



## A CRITICAL STUDY ON RECRUITMENT AND SELECTION WITH REFERENCE TO AUTOMOTIVE INDUSTRY

### ABSTRACT

*In an environment of rapidly escalating competitive challenges, every company has to invest across the value chain to achieve world-class competitive capability in each of the businesses in its portfolio. These strategic interventions results in progressive transformation of traditional organizations into internationally competitive organization, where the focus is superior value for all stakeholders. Each business within portfolios continuously engaged in upgrading competitive capability to effectively address growth challenges in the fast globalizing Indian market, and over time in the world markets. The vision of every company is now apparently is the creation of unique business models that foster international competitiveness of not only its business but also the entire value chain of which it is a part. The success of any organization depends upon the efficient manpower working in it. Recruitment and selection procedure plays a very important role in the present business concept. Since the company's functions starts with recruitment and selection, if it is not done in a systematic and effective way, all other functions will get affected. Recruitment forms the first stage in the process which continues with selection and betterment with the placement of the candidates. Human resource management believes in the growth of the firm as well as the employees and having effective communication by ignoring differences with the employees and giving them information regarding the company's progress. Their plans and strategies are integrated with the business objective of the organization.*



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### INTRODUCTION

As mentioned by Cascio in the year 2005, "Recruitment is generally treated as a one way process i.e. organizations searching for prospective employees and this approach is known as Prospecting Theory of recruitment". Recruitment is generally a deficient relation of selection. The main attention is grabbed by the selection process.

Majorly, there are two different types of recruitment methods generally used by the Employers:-

#### • External Recruitment Methods

The external labour market is used in this approach.

##### 1. Closed Searches:-

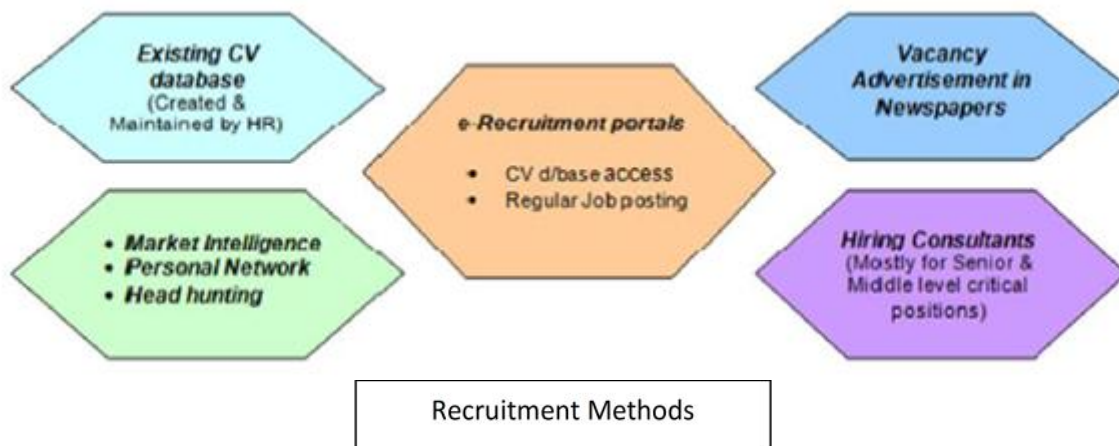
- I. Word-of-mouth: Spreading the vacancy news through word-of mouth to friends, family and others.
- II. Links to schools, colleges and universities: Spreading information in schools, colleges and universities by announcements and notice boards.



III. Recruitment agencies: Hiring recruitment agencies to search and deal with the candidates in the initial round of interviews. This method is a solution if the employer is getting insufficient applications or else too many unsuitable candidates.

**2. Responsive Methods:-**

I. Speculative applications: Distributing applications for various vacancies.



**Internal Recruitment Methods**

Since the time of rationalization the internal recruitment method has been used. Vacancies can be filled by analyzing employee talents and improvement and then redeploying them from one position/department to another. This motivates the employee and enables their future growth in the organization as well as helps the organization by being cost-effective and not wasting time in hiring recruitment agencies and giving advertisements. This lower downs the attrition rate as well. In order to nurture the talents of the employees within an organization, employees are selected through the process of IJP (Internal Job Posting).

**a) Pre-Recruitment Phase** - Determine scale and timescales of the project undertaking; decide whether more employees are to be recruited or the existing workforce can meet the demand by increasing flexibility of work; in order to develop strategy liaising with other stakeholders may be essential; agreeing with the employment packages prepared and to which extent the compensation packages can be negotiated can be decided, also consenting with the contractual details, etc.

**b) Key Recruitment Activities** - Analyzing job and preparing recent an accurate job description; deciding the key recruitment method whether internal or external; determining the method of communication to be used, specifying standards and ideal candidate specification, etc.

**c) Key Selection Activities** - Establishing competency statements and frameworks, determining the approach to be used for the process of selection and the short listing criteria; while decision making in the selection process, building checks and safeguard measures; documenting the selection criteria as well as applicant's profiles in order; training staff in interview, questioning and taking feedbacks, etc.

**FACTORS AFFECTING SELECTION PROCESS**

Muller-Camen et al. (2008) & Rosenfeld et al. (1999) pointed out the factors that influence the interviewer's evaluation (Taylor, 2005). Mentioned below are the potential sources that may affect an interviewer's evaluation of candidate:-

**Effect of Expectancy:-**

A good application form / resume of a candidate may give them an advantage wherein the interviewer may expect or may judge the performance of the individual in the interview process and may confirm the preliminary expectations of the interviewer.

**First Impressions:-**

The initial moments of interview can also have a long-lasting effect on the interviewer which may still be the same at the time of final outcome. It can be either positive or negative.

**Categorizing:-**

This may happen when the interviewer evaluates the candidate on the basis of his/her personal understanding, this is also known as stereotyping; For e.g.: ethnic group, blacks, etc.

**Good and Bad Effect:-**

Generalising about the candidate's performance, as good or bad by the interviewer in an organisation is the example of good and bad effect. This is also known as Halo and Horn Effect (cited in Searle, 2003).

**Contrast Effect:-**

The interviewee may be compared or distinguished with/from other applicants. It may be difficult for the interviewer to avoid this comparison or differentiate.

**Softness and Roughness Effect:-**

The tendency of the interviewer in which he/she judges the candidate's act favourably or unfavourably can be called as softness and roughness effect.

**Undesirable Information Partiality:-**

This may take place when negative information gains more limelight in the conversation than any other favourable information. The undesirable matter is weighted more while the interview.

**FACTORS LEADING TO SUCCESSFUL RECRUITMENT AND SELECTION**

It is not an easy task for any multi-international company to achieve success in the process of recruitment and selection as there are various criticisms faced by the human resource department whenever there is a problem with the employees' performance or something else. As mentioned by Bilsberry (1996), "Having the right person in the right job at the right time is therefore critical to success" (as cited in Muller-Camen et al., 2008, p.142). Always the responsibility is on the recruitment team as to what kind of candidates are being chosen. Many times, questions are raised such as whether the candidate has potential and is capable or not for the desired position, have enough experience or are qualified enough, etc. This is deep focused process is very difficult as well as very vital for any organisation to performance to the best of its capabilities. There are several factors leading to successful recruitment selection, most important of which is personality which acts as supplementary predictor of job performance.

**Alec Roger's Seven Point Plan:-**

In 1952, Roger revealed his Seven Point Plan. Following are the attributes of a desirable candidate:-

- ✧ Physical make-up: Physical appearance of the candidate applying for the job vacant. It can also be related to health issues.
- ✧ Special Aptitudes: It denotes to the special abilities, talents which are mandatory for the post applied for. For e.g. - mechanical capability, dealing with facts and figures, etc.

- ✧ Circumstances: The accessibility of any individual for a particular work time, if the candidate has any specific demand for the job, etc.
- ✧ General Intelligence: This means to the intelligence and common adaptation which a candidate generally has which are essential for the position vacant.
- ✧ Dispositions: It represents to the behaviour one has in the working environment and the adjustment capacity, conduct towards others, etc. All these points are taken into consideration by the recruitment and selection team while shortlisting and interviewing the candidate.
- ✧ Attainment: It basically refers to the achievement the individual has in terms of training, experience, development practices and qualification.
- ✧ Interests: Personal interests are not favourable in any working environment and do not sound pleasant during work performance. But if the candidate is physically active, enthusiastic, etc. it is very favourable for any organisation.

**Munro Fraser's Five Fold Framework:-**

In 1978, Fraser discovered the Five-Fold Grading System which is described in below mentioned points:-

- ✧ Impact on others: This point of Fraser is similar to that of the Roger's Seven Point Plan. The impression the recruiter or the selector gets with the appearance of an individual through his speech or manner.
- ✧ Acquired qualifications: The training, experience and the qualifications a candidate possesses.
- ✧ Innate Abilities: The intelligence, distinctive abilities and enthusiasm towards learning new things in a new organisation which are appreciable in any individual which may be desirable in a working environment. This point of Fraser is also similar to Roger's Seven point Plan i.e. 'General Intelligence.'
- ✧ Motivation: An candidate who determined of his / her goals or is motivated about his / her work in an organisation which he / she wants to join; can be very essential for the growth of any organisation and individual as well and for their sustainability.
- ✧ Adjustment: Every candidate has emotions and few of them are sensitive but it should not affect the work. One should have the ability to manage with the

- ✧ demand an organisation has from its employees and should be able to cope up with different people having different viewpoints and cultures.

## REVIEW OF LITERATURE

Michael D. white and Glipsy Escobar (2008) states that recruitment and selection have become critically important issues for police department around the world. Sonal sisodia and Nimit Chowdhary (2012) It can be inferred that illustration in recruitment advertisement of service organization of service organisation creates tangible representation and challenge the application to presume the intended significance of the illustrative appeal. Service employers should use visual communication to initiate relationship with prospective employees. Mir Mohammed Nurul Absar (2012) states that Recruitment and selection is one the most important functions of human resource management. The present study aims at exploring differences and similarities between the public and private sector manufacturing firm of Bangladesh with respect to recruitment and selection practices, sources of recruitment and selection devices. Ongori Henry and Temtime Z (2009) has to investigate the recruitment and selection practices of SMEs and suggest appropriate strategies on how to improve human resource management practices to enhance organizational performance. Recruitment and selection practices are the key factors to the entry point of human resource to any organization which also tend determine the success and sustainability of SMEs. These practices are said to encourage innovation, survival and growth of SMEs if taken seriously by owner /mangers.

French ray and Rumbles sally (2010) says that the important role of recruitment and selection within the process of leading, managing and developing people. Recruitment and selection is pivotal in this regard in certain important respects.

## PROBLEM STATEMENT

- ✧ The problem to be researched revolves around the recruitment and selection procedure of the organization and based on the feedback for the same.
- ✧ To ensure that there is a transparent recruitment and selection policy.

## Field Location of study:-

This project work was carried out at TATA Automotive. Ltd., Pune.

## OBJECTIVES OF THE STUDY

The main objectives for undertaking this project are:

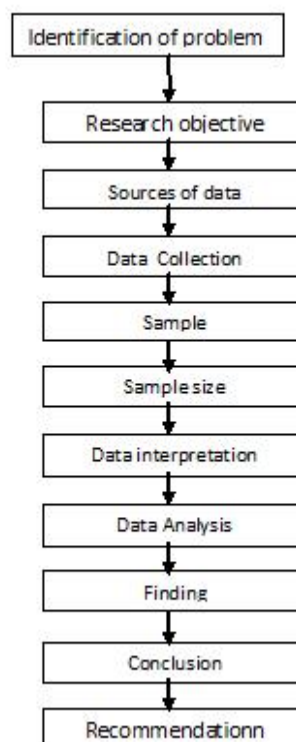
1. To understand recruitment process of the organization
2. To study whether employees are satisfied with the recruitment process
3. To know about the mode of recruitment and selection
4. To study that recruitment procedures are clear, valid and consistently applied by those involved in recruitment
5. To compute a psychometric analysis for personality trait and work based as a part of additional input into the recruitment process of the company.

## RESEARCH METHODOLOGY

### Introduction

Methodology deals with the tools and techniques of doing a research. This chapter aims to give a detailed description about the methods chosen to answer the research aims for the process of recruitment and selection in Human Resource Management. This chapter discusses about research philosophy, justification of the research philosophy, the strategy used for the research, the design of the research and the procedure.

### LOGICAL FLOW OF RESEARCH IS AS FOLLOWS



**Research Design:-**

A **research design** is a systematic plan to study a scientific problem. The design of a study defines the study type (descriptive, correlational, semi-experimental, experimental, review, meta-analytic) and sub-type (e.g., descriptive-longitudinal case study), research question, hypotheses, independent and dependent variables, experimental design, and, if applicable, data collection methods and a statistical analysis plan. Research design is the framework that has been created to seek answers to research questions.

**SOURCES OF DATA**

The sources of the data are as follows:-

**Primary Data:-**

- Internal data about working of HR department in recruitment and selection gathered from organization.
- Observation.
- Sufficient data collected through feedback forms by the employees.  
[Questionnaires].

**Secondary Data:-**

- Magazines, journals, brochures, etc.
- Website of the company. [www.tal.co.in].
- Books.

**SAMPLE TECHNIQUE**

We always have to work with a sample of subjects rather than the full population. But people are interested in the population, not the sample. To generalize from the sample to the population, the sample has to be representative of the population. The safest way to ensure that it is the representative is to use a *Random selection procedure*.

Method of Sampling Used: "Random Sampling Method"

In the random sampling method, all items have some chance of selection that can be calculated. Random sampling technique ensures that bias is not introduced regarding who is included in the survey.

**SAMPLE SIZE**

The sample size taken is 30 employees from the TAL manufacturing solutions Staff unit, Pune.

**METHOD OF DATA COLLECTION**

It is a popular means of collecting data but is difficult to design & often require many re-writes before an acceptable questionnaire is produced. The features included in questionnaire are:

- (i) Instruction for completion.

(ii) Type of question

(iii) Length

Survey-questionnaire:- Behaviours, beliefs and observations of specific groups are identified, reported and interpreted.

**TOOLS USED**

The statistical tools used for collection & analysis of data in this project are :

(i) Table

(ii) Pie chart

**Research Procedures:-**

A confirmation was taken from the employees of TAL whether they are comfortable in filling the questionnaires before finalizing anything. After getting a positive response it was decided to issue about 30 set of print outs of the questionnaire. Thereafter, it was posted back to the researcher to evaluate and analyze the data in order to fulfill the research objective.

**FINDINGS**

- ☆ The most significant finding of the study on Recruitment strategy prevailing in the organization is very effective. The employees are quite satisfied with the current recruitment methods.
- ☆ The company's approach to its recruitment policy shows that the right person is very essential for the right job, as nearly 87% of the employees were aware of the job profile mentioned. Thus setting a relationship between qualification and job offered.
- ☆ The study shows that 100% of the employees were made aware about the fringe benefits of the organization.
- ☆ The company gives utmost importance hospitality in terms of recruitment and selection process and follows all the procedures in a timely manner ; thereby delivering a good rapport with the employee.
- ☆ After analysis of the company selection procedure I found out the company is using quite effective method of doing selection of candidates and they always take in consideration the cost-benefit ratio which is quite important from the long perspective of hiring employees.
- ☆ The ratio of selected candidates to joining candidates is quite effective and highest in number as the employees being selected are also of the view that they are analyzed properly and effectively.



## CONTRIBUTIONS TO THE HOST ORGANIZATION

As it was observed that TAL did not practice psychometric analysis for recruitment the organization demanded that I should design atleast two types of psychometric test one each for

1. Employee personality trait identification which was a MBTI (MYERS-BRIGGS TYPE INDICATOR) test.

2. Employee work based analysis

An example of the second test is given below. (Since the entire set of questions was huge I am writing down just one of the employee work based analysis test).

### Managing people and resources:-

- I. It is better to focus on selling a few more products rather than worry about how much we are spending on stationery.  
A. Agree strongly      B. Agree      C. Do not agree or disagree      D. Disagree  
E. Disagree strongly
- II. Everyone makes mistakes so it is best if we report them immediately.  
A. Agree strongly      B. Agree      C. Do not agree or disagree      D. Disagree  
E. Disagree strongly
- III. I would feel uncomfortable in a situation where resources were being used that did not represent best value for money.  
A. Agree strongly      B. Agree      C. Do not agree or disagree      D. Disagree  
E. Disagree strongly
- IV. I understand the importance of effective listening.  
A. Agree strongly      B. Agree      C. Do not agree or disagree      D. Disagree  
E. Disagree strongly
- V. To manage people well you have to get fully involved in the detail.  
A. Agree strongly      B. Agree      C. Do not agree or disagree      D. Disagree  
E. Disagree strongly
- VI. Above all else, good management includes trusting people to do the job.  
A. Agree strongly      B. Agree      C. Do not agree or disagree      D. Disagree  
E. Disagree strongly
- VII. Yes, managing people is important but it must come second to fulfilling the client's expectations.  
A. Agree strongly      B. Agree      C. Do not agree or disagree      D. Disagree  
E. Disagree strongly
- VIII. I wish more credit was given to all the positive outcomes that you can't put numbers on.  
A. Agree strongly      B. Agree      C. Do not agree or disagree      D. Disagree  
E. Disagree strongly

### ANSWER

- I. Explanation:** Agreement would suggest someone who is very sales-oriented but it would also risk the interpretation that they lack sufficient awareness of the need to maintain margins and cost controls;
- II. Explanation:** Every employer wants to know as soon as something goes seriously wrong, so most would expect prospective employees to agree with this statement;
- III. Explanation:** Strong agreement might be expected of someone in a financial or purchasing role or a managerial position. Agreement would perhaps be expected of all employees;
- IV. Explanation:** Agreement would suggest someone able to deal sensitively with colleagues and clients and be a good team player;
- V. Explanation:** An employer seeking a hands-on manager will be looking for agreement with this statement but practitioners of other styles of management may disagree;
- VI. Explanation:** Look for constancy of answer with the last question. It is possible to agree or disagree with both but they can be taken to represent aspects of different styles of management and in your responses you should try to give as clear an indication as possible of your preferred style;
- VII. Explanation:** Agreement would suggest someone who is uncompromising in their commitment to a client focused approach and this might well support an application for such a role but it would not be well received if management of people formed a significant part of the job;
- VIII. Explanation:** Another slightly tricky statement. Strong agreement might suggest a frustration with the widespread culture of targets and performance management and this could count against your application.  
(NOTE: These analysis were designed specifically for the Finance, IT, HR, and executive recruiting purposes only)

## SUGGESTIONS

- ◆ The company should focus its attention more on campus interviews to attract young potential employees who have the zeal to achieve goal for themselves and the company.
- ◆ The company needs should do a little bit more of talent auditions and job fairs.
- ◆ Identify the competencies and behavior pattern to be developed in each individual by obtaining their feedback and requirements.
- ◆ The company should adopt techniques like stress test, psychometric test and personality test to find the right candidate suitable for the job.

## CONCLUSION

- **Importance of Recruitment and Selection process in TAL:** This process is highly crucial for any organization but recruitment and selection gives the first impression of the organization to the candidates applying for interview. TAL has a distinctive work culture that encourages an all round growth and success of its employee. The Human Resources strategy has evolved over the years and absorbs the belief that the employees are the keystones of success. Attracting the best and most talented resources and offering them a rewarding and growth-oriented career is the top most priority at TAL. A transparent work culture at TAL ensures that employees are well informed of the initiatives and developments within the organization. Simultaneously, employees are encouraged to share their ideas and suggestions. The Employee Satisfaction Survey is one of the many initiatives undertaken by the HR that facilitates an honest exchange of opinion and feedback. This ensures that TAL remains tuned in to the requirements of its employees and can dynamically introduce change.

- **Impact of the Recruitment and Selection process on the company's performance:** TAL relies on its recruitment and selection process for its smooth functioning. The candidates chosen in this process to be the future employees are analyzed and selected and employed by the recruitment and selection department. It is essential for profit making for any organization.

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7. *Employee Handbook of TAL*

## Through Internet Google Search Engine:-

1. <http://tal.co.in/ui/APage.aspx?SectionId=071009114843150855>
2. <http://www.citehr.com/>
3. [www.hr.ucr.edu/recruitment/guidelines/process.html](http://www.hr.ucr.edu/recruitment/guidelines/process.html)
4. [www.businesscasestudies.co.uk › People › Recruitment and selection](http://www.businesscasestudies.co.uk/People/Recruitment_and_selection)
5. [www.nd.gov/hrms/managers/guide/selproc.html](http://www.nd.gov/hrms/managers/guide/selproc.html)

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