A STUDY ON THE RECRUITMENT PROCESS IN XYZ COMPANY

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ABSTRACT

Successful recruitment and selection methods are critical components of any organization's human resource entrance point. In light of this, a study paper titled "A Study on Recruitment Process" was written to provide insight on the recruitment and selection process. The primary goal of this research is to investigate the company's recruitment and selection procedure. Furthermore, the research attempts to study the recruitment process followed in a reputed Construction firm in Hyderabad, followed by the significance of physical attractiveness in the recruitment process. The name of the company is withheld on the request of the company. The study used two types of primary data i.e., interview and questionnaire. The study was carried out with a sample of 100 employees utilising the questionnaire approach. The percentage technique was used to generate the results. Employees are satisfied with the organization's existing recruitment and selection procedure, according to the research findings.

Keywords: Recruitment, Employee satisfaction, Physical attractiveness.

INTRODUCTION

Employee recruitment and selection has been for many years and still remains one of the most prominent and important areas of research and practice in both work/organizational psychology and human resource management. Among the HR practices, recruitment is the basic function where employees are entered into the organizations. Finding the right candidate for the job is the success mantra of recruitment. Whereas, the recruitment on the whole involves analysing the requirements of a job, attracting employees, screening and selecting, and hiring.

Recruitment as a process is defined as discovering of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking job. Selection is the process of hiring employees among the shortlisted candidates and providing them a job

in the organization. However, recruitments are broadly classified into internal and external. The internal recruitment is referred as a process of filling vacancies within a business from its existing workforce whereas on the other hand the external recruitment is process of filling open roles of the company with applicants, outside the current employee pool.

Traditionally, all the companies have opted for recruiting through the newspaper, employment exchange boards, employee referrals, etc. These methods were quite sufficient for hiring the right candidate. Today, since two decades things have progressed a lot; technology has made a tremendous progress across all different aspects of social and professional life. Henceforth with the advent of the internet, the recruiting practices have undergone major changes. Internet is considered as the latest tool (E-recruitment) in hiring, creating a real revolution spreading over the world of job hunting & hiring. In simple words, technology has not only helped to apply for jobs easier, but it has also made it easier for businesses to find qualified candidates anywhere in the world.

E-recruitment, also spoken as online recruitment, refers to the utilization of web-based technology for the various processes of attracting, assessing, selecting, recruiting and on boarding job candidates. Through e-recruitment employers reach larger number of potential employees. This online recruitment is being adopted by many organizations as an appropriate hiring system in-turn helping the organization in building its brand name.

E-recruitment is again split into two types - corporate web site for recruitment and commercial jobs boards (such as monster.com) for posting job advertisements. Corporate websites are a company's own website with a link for job posting/career options where candidates can log into for current openings. If the company advertises its vacant positions on other website, that specializes in recruitment such as - naukri.com, timesjob.com, monster.com, etc., then companies would be adopting commercial job boards for recruitment. Also in the e-recruitment the role of human resource manager within the recruitment process is changing, with line managers becoming more involved in addressing specific job openings and human resource manager absorbing a more co-ordinating and strategic role.

Ideally, recruitment activities should be taken as a proactive process of ensuring that the organizations have the requisite skills and experience. Although, if organizations fail in handling recruitment activities effectively, these can be outsourced separately.

Due to globalization and international trade, the trend of outsourcing the human resource activities is increasing in today's business scenario. HR outsourcing is defined as giving responsibility for various elements of the HR function to a third-party provider. The

outsourcing of HR functions have several potential benefits. It frees the internal HR staff to focus on strategic activities that add more values than administrative tasks; Increases flexibility to meet changing business conditions. To save cost and enhance the quality of their recruitment procedures, many organizations transfer parts of their recruitment process to external service providers—commonly known as recruitment process outsourcing (RPO).

There is an old saying of never judge a book by its cover but in today's lifestyle people tend to do that. Nevertheless, the change in workplace globally is not new for anyone, the recruitment is also getting effected, the skills are not enough for the employers as there are many different factors that affect the recruiters decision making process, i.e. what you wear matters, how you carry yourself adds up to your skill set and this gives you an edge over the rest of the candidates. The physical attractiveness is observed to be an influencing factor for getting selected for a job. Beauty as an influencing factor has been seen in most of the cultures as a universal phenomenon. Hiring on the basis of physical appearance is an unethical practice, even though it is a common practice it should be avoided.

Therefore, maintaining high levels of fairness throughout the recruitment process is an important step in giving the organization the best chance of recruiting top talent and according to the researchers, recruitment and selection policies should be ethical for the organizations in order to sustain in the competitive environment.

Some of the major benefits and importance of recruitment process include-,

1. Creates a talent pool of potential candidates for the benefits of the organization.
2. Increases the success rate of selection process by decreasing the no of visits qualified or over qualified job applicants.
3. Helps in identifying and preparing potential job applicants who will be the appropriate candidature for the job.
4. Increasing organization and individual effectiveness of various recruiting techniques and for all the types of job applicants.

Ultimately, a good recruitment and selection process would help the management to put forth the best results from the employees. Hence, this study focuses on the process of recruitment held at XYZ company which provides an insight on the techniques followed in the recruitment process.

LITERATURE REVIEW

One of the most important roles of Human Resource Management is recruitment. It aids the manager in attracting and selecting the top candidates for the company. Chris Piotrowski (2006) found that most of the companies use traditional recruitment and selection methods (e.g., resume, reference checks), only 9.3 % rely on online pre-employment screening tests.

Avinash S. Kapse, Vishal S. Patil, Nikhil V. Patil (2012) through their study explained the importance of e-recruitment over traditional approach in organizations where was proved to be the most cost-effective and time-saving method thereby eliminating the manual process of hiring candidates.

According to Alice Z Zinyemba (2014), identified challenges of recruitment and selection practices that employers in Zimbabwe face and found that choice of advertising is very critical for effective recruitment. In addition to this, it is common to find that the majority of the company's employees belong to the totem of nepotism and favouritism.

Consultants are useful in as much as they have nationwide contacts and lend professionalism to the hiring

process was stated by Anushyayogarajan & Dr.S.N.Soundararajan (2017) describing recruitment and selection process carried out in organizations with the help of recruiting agency. Although the study revealed that around 97% company's hiring time was reduced without having an impact on the quality of the candidates with the help of external recruiting agency.

In today's fast changing world, recruiting right candidate for the right job is very much needed for the organization to achieve their goal sets and it vary from one to another. Hence, the concept of recruitment and selection process and its effectiveness in the current organization was analyzed in depth by A.Susairaj, A.Laura Jenifer (2018) in their research. This led to a conclusion that the effectiveness of many other HR activities, such as selection and training depends largely on the quality of new employees attracted through the recruitment process.

S. Mukundhan (2019) stated that finding the right candidate for the job is the success mantra of recruitment with the primary purpose of studying the recent trends in recruitment practices in India. With the advent of internet it is indeed necessary for all the recruiters to adapt the innovative technological changes in the recruitment practices.

The innovative recruitment practices are being adopted by many large and tiny organisations because the role of human Resource manager within the recruitment process

is changing, with line managers becoming more involved in addressing specific job openings and human resource manager absorbing a more co-ordinating and strategic role (V.Indira, S.Rathika (2020)). The researchers found that the web-based technology in recruiting process provided up-to-date information bridging the gap between the job seekers and employers across the geographical borders for interaction and search of potential talents.

The change in workplace globally is not new for anyone, the recruitment is also getting effected, the skills are not enough for the employers as there are many different factors that affect the recruiters decision making process, what you wear matters, how you carry yourself adds up to your skill set and this gives you an edge over the rest of the candidates (Sania Usmani, 2020). This research was analyzed and concluded that apart from qualification and experience, a candidate's personality and motivation to mould himself/herself as per the organization's norms play a vital role in the selection process.

To enhance the quality of their recruitment procedures, many organizations transfer parts of their recruitment process to external service providers, commonly known as Recruitment Process Outsourcing (RPO).(Dr. Suresh Kumar Bhakhar, 2020). This study findings show that internal HR staff focus on strategic activities that add more value compared to administrative tasks, increasing flexibility to meet changing business conditions, demand for products, services and technology.

Ravalli Tadakamalla (2020) assessed the challenges faced by the start-ups right from the establishment of the organization, hiring experience, skills, organization culture and assessment tools. His study reported that availability of dedicated HR department in the start-ups to carry out the recruitment and selection process depends upon the size of the organization. However, there is no significant association between the succession planning of key managerial positions and size of the organization.

New and various forms of technological developments, not only the use of the internet or the widely used. Social Networking Websites have appeared, making a strong impact on the way recruiters work and job seekers look for a job (Ioannis Nikolaou,(2021)). This empirical study revealed that digital interview method was extensively used in the recent pandemic times.

Budoor Abdullatif Alfadli, Uzma Javed, (2021) have mentioned in their study that the impact of selection practice or human resource practices depends on worker response to human resource practice. Moreover, the study aimed to analyse employee perspective towards recruitment and selection and it was found that 30% of employees were

dissatisfied with the traditional practice of recruitment & selection process. Additionally, the research suggested the need to improve selection procedures to meet new recruited employee's demand.

Organization by increasing their productivity level it helps the employees to get more interested towards their work by improving their self-development (S.Sasirekha, B.Leelavathy, B.Manjusri (2021)). They have analyzed the level of employee satisfaction towards the recruitment process and derived that there is a relationship between the impact on organizational performance and quality of services improving. Nonetheless, there is no relationship between the gender and improving employer brand of an organization.

NEED FOR THE STUDY

With the emergence of the internet in the recruitment industry, the study indicates the existence and importance of technology. However, the focus of this study is on the current recruitment process in XYZ Company, as well as employee perceptions on recruitment and selection procedures. As a result, the research exposes the recruitment and selection procedure that was used to answer a few queries, such as,

- What is the current recruitment practice of the company?
- Is the company's present recruitment strategy satisfactory to its employees?

OBJECTIVE

1. To study the process of Recruitment in XYZ Company.
2. To study the employees satisfaction with the existing recruitment process in XYZ.
3. To study the significance of physical attractiveness in recruitment process in XYZ.

METHODOLOGY

Founded in 1967, XYZ is a construction enterprise. The company began its construction career as a home builder at the time. In the 1970s, firm's focus shifted to commercial construction and development. Since then, the company has gained extensive experience in the construction of office space, industrial/manufacturing facilities, and a variety of other structures. Although the name of the organisation cannot be revealed for security reasons, XYZ is a well-known construction firm throughout India. Furthermore, recruiting and selection is regarded as the most significant and crucial job of Human Resources Management in any firm. Thus, qualitative and quantitative research methodologies are

used to investigate and analyse the recruitment process at XYZ. The qualitative approach primarily is used to gain an understanding of underlying reasons, opinions, and motivations. On the other hand, quantitative research is data that can be transformed into usable statistics. As a consequence, an interview, which is a qualitative method, and a questionnaire, which is a quantitative method, were used as study methodologies.

DATA COLLECTION

The source of collection of data for the study is performed with the help of primary and secondary data analysis.

Primary Data

Primary data was collected through survey method by distributing questionnaires to employees as well as interview method. The questions were carefully designed by taking into account the parameters of my study in a structured format.

Secondary Data

The secondary data is gathered through the use of the internet, journals, books and websites. This media is used to capture a lot of critical data.

STATISTICAL TOOL

The statistical tools used here for data analysis and interpretation are simple percentage approaches and pie charts in Microsoft Excel.

DATA ANALYSIS

Table 1: Instruments

ITEMS	NO. OF ITEMS
Interview Method	10
Questionnaire Method	16

Table 2: Socio-Demographic Characteristics of the Respondents

CHARACTERISTIC	COUNT	PERCENTAGE(%)
Gender		
Male	43	86
Female	7	14
Age		
18-25	11	22
26-35	21	42
36-45	10	20
Above 45	8	16
Designation		
Supervisor	12	24
Accounts Officer	4	8
Engineers	25	50
Managers	9	18
Experience (Years)		
<5	13	26
5-15	25	50
16-30	10	20
>30	2	4

Objective 1: To study the process of Recruitment in XYZ Company.

Primary Data Technique: Interview method

Source : HR Manager

1. **Researcher**: **Which is the process of recruitment and selection carried out in the company?**

   HR Manager: After receiving clearance from management, the respective department submits the requirements for specific positions to HR in the form of an indent for recruitment. As a result, HR posts job openings on job portals (Naukri). Profiles are then found and shortlisted in accordance with the requirements specified in the indent form. Further interviews, including technical and HR rounds, are held for these candidates by the various department heads, and the individuals

are selected once the company's norms are met. Finally, the candidate is on-boarded and given an offer letter.

2. **Researcher**: What is the source of recruitment followed in the company?
   HR Manager: External recruitment.

3. **Researcher**: Through which sources, candidates are generally hired?
   HR Manager: Naukri Portal and Employee Referrals.

4. **Researcher**: Are employees awarded with any rewards for referrals made in the company?
   HR Manager: No bonuses or rewards are offered for an employee on referring other candidates for jobs.

5. **Researcher**: Which is the most important quality that a recruiter looks for in a candidate?
   HR Manager: Technical knowledge, willing to learn new technologies, stability, flexibility, adaptability and problem solving skills.

6. **Researcher**: What are the most common observations that you make while interviewing a candidate?
   HR Manager: Strengths & weaknesses, body language, eye contact, resume presentation, comfort-ability of the candidate during the interview and if a candidate is trying to hide his/her mistakes.

7. **Researcher**: What is the approximate ratio of applicants to selected candidates?
   HR Manager: 1:3, 1:5, sometimes 1:10 depending on the requirements

8. **Researcher**: What's the preferred hiring source which gives you the immediate results or more reliable?
   HR Manager: Job portals - Naukri

Objective 2:   **To study the employees satisfaction with the existing recruitment process in XYZ.**

Primary Data: Questionnaire

Sample Size: 50 employees of the company (Entire Population)

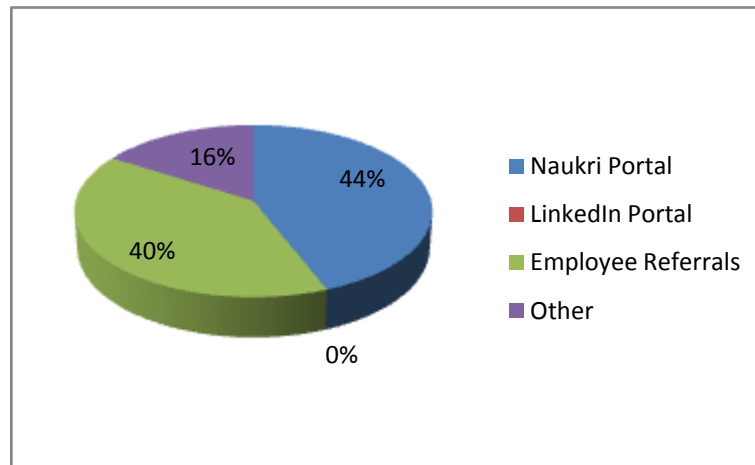**Question-1: From the below recruitment sources, through which source were you hired?**

Figure 1: Recruitment sources

The Naukri portal, which is freely accessible, is the most common source of recruitment, with 44%. Employee referrals are the second most important source with 40%, followed by other sources of recruitment (16%) and the LinkedIn platform (0%).

Question-2: Job description and job specification were made clear to the candidate by the HR manager in recruitment process.
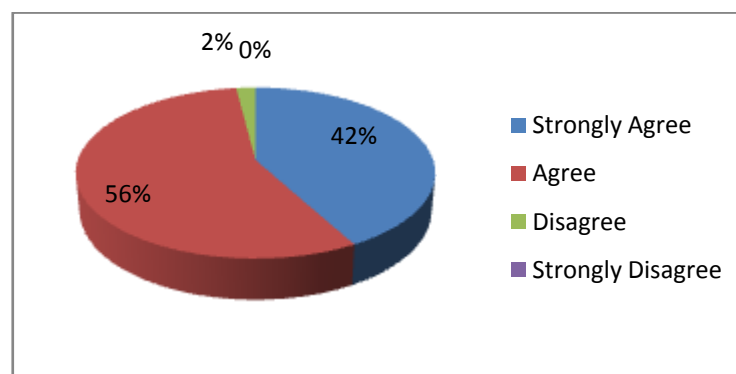
Figure 2: Job description & Job specification clearly defined in recruitment process

Job specifications and descriptions should be well stated in the recruitment process, according to 56% of respondents, 42% strongly agree, 2% disagree, and 0% strongly disagree.

Question-3: How well do you agree that innovative techniques like stress test, psychometric test and personality test should be used for selection?
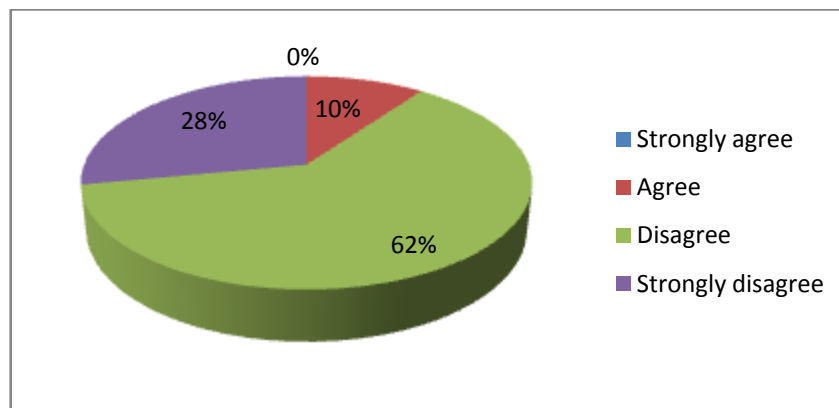
Figure 3 : Importance of stress, psychometric & personality tests inclusion in selection process

Psychometric and personality tests are not essential for the selection process, according to 62 percent of employees, with 28 percent strongly disagreeing. Only 10% of respondents agreed that novel procedures such as stress and psychometric tests should be incorporated in the selection criteria, and none strongly agreed.

Question-4: How well do you agree that pre-employment tests should be conducted during the recruitment process?
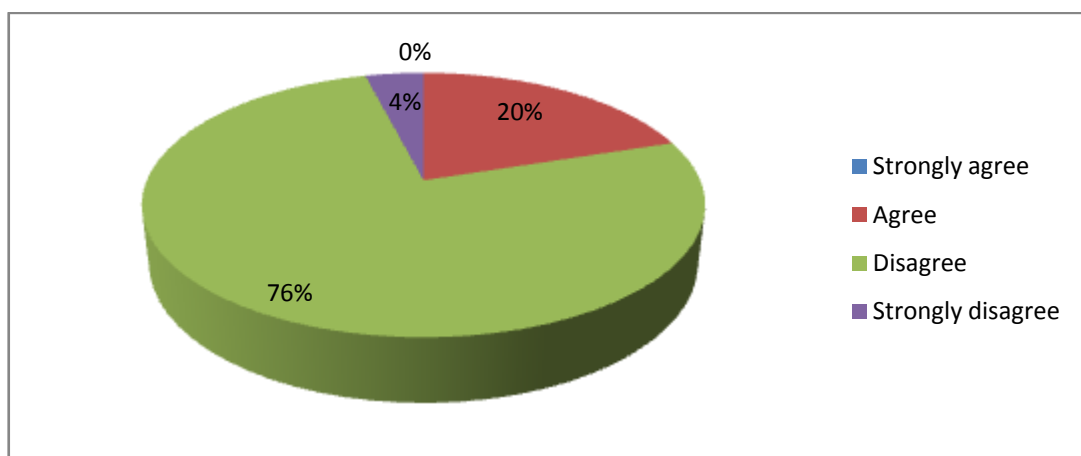
Figure 5 : Pre-employment tests during recruitment process

According to 76% of respondents, doing pre-employment testing is not necessary throughout the recruitment process. In addition, 4% strongly opposed, followed by 20% who felt the necessity for pre-employment exams to be used in the recruiting process, and none of them strongly agreed.

Question-5: Please select/tick the preferred mode of interview based on your experience?
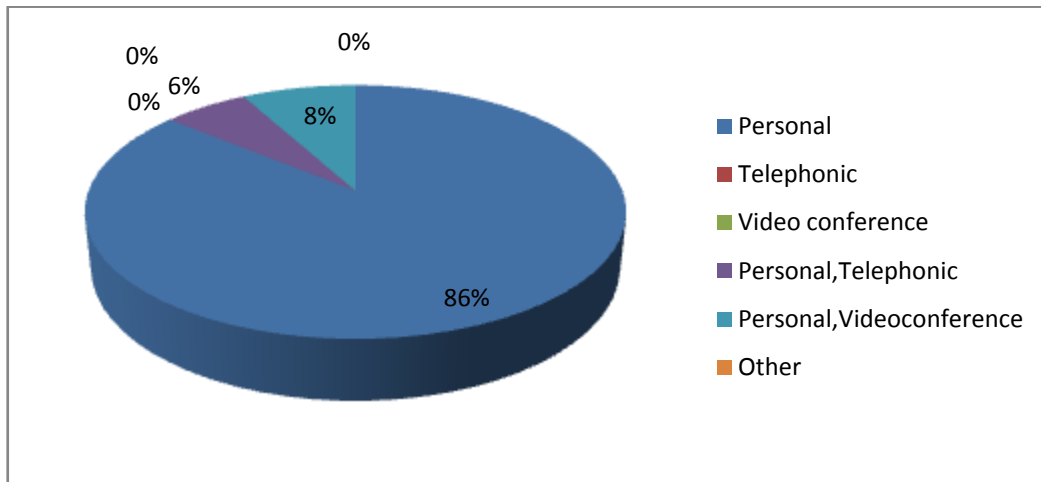

Figure 5: Mode of interview

In general, 86 percent of employees were interviewed in person. Personal and videoconference interview modes account for 8% of the total, while personal and telephonic interview modes account for 6%.

Question-6: What was the difficulty level of the interview during your recruitment process ?
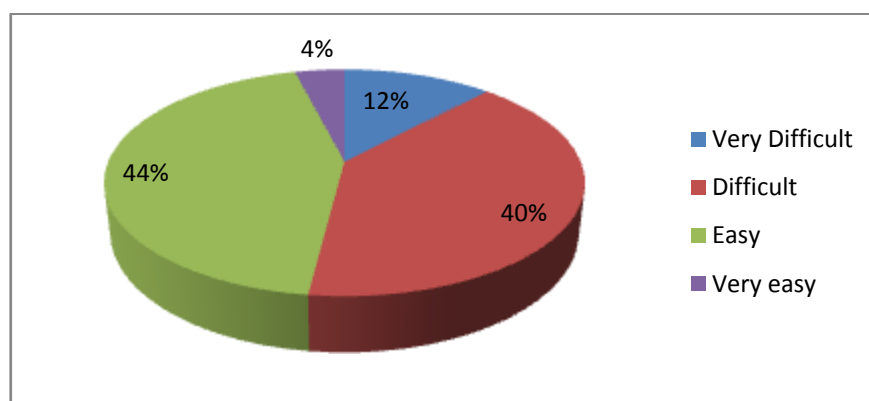
Figure 6: Level of difficulty in the interview

Only 4% of employees said the interview was very easy, while 44% thought it was easy. However, 40% of those interviewed had a difficult time, with the remaining 40% having a very difficult time (12 %).

Question-7: How comfortable was the interaction during interviews?
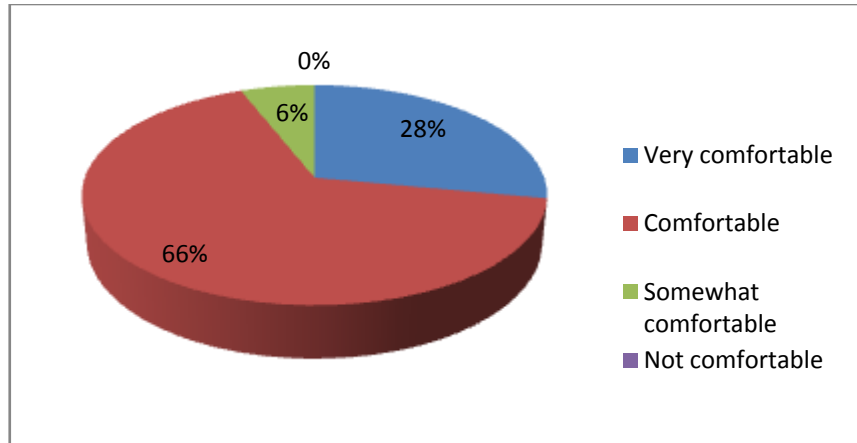

Figure 7: Interaction between interviewer & interviewee

During their interviews, 66% of the employees were comfortable, and 28% felt very comfortable. On the other hand, only 6% said they were somewhat comfortable, with 0% saying they were not.

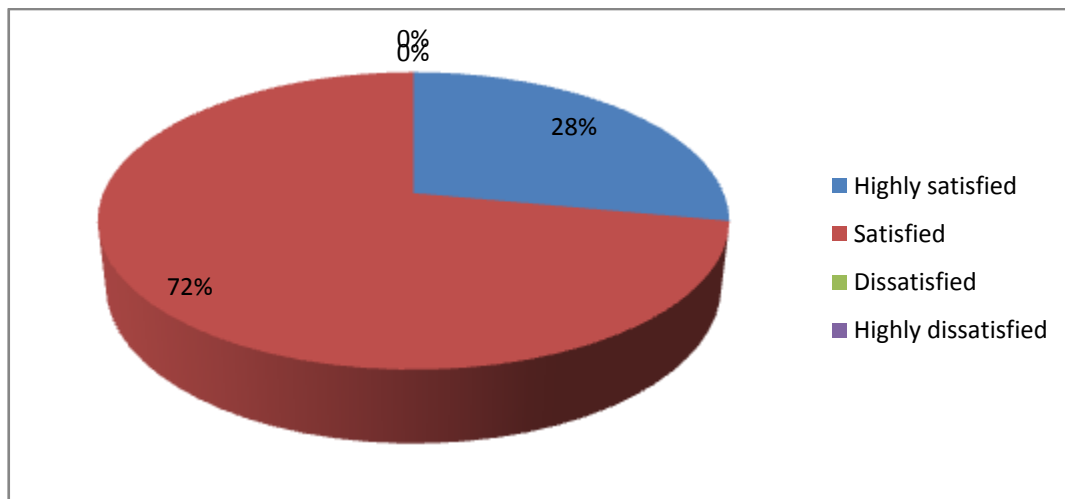**Question-8: How was the overall interview experience?**
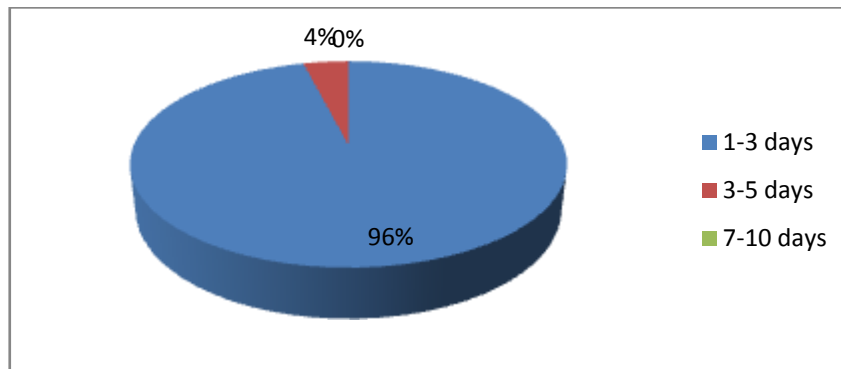

**Figure 8: Overall interview experience**

Overall, 72% of respondents were satisfied with their interview experience, with 28% being highly satisfied. Despite the fact that none of them were either dissatisfied or highly dissatisfied.

Question 9: How soon did you receive the response from the organization?

Figure 9 : Turnaround time experienced by the candidates

After the recruiter has shortlisted the applications, 96% of employees claim that the organisation responds to the candidates about their selection within 1 to 3 days. Furthermore, based on their previous experience, 4% chose a turnaround time of 4-5 days, while 0% chose 7-10 days.

Question-10: The candidates were informed about the HR policies of the company.
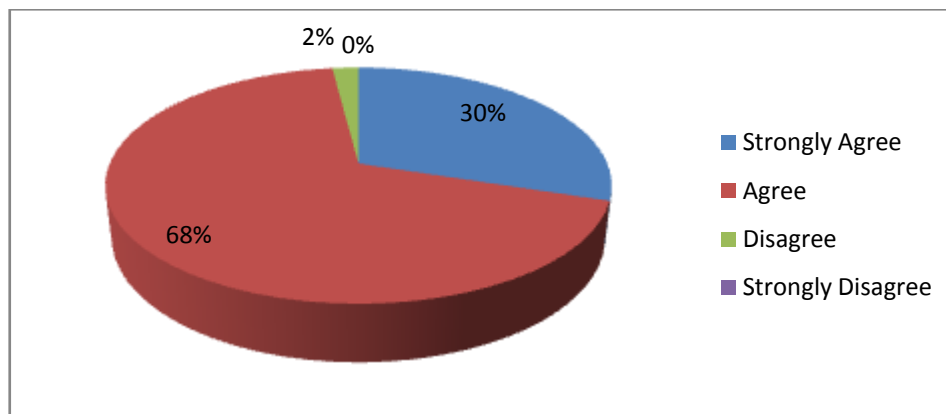
Figure 10: Awareness of HR Policy

Employees agree that they are aware of the company's HR policy 68% of the time, strongly agree 30% of the time, and disagree 2% of the time. Furthermore, 0% of respondents strongly disagreed.

Question-11: Technology adaptability is necessary in the recruitment process.
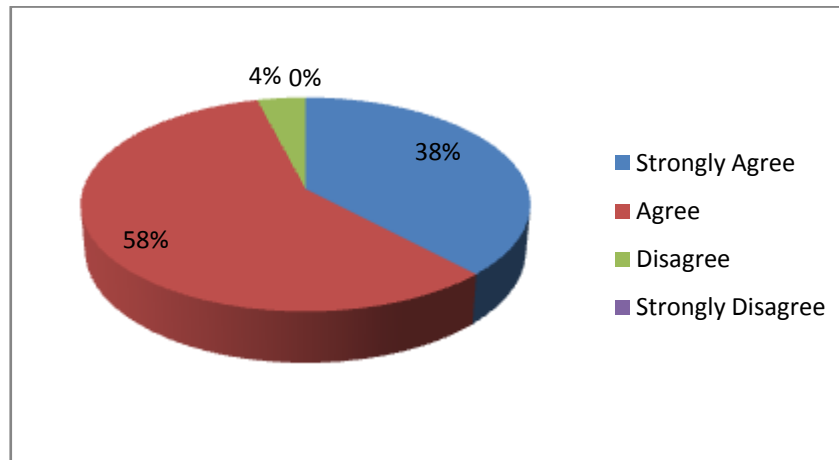
Figure 11: Technology Adaptability

Technology adaptability was cited by 58% of respondents as an essential stage in the recruitment process. Strong agreement is held by 38%, disagree by 4%, and strong disagreement by 0%.

Question-12: Candidates' qualifications and skills play a major role during hiring process.
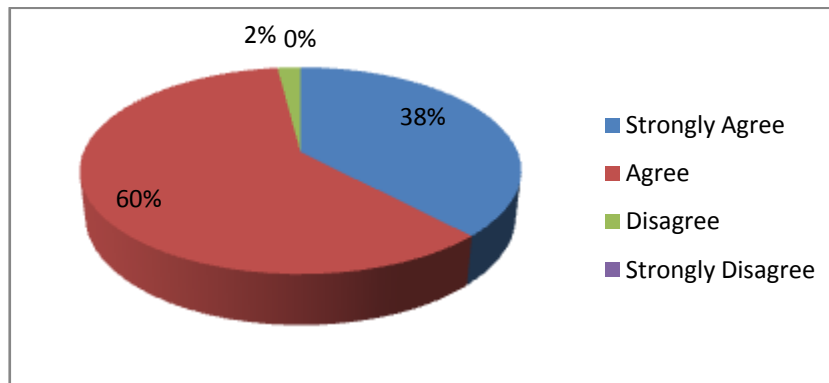
Figure 12: Importance of skills and qualification in hiring process

According to the graph above, 60% of respondents believe that skill up-gradation is crucial for their career progression in the company. Furthermore, 38% strongly agreed, 2% disagreed, and 0% highly disagreed.

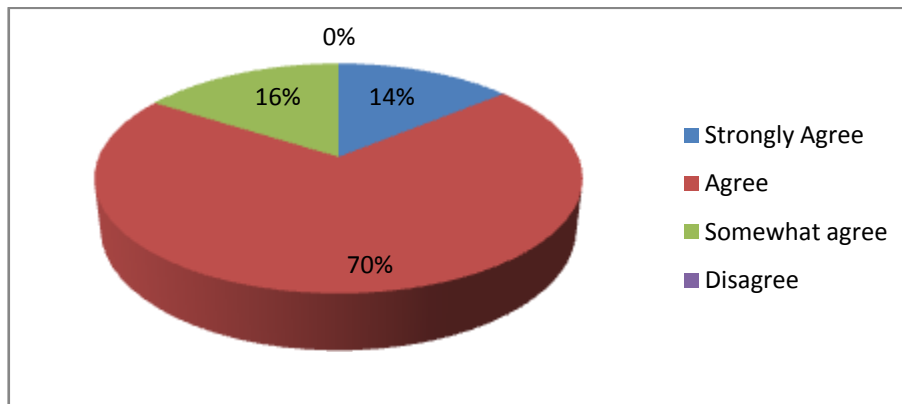**Question-13: I am very satisfied with the current recruitment and selection process of the company.**

Figure 13: Perception of employees on current recruitment & selection process

From the above chart, 70% of employees agree with and are satisfied with the company's current recruitment and selection procedure. Furthermore, 14% strongly agree, followed by 16% somewhat agree, and 0% disagree.

Objective 3: **To study the significance of physical attractiveness in recruitment process in XYZ.**

Primary Data: Interview and Questionnaire methods

Sample Size: 50 employees and, HR manager of the Company.

1. **Researcher**: What is the importance of photograph on resume for selecting criteria?

   HR Manager: When you're looking for a job, you want to make the best impression possible on the people you meet. Knowing that your resume is an employer's first impression of you, so it is important to include a photograph on resume.

2. **Researcher**: Do you think physical attractiveness of a candidate play an influential role during their selection?

   HR Manager: Yes, people who are good-looking have a better chance of landing a job. This is especially true if your job requires you to deal with the public. Applicants with above-average qualifications, on the other hand, are less affected by attractiveness. However, in recent times skills and experience add more value.

3. **Researcher**: Which is the most important quality that a recruiter looks for in a candidate?

   HR Manager: Technical knowledge, willing to learn new technologies, stability, flexibility, adaptability and problem solving skills.

Question-4: Physical features play an important role in the recruitment and selection process?
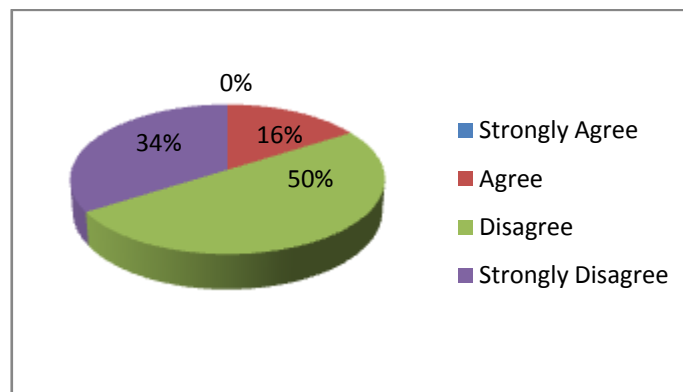

Figure 14: Role of physical features importance in recruitment & selection process

According to the employees, 50% of the total respondents disagreed that physical characteristics play a significant influence in the recruitment and selection process, with 34% strongly disagreeing, 16% agreeing, and 0% strongly agreeing.

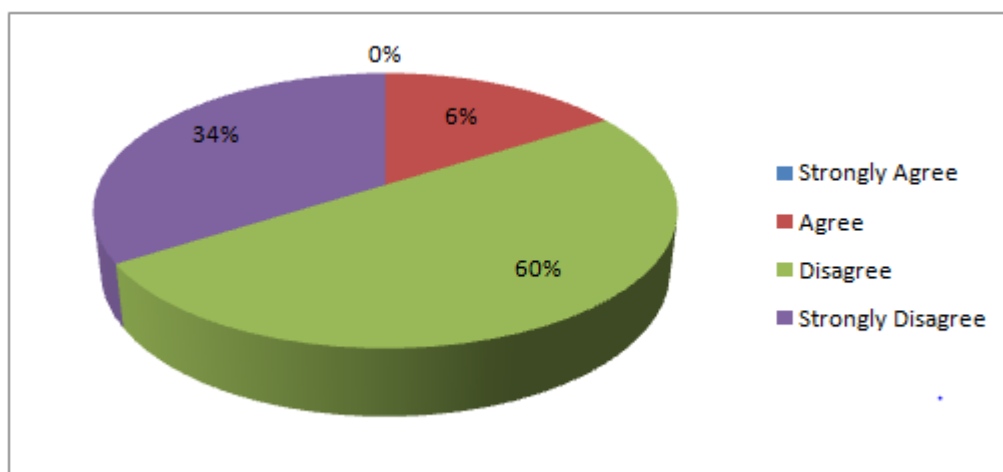**Question-5: Passport photograph was mandatory on my resume.**

Figure 15: Role of passport photograph on resume

According to the employees, 60% of the total respondents disagreed that passport photograph play a significant influence in the recruitment and selection process, with 34% strongly disagreeing, 6% agreeing, and 0% strongly agreeing.

Question-6: Physical features are as important as qualification and skills in the recruitment process.
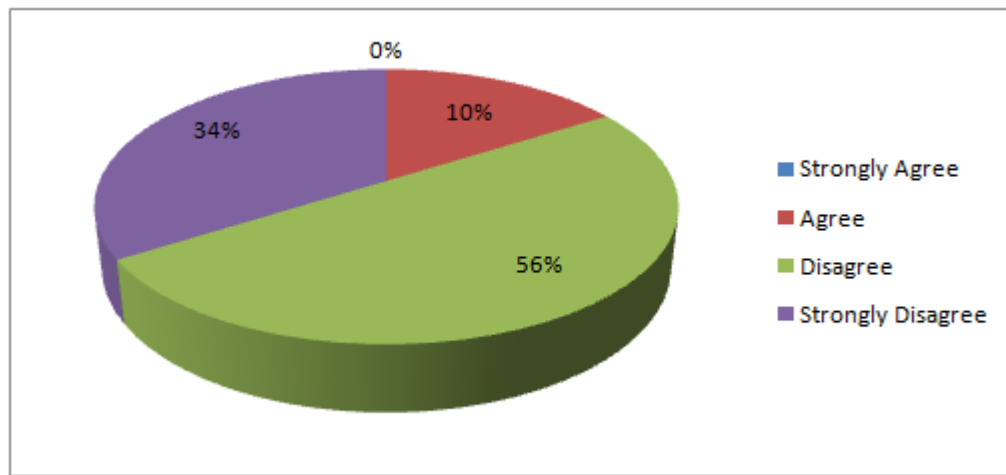

Figure 6: Physical features importance in comparison with qualification & skills in the recruitment process

According to the employees, 56% of the total respondents disagreed that physical characteristics play an equal role with skills and qualification of a candidate in the recruitment and selection process, with 34% strongly disagreeing, 10% agreeing, and 0% strongly agreeing.

FINDINGS OF THE STUDY

1. The majority of employees believe that the HR department in the company is doing a decent job. Furthermore, roughly 56% of employees agree that throughout the recruitment process, HR clearly outlines the job description and job specifications.

2. The organization supports both internal and external sources of recruitment, where 44% of hiring is done via Naukri portal and 40% with Employee referrals.

3. Furthermore, when asked about the mode of interview process faced by the employees in the organization for 86% of them personal interviews were taken.

4. 44% of the employees did not have any difficulty in the level of questions during their interview process as mostly interviews were taken on technical basis rather than on candidate's reasoning skills.

5. Majority of the employees feel no necessity in having pre-employment tests in recruitment process because tests rarely portray the whole picture of a candidate where sometimes they don't consider the account how willing (or able) someone is to learn and improve.

6. Besides, 62% of them have openly disagreed and said that tests related to psychometrics, stress and personality are not essential for a candidate's selection purpose as it results in inaccuracy and there could be possibility of false answers.

7. Overall, three-fourth of the employees are satisfied with the process of interview being conducted for hiring employees as constructive feedback was provided at the end of their interviews respectively. Additionally,96% of respondents indicate that the employer responds to their job application process within 1-3 days.

8. Only 16% of employees feel that physical attractiveness acts as one of the criteria in the selection process, where the job requires the individual to deal with the public. However, more than 50% of the sample agree that skills and experience add more value.

9. The management show their individual attention and provide encourage to each and every employee for their betterment and to groom their skills.

10. More than half of the employees feel the necessity for adapting the technology in the recruitment process.

11. According to the recruiters opinion, technical and problem solving skills are considered to be the important skills that a candidate should possess during their interview.

12. The findings of the study on the whole suggests that a majority of the employees feel that recruitment process carried out in their company are satisfactory. Management is also satisfied with the process of recruitment and selection.

CONCLUSION

An organization's most precious asset is its people resources. When you examine closer, it's the quality of this asset that sets one company apart from the rest. In order to satisfy human resource needs, an organisation plans ahead of time for the demand and the resources available. The company may also have to go through recruitment, selection, and training procedures. Furthermore, recruitment is regarded as the initial stage in the development of an organization's human capital.

The majority of organisations demand recruitment as one of the primary topics. As a result, the research assisted in better understanding the company's recruitment and selection process.

XYZ company employees are informed of the company's HR rules. Here employees are mostly recruited through the Naukri portal and through employee referrals. However, the organisation should place a greater emphasis on internal sources of recruiting, which can assist reduce recruitment expenditures. When an organization selects an employee for a job than there are many attributes that's to be considered. Attributes like qualification, technical skills, communication skills are given an important role rather than the physical attractiveness of a candidate.

The study demonstrates that employees are positive about their company's current recruiting and selection process, as candidates are extensively evaluated based on their experience and related skills, ensuring maximum transparency and credibility in the recruitment process. As a result, employees are generally satisfied with the organization's current recruiting and selection procedure.

LIMITATIONS OF THE STUDY

1. The research is purely confined and is based on the facts and data provided by the company.
2. The question elicited a reluctant response from respondents.
3. Administrators are occasionally unable to contribute material due to their typical work schedules.

RECOMMENDATIONS

Management should identify the skilled persons within the organization and encourage them by giving promotions. I believe that the large percentage of respondents who agree to employee referrals indicates that the organisation has complete faith and belief in the employees. Additionally employees must also be compensated with bonuses for the referrals they make. Internal recruitment should be attempted initially because it is less expensive and serves as a motivating factor for employees. More emphasis on the importance of innovation should be encouraged by recruiting fresh minds through campus placements who bring new perspective to the organization.

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