right\}$	-	-	2 $\left\{ \begin{array}{l} 100.00 \\ 2.50 \end{array} \right\}$
Junior Clerk	2 $\left\{ \begin{array}{l} 50.00 \\ 2.81 \end{array} \right\}$	2 $\left\{ \begin{array}{l} 50.00 \\ 22.22 \end{array} \right\}$	-	4 $\left\{ \begin{array}{l} 100.00 \\ 5.00 \end{array} \right\}$
Assistant	1 $\left\{ \begin{array}{l} 100.00 \\ 1.40 \end{array} \right\}$	-	-	1 $\left\{ \begin{array}{l} 100.00 \\ 1.25 \end{array} \right\}$
First Aid Attendant	1 $\left\{ \begin{array}{l} 100.00 \\ 1.40 \end{array} \right\}$	-	-	1 $\left\{ \begin{array}{l} 100.00 \\ 1.25 \end{array} \right\}$
Sweeper	1 $\left\{ \begin{array}{l} 100.00 \\ 1.40 \end{array} \right\}$	-	-	1 $\left\{ \begin{array}{l} 100.00 \\ 1.25 \end{array} \right\}$
Head Security Guard	1 $\left\{ \begin{array}{l} 100.00 \\ 1.40 \end{array} \right\}$	-	-	1 $\left\{ \begin{array}{l} 100.00 \\ 1.25 \end{array} \right\}$
Assistant Security Guard	1 $\left\{ \begin{array}{l} 100.00 \\ 1.40 \end{array} \right\}$	-	-	1 $\left\{ \begin{array}{l} 100.00 \\ 1.25 \end{array} \right\}$
Supervisor	8 $\left\{ \begin{array}{l} 80.00 \\ 11.26 \end{array} \right\}$	2 $\left\{ \begin{array}{l} 20.00 \\ 22.22 \end{array} \right\}$	-	10 $\left\{ \begin{array}{l} 100.00 \\ 12.50 \end{array} \right\}$
Workers Grade IV	9 $\left\{ \begin{array}{l} 81.82 \\ 12.67 \end{array} \right\}$	2 $\left\{ \begin{array}{l} 18.18 \\ 22.22 \end{array} \right\}$	-	11 $\left\{ \begin{array}{l} 100.00 \\ 13.75 \end{array} \right\}$
Workers Grade VII	17 $\left\{ \begin{array}{l} 85.00 \\ 23.94 \end{array} \right\}$	3 $\left\{ \begin{array}{l} 15.00 \\ 33.33 \end{array} \right\}$	-	20 $\left\{ \begin{array}{l} 100.00 \\ 25.00 \end{array} \right\}$
Workers Grade II	5 $\left\{ \begin{array}{l} 100.00 \\ 7.04 \end{array} \right\}$	-	-	5 $\left\{ \begin{array}{l} 100.00 \\ 6.25 \end{array} \right\}$
Workers Grade I	16 $\left\{ \begin{array}{l} 100.00 \\ 12.53 \end{array} \right\}$	-	-	16 $\left\{ \begin{array}{l} 100.00 \\ 20.00 \end{array} \right\}$
Casual Worker	5 $\left\{ \begin{array}{l} 100.00 \\ 7.04 \end{array} \right\}$	-	-	5 $\left\{ \begin{array}{l} 100.00 \\ 6.25 \end{array} \right\}$
TOTAL	71 $\left\{ \begin{array}{l} 88.75 \\ 100.00 \end{array} \right\}$	9 $\left\{ \begin{array}{l} 11.25 \\ 100.00 \end{array} \right\}$	-	80 $\left\{ \begin{array}{l} 100.00 \\ 100.00 \end{array} \right\}$

NOTE : Figures in upper parantheses are percentages of horizontal total and in lower parantheses are percentages of vertical totals.

SECTION - III

HLL being situated on the outskirts of rural area, most of the employees are rural. All, except one, are educated. Those in administrative cadre are college educated and those at shop floor level are technically and secondary educated persons. Most of them stay in their own houses and those who have own houses at far of places are obliged to stay in rented houses. Unfortunately, the coverage size of the family is larger than warranted. Thirty eight employees have not heard the call of the country to limit the size of the family. Irony of the fact is that they work in a factory which produces means to control size of family. Forty seven workers are land-holders. Majority of the workers are confirmed in their services. HLL has developed a good personnel policy.

Workers commuting distance below five Kilometers to reach place of duty use all modes of transport. Factory bus is the most popular mode of transport.

Section II of the chapter is devoted to discussion on recruitment and selection of workers. Employment exchange seems to be the first source of candidates for recruitment. Persons whose land was acquired for the factory are told to be given priority in employment. Seventy percent of the workers are freshers. That means HLL has created additional employment. Most of the employees are selected on the basis of oral interview and very few had to appears for written test and oral interview.

Majority of the workers have rated selection procedure good. But college and technically educated employees working in production departments were critical about the selection procedure.

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