

EFFECTIVENESS OF RECRUITMENT STRATEGY WITH SPECIAL REFERENCE TO TANCEM LTD, ARIYALUR

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INTRODUCTION

Recruitment is the process of attracting qualified applicants for the organization to consider when filling its positions. It means searching for prospective employees and encouraging them to apply for jobs in an organization then the various sources of recruitment may be classified into two broad categories, namely internal and external Sources. It refers to the process of discovering suitable candidates for a job or a function that may be temporary or permanent, usually undertaken by a group of consultants.

Recruitment is of the most crucial roles of the human resource professionals. The level of performance of an organization depends on the effectiveness of its recruitment function. Organizations have developed and follow recruitment strategies to hire the best talent for their organization and to utilize their resources optimally. A successful recruitment strategy should be well planned and practical to attract more and good talent to apply in the organization.

Recruitment is a function that requires business perspectives, expertise, ability to find and match the best potential candidates for the organization, diplomacy, marketing skills and

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wisdom to align the recruitment processes for the benefit of the organization. The HR professionals handling the recruitment function of the organization are constantly facing new challenges

Hiring of people involves three broad groups of activities but not mutually exclusive, recruitment, selection and placement in order that Recruitment is the first step in the process of filling a vacancy and then search for people with such qualification

MEANING OF RECRUITMENT

Recruitment is the generating of applications for specific positions to be filled up with the organization. In other words, it is a process of searching for and obtaining applicants for jobs so that the right people in right number can be selected.

In the words of Weather and Davis “Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is pool of applicants from which new employees are selected”.

Flippo has defined recruitment as “a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization”.

THE MAJOR CHALLENGES FACED BY THE HR RECRUITMENT

ADAPTABILITY TO GLOBALIZATION

The HR professionals are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe. HR should maintain the timeliness of the process

LACK OF MOTIVATION

Recruitment is considered to be a thankless job. Even if the organization is achieving results, HR department or professionals are not thanked for recruiting the right employees and performers.

PROCESS ANALYSIS

The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive and responsive to the immediate requirements. The recruitment process should also be cost effective.

BASIC STRATEGY ELEMENTS OF RECRUITMENT

IDENTIFYING AND PRIORITIZING JOBS

Requirements keep arising at various levels in every organization; it is almost a never-ending process. It is impossible to fill all the positions immediately. Therefore, there is a need to identify the positions requiring immediate attention and action. To maintain the quality of the recruitment activities, it is useful to prioritize the vacancies whether to focus on all vacancies equally or focusing on key jobs first.

CANDIDATES TO TARGET

The recruitment process can be effective only if the organization completely understands the requirements of the type of candidates that are required and will be beneficial for the organization. This covers the following parameters as well:

PERFORMANCE LEVEL REQUIRED

Different strategies are required for focusing on hiring high performers and average performers.

EXPERIENCE LEVEL REQUIRED

The strategy should be clear as to what is the experience level required by the organization. The candidate's experience can range from being a fresher to experienced senior professionals.

CATEGORY OF THE CANDIDATE

The strategy should clearly define the target candidate. He/she can be from the same industry, different industry, unemployed, top performers of the industry etc.

SOURCES OF RECRUITMENT

The Strategy should define various sources (external and internal) of recruitment. Which are the sources to be used and focused for the recruitment purposes for various positions. Employee referral is one of the most effective sources of recruitment.

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TRAINED RECRUITERS

The recruitment professionals conducting the interviews and the other recruitment activities should be well-trained and experienced to conduct the activities. They should also be aware of the major parameters and skills (e.g.: behavioural, technical etc.) to focus while interviewing and selecting a candidate.

HOW TO EVALUATE THE CANDIDATES

The various parameters and the ways to judge them i.e. the entire recruitment process should be planned in advance. Like the rounds of technical interviews, HR interviews, written tests, psychometric tests etc.

FORMS OF RECRUITMENT

The organizations differ in terms of their size, business, processes and practices. A few decisions by the recruitment professionals can affect the productivity and efficiency of the organization. Organizations adopt different forms of recruitment practices according to the specific needs of the organization.

CENTRALIZED RECRUITMENT

The recruitment practices of an organization are centralized when the HR / recruitment department at the head office performs all functions of recruitment. Recruitment decisions for all the business verticals and departments of an organization are carried out by the one central HR (recruitment) department. Centralized form of recruitment is commonly seen in government organizations.

Benefits of the centralized form of recruitment are:

- ❖ Reduces administration costs
- ❖ Uniformity in recruitment
- ❖ Interchangeability of staff
- ❖ Every department sends requisitions for recruitment to their central office

DECENTRALIZED RECRUITMENT

Decentralized recruitment practices are most commonly seen in the case of conglomerates operating in different and diverse business areas. With diverse and geographically spread business areas and offices, it becomes important to understand the needs of each department and frame the recruitment policies and procedures accordingly. Each department carries out its own

recruitment. Choice between the two will depend upon management philosophy and needs of particular organization.

NEED FOR RECRUITMENT STRATEGIES

1. Little formal recruitment strategy hires are often 'panic buys'
2. No co-ordination or sharing of business information etc
3. No economy of scale cost reduction; no bargaining power
4. No formalized agreements regarding terms of business
5. Solated relationships with individual suppliers, line managers
6. Large degrees of misinterpretation of requirements
7. No project-based recruitment strategies
8. Little use of internal recruitment methods
9. Insufficient sector knowledge from individual agencies
10. No consistency in approach or relationship
11. Very high quantity of CVs and not enough quality
12. Total lack of consistent screening methods
13. Lack of relationship management skills
14. Loss of good candidates through unprofessional or unstructured recruitment processes .

STATEMENT OF THE PROBLEM

Recruitment is the main aspect in HR which must be focused very deeply in order to move the company to the desired goal since the competition in the present scenarios is very tough it is essential to attract the right kind of people who can asset for the company .

Tamilnadu cement oriented company which is interested in filling vacancies framed for recruitment. Hence the study is carried out by the researcher to analysis the recruitment of Tamilnadu Cement LTD , Ariyalur.

OBJECTIVES OF THE STUDY

- ❖ To understand recruitment policy and to identify sources of recruitment.
- ❖ To understand the recruitment process followed by TANCEM company.
- ❖ To understand the interviewing technique and evaluating candidates
- ❖ To provide suggestion for recruitment based on the findings.

SCOPE OF THE STUDY

This study particularly focuses on Tancem company . This study mainly deals with vital problems faced in recruitment . As this company is in the service industry, the recruitment is very high. It is also affects overall productivity and image of the organization in the market .

This research work focuses on the above problem of controlling of recruitment cost . Choosing the right man for the right place and effective interviewing for best recruitment etc .

This research covers emerging trends in recruitment patterns effective ways of handling interviews for best recruitment.

RESEARCH METHDOOLOGY

Research Methodology is a process of knowing and solving the research problem systematically. This involves various steps which are generally adopted by a research while studying the research problem.

RESEARCH DESIGN

As the study is made to ascertain the effectiveness of recruitment strategy is undertaken .

This study is to offer to the researcher a deep knowledge into the new topic and to better comprehend the nature of the problem since very few studies might have been conducted in that area.

SAMPLING TECHNIQUES

The researcher have undertaken sampling for the study, as it is most often used during the project and its perhaps the best way of getting some basic information quickly and efficiently.

SAMPLE UNIT

The sample of workers consists of middle and lower level management .

SAMPLING AREA

The company is situated at Ariyalur. The researcher has collected the data at company itself.

SAMPLE SIZE:

The candidates who have worked in a company are considered as sample , from the sample size of the company 526

The number of sample selected is 100, on the basis of sampling method is used .

DATA COLLECTION

PRIMARY DATA

The primary data is collected a fresh data with the help of questionnaire , which consists of only closed ended questions designed for the convenience of the respondents.

SECONDARY DATA

Secondary data refers to the information or facts already collected such as Records, Register, internet , magazines, Text books etc .

LIMITATIONS OF THE STUDY

- ❖ Time constrains is one of the main limitation faced by the researcher, because the respondents were restricted to 100 employees.
- ❖ The respondents were very busy at their work, they were not able to respond properly.
- ❖ The survey is limited to that area the result also is limited.
- ❖ Some of respondent did not co-operate

REVIEW OF LITERATURE

Recruitment are expensive and it is imperative that the New employee stays at the position for a long time (Branham,2000). One reason for why a lot of recruitment fail is due to recruitment practices based on credentials which are poor predictors of performance. A better recipe for successful recruitment is “Hiring for Competencies” that is one of the building block that Talent Management relies upon (Dalziel, 2000).

“You can teach a turkey to climb a tree, but it is easier to hire a squirrel” (Hoogheimstra, 1992, p.30). The quote illustrates what competency based recruitment practices are all about. The core meaning , according to Hoogheimstra (1992), is that a company should recruit based on personal traits and characteristics that are not easily taught or changed. If a person has the right competencies specific tasks are easier and cheaper to educate.

The word admission is rooted in the Latin language and roughly translated means “to go towards the mission” (Jump, 2004). “The core of college admission is a college’s mission and those of us in the profession are in some sense missionaries spreading.

Recruitment strategies can be dated back to the 1920’s (Henderson & Swann,1998). Though these strategies have evolved with time, many are still used along with the addition of the use it.

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MAIL According to Henderson and Swann “in the 1950s, admissions offices and any staff they had were first, and foremost, processors of the paperwork for prospective students” (1998, p. 30). Since admission’s staff was kept in-office, they relied upon mail to spread the word of their University to prospective students. Neva Black states that, “Personalized letters to traditional students created by admissions staff are very important written communication tools” (1999). There are various materials that are mailed to prospective students besides personalized letters. Some of these include; brochures (i.e. the college view book), DVDs, postcards, posters, invitations, and fliers (Benoit, 2004). Rob Glass, chairman of the Georgia Foundation for Independent Colleges Board of Advisors, believes colleges should “require each admissions counselor, tour guide, faculty member, and security staff member to read the college view book. The marketing message in this publication should resonate through the campus” (2004, p. 4). 9

The campus visit program was created in the late 1960s and became a staple of recruitment by the 1970s (Henderson & Swann, 1998). Typically the campus visit will consist of a walking tour of the campus along with an information session given by an admissions counselor. Often the visit can also include other meetings that the student may request, such as; financial aid, Honors College, housing, and any specific major of interest. Many campuses are now implementing a bus tour program in addition to the walking tour to accommodate families with disabilities and also to make the visit pleasant when there is inclement weather. In a previous study, Wilkinson found that the campus visit program was the most effective recruitment activity among colleges of agriculture (1990). Alexander Astin, Director of the Higher Education Research Institute. The concept of the high school visit began when students could not always make it to different campuses to participate in the campus visit program. High school visits

occur when admissions counselors go to the school during the day to meet with interested students and share information on their institution. These counselors are often “called upon to interpret the college environment they represent” (Henderson & Swann, 1998, p. 31).

COMPANY PROFILE

TamilNadu Cements Corporation Ltd., Ariyalur, a wholly owned Government of TamilNadu undertaking, started business from 1st April 1967 with an authorized share capital of Rs. 18 crores taking over cement plant at Alangulam and setting up another plant at Ariyalur in the year 1979.

TANCEM, as its expansion and conversion activities, set up Asbestos Sheet unit at Alangulam during 1981. TANCEM also took over during 1968, a Stoneware pipe plant from TACEL with a view provided employment to the retrenched employees.

TANCEM has, thus become a multi plants, multi locations and multi products company with an annual turnover of around Rs.250 crores and the authorized capital as of now is Rs.37.43 Crores.

The company has its main objects in production of cement and cement based products and primarily cater to the needs of Government departments. Limestone being the main raw material, the company acquired and reserved enough limestone bearing lands in and around Alangulam and Ariyalur which are sufficient to run the cement plants for decades to come. Hence, the role of TANCEM in the development of state is immense.

PLANTS -CERMETS PLANTS

Alangulam Cement Works

Located at Alangulam in Virudhunagar District, Commercial production was commenced in 1970-71 with a capital outlay of Rs.6.66 Crores.with the rate capacity of 4 lakh tones per annum, this unit provides direct employment to 787 people and indirect employment to 2000 people

The unit manufactures and markets ARASU brand 43 Grade OPC/PPC Cements in TamilNadu and Kerala. Major consumption is by Government Department for their construction activities such as Bridges, Dams, High raises Multistory buildings etc. It has a wide network of stockists both in TamilNadu and Kerala. Modernisation of plants is on. Portland pozzalana Cement (PPC) Ordinary Portland Cement (OPC)(43 Grade) are manufactured at this unit

Ariyalur Cement Works

Commercial production in this unit was commenced during October 1979. set up with a capital outlay of Rs. 29 crores and a rate capacity of 5 lakhs tonnes per annum of cement, this unit provides direct employment to 1500 people.

With the best limestone deposit available it is able to produce the high quality cement of various grades and supplies to Government Department and public. Wide appreciations have been received from various quarters for its ARASU brand cement being marketed in Tamilnadu and Kerala

Our business

The company is engaged in the manufacture and selling of Cement, Asbestos Cement sheets, Asbestos Cement sheets and stoneware pipes

The factories are situated in various districts of TamilNadu as under

1. Alangulam Cement Works, Alangulam, Virudhunagar district.
2. Ariyalur Cement works, Ariyalur, Permbalur district
3. TamilNadu Asbestos (Sheet) Unit, Alangulam, Virudhunagar district.
4. Stoneware pipe Factory, Virudhachalam, Cuddalore district

RESULTS AND DISCUSSION

1. 34% of the respondents of the age group in between 31-40.
2. 38% of the respondents of the age group in between 41-50
3. 28% of the respondents of the age group in above 50.
4. 60% of the respondents are comes under the married category.
5. 40% of the respondents comes under the category in diploma
6. 30% of the respondents are graduation and schooling
7. 70% of the respondents are recruitment based on their experience.
8. 70% of the respondents feel short term time management in recruitment process.
9. 76% of the respondents are highly agreed that the candidates are bright.
10. 58% of the respondents are highly satisfied on their future direction for employees career.
11. 42% of the respondents are based on company provided a salary based on skill & experience.
12. 50% of the respondents are strongly agree to motivation based on a salary.
13. 46% of the respondents are recruitment by their educated helper.
14. 40% of the respondents are recruitment basis degree holder
15. 66% of the respondents are highly satisfied on this shift working .
16. 70% of the respondents are recruitment is positive manner
17. 80% of the respondents are recruitment by third method
18. 76% of the respondents are recruitment strategy.

SUGGESTIONS

1. The time management recruitment process is long in our company. If the researcher suggests recruitment process is long period means the company have a time of analyzing the abilities, skill & knowledge of employees.
2. Respondents shows that salary is not based on the skill & experience. Researcher suggests salary based on their efficiency.
3. Most of the employers to motivate the salary based but researcher suggest to give the awareness about career growth.
4. Half of the employees are suggest shift working plan, researcher to identify to implement the shift plan working plan
5. Researcher suggest to prepare for the direct method because to know the talented person.
6. Most of the employees are satisfied with the recruitment process. The researcher suggests to continue the process to develop our organization.
7. Researcher suggests about recruitment method to implement the new method.

CONCLUSIONS

Recruitment is one of the most policy in our organization. 70% of the employee are satisfied with the recruitment strategy in our company remaining are dissatisfied. So researcher concludes that the over all recruitment strategy is good in TANCEM Company.

ANNEXTURE

TABLE 1

SHOWING A RESPONDENTS BY THEIR AGE GROUP

S.No	Age	No of Respondents	Percentage
1.	31-40	34	34
2.	41-50	38	38
3.	Above 50	28	28
Total		100	100

Source : Primary data

TABLE 2

SHOWING A RESPONDENTS BY THEIR MARITAL STATUS

S.No	Marital Status	No of Respondents	Percentage
1.	Single	40	40
2.	Married	60	60
Total		100	100

Source : Primary data

TABLE 3

SHOWING A RESPONDENTS BY THEIR EDUCATIONAL QUALIFICATION

S.No	Educational Qualification	No of Respondents	Percentage
1.	School	30	30
2.	Diploma	40	40
3.	Graduation	30	30
Total		100	100

Source : Primary data

TABLE 4

SHOWING A RESPONDENTS RECRUITED BY THE COMPANY

S.No	Recruited	No of Respondents	Percentage
1	Direct Application	20	20
2	Employment Exchange	80	80
3	College Campus	-	-
Total		100	100

Source : Primary Data

TABLE 5

SHOWING A RESPONDENTS RECRUITMENT BASED ON EXPERIENCED

S.No	Experienced for Recruited	No of Respondents	Percentage
1.	Strongly Agree	22	22

2.	Agree	48	48
3.	Neutral	10	10
4.	Disagree	12	12
5.	Strongly Disagree	8	8
Total		100	100

Source : Primary Data

TABLE 6

SHOWING A TIME MANAGEMENT IN THE RECRUITMENT PROCESS

S.No	Time Management	No of Respondents	Percentage
1.	Too long	0	0
2.	Just Appropriate	30	30
3.	Short	70	70
Total		100	100

Source : Primary Data

TABLE 7

SHOWING A CANDIDATES ARE BRIGHT

S.No	Bright	No of Respondents	Percentage
1.	Strongly Agree	18	18
2.	Agree	58	58
3.	Neutral	10	10
4.	Disagree	12	12
5.	Strongly Disagree	2	2
Total		100	100

Source : Primary Data

TABLE 8

SHOWING A RESPONDENTS CLEAR TO THEIR FUTURE DIRECTION

S.No	Future Direction	No of Respondents	Percentage
1.	Strongly Agree	26	26
2.	Agree	32	32
3.	Neutral	22	22
4.	Disagree	14	14
5.	Strongly Disagree	6	6
Total		100	100

Source : Primary Data

TABLE 9

SHOWING A RESPONDENTS SALARY BASED BY THEIR SKILL AND EXPERIENCED

S.No	Salary Based Skill & Experienced	No of Respondents	Percentage
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1.	Strongly Agree	12	12
2.	Agree	30	30
3.	Neutral	30	30
4.	Disagree	20	20
5.	Strongly Disagree	8	8
Total		100	100

Source : Primary Data

TABLE 10

SHOWING A RESPONDENTS MOTIVATE YOU TO JOIN IN THEIR ORGANIZATION

S.No	Motivate the Employee	No of Respondents	Percentage
1.	Company Reputation	10	10
2.	Nature of Job	15	15
3.	Salary	50	50
4.	Incentive	15	15
5.	Career Growth	10	10
Total		100	100

Source : Primary Data

TABLE 11

SHOWING A RESPONDENTS EDUCATED HELPERS FOR RECRUITED

S.No	Motivate the Employee	No of Respondents	Percentage
1.	Strongly agree	24	24
2.	Agree	22	22
3.	Neutral	18	18
4.	Disagree	20	20
5.	Strongly agree	16	16
Total		100	100

Source : Primary Data

TABLE 12

SHOWING A MASTER / SUPERVISOR TO RECRUIT BASIC DEGREE HOLDERS

S.No	Degree you like to holders	No of Respondents	Percentage
1.	Strongly agree	22	22
2.	Agree	26	26
3.	Neutral	12	12
4.	Disagree	20	20
5.	Strongly Disagree	20	20
Total		100	100

Source : Primary Data

TABLE 13
SHOWING A RESPONDENTS BY THEIR SHIFT PLAN WORKING

S.No	Shift working	No of Respondents	Percentage
1.	Strongly agree	22	22
2.	Agree	28	28
3.	Neutral	16	16
4.	Disagree	18	18
5.	Strongly Disagree	16	16
Total		100	100

Source : Primary Data

TABLE 14
SHOWING A RECRUITMENT IN POSITIVE MANNER

S.No	Response	No of Respondents	Percentage
1.	Strongly agree	26	26
2.	Agree	22	22
3.	Neutral	22	22
4.	Disagree	18	18
5.	Strongly Disagree	12	12
Total		100	100

Source : Primary Data

TABLE 15
SHOWING A EMPLOYEE ARE RECRUITED ON TEMPORARY BASIS

S.No	Response	No of Respondents	Percentage
1.	Strongly agree	14	14
2.	Agree	22	22
3.	Neutral	30	30
4.	Disagree	22	22
5.	Strongly Disagree	12	12
Total		100	100

Source : Primary Data

TABLE 16
SHOWING A RECRUITMENT SOURCES FOLLOWED BY THE ORGANIZATION

S.No	Responses	No. of Respondents	Percentage
1.	Strongly agree	24	24
2.	Agree	22	22
3.	Neutral	22	22
4.	Disagree	16	16
5.	Strongly Disagree	16	16
Total		100	100

Source : Primary Data

TABLE 17
SHOWING WHICH METHOD OF TO RECRUITMENT PREFER FOR THE ORGANIZATION

S.No	Method of recruitment	No of Respondents	Percentage
1.	Direct Method	0	0
2.	Indirect Method	20	20
3.	Third party method	80	80
Total		100	100

Source : Primary Data

TABLE 18
SHOWING A RESPONDENTS ARE CLEAR TO THE ORGANIZATION GOALS & OBJECTIVES

S.No	Responses	No. of Respondents	Percentage
1.	Strongly agree	22	22
2.	Agree	40	40
3.	Neutral	16	16
4.	Disagree	12	12
5.	Strongly Disagree	10	10
Total		100	100

Source : Primary Data

TABLE 19
SHOWING A RESPONDENTS FEEL ABOUT BY THEIR RECRUITMENT PROCESS

S.No	Recruitment process	No. of Respondents	Percentage
1.	Strongly agree	40	40
2.	Agree	24	24
3.	Neutral	20	20
4.	Disagree	6	6
5.	Strongly Disagree	10	10
Total		100	100

Source : Primary Data

TABLE 20
SHOWING A CLEAR RECRUITMENT STRATEGY

S.No	Recruitment strongly	No. of Respondents	Percentage
1.	Strongly agree	26	26
2.	Agree	22	22
3.	Neutral	28	28
4.	Disagree	16	16

5.	Strongly Disagree	8	8
Total		100	100

Source : Primary Data

TABLE 21
SHOWING A RESPONDENTS AGREE TO THE RECRUITMENT METHOD

S.No	Recruitment method	No. of Respondents	Percentage
1.	Strongly agree	26	26
2.	Agree	34	34
3.	Neutral	8	8
4.	Disagree	16	16
5.	Strongly Disagree	16	16
Total		100	100

Source : Primary Data

