CHAPTER - IV

RECRUITMENT AND SELECTION

Introduction

1) Sources Of Employment.

2) Employment Selection Methodology.

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CHAPTER - IV

RECRUITMENT AND SELECTION

Recruitment and selection of the supervisory and managerial staff are very important factors because their performance and overall efficiency determine the fate of an organisation.

As stated in chapter on Research Design, ninty eight respondents were chosen for interview on the basis of stratified purposive sampling. Among them, Supervisore Grade -1 are 8, Supervisor Grade-2 are 15, Supervisor Grade -3 are 29, Line Manager Grade -1 are 7, Line Manager Grade -2 are 6, Line Manager Grade -3 are 17. Manager Grade -1 are 7, Manager Grade -2 are 4, Manager Grade -3 are 5.

This chapter includes general information of the respondents and their recruitment procedure in first section and selection thereof in the second section. Section three concludes the discussion.

S E C T I O N - I

Table 4.1 Sources of Information for Employment Application.

Sr.No. and Designation	Employment Exchange	Educat - ional Institute	Direct by Manage - ment	Adver- tisement	Total
1.Supervisor-1	1(12.50) (20.00)	-	4(50.00) (7.54)	3(37.50) (12.00)	8(100.00) (8.10)
2.Supervisor-2	2(13.33) (40.00)	-	10(66.66) (18.86)	3(20.00) (12.00)	15(100.00) (15.31)
3.Supervisor-3	1(3.44) (20.00)	5(17.24) (33.33)	16(55.17) (30.18)	7(24.13) (28.00)	29(100.00) (29.59)
4.Line Mgr. -1	1(14.28) (20.00)	1(14.28) (6.60)	1(14.28) (1.88)	4(57.14) (16.00)	7(100.00) (7.14)
5.Line Mgr. -2	-	3(50.00) (20.00)	2(33.33) (3.77)	1(16.66) (4.00)	6(100.00) (6.12)
6.Line Mgr. -3	-	4(23.53) (26.66)	11(64.70) (20.75)	2(11.76) (8.00)	17(100.00) (17.35)
7.Manager -1	-	-	5(71.42) (9.43)	2(28.57) (8.00)	7(100.00) (7.14)
8.Manager -2	-	1(25.00) (6.60)	1(25.00) (1.88)	2(50.00) (8.00)	4(100.00) (4.08)
9.Manager -3	-	1(20.00) (6.60)	3(60.00) (5.66)	1(20.00) (4.00)	5(100.00) (5.10)
TOTAL	5(5.10) (100.00)	15(15.30) (100.00)	53(54.08) (100.00)	25(25.51) (100.00)	98(100.00) (100.00)

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

1. In table 4.1 the meaning of columns 'Educational Institute' is that applicants are interviewed on the campus of Engineering Colleges, which dislpay notices of employment. 'Direct by Management' means application sent directly by the applicants to the management.

2. Considering various sources to get suitable candidates to fill the vacancies, KBL believes in getting applications directly from the candidates and educational institutions i.e. through campus interviews and by giving advertisement.

As can be seen from the figures in table 4.1, very few (5.10 per cent) employees have come through employement exchanges. It means that this route of recruitment is not found to be suitable by KBL. Candidates coming through employment exchanges have usually lower score at examination and many times the candidates ara stale. Moreover, much time and correspondence is consumed in communicating with employement exchanges.

3. Out of 98 respondents only 15 employees are selected by campus interviews. It means the management of KBL as well as educational institutions have to make still vigorous efforts to popularise this channel of employement.

Equally so, the number of candidates employed by calling applications by advertisements is not very large. Direct applications done by candidates anticipating vacancies in KBL is the major route to employment. This indicates the bright image created by KBL in the minds of prospective candidates.

S E C T I O N - I I

In section II, selection procedure is discussed with the help of tables.

Table 4.2 Employment Selection Test Details.

Sr.No. and Designation	Employment Selection Method		
	Written Test and Interview	Interview	TOTAL
1.Supervisor-1	7 (87.50) (10.44)	1 (12.50) (3.22)	8 (100.00) (8.10)
2.Supervisor-2	9 (60.00) (13.43)	6 (40.00) (19.35)	15 (100.00) (15.31)
3.Supervisor-3	22 (75.86) (32.83)	7 (24.13) (22.58)	29 (100.00) (29.59)
4.Line Manager-1	5 (71.43) (7.46)	2 (28.57) (6.44)	7 (100.00) (7.14)
5.Line Manager-2	5 (83.33) (7.46)	1 (16.66) (3.22)	6 (100.00) (6.12)
6.Line Manager-3	13 (76.47) (19.40)	4 (23.53) (12.90)	17 (100.00) (17.35)
7.Manager - 1	2 (28.57) (2.98)	5 (71.42) (16.13)	7 (100.00) (7.14)
8.Manager - 2	1 (25.00) (1.49)	3 (75.00) (9.67)	4 (100.00) (4.08)
9.Manager - 3	3 (60.00) (4.47)	2 (40.00) (6.44)	5 (100.00) (5.10)
TOTAL	67 (68.36) (100.00)	31 (31.63) (100.00)	98 (100.00) (100.00)

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

Recruitment of correct persons is very important from the organisation's point of view because his abilities can make or mar the organisation. Therefore, the selection of candidates should be done systematically.

At present the practice at KBL is to give written test and take oral interview of the candidates who have just completed their education and persons who have previous experience of less than five years. However, years before when it was difficult to get qualified candidates, good persons were invited and they were selected on the basis of personal interview. No written test used to be conducted then. That is why, we find that, as per figure given in table 3.3 and 3.5, though there are 83 employees who were just out of the colleges the number of persons who were given written test and oral interview is 67. That means such sixteen candidates were selected on the basis of interview only. They were not given written test. That is because they were employed before the written test was introduced.

Table 4.3 Employment Selection Methodology Details

Sr.No. and Designation	SELECTION METHOD								
	Written Test			I Interview			II Interview		
	Too Tough	Very Liberal	Objective	Very Long	Relating To Subject	Irrelevant	Very Long	Relating To Subject	Irrelevant
1. Supervisor -1	1 (14.28) (25.00)	1 (14.28) (20.00)	5 (71.44) (09.26)	1 (12.50) (20.00)	7 (87.50) (7.60)	-	1 (50.00) (33.33)	1 (50.00) (3.57)	-
2. Supervisor -2	-	-	6(100.00) (11.11)	3 (20.00) (60.00)	12 (80.00) (13.04)	-	1 (20.00) (33.33)	3 (60.00) (10.71)	1 (20.00) (100.00)
3. Supervisor -3	-	2 (09.09) (40.00)	20 (90.90) (37.03)	1 (03.45) (20.00)	28 (96.55) (30.43)	-	-	10(100.00) (35.71)	-
4. Line Manager -1	1 (20.00) (25.00)	1 (20.00) (20.00)	3 (60.00) (5.55)	-	7(100.00) (07.60)	-	-	1(100.00) (3.57)	-
5. Line Manager -2	-	-	5(100.00) (9.26)	-	6(100.00) (6.52)	-	-	4(100.00) (14.28)	-
6. Line Manager -3	2 (15.38) (50.00)	-	11 (84.62) (20.37)	-	16 (94.12) (17.39)	1 (5.88) (100.00)	1 (14.28) (33.33)	6 (85.72) (21.42)	-
7. Manager - 1	-	-	2(100.00) (3.70)	-	7(100.00) (7.60)	-	-	2(100.00) (7.14)	-
8. Manager - 2	-	-	-	-	4(100.00) (4.34)	-	-	1(100.00) (3.57)	-
9. Manager - 3	-	1 (33.33) (20.00)	2(66.67) (3.70)	-	5(100.00) (5.43)	-	-	-	-
TOTAL	4 (6.35) (100.00)	5 (07.93) (100.00)	54 (85.71) (100.00)	5 (5.10) (100.00)	92 (93.87) (100.00)	1 (1.03) (100.00)	3 (9.37) (100.00)	28 (87.50) (100.00)	1 (3.13) (100.00)

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

After the applications are received from the applicants they are screened. The cadidates, who are having 60 percent marks and above in the examination are called. Written test is conducted first. Then interview is arranged. During the much earlier period candidates had to face interview only and no written test was conducted. But during the last, quite many years, a system of written test and oral interview is started.

The written test conducted for engineering candidates, questions on Physics, Chemistry, Methematics, Algebra, Geometry, Applied Engineering are put and some puzzles also are asked. The purpose is to know whether the students have grasped the concepts and fundamental principles fully. The interviewers try to find out the candidate's general interests, job inclination, general knowledge, mental alerthness, sports activities, communication abilities, details of the project work he has done in the college, etc.

Table 4.3 reveals that four candidates felt that the written test was too tough. Out of 4, one supervisor and three line managers considered the written test as 'Too tough' as they found that in general, the questions were quite difficult and some questions were relating to general knowledge. Three supervisors and two line managers thought the written test was very liberal, as they mentioned that some questions asked were simple and of a preliminary nature. Objective questions mean questions relating to the subject having one definite and specific answer. 54 respondents felt that the written test was objective.

After the written test, interviews were conducted. In respect of the first inrerview 93.87 percent employees said that it was relating to the subject and in respect of second interview 87.5 percent employees said that it was relating to the subject. This testifies the objectivity and relevance of the interviews conducted at KBL. Five employees in respect of first interview and three employees in respect of second interview said that it was very long. Five respondents in first interview and three respondents in the second interview mentioned that the time taken (i.e. duration) was long because many questions relating to the subject were asked as well as lot

of questions were asked related to general knowledge, probably for which they were not prepared.

In the first interview , one employee and in second interview one employee felt that the interview was irrelevant. One supervisor and one Line manager thought that the interview was irrelevant because according to them the questions should be asked only on the subjects they had studied and not related to practical problems and matters relating to work on the shop floor. The management representative expressed the view that as a part of education in engineering, students go to industry for practical experience for three weeks to four weeks where they observe workers in work. And as such the candidates are expected to have fundamental practical knowledge of basic shop floor 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 Respondents' opinions about selecting Procedure

Remark	EDUCATIONAL QUALIFICATION							
	S.S.C.	Diploma	Diploma + D.B.M.	Degree	Degree + D.B.M.	Degree + M.B.A.	Degree + Computer	TOTAL
1. Good	7 (8.97) (77.78)	24 (30.77) (82.76)	3 (3.85) (60.00)	42 (53.85) (80.77)	2 (2.56) (100.00)	-	-	78(100.00) (79.59)
2. Fair	2 (10.00) (22.22)	5 (25.00) (17.24)	2 (10.00) (40.00)	10 (50.00) (19.23)	-	1 (5.00) (100.00)	-	20(100.00) (20.41)
TOTAL	9 (9.18) (100.00)	29 (29.59) (100.00)	5 (5.10) (100.00)	52 (53.06) (100.00)	2 (2.04) (100.00)	1 (1.02) (100.00)	-	98(100.00) (100.00)

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

From respondent's point of view good procedure means objective written test and an inquisitive interview. However, by fair procedure respondents meant the interview taken without a written test.

In table 4.4, out of 98 respondents 78 respondents (79.59 percent) expressed that selection procedure is good when written and oral interviews are taken, while 20 respondents (20.41 percent) out of 98 respondents opined that the selection procedure is fair if only oral interview is taken.

Table 4.5 Respondents' opinion regarding selection procedure.

Sr.No. and Designation		Length of Service. No. of Years				
		1-3	4-8	9-15	15 & above	TOTAL
1.Supervisor (1,2,3)	Good	10 (22.22) (50.00)	14 (31.11) (53.85)	3 (6.67) (23.08)	18 (40.00) (46.15)	45 (100.00) (45.92)
	Fair	4 (57.14) (20.00)	2 (28.57) (7.69)	-	1 (14.29) (2.56)	7 (100.00) (7.14)
	Total	14 (26.92) (70.00)	16 (30.77) (61.54)	3 (5.77) (23.08)	19 (36.54) (48.72)	52 (100.00) (53.06)
2. Line Manager (1,2,3)	Good	4 (19.05) (20.00)	7 (33.33) (26.92)	4 (19.05) (30.77)	6 (28.57) (15.38)	21 (100.00) (21.43)
	Fair	-	3 (33.33) (11.54)	2 (22.22) (15.38)	4 (44.45) (10.26)	9 (100.00) (9.18)
	Total	4 (13.33) (20.00)	10 (33.33) (38.46)	6 (20.00) (47.34)	10 (33.33) (25.64)	30 (100.00) (30.61)
3. Manager (1,2,3)	Good	1 (8.33) (5.00)	-	3 (25.00) (23.08)	8 (66.66) (20.51)	12 (100.00) (12.24)
	Fair	1 (25.00) (5.00)	-	1 (25.00) (7.69)	2 (50.00) (5.13)	4 (100.00) (4.08)
	Total	2 (12.50) (10.00)	-	4 (25.00) (30.77)	10 (62.50) (25.64)	16 (100.00) (16.33)
GRAND TOTAL		20 (20.41) (100.00)	26 (26.53) (100.00)	13 (13.26) (100.00)	39 (39.79) (100.00)	98 (100.00) (100.00)

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

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

Table 4.5 indicates the opinion of experienced employees about selection procedure . Line managers and Managers who have put in service for more than 9 years were inclined to believe that general standarde of the fresh recruits is not very high and as such written tests and and interviews should be tougher and stress interviews should be started to know reactions of person under stress situations , mental make-up and steadiness of mind.

DEFICIENCIES IN SELECTION PROCEDURE.

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

Out of six respondents , two supervisors were recruited only after interview . Now the system of written examination has become a regular feature. 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 supervisor said that the written examination was quite simple and questions asked were straight forward. Written examination should be,to use his expression,'Solid tough '. Another supervisor felt that in the written examination more questions relating to theory should be asked to judge the academic knowledge of the engineering subjects.

One line manager mentioned that ' the subject matter of the written test was not much relevant to the job and to the engineering subjects'.

Out of three managers,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.

Two managers expressed that the interview procedure was fine and interviewers were considerate . Even then both of them suggested that interviewers should give proper weightage to subject knowledge and general knowledge.

It can be concluded that, on the whole selection procedure is viewed as quite good by the respondents. Management representatives expressed that the question papers are designed in such a manner that the candidates are tested for subject knowledge and general knowledge . Some questions are framed in such a way that candidates of various streams should be able to answer correctly.

Interview Committee is formed consisting of senior officers of the company . The interview committee takes into consideration, the marks of the final year examination,marks of written examination and his performance in the interview. Merit-list is prepared on the basis of these three parts of selection and accordingly candidates are selected.

JOB INFORMATION AND PLACEMENT.

Introduction

Job information means when a candidate receives exact information about the type of work that he has to do.

65 percent of the total 98 respondents received job information and remaining persons had no definite information about the job that they would be required to do. It is because in KBL mainly there are two systems in inducting persons in the staff .

(1) Direct on probation and

(2) As trainees.

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

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

Out of 18 supervisors who had no job information, one supervisor (L-2) holding Diploma in mechanical engineering was placed in the material department. But he wanted to work in machine shop. Considering his liking and inclination, he was transferred to manufacturing division to look after machining and planning.

Another supervisor (S-3) was given the job of 'sales order execution and marketing support work ', while he wanted marketing as he had completed M.B.A. with specialization in marketing. Management wanted him to have 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 the marketing support work. He was subsequently transferred to marketing. He expressed complete satisfaction about the considerate way , the management handled his case.

Out of ten line managers, who had no job information at the time of interview, four felt that they had no proper placement . One line manager (LM-3) wanted to be placed in machine shop,but he was placed in the Computerised Numerically Controlled machines section (CNC-cell),where he gave an excellent performance and contributed in solving so many computer related problems,established new systems, reduced the break-down time of the CNC machines, developed and designed toolings to mount new jobs on CNC machines.Thus he contributed a great deal to improve production and productivity with unmatched quality of components. One line manager (LM-3) was told that he would be taken up in export division, but was actually placed in the product engineering department. Management's view was that no doubt he was taken for 'exports' , but he should first study design, development and engineering aspects of the products.Very recently he has been transferred to export division and after studying procedural, legal, customs and other regulations about export for 4 months, he will be posted in Indonesia.

Out of seven managers, who had no job information at the time of interview, one manager (M-1) wanted pruduct engineering department, but was placed in the Spare manufacturing division, where he has shown consistently good results with his well thought-out planned approach and executing the planned production programmes.

SECTION - III

Having discussed the recruitment and selection procedure and opinions of respondents regarding these procedures, it is now time to take stock of the upshot of discussion.

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 percent 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.

In the written examination and interview, questions are so balanced to know the candidate's theoretical knowledge, his intelligence level, general knowledge and communication skill, mental composure, manners and etiquettes and personality in general.

Management's policy to recruit technically qualified persons is laudable, as the qualified persons can pick-up and imbibe the complexities of the dynamic change in the manufacturing techniques, computerisation, use of electronics and business in general, quickly and easily.

Management is very much alive to the concept of 'job satisfaction' and candidates are trained to have practical experience. Management finds out inclination and aptitude of the candidates and then place them in the right jobs, so that the candidate gets the job satisfaction and the company also stands to gain.

Respondents have found recruitment and selection procedure good, though some have their reservations. Some found the procedure tough , some liberal, some opined it to be objective while some found it irrelevant. These are individual perceptions. However , as can be seen from statistics in table 4.4, almost eighty percent respondents found the recruitment and selection procedure good.

Management is considerate and responsive to the needs of employees.

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