Recruitment and Selection Process

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ABSTRACT

This research is based on recruitement and selection procedure in HCL.

The study is carried on in a proper planned and systematic manner. This research includes:
Familiarization with the organisation.

Observation and collection of data.

Analysis of data.

Conclusion and suggestion based on analysis.

This research analyise the actual recruitement process in HCL and evaluate this process confirmed the objective of the industry is this process accepted or not.
Recruitment represents the first contact that a company makes with the personnel having potential to be employed. From the point of view of potential candidates, recruitment is the process thought which they come to know about the company and the nature of jobs that are being offered. Therefore, if recruitment process is carried on successfully.

INTRODUCTION

HCL Technologies

Recruitment is the process concern with the identification of sources from where the personel can be employed and motivating them to offer themselves for employment.
Whether and Davis have defined this as follows:

"Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruites are sought and ends when there applications are submitted. The result is a pool of applicants from which new employees are selected".

Lord has defined recruitment in terms of its competitive nature. He views that:

"Recruitment is a form of competition. Just as corporations compete to develop, manufacture, and market the best product or service, so they must also compete to identify, attract and hire the most qualified people. Recruitment is a business, and it is a big business".

WHY HUMAN RESOURCE MANAGEMENT IS IMPORTANT

An organization is nothing without human resources. What is IBM without its employees? Same is in a hotel industry. It is totally based on managing people or manpower in an efficient way.

When we think about the million of organization that provide us with goods and services, any one of more of which will employ us during our lifetime, often do we explicitly consider that these organization depend on people to make them operate? It is only under unusual circumstances, such as when clerks go on strike at our local supermarket, or the teachers walkout from our schools, colleges or employees working in an hotel industry, that we recognize the important role play in making organization work.

There are some question which are listed down in order to know how important HRM is are

:

•   How did these people come to be employees in an organization?

•   How were they found and selected?

•   Why do they come to work on a regular basis?

•   How do they know what to do on their jobs?

•   How does management know if the employees are performing adequately? If they are not, what can be done about it?

•   Will today‟s employees be prepared for the work the organization will require of them in ten, twenty - thirty years?

Management : It is the process of efficiently getting activities completed with and through other people. The management process includes the planning, organizing, leading, and controlling activities that take place to accomplish objectives.

With reference to our definition, Goals are the "activities completed". Limited resources are implied in "efficiently". People are those in "through other people".

☐ First goals are necessary because activities must be directed toward some end. There is a considerable truth in the observation that "if you don‟t know where you are going, any road will take you there". The established goals may not so explicit, but where there are no goals, there may be a need for a new managers or no need for managers at all.

☐ Second, there are limited sources. Economic resources are scarce therefore, the manager is responsible for their allocation. This requires not only that managers be effective in achieving goals that are established but they be efficient in relating output to input. They must seek a given output with a lower input that is now being used or, for a given input, strive for a greater output. It again depends how much the manager knows about his capacity and how he designs his planning structure and how efficiently he gives a better picture and utilizes it accordingly.

Managers , then are concerned with the attainment of goals, which makes them effective, and with the best allocation of scarce resources, which makes them efficient.

☐ The need for two or more people is third and last requisite for management. It is with and through people that managers perform their work.

Managers are those who work with and through other people, allocating scarce resources, to achieve goals.

HRM AND ITS FUNCTIONS

Human resource management is concerned with the "people" dimensions in management. Since every organization is made up of people, acquiring their services developing their skills, motivating them to high levels of performance, and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational goals.

To look HRM more specifically we suggest that it is a process consisting of four function

:-

Accusation, Development, Motivation and Maintenance - of Human Resource.

- **ACQUISITION FUNCTION**

The acquisition function being with planning. Relative to human resource requirements, we new to know where we are giving and how we are giving to get these. This includes the estimating demands and supplies of labour. Acquisition also includes the recruitment, selection and socialization of employees.

- **DEVELOPMENT FUNCTION**

It can be seen along three dimensions. The first is **employee training** which emphasizes skill development and the changing of attitudes among workers. The second is **management development**, which concerns itself primarily with knowledge acquisition and the enhancement of an executives conceptual abilities. The third is **career development**, which is the continual effort to match long-term individual and organizational needs. It also has a major function, it prepares the employees to adopt change at any point of time. Since the scenario of the market changes day by day it is very important for an organization to keep his employees ready to face the change, and accordingly change in order to adapt the change in order to sustain in this competitive market scenario.

- **MANAGEMENT FUNCTION**

The final function is maintenance. In contrast to the motivation function, which attempts to stimulate performance, the maintenance function is concerned with providing those working conditions that employees believe are necessary in order to maintain their commitment to the organization.

- **MOTIVATION FUNCTION**

The motivation function begins with the recognition that individuals are unique and that motivation techniques must reflect the needs of each individual. Within the motivation function alienation, job satisfaction, performance appraisal behavioral and structural techniques for stimulating worker performance, the importance of linking regards to performance, compensation and benefits administration and how to handle problem employees are renewed.

In recent years, more emphasis was given on manpower because of the change in the society, attitude of an individual etc. etc. In a study ASID i.e. the AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT recognized nine are of HRM.
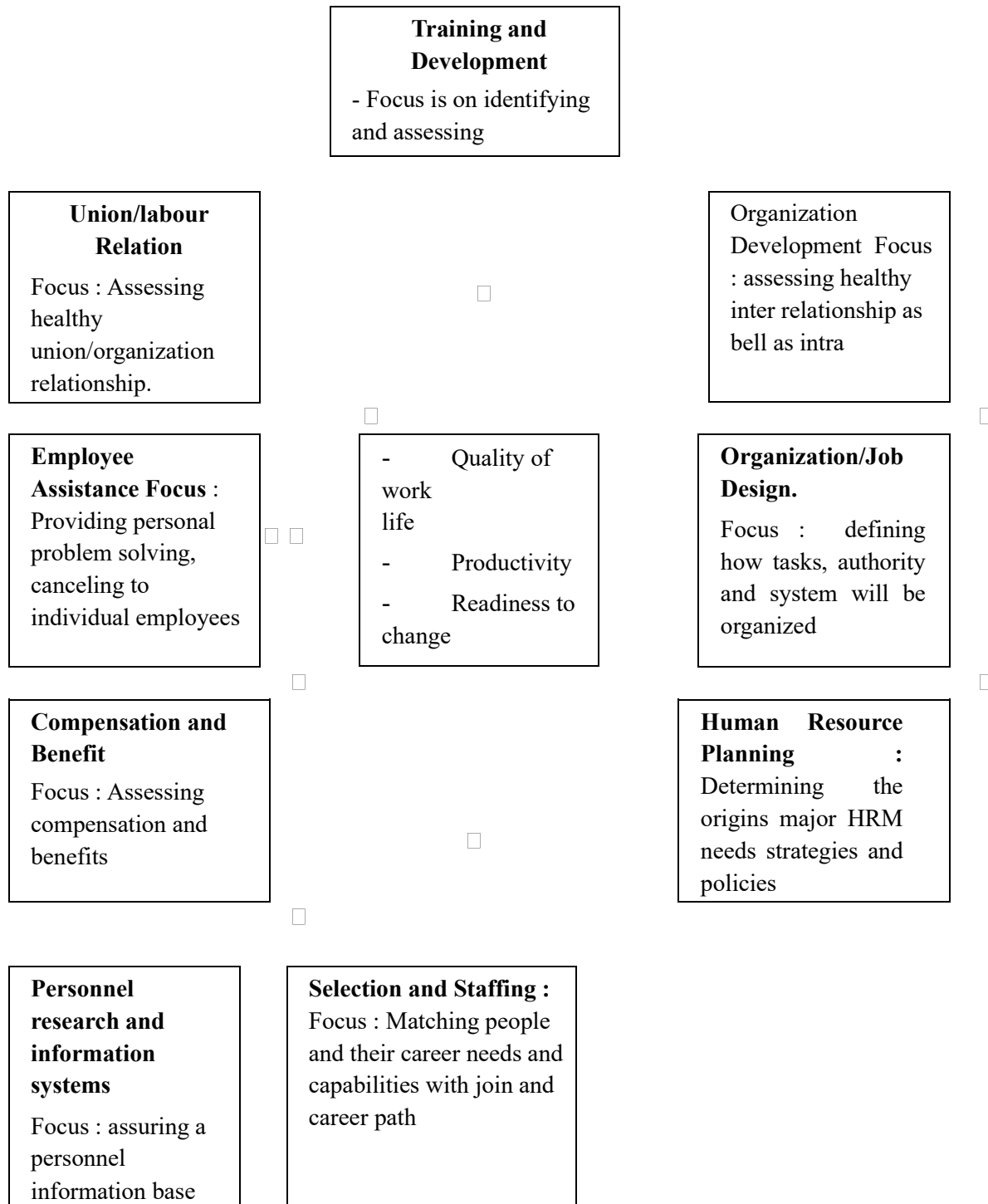
- Training and Development

- Organization and Development

- Organization/Job Design

- Human Resource Planning

- Selection and Staffing
- Personnel Research and Information Systems

- Compensation/Benefits

- Employee Assistance

- Union/Labour Relations

The outputs of this model are :

- Quality of Work Life

- Productivity

- Readiness to Change

HRM MODEL

Training and Development

- Focus is on identifying and assessing

Union/labour Relation

Focus : Assessing healthy union/organization relationship.

Organization Development Focus : assessing healthy inter relationship as bell as intra

Employee Assistance Focus : Providing personal problem solving, canceling to individual employees

- Quality of work life
- Productivity
- Readiness to change

Organization/Job Design.

Focus : defining how tasks, authority and system will be organized

Compensation and Benefit

Focus : Assessing compensation and benefits

Human Resource Planning : Determining the origins major HRM needs strategies and policies

Personnel research and information systems

Focus : assuring a personnel information base

Selection and Staffing : Focus : Matching people and their career needs and capabilities with join and career path

From the above introduction about Human Resource management, it has been pretty clear that how important is human resource and its allocation. Again it depends on human resource planning. So the next question which arises is what is Human Resource Planning?

SCOPE OF THE STUDY :

At this point we are nor concerned with desirability of recruitment process since it can not be avoided. Instead our concern is focussed of those questions like recruitment for what purpose. On what basis should it be written down and

saved or not? If saved for ever or for a year or two? These are issue to be argued and these are the elements that make manpower planning ground or bad, effective or ineffective.

Recruiting and screening is the first line of defense when it comes to bringing the right people into the organization. Determining who the right people are should not end with experience and education, but with personality, attitude, communication abilities, and other behavioral characteristics that fit the organization.

The overall aim of the recruitment & selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company. Hitting the hiring bull's eye is one of executive most important and most difficult responsibilities. Using interviews, reference checks and sometimes-even personality tests, they try to infuse logic and predictability into hiring. Still, success remains elusive.

If hiring has always been a daunting task, today's economy makes it more so. The global scope of business has increased the demand for talented senior executives in the corporate ranks. Meanwhile supply is shrinking as more and more people-in particular promising MBA's choose to work for start up ventures or go into businesses for themselves. At the same time the nature of work itself is in flux.

Until the 1990s, jobs were pretty uniform. In the classic, functional organization cultures were relatively comparable, too - formal, hierarchical, and based on individual achievement. But with the advent of new organizational forms such as joint ventures and strategic alliances and with growing prevalence of teams, free agents and networking, finding the right person to fill a job has become more complex.

What competencies, after all these new kinds - of companies and cultures require? Nowadays the CEO's of two companies in the exact same industry may need entirely different skills and personal styles to succeed.

Many talented people leave their organizations because senior managers don't understand the psychology of work satisfaction; they assume that people who excel at their work are necessarily happy in their jobs. Strong skills do not always reflect or lead to job satisfaction. Many professionals, particularly the leagues of 20-30 something's streaming out of today's MBA programs, are so well educated and achievement oriented that they could succeed in virtually any job. But will they stay?

The answer is, only if the job matches their deeply embedded life interests.

Personal values have changed with workers of the new millennium. Employee/ employer loyalty has diminished and work environment and a "work/life" balance are more important than ever. It is clearly evident that as we move into new millennium, only companies that have a world-class recruitment, placement and retention solution will survive.

Considering the above scenario studying the recruitment and selection strategies was the most appropriate topic for my summer internship.

SIGNIFICANCE OF STUDY :

Without focussing the pattern of management, organisation philosophy highlights on achieving a surely where all citizens (employees) can lead a richer and fuller life. Every organisation, therefore, strikes for greater productivity, elimination of wastes, lower costs and higher wages, so the industry needs a stable and energetic labours force that can boast of production by increased productivity. To achieve these objectives a good recruitment process is essential. By which industry strikes right number of persons and right kind of persons at the right time and at right places through and the planning period without hampering productivity.

PURPOSE OF THE STUDY :

The objective of the study is to analyse the actual recruitment process in HCL , and to evaluate how far this process confirm to the purposes underlying the operational aspects of the industry. How far the process is accepted by it ? And what are the options of the family members of the organisation? The study on recruitment highlights the need of recruitment in HCL Technologies Limited.

METHODOLOGY :

HYPOTHESIS

The organisation follows a systematic recruitment process, which contributes towards continuous flow of production without shortage or excess of labours.

SAMPLING

The study covers 30 samples(10 executive, 20 workers) from different departments/ sections of HCL as sample in order to elicit relevant facts. Since it is not possible to approach each and every manpower of the organisation.

UNIVERSE:

An executive and a worker irrespective of their position and placements in any of the departments of the organsiation is considered as unit of study.

METHOD OF DATA COLLECTION:

The primary as well as the secondary sources was used for collection of data. In primary source of data collection the interview schedule and questionnaire and opinion survey were used and in secondary source of data collection relevant records, books, diary and magazines were used. Thus the source of data collection were as follows:

SOURCE OF DATA COLLECTION

PRIMARY   **SECONDARY**

1.   Interview schedule   1. Diary

2.   Schedule   2. Books

3.   Opinion Survey   3. Magazines

The investigator used structural interview schedule, questionnaire and opinion survey for collection of data from primary source. Interview schedules were used for workers clerical, category and questionnaires were used for supervisory and executive cadre and opinion survey was used to know the technology, perceptions, thoughts and reactions of the executives, employees/workers and trade union members of the organisation.

The investigator used the secondary source like diary, books, magazines and other relevant records for collection of data to know about the industry as well as the respondents.

TABULATION, ANALYSIS AND INTERPRETATION:

After completion of data collection the editing of the responses go obtained was done. This edited data further codified and code book was prepared. On the basis of these tables the data were interpreted and analysed and conclusion was drawn.

LIMITATIONS:

Every scientific study has certain limitations and the present study is no more exception. These are: -

1.   Interviewing of the executive of top echelon position who are making recruitment is busy in the Organisation State of affair. So it is not possible to contact all of those every busy executives.

2.   The terminology used in the subject is highly technical in nature and creates a lot of ambiguity.

3.   Confidentiality of the management is the strongest hindrance to the collection of data and scientific analysis of the study.

4.   All the secondary data are required were not available.

5.   Respondents were found hesitant in revealing opinion about supervisors and management.

In spite of all these limitations, the investigator has made an humble attempt to present an analytical picture of the study with some suggestion for the long run implementation.

CONCEPTUAL FRAME WORK OF RECRUITMENT PROCESS

Human resource Management classically pertains to planning; recruitment, selection, placement, induction, compensation, maintenance, development, welfare etc. of Human Resources of any organisation to enable the organization to meet its objective while also enabling the human resources to attain their individual goals.

As is evident from the definition of the concept the entire theme revolves centrally around human resource and its role in enabling simultaneous satisfaction of individual and organizational goals.

The immediate conclusion that follows from this is that the prime movers of the organisation are the individuals. The process of bringing employees into the folds of organisation is termed as recruitment and can be unambiguously treated as the central pillar for foundation stone of the entire concept of human resource management.

It is easy to see why recruitment has accorded such a high position out of the various facets of human resource management. The reason is simply that unless one has human resource in the organisation whom will the human resource managers manage or whose energy will they channalise productively and usefully.

Keeping this idea into mind this Projects is an attempt to study various options that are available both theoretically as well as practically for an organisation to launch itself into the task of recruitment.

The entire report is divided into various sub-sections which appear in a chronology of events that are steps in the process.

DEFINITION

The success of and organisation largely depends upon the Team of the skilled and qualified human resources who are chosen out of number of applicants for the job. It is the primary duty of the HRD department to procure and maintain an adequate qualified working force of various personnel necessary for manning the organisation.

Procurement function of personnel Department includes three major sub-functions- (A) Recruitment; (B) Selection: and (C) Placement on the job.

Recruitment is the positive process of employment. The process of Recruitment is to identify the prospective employees, attract, encourage and stimulate them to apply for the job, Interview the eligible and select them for a particular job in the organisation.

Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting selection of an efficient working force.

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OBJECTIVES

1.   To structure the Recruitment policy of HCL Technologies Limited for different categories of employees.

2.   To analyse the recruitment policy of the organisation.

3.   To compare the Recruitment policy with general policy.

4.   To provide a systematic recruitment process.

SCOPE OF RECRUITMENT

It extends to the whole Organisation. It covers corporate office, sites and works appointments all over India.

It covers workers, Clerical Staff, Officers, Jr. Management, Middle Management and Senior Management cadres.

CATEGORICALLY CLASSIFICATION OF EMPLOYEES OF HCL

CATEGORY I   All workmen, All Assistants (Accounts, Stores, Field), clerk, Typist, Steno-Typist, Stenographer, Computer Operator.

CATEGORY II   Accountant, Store keeper, Supervisor up to the level of Officers, Designer, Jr. Engineer, P.A, Sr. P.A, EDP Programmer up to officer, Admin./ personnel / HRD officer, Inspector.

CATEGORY III   Secretary, Executive Secretary, Management Trainee, Asst. Engineer, Engineer, Sr. Engineer, Sr. Programmer, Sr. Officer, Asst. Manager, Dy. Manager, Manager, Sr. Manager, Works Superintendent.

CATEGORY IV   AGM, DGM, GM, SR. G.M.

CATEGORY V   VP & above.

ORGANISATION STRUCTURE OF HCL

A brief introduction to **Divisional / Departmental** heads.

CHAIRMAN AND MANAGING DIRECTOR:

CMD holds to most position in the organisation. He is the owner of the Company. He guide the functional heads to smoothen their activities. It is the key position in the organisation.

DIRECTOR OPERATIONS:

He is the overall incharge of P&A, HRD, Systems, TQM and Critical Issues.

GM-PRODUCTION:

He is the overall incharge of works. He is directly involved in production planning. He formulates various policies for betterment of the product. He issues guidelines to Production Department and Quality Control Department for implementation of the policies.

VP-FINANCE:

He is directly involved in finance matters and finance policy. He is also involved with personnel department for wages compensation, salaries and other financial benefits.

AGM- PERSONNEL & ADMINISTRATION :

He is the overall incharge of personnel, Administration and Industrial Relations of the group and also oversees the HRD activities.

SR.MANAGER-CORPORATE HRD:

HRD Department is responsible for better utilisation of manpower through Recruitment"s, Selections, Training, Development, Retention and Welfare of the group. It is involved in policy formation and its implementation.

VP-MHD:

He is the profit center head of the Material Handling Division. He is responsible for Design and Projects Execution.
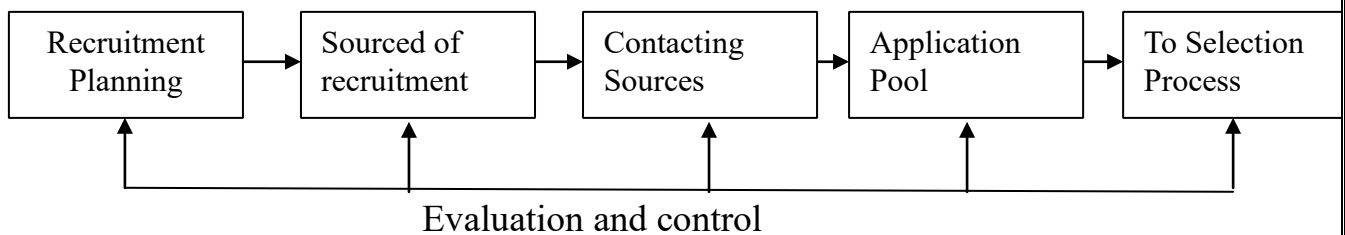
VP-BUSINESS DEVELOPMENT:

He is the main source of Business Procurement to MHD.

SR.GENERAL MANAGER
He is responsible for marketing, Design, Estimation and Projects Management.

PROCEDURE OF RECRUITMENT

Recruitment is a process consisting of various activities, through which search of

prospective personnel - both in quantity   and quality - as indicated by human resource

planning and job description and job specification is made. This process includes

recruitment p lanning, identification of recruitment sources, contacting those sources, and

receiving, application from prospective employees. These applications are, then passed on

to selection process as shown in figure.

| Recruitment Planning | → | Sourced of recruitment | → | Contacting Sources | → | Application Pool | → | To Selection Process |

Evaluation and control

SOURCES OF RECRUITMENT

Sources of recruitment can be classified into two categories

(i)   Internal Sources

(ii)   External Sources

INTERNAL SOURCES:

Internal sources of recruitment means promotion of employees from the lower rank to the upper rank. Majority of companies have established a policy of promotion from within that is, vacancies other than at the lowest level are filled up by promoting the personnel to the higher rank. Such practice leads the healthy progressive atmosphere and the cost of training and the rage of labor turnover.

This source of recruitment is generally adopted to fill vacancies of middle and top personnel.

EXTERNAL SOURCES:

It is always not possible to recruit the employees from within, especially vacancies at lower level or recruitment at the time of expansion of the firm or where job specification cannot be met by the present employees, the employer has to go to external sources of manpower supply. Amongst the most commonly used outside sources are as follows:

1.   **ADVERTISEMENT:**

Advertisement in newspapers and journals is now an external popular source of recruiting staff. For all types of types of vacancies employers resort to advertising but it is the most suitable source for filling the vacancies of technical and senior personnel. All particulars regarding the job and the qualifications of the perspective candidate are given in their advertisement. Candidates processing the requisite qualification apply for the job.

2.   **TECHNICAL INSTITUTIONS:**

Campus interview is a very useful source of recruitment for a full range of jobs. The employment managers of the enterprises maintain a close liaison with the University and Technical institutions. This method is used for recruiting Officer, Apprentices, Engineers or Management Trainees. Technical Institutions empanel the promising young talents for employment and refer their names to the prospective employers as and when asked for.

3.   **EMPLOYMENT EXCHANGE:**

Employment exchanges are regarded as good source of recruitment for unskilled, skilled or semiskilled operative jobs. The job seekers get their names registered with employment exchanges managed and operated by the Central and State Government. The employers notify the vacancies to be filled in by them to such exchanges and the exchanges refer the names of prospective candidates to them.

4.   PRIVATE AGENCIES:

Some private agencies are also doing a great service in recruiting technical and professional personnel. They provide a nationwide service in attempting to match the demand and supply of personnel. Many private agencies tend to specialize supply of personnel. Many private agencies tend to specialize in a particular type of jobs like Sales, Marketing, Technical Professional.

5.   PERSONNEL CONSULTANTS:

Consultants who specialize in the recruitment of managers and other senior officials are now being called upon to assist the management in filling of these posts. Companies hire the services of these consultants at the time of recruitment of the senior officials. These consultants agencies, on receiving requisition from the client companies, advertise job description in leading newspapers and periodicals without disclosing the names of the employers.

6.   PROFESSIONAL BODIES:

Some professional institutions like Institute of Chartered Accountant , I.C.W.A.I., Institute of Company Secretary etc. maintain a register of qualified persons from which they recommend the names of the job seekers to the employers when asked for.

7.   UNSOLICITED APPLICATIONS:

An organisation of repute draws a steam of unsolicited applications at the company's office. These applications are screened and places in the relevant Data Banks. Whenever needed to locate suitable candidates for that particular skill these are used.

8.   RECRUITMENT AT THE GATE:

Sometimes direct recruitment of workers is made at the gate of the factory or office. Generally, the number of vacancies, nature of work and time of interview are notified by the Personnel Department on the blackboard at the gate. Prospective candidates attend the interview at the appointed time and get the appointment. This system of recruitment is generally used to recruit the unskilled workers.

9.   PART TIME EMPLOYEES:

Sometimes, persons are employed to dispose of the heavy seasonal work or the areas of work of temporary nature on part time basis. These part time employees form a good source of labours supply as and when vacancies occur. Vacancies are filled up among them if they fulfil the requisite qualification to suit the jobs.

10.   LEASING:

The short term fluctuations in personnel needs may be stabilized through leasing of personnel for some specified period from other industries, offices and units. This system of leasing has been well adopted by the public sector organizations. With the rapid growth of public sector, the acute shortage of managerial personnel, particularly at higher levels, they borrow the personnel of requisite caliber from the Government Departments. At the end of their term they are given an option to choose either their parent services or the present organizations.

11.   TRADE UNION:

In some companies trade unions also assist in recruiting the staff. This sense of cooperation helps in developing the better labor relations. This source of labor supply cannot be relied upon on the ground that sometimes trade unions support a candidate who in not fit for the job and is not acceptable to management. Such view really worsens the labor relations.

However, this method is not being adopted by out organisation.

SELECTION TEST

Psychological tests are essentially an objective and standardized measure of a sample of behavior. Objective of this definition refers to the validity and reliability of measuring instruments. It also means the job relatedness of the test.

KINDS OF TEST

Following tests are adopted for selection:-

1.   Achievement
2.   Aptitude
3.   Interest
4.   Personality 5. Intelligence.
6.   Leaderless Group Discussion
7.   Interview

1.   ACHIEVEMENT TESTS

This test measures a person"s potential in a given area. This test measure the skill which involves performance of a sample operation requiring specialized skill and believed to be satisfactorily answered by those who have some knowledge of the occupation and trade.

2.   APTITUDE TEST

This measures ability and skills. Specific aptitude tests have been designed for jobs that require clerical, mechanical, and manual dexterity. Aptitude tests do not measure motivation. Aptitude test is supplemented by interest and personality test.

3.   INTEREST TESTS

This test has been designed to discover a person"s area of interest, and do identify the kind of work that will satisfy him.

4.   PERSONALITY TESTS

Personality tests assess individuals motivation, predisposition and other pattern of behavior. The personality tests, more often than the intelligence, achievement or aptitude tests, predict performance success for jobs that require dealing with people. Dimensions of personality such as interpersonal competence, dominance-submission, ability to lead and ambition are more suitably measured by the personality test.

5.   INTELLIGENCE TEST

This tests generally aptitude ones. The scores on intelligence tests are usually expressed as Intelligence Quotient (IQ), which are calculated by the following formula.

$$IQ = \frac{Mental\ Age}{Actual\ Age} \times 100$$

6.   LEADERLESS GROUP DISCUSSION

The essential feature of this technique is that instead of the candidates being interviewed separately, they are brought together in gourp of six to eight for informal discussion, and absolved and evaluated by the selectors. The two kinds of group discussions are one, where the group is given a problem to discuss and the individual member is free to choose his own approach to solving this problem; and two, where each individual is allotted an initial position and supplied with supporting information to defend his position.

The advantage of this method is that the decision to hire a person can be made within a very short time, and the selector can evaluate the candidate"s personality or leadership qualities very well.

7.   INTERVIEW TECHNIQUES

The interview technique consists of interaction between interviewer and interviewee (applicant).
Following are the methods of interview technique:-

1.   PRELIMINARY INTERVIEW

These interviews are preliminary screening of applicants to decide whether a more detailed interview will be worthwhile. The applicant is given job details during the interview to afford him freedom to decide whether the job will suit him. It is argued that preliminary interviews are unsatisfactory, first because they might lead to the elimination of many desirable candidates, and second, because interviews may not have much experience in evaluating candidates. The only argument for this method is that it saves the company"s time and money.

2.   DEPTH INTERVIEW

Depth interviews cover the complete life history of the applicant and include such areas as the candidates work experience, academic qualifications, health, interests, and hobbies. It is an excellent method for executive selection, performed by qualified personnel. It is however. Costly and time consuming.

3.   OATTERNED INTERVIEW

Patterned interviews are a combination of direct and indirect questioning of the applicant. What is to be asked is already structured. The interviewer has certain clues and guidelines to areas which should be probed deeply. The interview also encourages the candidate to express the relevant information freely.

SELECTION METHODS

A variety of methods is used to personnel. The selection pattern, is not common for all organizations. It varies from one to another, depending on the situation and needs of the organization.

APPLICATION BLANK

The application blank is a highly interview in which the questions are standardize and determined in advance. It tests the applicant"s ability to write, organize his thoughts, and present facts. A number of application blanks give the impression that "if you have seen one you have them all. Despite the diversity, all application blanks essentially require three broad categories of information.

A.   BIOGRAPHIC DATA

This is concerned with such variables as age, sex marital status and number of dependents. This also have used items like the local address, age, previous salary and age of children and have found no difference in long and short tenure employees.

B.   EDUCATION AND PAST EXPERIENCE

This is concerned with grade point, average, division and percentage of marks as prerequisites for a job.

C.   REFERENCES

References are letters of recommendation written by previous employees or teachers. The general format is a paragraph or so on the person. Besides inaccurate facts, this can be attributed to the referee"" inability to assess and describe the applicant, and his limited knowledge about him.

DATA ANALYSIS INCLUDING OPINION SURVEY OF EXECUTIVES STAFF/EMPLOYEE REGARDINDING RECRUTIMENT POLICY OF HCL

MANPOWER POSITION OF HCL.
IN THE LAST 10 YEARS

YEAR	H.O (CORPT)	FACTORY	FIELD	TOTAL
1995	80	200	104	414
1996	82	200	109	426
2015	82	202	109	428
2016	81	198	110	431
2017	81	195	120	440

2018	75	186	115	413
2019	76	190	118	439
2020	78	192	130	464
2021	76	188	134	464
2022	70	142	120	389

From the above table it is shown that increase in recruitment of manpower is based on availability of Projects and diversification of business. At the saturation point of one business it diversifies to another business which is highly required for a business house. There is a little bit effect of non-availability of Projects and diversification of business on manpower positions. In this way HCL, avoids retrenchment and lay off and adjust the deficit and surplus manpower within the organisation.

COMPARATIVE STATEMENT OF MANPOWER POSITION & PROFITABILITY OF
THE ORGANISATIONS SINCE LAST 10 YEARS

YEAR	MAMPOWERST RENGTH	PROFIT / LOSS (RS. In Las)	P/ L BY RECRUITING ONE EMPLOYEE (In RS.)
2015	428	249.47	58287
2016	431	195.11	45269
2017	440	225.73	59302
2018	413	280.35	67881
2019	439	192.37	43820
2020	464	242.27	52213
2021	464	215.15	46362
2022	383	180.22	47054

It is clear from the above table that when recruitment of manpower increases profitability of the organisation decreases and when recruitment of manpower decreases profitability of the organisation increases. So it is clearly understood that cost benefit analysis is not done properly before recruitment or creation of a position in the organisation.

YEARWISE EXECUTIVES (VP AND MANAGERS) AND NONEXECUTIVES (SUPERVISORS AND STAFFS) STRENGTH OF M/S. HCL.

YEARS	EXECUTIVES	NON-EXECUTIVES	RATIO
2015	16	154	1:10
2016	16	154	1:10
2017	17	158	1:9
2018	15	150	1:10
2019	18	160	1:9
2020	20	165	1:8
2021	20	165	1:8
2022	16	155	1:10

From the perusal of the above table it is found that the ratio of span of control of HCL, is approximately 1:10 which is very good for an organisation in increase in the productivity for better cost control. But it may not leads to proper supervision and quality of work.

Optimum utilisation of non-executives staff may not be achieved.

OPINION SURVEY:

Certain schemes yield more fruitful results in certain conditions and with some specific objectives. Needless to say that management practices differ from organisation to organisation. But the fact is that success does not follow automatically, the people who implement the system that matters just as the authority without acceptance have no meaning. Recruitment process without trust of employees and organisation has no value how hobble the objective may be so an attempt is made to study the attitude of those who are participating in recruitment process before giving any suggesting and concluding remarks. For this purpose research has taken opinion of 20 executives and 50 worker/employee of different departments/sections of the organisation. The questionnaire prepared and circulated may them is reproduced below indicating their responses to each question.

Questionnaire circulated among 20 executives	Yes	No	No Response
	40%	50%	10%
1. Are you in support of recruitment policy?	40%	50%	10%
2. Whether the existing recruitment policy is linked to productivity?			
3. Do you feel that manpower recruitment has been rationalised by way of automation?	10%	80%	10%
4. Whether the existing recruitment policy is getting will supports for the top management?	70%	20%	10%
5. What are the benefits you are deriving from the existing recruitment policy?			
a) Reduction on labor cost?			
b) Effective utilisation of human resources?	60%	30%	10%
c) Maintaining timing in recruitment and staffing schedule?	25%	65%	10%
	60%	30%	10%

6. Do you feel that job evaluation and job analysis helps in manpower recruitment in your organisation?	85%	5%	10%
7. Do you think that the personal recruited from external sources is more desirable than the internal sources?			
8. Whether cost benefit analysis is done before recruitment?	10%	80%	10%
9. Are you satisfied with the existing recruitment system of the organisation?			
10. Do you feel that performance appraisal helps in recruitment process?	30%	60%	10%
11. Do you feel that training will effect to recruitment process?			
12. Do you think job rotation will affect the recruitment policy?	35%	55%	10%
13. How are you controlling the shortage and excess of manpower?	65%	25%	10%
a) By employing casual worker	65%	25%	10%
b) By employing extra hours			
c) By lay off / retrenchment	50%	40%	10%
	90%	Nil	10%
	90%	Nil	10%
	Nil	90%	10%

From the response indicated above it appears that the prevailing recruitment policy has definite impact on the organisation. Most of the executives showed positive response to different questionnaires by virtue of manpower planning they used proposed deletion of manpower planning they used proposed deletion or addition of man in the organisation for a planning period. The excess or shortage are being adjusted and hence misutilisation is mere chance. The executives did not respond to the lay off and retrenchment for reduction in available human resources. Form the questionnaires it appears that the managerial staff are only interested for filling of the vacancies of higher post from out

of the internal sources. This attitude will seize the professional approach of the organisation and may not able to induct fresh brain. From the answers of most of the managers it is observed that they want entry of new managers should be avoided and fresh recruitment shall be limited up to only staff cadre and not above that. From the answers of most of the executives it appears that cost benefit analysis is not properly followed by the organisation and job rotation also not followed properly in the organosation which make an employee all rounder in all respects. By which, in the absence of an employee the work will not discontinue.

QUESTIONNAIRE CIRCULATED AMONG

20 EMPOLYEES/ WORKMEN:	Yes	No. Response	No.
1. Are you satisfied with the existing recruitment policy in your organisation?	25%	65%	10%
2. Do you feel work load in your department?	20%	70%	10%
3. Do you feel of your optimum utilisation?	25%	65%	10%
4. Do you satisfied with your job?	25%	65%	10%
5. Do you feel that motivation is main factor for optimum utilisation of existing manpower?	75%	15%	10%
6. Do you feel that recruitment of lower level staff from external source is desirable than internal source?	50%	40%	10%
7. Do you feel that training imported by your organisation helps in improving your performance?	60%	30%	10%

From the response to the above questionnaires it is clearly indicated that most of the workmen are dissatisfied about the existing recruitment policy. They are not given chance for their development. Their skill efficincies are not recognized by the company.

CONCLUSION

Studying the recruitment procedures of HCL, analysing the respondents answers, opinion survey and date analysis the researcher came to a conclusion that HCL is a growing Company. It has a separate personnel department which is entrusted with the task of carrying out the various policies, programmes like recruitment selection, training etc. effectively and efficiently. The business of HCL is carried on in a very scientific manner. In the saturation point of business it need not waste the time to diversify into the another business. Management understands the business game very well. At the time of difficulty it takes necessary action to solve the problem. Now the personnel department of HCL is in infancy stage. It always try to modernize the department. It strongly believes in manpower position of the organization because it knows in the absence of „M‟ for man all „Ms‟ like money, material, machines, methods and motivation are failure. It always tries to develop the human resources. In the absence of right man, material, money, machines all things will not be properly utilized. So it always recruits manpower in a scientific manner.

FINDINGS & SUGGESTIONS

FINDINGS

1.   Under recruitment Procedures Requisition System is incorrect because the replacement does not require fresh approval, unless it is in place of termination.

2.   The data banks are not properly maintained.

3.   The dead bio-data are never being destroyed.

4.   Proper induction is not given to all the employees. It reserves to only a few levels.

5.   Salary comparison is not justifies. Old employees are demoralized by getting less surely then new employee.

6.   Salary fixation has a halo effect .

7.   Recruitment procedure is not fully computerized.

8.   Manpower"s are recruited from private placement consultancy, who are demanding high amount of fees, where as HRD Department is not fully utilised to recruit manpower by advertisement.

9.   Before recruitment cost benefit analysis is not done properly. It causes manpower surplus which makes loss in the industry.

10.   Manpower is recruited from reliable source however efficiency does not recognise.

SUGGESTIONS

1.Fresh requisition requires approval and not replacement.

2.   The Data Banks should be computerised.

3.   The dead CVs should be destroyed.

4.   Each level of employee should be formally inducted and introduced to the Departmental Head. If not all levels, at least Asst. Manager and above category of employees.

5.   Salary comparison should be seriously done to retain the old employees.

6.   Proper salary structure to be structured to attract people and make it tax effective.

7.   Cost benefit analysis should be alone before creating a position or recruitment of manpower.

8.   Recruitment process should be fully computerised.

9.   External source should be given equal importance with internal source. By which new brain will be inducted in the company with skill, talent, efficiency etc.

10.   Manpower planning should be followed before recruiting.

11.   Proper inquiry should be done regarding previous employment of a candidate before recruitment to avoid industrial disputes.

ANNEXURE 1

QUESTIONNAIRE TO EXECUTIVE

1.   a) Name of the respondent :

b)   Date of joining:

c)   Employment NO:

d)   Designation:

e)   Department:

2.   Details of the Organisation:

a)   Name :

b)   Address:

c)   Nature of Production:

d)   Location;

e)   (i) Are the organisational activities

   concentrated anywhere? (Yes/No)

(ii)If yes, then where?

f)   When started?

g)   Production figure of last 10 years

YEAR	TARGET	ACTUAL PRODUCTION
1995		
1996		
2015		
2016		
2017		
2018		

2019

2020

2021

2022

h) Capital invested in the last 10 years:

YEAR	CAPITAL INVESTED
1995	
1996	
2015	
2016	
2017	
2018	
2019	
2020	
2021	
2022	

i) (a) workforce strength (10 years)

	1995	1996	2015	2016	2017	2018	2019	2020	2021	2022
i. Unskilled										

ii.   Semiskilled iii. Skilled iv. Highly skilled (b) Employees strength (10 years)

Managerial No.	1995	1996	2015	2016	2017	2018	2019	2020	2021	2022
Supervising No.										
Clerical No.										
Others No.										

j) (a) Organisation Chart:

(b) Method of wage payment   (%age of employee covered)

Time rate

Piece rate

Any other method

(C) Factors which influence wage determination for different categories of workers.

(d) Method of wage determination

(i)   Collective bargaining

(ii)   Wage board

(iii)   Any other method

3. Are you satisfied in your job? Satisfied/Not-Satisfied

i)   Are you satisfied with the existing manpower position your department? (Satisfied/Non-Satisfied) ii)   If not, do you need more manpower in your department? (Yes/No)
iii)   Is it justified according to your workload? (Justified/Not Justified) iv)   Kindly give reasons for your answer in brief.
4.   (i) How do you ascertain the need of manpower in your department? Mention the technique of manpower assessment.

(ii)Whether the planning period is long range/Medium range/Short range.

(iii)Whether the process of recruitment is approved by top management.
5.   (a) How the personnel are recruited?

(i)   Through external source

(ii)   Through internal source

(iii)   Or the both

(b)   Are you satisfied with the existing recruitment system of the organisation? (Yes/No) (c) Kindly give reasons foe your answer briefly.
6.   While recruiting the new personnel:

(a)   Is there any job evaluation or job analysis procedure adopted? (Yes/No)

(b)   Is there rate of labours turn over exactly calculated? (Yes/No)

(c)   What are the requisite sources to fill the vacancies

(i)   Through employment exchange

(ii)   Advertising through T.V, Radio, Magazines and other Journals.

(iii)   Through campus interview.

(iv)   Through management consultancy.

(v)   At factory gate from any reliable source

7.   while the selection procedure is going on

(a)   Is the interview conducted in a special room?(Yes/No)

(b)   Whether the organisation conducts written test/verbal test/the both

(c)   Whether the interviewer are companymen/outsider/ the both

8.   After selecting the candidate

(i)   Is the induction programme being conducted? (Yes/No)

(ii)   Is proper placement offered to the candidate?(Yes/No)

9.   Is performance appraisal conducted for recognizing the efficiency in the performance of employees? (Yes/No)

10.   (a) Is there any provision for imparting training facilities to the   employees?(Yes/No)

(b)   Which type of training for imparting training facilities to the employees?(Yes/No)   (c) In present context which type of training you considered as appropriate?
(d) Do you feel that training helps in recruitment policy? (Yes/No)

11.   (a) Is there any promotion facility provided to the employees in your organisation ?
(Yes/No)

(b)   If yes, is it given on the basis of Efficiency/Seniority/the both

12.   (a) What are the welfare amenities provided in your organisation?

Crèche	Yes/No
Canteen	Yes/No
Recreation	Yes/No
Medical	Yes/No
Conveyance	Yes/No
Free education for children	Yes/No

(b)   Is there any motivational technique adopted by the company?(Yes/No)
i)   If yes, whether it is financial/Non-financial/the both ii)   Whether it is job enrichment/job enlargement/the both iii)   If no, kindly give your option

13.   (a) How do your manage the shortage of manpower in your organisation?

By way of retrenchment/lay off/ the both/No one.

(b)   How do you manage the shortage of manpower in your organisation?

        Recruiting casual workers/Engaging overtime/Recruiting permanent workers/the both

14.   Since the technology follow by the organisation is not up-to-date. It needs rationalisation is there   any future plan to bring latest technological know-how? (Yes/No)

15.   If so how and it what way it is going to affect the overall manpower recruitment in the organisation.

ANNEXURE – II

OUESTIONNAIRE TO EMPLOYEE/WORKER

1.   a) Name of the respondent.
b)   Designation :
a)   Date of joining :
b)   Token no :
c)   Department :

2.   a) Are you a workman / employee in the following category ? permanent /   Temporary / Casual.

b)   Are you getting wages in piece rate / Time rate / any other method.
c)   Is wages fixed by wage Board / Collective bargaining / Any other method.
d)   Are you feeling any work load in your job? Yes/No.
e)   If yes, do you need extra hands? Yes/No

3.   a) How do you have recruited ?
   Through a employment exchange / through union / Political pressure /   through relatives.

b)   Do you like internal source of recruitment ? Yes/No.

c)   Do you feel that any extra manpower is needed for your organistaion?
       Yes/No

4.   a)   Is there any training facility for you? Yes/No

b)   If yes, is it on the job training loft the job training / off the job training?
       Yes/No.

c)   Do you feel that training is inevitable for you? Yes /No

5.   a)   Are you satisfied with your job? Yes /No.

b)   Is the job appraised by your superior authority? Yes/No.

6.   a) Are you getting promotion? Yes/No.

b)   If yes, in which basis you have promoted? Efficiency / Seniority / The   both.

7.   Are you getting any motivational facilities? Financial / Non-financial / The   both.

8.   What types of facilities the company is extending for you?
   Creche   Yes/No
   Canteen   Yes/No
   Recretion   Yes/No
   Medical   Yes/No

Conveyance   Yes/No

Free education for children   Yes/No

9.   Whether the organisation provides employment opportunity to the family members in case of death of the worker / employee.

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