

IMPACT ON RECRUITMENT AND SELECTION PROCESS AMONG THE RECRUITERS IN SELECTED HUMAN RESOURCE SERVICE CONSULTANCIES IN CHENNAI

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ABSTRACT

Recruitment is considered an extremely importance activity as it builds on foundation for the entire intellectual capital of the company and ensures quality culture in the organization. In the early years it was the employers who had dominated the market and employees were abundant in supply with no stake holder's activism. Then in the 1990's financial power become more abundant. However in the present scenario, Human Capital and has become the dominant force in the business today. The growing competitive environment results in paradigm shift in the recruitment strategy. Research indicates that there is a strong case of behavioural recruitment mode. The best organization succeed; not because of their people, but because, they have the right people. Skill, Knowledge and Attitude of the workforce are a critical input for the success of the organization. In the same way, source of recruitment for the jobs have to be made selectively. Hence there is a strong need for competency based recruitment and behavioural interview which can provide a desirable option.

Keywords: Recruitment, Intellectual Capital, Stake holders, Activism, Competitive Environment, Strategy, Research, Knowledge, Behavioural Interview,

1. INTRODUCTION

Recruitment practices have undergone a metamorphosis during the past two decades. Traditional sources like Advertisements, Newspapers, and Campus Recruitment involves considerable time and cost. To counter this, organizations have started experimenting with more innovative methods. Recruitment is the process of generating the pool of qualified applicants for organizational jobs.

RECRUITMENT

Recruitment and Selection can play a pivot important role in shaping an organization's effectiveness and performance. It is imperative to understand that Recruitment and Selection also have an important role to play in safeguarding employee performance and positive organizational outcomes. It is often claimed that selection of employee occurs not just to replace departing employees or add to a workforce, but rather aims to get in the employees who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

NEED OF THE STUDY

While Recruitment and Selection has its roots in humanistic beliefs, the need for it is increasingly felt by organization an account of two emerging realities. The chief one is effective response to the changing nature of expectations of people joining the labour force. The second one is to develop close and family like relationship with the employees by giving beneficial schemes, and by consciously developing informed relationship at all levels. They want to be more independent and less beholder to employer and find their own identity. They need more independence to express themselves. The reasons for the changing aspirations are many. The most important among these reasons are two: The social emphasis on democratic values and efforts to exhibit them though Mass Media and Industrial Relationship and having broadly satisfied minimum needs of security, the Motivational Structure of the urban population has been changing. This focuses on the need on the humanized organizational life and introduces human values in the organization and do merely focus on employees as individuals but also another human units and process in the organization.

2. STATEMENT OF THE PROBLEM

The term Recruitment and Selection process has become very popular in the last decade and especially in the last ten years. Many organizations have either started new Human Resource Development departments or have appointed Human Resource Development Executives or at least have strengthened their Personnel Department to look after the Recruitment and Selection functions. So, Recruitment and Selection is as essential process for organization survival and growth for facilitating human development there should an optimal of development, there should be an optimal level development climate in each organization. The concept of Recruitment & Selection is not value free and three emphases are involved in the concept of Human Resource Development. Firstly, person working in organization regarded as valuable resources implying that there is a need to invest time and effort their development. Secondly, human resource does not merely focus on employees as individuals but also another human units and process in the organization. Knowing the impotents of understanding the perception employees about various factors affecting the Recruitment and Selection in non - corporate sectors the researcher has formulated a research title A Study on Recruitment and Selection Process in Selected HR Services in Chennai.

3. REVIEW OF LITERATURE

- Lies and Salaman (1995) viewed, "Recruitment as a strategic level which is intimately linked to all other subsequent HR activities".
- Laurence Peter and Raymond Hull (1969), "A succession f internal recruitments may in fact result in a hierarchy of every employee tends to rise to his level of incompetence".
- Herriot (1989), Montgomery (1996) and Plumbley (1985) viewed, "The focus of recruitment is on matching the capabilities and inclinations of perspective candidates against the demands and rewards inherent in a given job".
- According to Rynas (1990) focused, "Recruitment encompasses all the organizational practices and decisions that affect either the number or type individual who are willing to apply for, or to accept a given vacancy".

- Walker (1992) defined, “Internal advertising and job posting can help facilitate the promotion of employees who are aptly qualified, without the advertising of positions internally; it is difficult to develop succession planning”.
- Kilibardha and Fonda (1997) stated, “Unclear use of recruitment and selection design might lead to type I error (not selecting the right candidate) and type II (selecting the wrong candidate).
- According to Crompton and Nankervis (1998) defined, “Internal advertising can help identifying people with talent otherwise would not be known personally to management.
- According to Singh (2002) explained, “The companies these days need not just more people but more talented people than ever before”.
- Satish Venkatachalam, Vice President – HR in SAPS Labs focused, “Recruiting people through an employee referral programme is like a double edge sword one who brings in people also take with him when he leaves”.
- Whetton and Cameron (2002) cite a six-step process of conducting an interview, what they named as PEOPLE-oriented selection interview process. Here the word ‘PEOPLE’ clearly explains the interview process: P = prepare, E = Establish rapport, O = Obtain information, P = Provide information, L = lead to close, and E = evaluate. Several contradictions arise among the scholars regarding effective interview techniques with respect to type of questions to be asked, kind of interview to be applied i.e. individual or panel, competency based or behavioural interviews, traits interview and so on.

RESEARCH GAP

This review of previous studies discusses the recruitment and selection process among the employers and employees and its causes and consequences in various organizations. The recruitment and selection process imbalance in the Indian context have been studied by a few researchers only in manufacturing sectors. But there is no exclusive study on Recruitment and Selection Process among the recruiters in various human resource service consultancies. Hence, the present study attempts to fill up the research gap.

4. OBJECTIVES OF THE STUDY

- To exhibit the socio-economic profile and social support of the recruiters only.
- To study the recruitment and selection Process among recruiters in selected human resource service consultancies.
- To find out the organization ability to acquire, retain and develop the best talent and skills among the recruiters.
- To discuss the importance outcome level of recruitment & selection process for recruiters in selected human resource service consultancies.
- To evaluate the impact of coping strategies on recruitment and selection process for recruiters in selected human resource service consultancies.

RESEARCH DESIGN & RESEARCH METHODOLOGY

Research Type	:	Descriptive Research
Sampling Technique	:	Stratified Proportionate random Sampling
Sample Size	:	338 Recruiters from selected Human Resource Services in Chennai.

Data Collection Method : Data is collected through primary as well as secondary sources. Through, primary source the data is collected through interviews of key persons in the organisation and through personal discussion and filling of questionnaire from Recruiters. Secondary sources consist of books, periodicals, newspapers and online resources.

5. DATA ANALYSIS, INTERPRETATION AND HYPOTHESIS TESTING

Three hundred and thirty eight questionnaires were distributed to the recruiters falling under selected human resource consultancies in Chennai. After eliminating the invalid questionnaires, 338 valid questionnaires were used for further analysis.

THE STATISTICAL TOOLS

Tools like Mean, T-test, Analysis of Variance (ANOVA), Multiple Regression Analysis, Explanatory Factor Analysis (EFA), Reliability Co-efficient, and Confirmatory Factor Analysis (CFA).

Hypotheses are used for the analysis purpose.

6. FINDINGS

- The significant difference among the group of recruiters is noticed in the case of all stages in process of recruitment and selection. The significantly associated important profile variables regarding the view on recruitment and selection process are years of experience, family income, personal income, family size and occupational background.
- The significantly associating important profile variables with the factors among the recruitment and selection are their personal income per month, family income per month, years of experience, occupational background and age of the recruiters.
- The highly associating profile variables with the perception on recruitment and selection process competencies are their personal income, family income, years of experience, family size and occupational background. The important factors of recruitment and selection process among the recruiters are their coping skills which is higher level.
- The significantly associating profile variables with the level of recruitment and selection process among recruiters are their personal income, family income, family size and age.
- The significantly and positively influencing dimensional recruitment and selection process inventory on the level of recruitment and selection process among the recruiters are their activeness, assertiveness, trustiness, optimism, emotional stability, decisiveness, sensitivity and leadership.
- The significantly and positively influencing recruitment and selection process factor on the coping strategies among the recruiters are their self awareness and self expression, change management and self motivation.

RECOMMENDATIONS

- E – service facility for the recruiters.
- Modern technique like interview through web camera facility for the recruiters.
- Intrinsic motivation programme to the recruiters in selected human resource service consultancies.

- Provision of family friendly programmes for the recruiters.
- Essential for policy development team for the recruiters.

7. LIMITATIONS

- The present study is confined in its scope to recruiters only.
- The present study is confined in its scope to recruiters in selected human resource consultancies in Chennai.
- The variables related to many aspects in recruitment and selection process are generated with the help of previous studies and also the view of experts.

FUTURE SCOPE

Future research work may be extended to recruitment and selection process among all the recruiters in all human resource service consultancies in Chennai. Even in the human resource service consultancies, a comparative study can be made on the recruitment and selection process among the recruiters at the company or industry level promise. The linkage between recruitment and selection process and its induction methods among the recruiters may be extended to find the impact of these balances on job performance, job satisfaction and affective organizational commitment.

8. CONCLUSION

The present study concludes that the recruitment and selection process among the recruiters in selected human resource service consultancies with their personal, family and organizational support. The important work related factors are supportive colleagues, work pleasure, empowerment and working hours whereas the important organizational factors influence the recruitment and selection processes are job satisfaction and job involvement. Even though, the selected human resource service consultancies have implemented many coping strategies to enrich the recruitment and selection process among the recruiters. The productivity and profitability of the companies may be increased only through cost reduction and effective utilization of human resources, since there is cut throat competition.

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