

A Study on Employees opinion towards Recruitment and Selection process in HCL Technologies, Madurai

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Abstract- The advent of the internet has brought about a sea change in the traditional mode of recruitment. From small to large-sized organizations, e-recruitment has been adopted and a recent trend in the recruitment function. Brand building of companies depends on the value-added services provided by the job-sites, cost-effectiveness, and speed, providing customized solutions, helping in establishing relationships with HR managers. The recruitment process is the identification of different sources of personal requirements to an organization. As Arthur, 2001 states, internal recruitment of candidates takes place, which includes promotion and transfer, while external recruitment of candidates takes place through advertisement, referrals, and other sources. Examining the methods of recruitment, there are very few studies in the literature. The studies or forms are on single method on which research was conducted, such as Allen et al., 2009; Bissola and Imperatori, 2014. Baum & Kebet, 2014; Basu 2015 expressed that the study with a comparison of two methods is a few, and very few use more than two methods from the pre-hire outcome and post-hire outcome perspective. Organizations provide more opportunities that matter to candidates through the company websites with a dynamic rich platform, instant, and personal communication and informational design options for employee recruitment compared with other e-recruitment approaches. The millennials born between 1980 and 2000 are powerful and talented. They prefer to communicate electronically rather than face to face, work with companies leaving vision to seek meaningful work, personal fulfillment, and work-life balance. The daily life of current and future young graduates, is interwined with the usage of social media & further the underlying technologies of social media are becoming commodity. Recruitment involves the functions of locating, attracting, testing, interviewing, and employing, and it conventionally relies on web-based materials using computers. Smith and Rupp (2004) purport that transferring hiring from the cumbersome manual approach to an automated one saves time and money while increasing efficiency due to leaving the post vacant for a shorter time. In comparison, the cost

involved in posting on the job site is not as economical as job advertisements in newspapers. As stated by the CIPD 2006 report, some of the major recruitment channels through which applicants are attracted include advertisements in newspapers, recruitment agencies/firms, corporate websites, specialist journals, which invite speculative applications, employee-referred schemes, and national newspaper advertisements.

INTRODUCTION

Recruitment and Selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. In short, Recruitment and Selection is the process of sourcing, screening, short listing and selecting the right candidates for fulfilling the requirements of the organization.

"Any organization, big or small, has a primary function of attracting, developing and retaining of quality employees."

Recruitment and selection are the two important functions of personal management. Finding the right people is the most important and equally difficult job. Recruitment is an important part of every organization. Each point of placement demands a person with right qualities and qualifications.

Once the human resource needs are ascertained and vacancies are created, the management had to undertake the task of recruitment and selection. The 5Ws and 1H play an important role in the recruitment process too. An effective recruitment will be an advantage for the company as well as the HR Manager as well as the person to be recruited.

Human Resource management takes care of this aspect and forms the heart of the organization. The main goal of the HR management is to increase the market productivity of the company while supporting employee management.

Selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization. A formal definition of Selection is:-

“It is the process of differentiating between applicants in order to identify (and here) those with a greater likelihood of success in a job.”

Recruitment and selection are the two crucial in the HR process and are often used interchangeably. There I, however, a fine distinction between the two steps. While recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs, selection is concerned with picking the right candidates from the pool of applicants. Recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible. Selection, on the other hand, is negative in its application in as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates.

Every organization has a different unique style as well as time as and whom to recruit. The purpose of this project is to study the recruitment strategy as well as selection structure in HCL Technologies, Madurai.

LITERATURE REVIEW

Korsten (2003) and Jones et al. (2006) stated that Human Resource Management theories emphasize the techniques of employee selection process involving recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations. The recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2003).

Jones et al. (2006) enumerated in that order to find out the potentialities of job seekers successful recruitment technique such as analysis of the job, the labor market scenario/ conditions and interviews, and psychometric tests are required. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility. Other approaches to selection outlined by include several types of

interviews, role play, group discussions and group tasks, and so on.

Hiltrop (1996) research on HR manager and company officials of 319 companies in Europe regarding HR practices and policies of their respective companies and discovered that the most essential practices are the employment security, training and development programs, recruitment and selection, teamwork, employee participation, and lastly, personnel planning (Hiltrop 1999). As a matter of fact, the primary role of HR is to develop, control, manage, incite, and achieve the commitment of the employees. The findings of Hiltrop's (1996) work also showed that selectively hiring has a positive impact on organizational performance, and in turn provides a substantial practical insight for executives and officials involved. Furthermore, staffing and selection remains to be an area of substantial interest in high performing companies as they likely to spend more time in giving training particularly on communication and teamwork skills in par with recruitment and selection techniques for efficient hiring decisions (Hiltrop 1999).

Moreover the finding that there is a positive connection existing between firm performances and training is coherent with the human capital standpoint. Hence, Hiltrop (1996), suggests in order to achieve competitive benefit the managers need to develop HR practices are more focused on training.

Bratton & Gold ,(1999) This relationship being the essence of a company's manpower development, failure to acknowledge the importance of determining expectation during recruitment and selection can lead to the loss of high quality job seekers and take the initial stage of the employment relationship so down as to make the accomplishment of desirable HRM outcomes extremely difficult. In the opinion of Bratton and Gold (1999), recruitment and selection practices are essential characteristics of a dialogue driven by the idea of "front-end" loading processes to develop the social relationship among applicants and an organization. In this relationship, both parties make decisions throughout the recruitment and selection and it would be crucial for a company to realize that high-quality job seekers, pulled by their view of the organization, might be lost at any level unless applications are provided for realistic organization as

well as work description

Jackson et al. (2009) and Bratton & Gold (1999) discussed the views of the applicants about how the company is going to treat them; recruitment and selection acts as an opportunity to clarify this view and as suggested by Bratton and Gold (1999), are realistic job previews or RJP that may take the form of case studies of employees and their overall work and experiences, the opportunity to "cover" someone at work, job samples and videos. The main objective of RJP is to allow for the expectations of job seekers to become more realistic and practical. RJP tend to lower initial expectations regarding work and a company, thereby causing some applications to select themselves; however RJP also increase the degree of organization commitment, job satisfaction, employee performance, appraisal and job survival among job seekers who can continue into employment (Bratton & Gold 1999) Jackson et al. (2009).

Work of Silzer et al. (2010) was largely concerned with Talent management, and through their work they were successful in resolving issues like whether talent is congenital or acquired. According to Silzer et al (2010), that was a core challenge in designing talent systems, facing the organization and among the senior management. The only solution to resolve the concern of attaining efficient talent management was by adopting fully-executable recruitment techniques. Regardless of a well- drawn practical plan on recruitment and selection as well as involvement of highly qualified management team, companies following recruitment processes may face significant obstacles in implementation. As such, theories of HRM can give insights in the most effective approaches to recruitment even though companies will have to employ there in house management skills for

applying generic theories across particular organizational contexts.

Taher et al. (2000) carried out a study to critique the value-added and non-value activities in a recruitment and selection process. The strategic manpower planning of a company, training and development programs, performance appraisal, reward system and industrial relations, was also appropriately outlined in the study. This study was based on the fact that efficient HR planning is an essence of organization success, which flows naturally into employee recruitment and selection. Therefore, demand rather than supply must be the prime focus of the recruitment and selection process and a greater emphasis must be put on planning, supervising and control.

OBJECTIVES OF THE STUDY

- ❖ To identify different job opportunities and various sources of recruitment in HCL Technologies, Madurai.
- ❖ To learn the innovative techniques adopted by HCL Technologies, Madurai in the recruitment and selection process.
- ❖ To study the employees opinion towards recruitment and selection process in HCL Technologies, Madurai.
- ❖ To help the recruitment team make improvement based on the findings of the study.

RESEARCH METHODOLOGY

- ❖ For the present study, descriptive research was conducted. Population of the study is Employees in HCL Technologies, Madurai. A sample of 125 is collected, using questionnaires. Different Statistical tests were conducted to achieve stated objectives.

Demographic characteristics of respondents:

Table1: Demographic characteristics of respondents:

Demographic characteristics		Frequency	Percentage
Age	UPTO 25YRS	75	60
	26- 35	30	24
	36-45	10	8
	ABOVE 45	10	8
Gender	Female	65	52
	Male	60	48
Marital Status	Married	40	32
	Unmarried	85	68

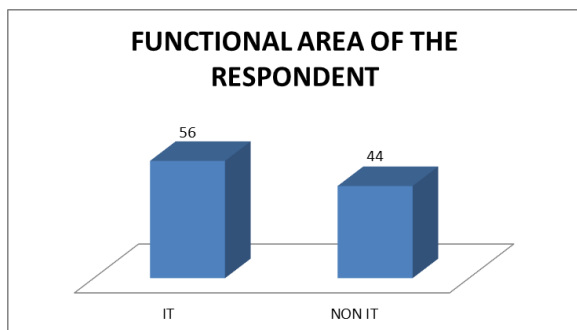
Educational Qualification	Under Graduation	30	24
	Post Graduation	95	76
Experience	Less than 1yr	55	44
	1yr- 3yrs	40	32
	3yrs- 5yrs	20	16
	More than 5yrs	10	8

From the above table, it is understood that under the category- age of the respondents, 60% of the respondents are upto 25yrs and 8% of the respondents are above 36yrs. From the research, it is understood that under the category of Gender of the respondents 52% of the respondents are Female and 48% of the respondents are Male respondents. From the above table, it is understood that under the category of Marital status of the respondents 32% of the respondents are Married and 48% of the respondents are Unmarried and it is understood that under the category of Educational Qualification of the respondents 24% of the respondents have completed their Under Graduation and 76% of the respondents have completed their Post Graduation. From the above table, it is understood that under the category of working period for IT employees, 44% of the respondents have been working for less than a year, 32% have been working for 1yr-3yrs, 16% have been working for 3yrs-5yrs and 8% of the respondents have been working for More than 5yrs.

Table 2: Functional Area of The Respondent

FUNCTIONAL AREA	FREQUENCY	PERCENTAGE
IT	70	56
NON IT	55	44
TOTAL	125	100

Figure 1



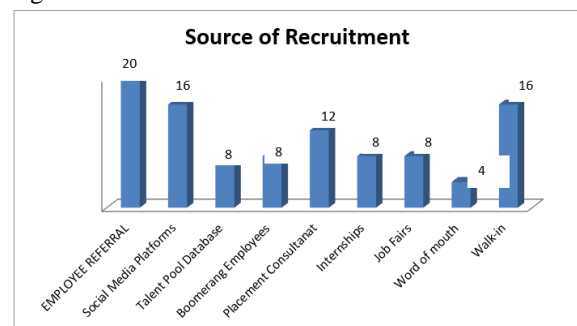
From the above table, it is understood that under the category of Functional Area of the respondents 56% of

the respondents are in IT and 44% of the respondents are in NON-IT.

Table 3. Sources of Recruitment

Sources of Recruitment	FREQUENCY	PERCENTAGE
EMPLOYEE REFERRAL	25	20
Social Media Platforms	20	16
Talent Pool Database	10	8
Boomerang Employees	10	8
Placement Consultants	15	12
Internships	10	8
Job Fairs	10	8
Word of mouth	5	4
Walk-in	20	16
Total	125	100

Figure 2

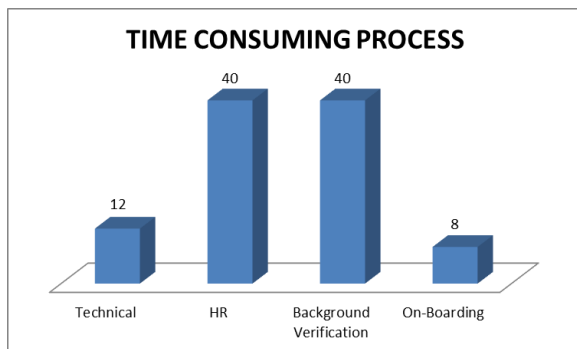


From the above table, it is understood that under the category of job opportunities at IT firms, 16% of the respondents have known through placement consultants, 36% have known through Job portals, 40% have known through Employee Referrals and 8% of the respondents have known through Professional journals or Periodicals.

Table 4. Employees opinion on the most Time Consuming Process

TIME CONSUMING PROCESS	FREQUENCY	PERCENTAGE
Technical	15	12
HR	50	40
Background Verification	50	40
On-Boarding	10	8
TOTAL	125	100

Figure 3

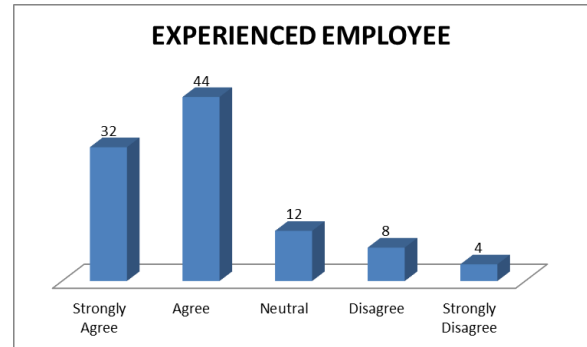


From the above table, it is understood that under the category of time consuming process, 12% of the respondents has said that technical round is the most consuming process, 40% of the respondents has said that HR round is the most time consuming process, 40 % of the respondents has said that Background verification round is the most consuming process, 8% of the respondents has said that On-boarding round is the most time consuming process.

Table 5. Employees opinion on organizational look for Experienced Employees in Selection Process

EXPERIENCED EMPLOYEE	FREQUENCY	PERCENTAGE
Strongly Agree	40	32
Agree	55	44
Neutral	15	12
Disagree	10	8
Strongly Disagree	5	4
TOTAL	125	100

Figure 4



From the above table, it is understood that under the category of experienced employee, 32% of the respondents have strongly agreed that the organization looks for experienced employees in the selection process, 44% of the respondents have agreed that the organization looks for experienced employees in the selection process, 12 % of the respondents have neutral opinion regarding the experienced employees, 8% of the respondents have disagreed that the organization doesn't looks for experienced employees in the selection process and 4% of the respondents have strongly disagreed that the organization doesn't looks for experienced employees in the selection process.

Table 6- Employees Opinion on skills looked over by the Organization during the recruitment Process

There are various skills looked over by the organization during the recruitment process. Some of the skills are Knowledge & skill, Experience, Attitude, Educational Qualification, Team Work etc. For this respondents are allowed to rank their preferences on which they rely on and this is explained by Garrett Ranking Method.

$$\text{Percent Position} = 100(R_{ij}-0.5)/N_j$$

R_{ij} = Rank given for i^{th} item by the j^{th} sample respondents.

N_j = Total rank given by me j^{th} sample respondents

Skills	I	II	III	IV	V	Total
Knowledge & skill	17	32	27	29	20	125
Experience	24	28	29	19	25	125
Attitude	18	27	26	30	24	125
Educational Qualification	46	18	19	20	22	125
Team Work	20	20	24	27	34	125

GARRET VALUE

$100(R_{ij}-0.5)/N_j$	CV	GV
$100(1-0.5)/5$	10	75
$100(2-0.5)/5$	30	60
$100(3-0.5)/5$	50	50
$100(4-0.5)/5$	70	40
$100(5-0.5)/5$	90	25

Calculated Garret value

Skills	I	II	III	IV	V	Total
Knowledge & skill	1275	1920	1350	1160	500	6205
Experience	1800	1680	1450	760	625	6315
Attitude	1350	1620	1300	1200	600	6070
Educational Qualification	3450	1080	950	800	550	6830
Team Work	1500	1200	1200	1080	850	5830

GARRET SCORE

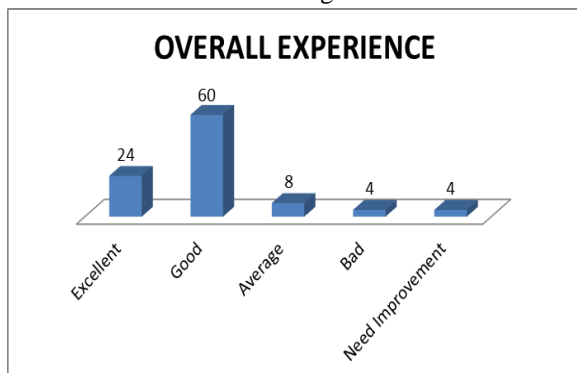
Skills	G.S	A.S	Rank
Knowledge & skill	6205	49.94	III
Experience	6315	50.52	II
Attitude	6070	48.56	IV
Educational Qualification	6830	54.64	I
Team Work	5830	46.64	V

From the table shows the garret ranking score and the average score. The first rank is given to “Educational Qualification” and the last rank is given to “Team Work”.

Table 7 Overall Experience of recruitment and selection process in HCL Technologies, Madurai

OVERALL EXPERIENCE	FREQUENCY	PERCENTAGE
Excellent	30	24
Good	75	60
Average	10	8
Bad	5	4
Need Improvement	5	4
TOTAL	125	100

Figure 5



From the above table, the overall experience of recruitment and selection in HCL Technologies, Madurai is, 24% of the respondents have rated excellent experience, 60% of the respondents have rated good, 8% of the respondents have rated an average, 4% of the respondents have rated bad and 4% of the respondents suggests for improvements in the recruitment and selection process in HCL Technologies, Madurai.

RESULT AND CONCLUSION

- From the study, it is observed that out of 125 sample respondents, 60 percent of the respondents are upto 25yrs, 24 percent of the respondents are 26yrs to 35yrs and 16 percent of the respondents are above 36yrs.
- The study revealed that 52 percent of the respondents are Female and 48 percent of the respondents are Male respondents.
- The analysis revealed that 32 percent of the respondents are Married and 48 percent of the respondents are Unmarried.

- It is observed from the study 24 percent of the respondents have completed their Under Graduation and 76 percent of the respondents have completed their Post Graduation.
- The analysis revealed that 56 percent of the respondents are in IT and 44 percent of the respondents are in NON-IT.
- From the study, it is observed that 16 percent of the respondents have known the job opportunities through placement consultants, 36 percent have known through Job portals, 40 percent have known through Employee Referrals and 8 percent of the respondents have known through Professional journals or Periodicals.
- From the study, it is observed that 44 percent of the respondents have been working for less than a year, 32 percent have been working for 1yr-2yrs, 16 percent have been working for 2yrs-3yrs and 8 percent of the respondents have been working for More than 3yrs.
- The analysis revealed 12 percent of the respondents has said that technical round is the most consuming process, 40 percent of the respondents has said that HR round is the most time consuming process, 40 percent of the respondents has said that Background verification round is the most consuming process, 8 percent of the respondents has said that On-boarding round is the most time consuming process.
- From the study, it is observed that 32 percent of the respondents have strongly agreed that the organization looks for experienced employees in the selection process, 44 percent of the respondents have agreed, 12 percent of the respondents have neutral opinion regarding the experienced employees, 8 percent of the respondents have disagreed and 4 percent of the respondents have strongly disagreed.
- With regards to the qualities based on the importance the organization looks from the candidate, the first rank is given to “Educational Qualification” and the last rank is given to “Team Work” through the garret ranking score and the average score.
- From the study, it is observed that 84 percent of the respondents have rated good in the overall experience of recruitment and selection process of HCL Technologies, Madurai

CONCLUSION

This project was mainly carried out to study the effectiveness of selection and recruitment process in HCL Technologies, Madurai. In the present scenario of blooming IT industry recruitment is the quintessential part of HR strategy. For a high growth organizations attracting, hiring and retaining the right talent is critical. It ensures that the right people with the right skills are in the right place at the right time. And the right players are the key source of competitive advantage. Hence this project has tried to identify what type process is undergoing at the IT firms to recruit the right candidates.

Recruited Employees plays an important role in “Organization Transformation”, hence their involvement factor and the process to be improved is also ascertained by this project. Thus this systematic process will enable organization to identify talented employees and provide education to develop them for future level and broader responsibilities

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