



A STRATEGIC ANALYSIS OF RECRUITMENT AND SELECTION PRACTICES AND THEIR IMPACT ON EMPLOYEE PERFORMANCE

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ABSTRACT

Recruitment and selection are essential functions of human resource management that focus on identifying, attracting, and choosing qualified candidates for organizational positions. Effective recruitment strategies help organizations reach a wide pool of potential applicants, while the selection process ensures that the most suitable individuals are chosen based on their skills, qualifications, and compatibility with the organization's goals.

This study examines the recruitment and selection process used by organizations to improve workforce quality and productivity. It highlights various recruitment sources such as internal promotions, employee referrals, campus recruitment, and online job portals. The selection stage involves several methods including application screening, aptitude tests, interviews, and background verification to evaluate candidates effectively.

The research emphasizes the importance of a structured and transparent recruitment and selection system in enhancing employee performance, reducing turnover, and ensuring the right person is placed in the right job. Modern organizations are increasingly adopting technology-driven recruitment tools and data-based decision-making to streamline hiring processes and improve efficiency. Overall, an effective recruitment and selection process plays a crucial role in building a competent workforce and achieving organizational success.

I. INTRODUCTION

Human Resources is an evolving and dynamic field that challenges the ability of even the most seasoned professionals to keep abreast of policies, procedures, compliance requirements, and best practices.

Human resources management has become the central concern of any organization either in public, private or co-operative sector. Human resources play a vital role in the development of modern economics. In the changing economic environment, HRM is assuming much greater importance than ever before. It is conceived to be different from the traditional and conventional notion of 'personnel management'. A nation with an abundance of physical resources will not benefit itself unless human resources make use of them. In fact, human resource is solely responsible for effective use of

physical and natural resource and for the transformation of traditional economics into modern and industrial economics.

Meaning:

Human resource management means employing people developing their skills, utilizing, maintaining and compensating their services in tune with the job and organizational requirement with a view to contribute to the organization, individual and the society.

Definition:

Human resource management is the central sub-system of an organization and it permeates all types of functional management viz. production mgt, marketing mgt, and financial management. According to Leon C. Megginson, the term human resource can be thought of as, "The knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well



as the value, attitudes and beliefs of the individuals involved.”

Need for the study

An organization goal can be achieved when right people are recruited and placed in the right position of the organization. This is the fundamental reason for recruitment and selection to be considering as inevitable for the effective working organization. Induction is necessary to reduce reality shock and also it develops a sense of belongingness and commitment. So a need was felt to conduct a study on recruitment selection placement and induction which aim at finding the overall process of the recruitment, selection conducted at **Sumega Technologies Company**.

To define and describe the scope of human resource management requires an understanding of the influences that the changing environment in which human resource management is situated have on human resource management systems and roles. For this reason, a brief survey is given of aspects of the environment that were taken into account when compiling the definition and scope of human resource management.

The organizational context in which HRM finds itself at present is one of rapid change and considerable uncertainty. As various views of HRM were discussed, it became apparent that this sub-field of management is, in a phase of transition. In the context of traditional organizational structures, HRM was placed as a function within a 'silo', as were other organizational functions like finance, production and marketing. However, a turbulent environment has brought a concurrent change in organizational structures and the nature of HRM and its functions are in the process of change. Many organizations are now structured around multi-disciplinary project teams with the HRM professional as one member of the team or as consultants to team, and where line managers take on various HRM roles.

Scope of the Study

The study involves the method of recruitment and selection policy at Sumega Technologies. The study was carried at Sumega Technologies, Hyderabad covering all the departments of Sumega Technologies.

- Proper utilization of human resource planning.
- The feedback of an employee.
- Project work is done up to 3 months only.
- The present study is made only on the recruitment and selection process in the organization.
- The sample size is 100 employees.

Objectives of the Study

The purpose of the study is to learn the practical applicability of the theoretical knowledge gained about recruitment and selection process.

- To gain knowledge about the process of recruitment and selection
- To know the effectiveness or ineffectiveness of the process of recruitment and selection
- To provide suggestions for having an effective recruitment and selection process
- To prepare the employees to move higher in their jobs.
- To impart new entrants with basic HRD skills and knowledge.

II. RESEARCH METHODOLOGY

DATA COLLECTION METHODS:

The data for the study was collected through primary and secondary METHODS

Primary Methods:

Primary methods are those methods that provide first hand information. The methods followed were interview methods and questionnaire method

Interview method:

By this method the employees and managers of the Sumega Technologies were asked questions regarding the recruitment and selection process, its effectiveness and the relevant or required changes they intended to have in the present



recruitment and selection process of the company. The managers of different departments were the majority to be interviewed in the entire sample taken.

Secondary methods:

Secondary methods are those methods that provide already existing information of the past, also called as second hand information. The information was obtained from the different HR journals published by the organization for various purposes like HR 'department personal use, reference by any other department about the performance of various activities that have been started by the HR department, to know about the performance appraisal system or the bonus system etc

Limitations of the Study

By giving employees information, resources and training and by following with measurements and reinforcement, Human Resources can create an empowered environment. But Empowerment should be continuous process like quality improvement and it is like a race without a finish line. Those companies that take the first step by creating an environment conducive to empowerment will be at the head of the pack

- As the period of study is limited for 45 days the data collected is very limited.
- The entire staff would not be taken for the purpose of the study.
- The information provided was not totally accurate. Biased answers were given.
- Due to time constraints, data is collected from limited number of employees of the Company.
- As the data is collected in the working hours of the employees, they are busy they could not give the complete response.

III. LITERATURE REVIEW

RECRUITMENT PROCESS:

Recruitment is the phase, which immediately precedes selection. Its purpose is to pave the way for the selection procedures by producing, ideally, the smallest number of candidates who

appear to be capable either of performing the required tasks of the job from the outset, or of developing the ability to do so within a-period of time acceptable to the employing organization. The smallest number of potentially suitable candidates can in theory, of course, be any number. The main point that needs to be made about the recruitment task is that the employing organization should not waste time and money examining the credentials of people whose qualifications do not match the requirements of the job.

Apart from the methods used and the general administration of task, the achievement of the objective will depend very much in the end on how efficiently the basic tasks of manpower planning and job analysis have been carried out and applied. In short, efficient recruitment of staff may be described as knowing what resources you want, what resources are available, where and how they may be found.

The Purpose of Recruitment is:

- To attract people with multi-dimensional skills and experiences that suits the present and future organizational strategies
- To induct outsiders with a new perspective to lead the company
- To infuse fresh blood at all levels of the organization
- To develop an organizational culture that attracts competent people to the Company
- To search or head hunt/ head pouch people whose skills fit the company's values.
- To devise methodologies for assessing psychological traits
- To seek out non-conventional development grounds of talent
- To search for talent globally and not just within the company
- To design entry pay that competes on quality but not on quantum



- To anticipate and find people for positions that does not exist yet.

MODERN METHODS OF RECRUITMENT:

A number of modern recruitment sources are being used by the corporate sector in addition to traditional sources. The sources are divided into internal and external sources.

Internal sources:

(a) Employee referrals:

Present employees are well aware of the qualifications, attitudes, experience and emotions of their friends and relatives. They are also aware of the job requirements and organizational culture of their company. As such, they can make preliminary judgments regarding the match between the job and their friends or relatives. Hence, the HR Managers of the company depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and the time required for recruitment. Further this source enhances the effectiveness of recruitment.

External sources:

(a) Walk in interviews and tests:

The busy and rapidly changing organizations do not find time to perform various functions of recruitment. Therefore, they advise the potential candidates to attend for an interview directly without prior application on specified date, time and place.

(b) Consult in: The busy and dynamic companies encourage the potential job seekers to approach them personally and consult them regarding the jobs. The companies select the suitable candidates from among such candidates through the selection process.

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(c) E-Recruitment:

The technological revolution in telecommunications helped the organizations to use Internet as a source of recruitment. Organizations advertise the job vacancies through the World Wide Web (www). The job-seekers send their applications through e-mail using Internet. Alternatively job seekers place their CV's in the worldwide web/ Internet, which can be drawn by the prospective employers depending upon their requirements. For e.g.: Monsterindia.com, timesjobs.com, naukri.com, Chckjobs.com

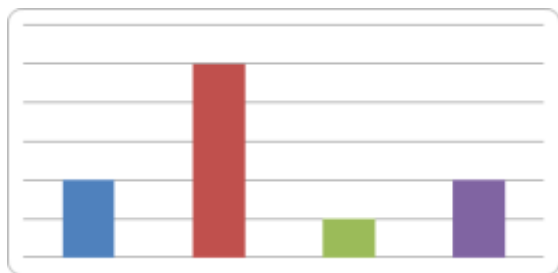
(d) Outsourcing:

Some organizations recently started developing human resources pool by employing the candidates for them. These organizations do not utilize the human resources instead they supply HRs to various companies based on their needs on temporary or ad-hoc basis. Various companies, rather than employing HRs draw HRs from these organizations on commission basis.

IV. DATA ANALYSIS & INTERPRETATION

1. How do you come to know about openings in Sumega Technologies?

S no	Options	No. responded	Percentage
A	Friends	20	20%
B	Internet	50	50%
C	News paper	10	10%
D	Others	20	20%
	Total	100	100%



Interpretation:

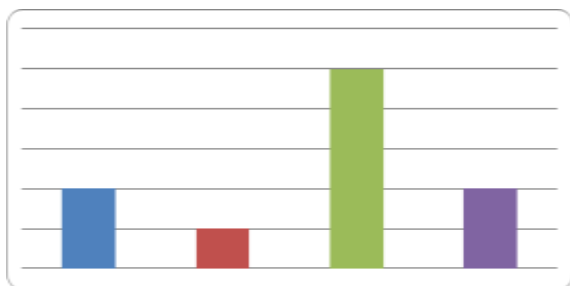
The above table and graphs interpret that the number of respondents feel that the Openings in Sumega Technologies are known by Friends 20 (20%), Internet 50 (50%), News Papers 10 (10%) and Others 20 (20%).

Inference:

Most of the respondents feel that the openings in Sumega Technologies are known mostly by the Internet.

2. What sources of the External Recruitment are preferred?

S no	Options	No. responded	Percentage
A	Campus Interviews	20	20%
B	Placement Agencies	10	10%
C	Data Bank	50	50%
D	Casual Applicants	20	20%
	Total	100	100%



Interpretation:

The above table and graphs interpret that the number of respondents of employees feel that the preferred external sources of recruitment in Sumega Technologies are Campus Interviews 20 (20%), Placement

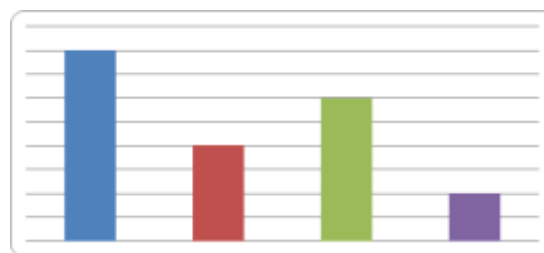
Agencies 10 (10%), Data Bank 50 (50%) and Casual Applicants 20 (20%).

Inference:

Most of the respondents feel that the preferred external sources of recruitment in Sumega Technologies are data Bank.

3. When do you prefer to go for Manpower Planning?

S no	Options	No. responded	Percentage
A	Yearly	40	40%
B	Half Yearly	20	20%
C	Quarterly	30	30%
D	No Fixed Time	10	10%
	Total	100	100%



Interpretation:

The above table and graphs interpret that the number of respondents of employees prefer that Manpower Planning is on Yearly 40 (40%), Half Yearly 20 (20%), Quarterly 30 (30%) and No Fixed time 10 (10%).

Inference:

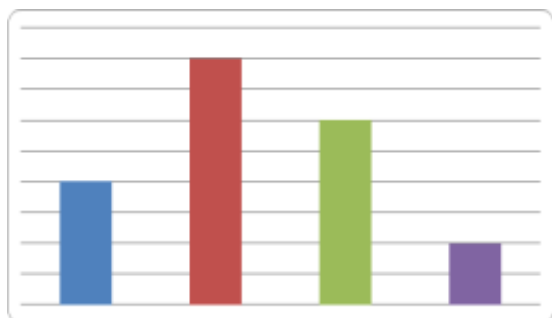
Most of the respondents prefer that the Manpower Planning is on a yearly basis.

4. Company spends how much time for the Recruitment Process?

S no	Options	No. responded	Percentage
A	Less than 10 Days	20	20%
B	10 days to 1 Month	40	40%
C	1 Month to 3 Months	30	30%
D	More than 3	10	10%



	Months		
	Total	100	100%



Interpretation:

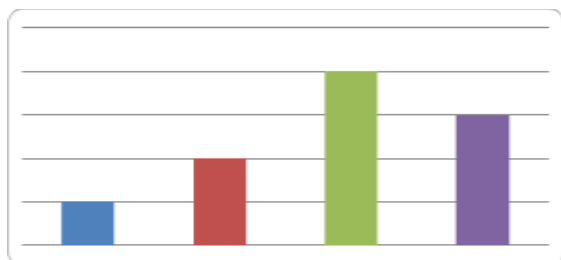
The above table and graphs interpret that the number of respondents of employees feel that the time spent for recruitment process Less than 10 Days 20 (20%), 10 days to 1 Month 40 (40%), 1 Month to 3 Months 30 (30%) and More than 3 Months 10 (10%).

Inference:

Most of the respondents feel that the recruitment process at Sumega Technologies is done mostly by Less than 40%.

5. Is the Recruitment and Selection system efficient enough to retain the employees?

S no	Options	No. responded	Percentage
A	Strongly Disagree	10	10%
B	Disagree	20	20%
C	Agree	40	40%
D	Strongly Agree	30	30%
	Total	100	100%



Interpretation:

The above table and graphs interpret that the number of respondents of employees feel that the Recruitment and Selection system efficient enough to retain employees - Strongly Disagree 10 (10%), Disagree 20 (20%), Agree 40 (40%) and Strongly Agree 30 (30%).

Inference:

Most of the respondents agree that the Recruitment and selection process in the company is efficient enough to retain the employees.

V. FINDINGS, SUGGESTIONS, CONCLUSION

FINDINGS

1. Sumega Technologies is a fast growing company with around 500 employees which mainly concentrates on Technology.
2. They are innovative in the types of products developed and yielding maximum profits with less investment.
3. In Recruitment, they focus and consider experienced employees instead of fresher.
4. The preference of the external methods of recruitment is databank, casual applicants and placement agencies.
5. The internal methods of recruitment are Employee reference, Promotions, Trainees, Retired employees.

SUGGESTIONS

1. Internet recruitment process should be encouraged and considered for employment.
2. Group discussions should also be added in the selection criteria in case of fresher.
3. Company should prefer trainees at the time of recruitment.
4. Company need to provide transportation facilities for employees.
5. Company should minimize the time and expenditure on recruitment.



CONCLUSION

The human element of organization is the most crucial asset of an organization. Taking a closer perspective, it is the very quality of this asset that sets an organization apart from the others, the very element that brings the organization's vision into fruition.

The essence of recruitment can be summed up as 'the philosophy of attracting as many applicants as possible for given jobs'. The face value of this definition is what guided recruitment activities in the past. These days, however, the emphasis is on aligning the organization's objectives with that of the individual's. By making this priority, an organization safeguards its interests and standing. After all, a satisfied workforce is a stable workforce which also ensures that an organization has credible and reliable performance.

I have tried to give my best to the project and also incorporated all the relevant HUMAN RESOURCES MANAGEMENT principles which could be associated with our topic on "Recruitment and selection" process.

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