

Recruitment and Selection Process in Hindustan Zinc Limited

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Abstract - Recruitment and Selection process plays a vital role in any type of organization. Each and every organization wants outstanding resources for better growth and development. This research paper entitled Recruitment and Selection Process focuses on Recruitment and Selection Process of HZL. The main objective is to identify the general practices while recruiting and selecting the people in the organization which meet better outcomes. Descriptive research methodology is applied. The main finding of the research was that the company believes in recruiting outstanding people for better productivity and provides training, opportunities, career advancements too. Various modern tools and methods are used for recruiting employees in the organization and different method and process are used for selecting prospective employees depending upon the post for which appointment has to be given. In short this study reveals that the optimum process of recruitment and selection of resources is adopted in HZL which leads to a competitive edge in such a dynamic environment.

Key Words - Recruitment, Selection, Performance, Techniques, Training and Opportunity.

I. INTRODUCTION - RECRUITMENT AND SELECTION

- **EXTERNAL RECRUITMENT** - It includes hiring or selecting the people from outside the organization.

Why a good process of recruitment is necessary?

- 1) Scientific methodology for appointing/selecting employees.
- 2) Hiring outstanding people.
- 3) Effective process of an organization
- 4) Right person for right job
- 5) Maximizes the productivity and opportunity too
- 6) Develop leadership skills



Recruitment

- In simple words recruitment means hiring right person for right job.

- Recruitment is a process of finding or hiring the best candidate in terms of qualified, experienced and talented employee in an organization.

Types of Recruitment

Generally recruitment is categorized in two types as it varies with situation or environment.

- **INTERNAL RECRUITMENT** - It happens within the organization.

Selection

- Selection is a process of choosing best alternatives among the remaining alternatives.

- It differentiates the gap with recruitment because selection happens after the recruitment process. In short selection makes a balance between the candidate's interest and organization requirements.

Methods of Selection

Basically selection method vary from the organization's need, requirement etc. Following are the methods of selection:

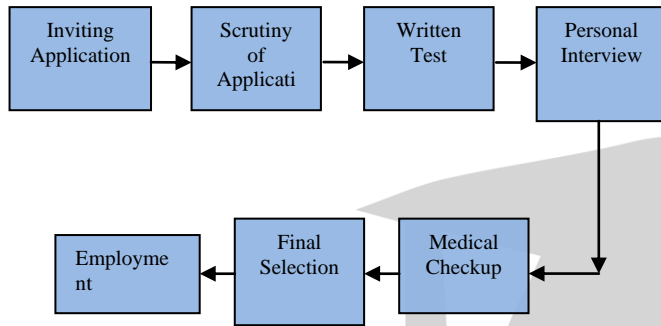
- Preliminary Screening

- Telephonic Interview
- Face to face meeting

Why fair and transparent selection process is necessary?

- 1) Procurement of qualified and skilled candidates
- 2) Reduces the cost
- 3) Time dimensions
- 4) Low employee turnover
- 5) Fulfill the legal obligations

Process of Selection



Difference between Recruitment and Selection

Recruitment is a process of stimulating the best candidates into the suitable job whereas selection includes the various steps for choosing the most suitable candidate for vacant post.

II. REVIEW OF LITERATURE

Rajani N. Sree, Reddy V. Bhargavi., Parvathi A., (2016) in their paper “**Recruitment Practices In It Sector: A Comparative Analysis Of Select Indian & Mnc Companies**” they discussed that recruitment practices plays a vital role in organizations performance. This paper focused on the better procurement of human resource for the organization to maintain a sustainable competitive advantage in such a competitive environment. In all an all they emphasized that the optimum utilization of human resources results better productivity in IT Sector.

Kumari Neeraj., (2012) discussed about “**A study of the Recruitment and Selection process: SMG Global**” in this paper author discussed that without recruitment and selection process an organization cannot achieve its goals or objectives effectively. She focused on the recruitment and selection process for better outcomes and career advancement to the employees too. In this paper author discussed the methods for recruitment and selection process.

Zhao., Hao., Liden., C. Robert., (2011) in their article “**Internship: A recruitment and selection perspective**” they focused on the interns who wants a job in that particular organization and get all types of benefits regarding promotion, increments etc. too. In this article importance was given to organization and interns both for

their self development. Interns tried to do the best for their recruitment and selection in an organization.

Rao Pramila., (2010) in her article “**A resource based analysis of recruitment and selection practices of Indian software companies: A case study approach**” discussed that recruitment and selection practices plays a vital role in any type of organization. She focused on the software companies who also need better workforce. By successful staffing practices a software company can achieve its ultimate goals and survive in such a competitive era.

Lavigna J. Robert., Hays W. Steven., (2004) their article “**Recruitment and Selection of Public Workers: An International Compendium of Modern Trends and Practices**” they discussed that recruitment and selection process became a challenge for public sector. This article reveals that there were many types or techniques for recruitment and selection in government sector and many government bodies also followed these in other countries too. For the recruitment of new talent in public sector for public workers could retain and attract by the benefit regarding recruitment and selection in any type of organization whether in public or private sectors.

Ahmed Sohel., Schroeder G. Roger., (2002) their article “**The importance of recruitment and selection process for sustainability of total quality management**” they discussed that selection process plays a vital role to maintain a positive relationship between TQM and competitiveness. They also focused that without behavioral traits of employees success can’t achieve effectively and efficiently. The study emphasizes recruitment and selection process provides an outstanding manpower by which managers can score good performance and opportunities too.

Roberts Gareth., (1997) in the book “**Recruitment and Selection – A competency Approach**” the author discussed that recruitment and selection process is a most important factor for every company or organization. For better performance, there should be a proper recruitment and selection process. This book enriches with many features, advantages, techniques for recruitment and selection process.

Comparative Analysis

From the above review it can be conclude that recruitment and selection process becoming more challenging job now these days for each and every organization. In present scenario there are many types of techniques, methods, process for recruitment and selection but all organization not following this type of latest techniques till date. So our paper reveals that HZL plays a vital role for recruitment and selection process in its area by following modern techniques, methods etc.

III. RESEARCH METHODOLOGY

Research Methodology plays a significant role in any type of study regarding research work.

The main purpose of research methodology is to explain the methodology by which a particular research is carried out. It shows the actual effectiveness and authenticity of particular research work. It outlines the process of research, collecting the data and analyzing the data to fulfill the objectives of the research. Following are the techniques, designs, data's, objectives etc. which used in this research work:

1) Need of the study

Main scope of this study is to find out the process of recruitment and selection in HZL. In today's digitalized world all things are changing rapidly. Meanwhile an organization must follow the latest techniques or process for recruitment and selection. As we know that HZL was in public sector before 2002 after that it converted in privatization. This study reveals that there are some different process and techniques of recruitment and selection in HZL when it was in public sector and after privatization too.

2) Objective of the study

The main objective of the present study was -

To study the Recruitment and Selection process of Hindustan Zinc Limited.

3) Research Design

Descriptive research is used in this research work. A sample of 250 employees of HZL has been taken to get information about recruitment and selection process in HZL. Convenient sampling technique is used to collect data through self designed questionnaire. Research design is described by following points:

A) SAMPLE UNIT

Sample unit includes employees of HZL who are presently working or taken VRS or retrenched.

B) SAMPLE AREA

Sampling Area covers the Debari Plant and Administrative office of HZL Udaipur Office.

C) SAMPLE SIZE

A sample of 250 respondents has been taken for sample size to get information about recruitment and selection process in HZL.

D) SAMPLE METHOD

Non-Probabilistic convenient method of sampling is used to collect data through self designed questionnaire.

E) DATA COLLECTION

Primary data was collected for this research work and to achieve the objective too.

F) TIME OF RESEARCH

Data was collected in the month of January, 2018 to April, 2018

G) TOOLS AND TECHNIQUES

Percentage method and Average mean has been used to analyze the data.

IV. DATA ANALYSIS

The collected primary data was analyzed using proper statistical tools and methods. The results obtained after analyzing the collected data are present below using various tables and graphs:

Tables for Research Paper

Table 1: Distribution of respondent according to gender

Gender	N	%
Male	209	83.60
Female	41	16.40
Total	250	100.00

Source: Primary Data

Table 1 shows the distribution of respondent according to gender. Among 250 respondents there were 209 (83.60%) male and 41 (16.40%) female respondents. It exhibit that the number of male respondents were more as compare to female respondents.

Table 2: Distribution of respondent according to Age group

Age	N	%
Up to 35 years	37	44.40
35-45 years	33	46.40
Above 45 years	10	9.20
Total	250	100.00

Source: Primary Data

Table 2 shows the age wise distribution of respondent. This shows that maximum numbers of employees were youngster's upto 35 years of age were 37 (44.40%) reason behind this was "Privatization", 33 (46.40%) were between 35-45 years and 10 (9.20%) were above 45 years. Earlier HZL was public sector enterprise which was privatized in year 2002. Hence many old employees took VRS and new recruitments were done thus maximum work force in HZL is young.

Table 3: Distribution of respondent according to Education

Education	N	%
Below Graduate	16	6.40
Graduate	11	4.40
Graduate (Professional)	39	15.60
Professional Course	8	3.20
Post Graduate	71	28.40
Post Graduate (Professional)	100	40.00
No Response	5	2.00
Total	250	100.00

Source: Primary Data

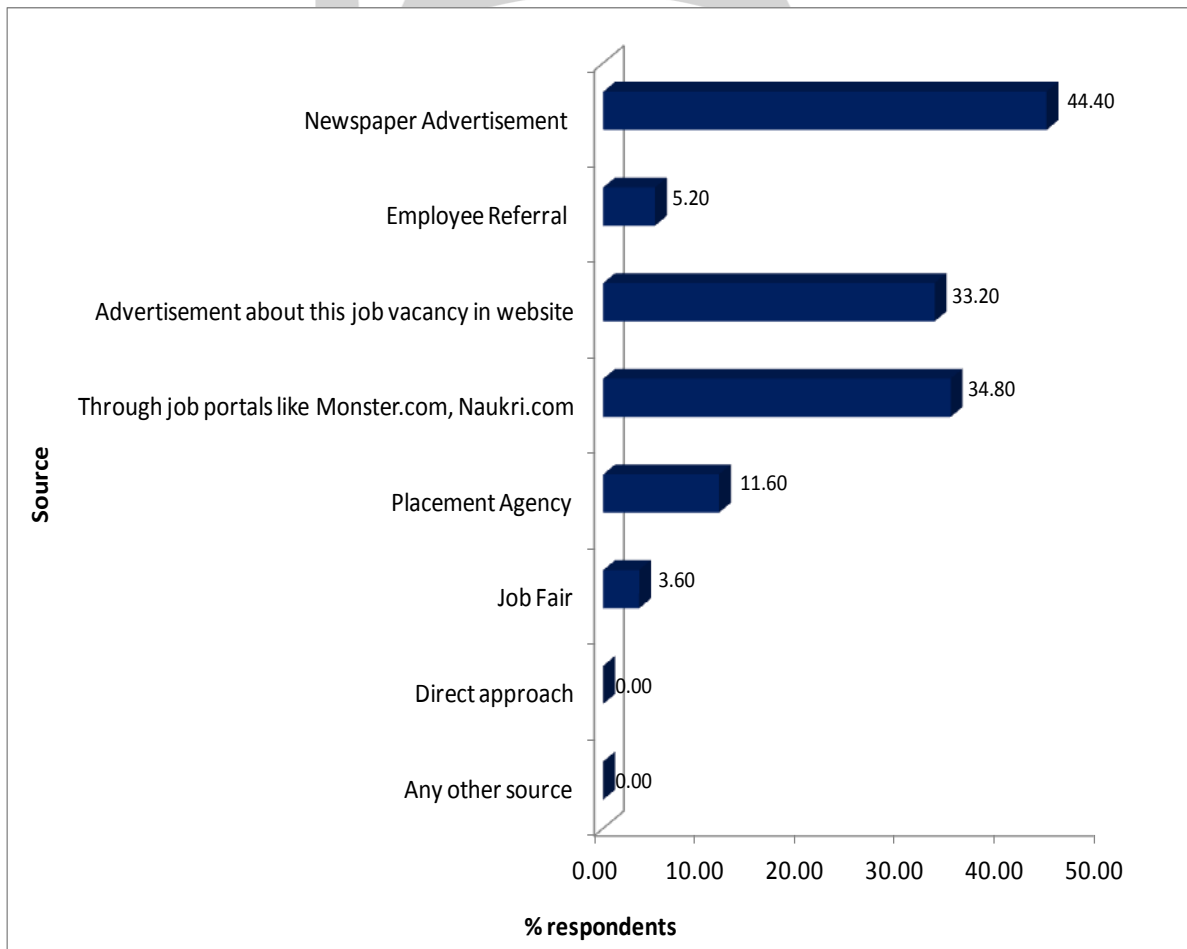
Above table 3 shows the education status of employees of HZL. The table shows that the preference is given to those who are post graduate and professionally post graduate in their studies like M.Com, M.Sc., MBA, MHRM, MSW, ME, MIB respectively, out of 250 respondents 16 (6.40%) were below graduate, 11 (4.40%) were found in graduate

group, 39 (15.60%) were from graduates (professional) group, 8 (3.20%) were from professional course group, 71 (28.40%) were from post graduate group. A large number of 100 (40%) were found post graduate professional and 5 (2%) respondents gave no response.

Table 4: Source of information about this job vacancy

Source	N	%
Newspaper Advertisement	111	44.40
Employee Referral	13	5.20
Advertisement about this job vacancy in website	83	33.20
Through job portals like Monster.com, Naukri.com	87	34.80
Placement Agency	29	11.60
Job Fair	9	3.60
Direct approach	0	0.00

Source: Primary Data



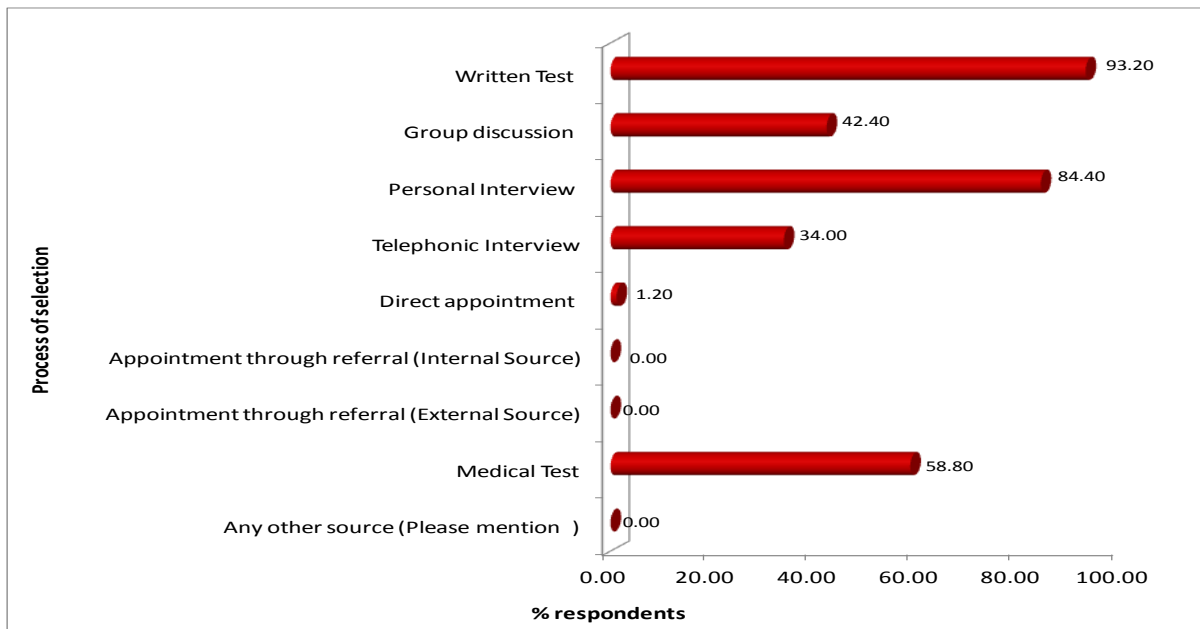
Graph: 1 Source of information about the job vacancy

Table 4 describes the sources through which employees got information about job vacancy. Out of 250 respondents majority of employees 111 (44.40%) got information from Newspaper Advertisement and 87 (34.80%) employees from Job Portals, 13 (5.20%) were from employee referral, 83 (33.20%), 29 (11.60%) were from placement agency, 9 (3.60%) were from job fair. No direct approach was followed for recruitment and selection for the vacancies. Those who are old employees (employee before privatization) got information about job vacancy from newspaper meanwhile new recruitments follow the latest technology like job portals, websites etc.

Table 5: The process of selection....

Process of selection	N	%
Written Test	233	93.20
Group discussion	106	42.40
Personal Interview	211	84.40
Telephonic Interview	85	34.00
Direct appointment	3	1.20
Appointment through referral (Internal Source)	0	0.00
Appointment through referral (External Source)	0	0.00
Medical Test	147	58.80

Source: Primary Data



Graph: 2 Process of selection

Table: 5 show the process of selection by which candidates are selected for desired post or designation. Process of selection was followed by 250 respondents: 233 (93.20%) were from written test, 106 (42.40%) were from group discussion, 211 (84.40%) were from personal interview, 85 (34%) were from telephonic interview, 3 (1.20%) were from direct appointment, 147 (58.80%) were from medical test. Mostly written test and personal interview is compulsory for the selection process. Medical test varies with the post or field. Group discussion is necessary for the post like Managers, Executives etc. and direct appointment in the company is negligible.

Table 6: Probation Period

Period	N	%
6 months	4	1.60
6 month – 1 year	91	36.40
1.0 – 1.5 years	64	25.60
1.5 – 2.0 years	91	36.40
Total	250	100.00
Average Probation Period = 1.5 years		

Source: Primary Data

Table 6 shows that the probation period varies according to position which a person is employed. It is a compulsory for each and every employee. Generally duration of probation period ranges from 6 months to 2 years and the average period of probation are 1.5 years. In other words no of 4 (1.60%) respondents had 6 months, 91 (36.40%) had between 6 months to 1 year, 64 (25.60%) had between 1 year to 1.5 year and 91 (36.40%) had between 1.5 years to 2 years of probation period.

Table 7: Things kept in mind while selecting employee

Things kept in mind	N	%
Reservation Policy of government	193	77.20
Personnel policy of other organizations regarding merit	141	56.40
Internal sources	57	22.80
Social responsibility in absorbing minority sections like women etc	165	66.00
Absorbing the retrenched or laid-off employees or casual/temporary employees	8	3.20
Absorbing dependents of present/former employees	13	5.20

Source: Primary Data

Table 7 shows the things which are kept in mind while selecting employee. Among the above things 193 (77.20%) employees selected from Reservation Policy of government, 141 (56.40%) were from Personnel policy of other organizations regarding merit, 57 (22.80%) were from internal sources, 165 (66%) were from Social responsibility in absorbing minority sections like women etc., 8 (3.20%) were from Absorbing the retrenched or laid-off employees or casual/temporary employees and 13 (5.20%) were from Absorbing dependents of present/former employees. When company was in public sector selection of employee followed the reservation policy of Government. Now in present scenario it takes care of not only merit but its social responsibility also which is its obligation under CSR policy. Organization takes care of its social responsibility by recruiting minority section, women employee too.

V. CONCLUSION

The analysis of collected data reveals that company pursues an effective and efficient recruitment and selection process for recruiting outstanding workforce for the organization. The study reveals that as per norms the company is following all type of rules and regulation in recruitment and selection process in both situations when it was in public sector and after privatization too. Previously it followed the reservation policies of government for recruitment and selection of employees and now when it has become private enterprise the rules and regulations for selection process are changed. It uses the latest technologies, techniques, preferences, qualifications, intelligence, merits, market demand etc. for recruitment and selection of its employees. They believe that their manpower plays a vital role in achieving value, growth and development with confidence. They also provide opportunities, training, support career advancement programs and give motivation to flourish themselves professionally and personally. Its main aim is to achieve the objectives and goals effectively and efficiently with their well qualified, experienced, talented employees. They innovates many creative ideas for recruitment and selection process in their organization. One of the creative ideas for recruitment and selection process in their organization is to give proper training programs in respective field or area than evaluating the performance of each and every aspirant an organization will choose a best deserving candidate as per the requirement.

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