

A Study on Recruitment and Selection Process in Selected Construction Companies

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ABSTRACT - Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

Key words: Selection, Recruitment, Process, factors, Employee attitude, impact of recruitment etc.,

I. INTRODUCTION

Selection is a long process connecting from preliminary interview of the applicant and ending with the contract of employment, selection is influenced by several factors, the attitude of panel interview overall viability of the candidate. Every institution required talented skilled people for the development as well as for achieving institutional goals, Human resources management project helps in the development of individual in accordance with the individual would be motivated to make their contribution toward the accomplishment of common goals. It facilitates in the identifying the right kind of people, Socializing them in the most appropriate way training and developing them into right direction and creating conditions for the people to enjoy their work. Staffing may require a number of functions like manpower planning, selection, performance appraisal, training, development, promoting and transfer.

RECRUITMENT

In human resource management, "recruitment" is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. It can also be defined as the "process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization".

SCOPE OF THE STUDY

This study will give a brief picture of the human side of the employees to know their opinion regarding the recruitment and selection process in the organization.

OBJECTIVES OF THE STUDY

To study the level of recruitment and selection prevailing in the Organization.

- To study the factors influencing recruitment and selection.
- To study the impact of recruitment and selection on the organization.
- To study the employees attitudes towards the organization.

LIMITATIONS OF THE STUDY

- Collecting data properly from employees become difficulty due to the time constraint.
- Busy schedule of the employees also effected to some extent.
- There is a chance for bias in the information given by the respondents.
- The study was based on sample hence results were not fully absolute.

II. REVIEW OF LITERATURE

Alan Price (2007): Price (2007), in his work Human Resource Management in a Business Context, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. Their existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the organizational culture best fit for the corporate culture and ethics specific to the company (Price 2007). This would

reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position (Price 2007).

Silzer et al (2010): However, the process of recruitment does not cease with application of candidature and selection of the appropriate candidates, but involves sustaining and retaining the employees that are selected, as stated by Silzer et al. (2010).

Work of Silzer et al. (2010) was largely concerned with Talent management, and through their work they were successful in resolving issues like whether or not talent is something one can be born with or is it something that can be acquired through development. According to Silzer et al (2010), that was a core challenge in designing talent systems, facing the organization and among the senior management. The only solution to resolve the concern of attaining efficient talent management was by adopting fully-executable recruitment techniques. Regardless of a well-drawn practical plan on recruitment and selection as well as involvement of highly qualified management team, companies following recruitment processes may face significant obstacles in implementation. As such, theories of HRM can give insights in the most effective approaches to recruitment even though companies will have to employ there in house management skills for applying generic theories across particular organizational contexts. Word conducted by Silzer et al (2010) described that the primary objective of successful talent strategies is to create both a case as well as a blueprint for developing the talent strategies within a dynamic and highly intensive economy wherein acquisition, deployment and preservation of human capital-talent that matter, shapes the competitive advantages and success of many companies (Silzer et al. 2010).

III. RESEARCH METHODOLOGY

A research methodology defines the activities of research, how to proceed, how to measure progress and what constitutes success. It may be understood as a science of studying how research is done systematically. Research is a scientific and systematic search for information on a scientific investigation. It is an art of scientific investigation. It is a way to systematically solve the research problem. Descriptive research includes surveys and fact findings, enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present.

RESEARCH DESIGN

The study is a descriptive research study. The main purpose of descriptive research is description of the state of affairs as it exists at present. In the present study, descriptive

method is used to study the prevailing recruitment and selection process.

SAMPLE SIZE

For the purpose of selecting the samples for the study, Simple random sampling method is used. A sample size of 100 employees in the company was selected from 200 employees of the organization.

IV. ANALYSIS

Correlation analysis To test the significant relationship between satisfaction towards the various parameters and the Respondents, bi-variety correlation was applied to ascertain the relationships of the Employees in the Recruitment and Selection Process.

Table No. 1

Correlation analysis for Satisfaction Level in the Recruitment and Selection Process

S.No	Variables	r- value
1.	Effectiveness of the Recruitment Process	0.566**
2.	Relationship with Top level Management	0.520**
3.	Recruitment Policy	0.496**
4.	Support of Recruitment and Selection Team	0.472**
5.	Recruitment and Selection Process	0.377**
6.	Qualification matches Job Description	0.576**
7.	Reference Checks Considered	0.511**

Significant at 1% level (Source: Computed Data)

Interpretation

1. Positive significant correlation is observed between satisfactions towards respondents on effectiveness in the recruitment process. Hence the null hypothesis is rejected. There is no significant relationship between satisfactions towards effectiveness in the recruitment process by 0.566 is rejected at 1% level.

This shows that satisfaction towards the effectiveness in the Recruitment Process by 56.6%.

2. Positive significant correlation is observed between satisfaction towards Respondents and the relationship with the top level Management in the Organization. Hence the null hypothesis is rejected. There is no significant relationship between satisfaction towards Respondents and the relationship with the top level Management in the Organization by 0.520 is rejected at 1% level.

This shows that satisfaction towards the relationship with the Top level Management by 52%.

3. Positive significant correlation is observed between satisfaction towards Respondents and the Recruitment Policy in the Organization. Hence the null hypothesis is rejected. There is no significant relationship between satisfaction towards Respondents and the Recruitment Policy in the organization by 0.496 is rejected at 1% level.

This shows that satisfaction towards the relationship with the Top level Management by 49.6%.

4. Positive significant correlation is observed between satisfaction towards Respondents and the Support of Recruitment and Selection Team in the Organization. Hence the null hypothesis is rejected. There is no significant relationship between satisfaction towards Support of Recruitment and Selection Team in the organization by 0.472 is rejected at 1% level.

This shows that satisfaction towards the Support of Recruitment and Selection Team in the Organization by 47.2%.

5. Positive significant correlation is observed between satisfaction towards Respondents and the Recruitment and Selection Process in the Organization. Hence the null hypothesis is rejected. There is no significant relationship between satisfaction towards Recruitment and Selection Process in the organization by 0.377 is rejected at 1% level.

This shows that satisfaction towards the Recruitment and Selection Process in the Organization by 37.7%.

6. Positive significant correlation is observed between satisfaction towards Respondents about the Qualification matches Job Description in the Organization. Hence the null hypothesis is rejected. There is no significant relationship between satisfaction towards Qualification matches Job Description in the organization by 0.576 is rejected at 1% level.

This shows that satisfaction towards the Qualification matches Job Description in the Organization by 57.6%.

7. Positive significant correlation is observed on satisfaction towards Reference Checks Considered in the Organization. Hence the null hypothesis is rejected. There is no significant relationship between satisfaction towards Reference Checks Considered in the Organization by 0.511 is rejected at 1% level.

This shows that satisfaction towards the Reference Checks Considered in the Organization by 51.1%.

Table No.2

RANK COMPARISON FOR ASPECTS THAT LED IN JOINING THE ORGANIZATION

S.NO	FACTORS	MEAN SCORE	RANK
1	Corporate image	4.00	I
2	Attractive Salary	3.97	II
3	Abroad Opportunity	3.70	III
4	Job Security	3.28	IV

Rank score helped us to understand the priority factors that led the respondents to join the organization. The first priority is given to the Corporate Image proves to be essential one which all the employees look forward in an organization. The other factors which are given priority are attractive Salary, Abroad opportunity and Job security.

Independent Samples t- test

Ho: There is no significant difference between Male and female employees with respect to the qualifications and competencies they possessed.

Table No.3

Difference between gender and Qualification

Variable	Gender						T-Val ue	P- val ue
	Male			Female				
	N	Mea n	SD	N	Mea n	SD		
Competen cies of employees	79	13.78	1.423	21	13.57	1.478	1.345	0.563

Interpretation: An independent – samples t- test was conducted to compare the difference between male and female employees with respect to the various qualification and competencies they possessed. As the P value (0.563) is greater than Sig.Value (0.05), the null hypothesis is accepted. Based on the mean score we can say that the mean value of male and female respondents with respect to Competencies is more or less same but it’s insignificant.

Hence it is concluded that there is no significant difference between male and female employees with respect to the various competencies possessed.

V. FINDINGS

- 79% of the respondents were males while the rest 21% are females.
- 34% of the employees opt advertisement, 27% internet, 12% referrals and 27% consultants as their recruitment sources.
- 31% of the employees attended Preliminary Interview and Technical Test, 24% attended Written Test and Group Discussion, 21% attended Technical Test and Direct Interview and 31% attended other recruitment methods.
- 30% of the respondents went through a panel interview, whereas another 30% had to face an

informal interview, 26% attended an In-depth interview and the remaining 14% went through other interviews

- 89% of the respondents working in the organization are satisfied with the response after recruitment, 8% of the respondents are dissatisfied while 3% remain neutral about the response.
- 75% of the respondents had spent between 6 to 8 hours during the recruitment process in the organization, 10% of the respondents spent 2-4 hours, 8% of the respondents spent 4-6 hours, 7 % of the respondents spent 2 hours in the recruitment process
- 65% of the respondents underwent medical fitness test while 35% didn't go through the test.
- 88% of the respondents agree that their qualifications matched the organizations job description while 7% of the respondents disagree and 5% of the respondents are having neutral opinion about their qualification matching job description.
- 94% of the respondents agree that the Recruitment & Selection team were supportive while 6% of the respondents disagree with it.
- 84% of the respondents are highly satisfied with the company's Recruitment and selection process, 6 % of the e respondents are satisfied, 5% of the respondents are highly dissatisfied, 4% are dissatisfied with the recruitment and selection process.

VI. SUGGESTION

- From the survey we came to know that most of the respondents feel that relationship between the top level management and low level management is excellent. Hence it is suggested that, there should be more interaction programs between the top level management and low level management. This will increase the efficiency of the organization as a whole.
- Nowadays HRM plays a very important role in every organization and hence it should be given due importance. The top level management should try and have a cordial relation with the low level management so as to achieve synchronization of efforts. If there is co-ordination there will be better control and this will lead the organization to success in its long run.
- There should be better working conditions so that maximum output can be extracted from the staff and infrastructure facilities provided to the employees should be improved.
- Recruitment should be done in a short period of time, otherwise the candidate would lose interest and may join some other organization.
- Technical test should be mandatory because technical skill is very essential for construction industries.

VII. CONCLUSION

Introduction to Human Resource Management helps to know about the importance of human resource management and role played by human resource in the organization. It shows people make things happen. It has been found that the capability of the employer in the organization is good. It was found that the technical tests were the tool used by the HR interviewer to access the candidate's capability in performing the jobs assigned to them. This helped the interviewer to analyse the candidates in a much better way. Different types of tools are used to access the candidate's capability depending on the nature of the job or work.

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