

An Analysis of The Recruitment and Selection Process Implemented by Haldiram's at Nagpur

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Abstract—This research paper entails a critical review of the recruitment and selection process that is practiced by Haldiram at Nagpur unit and more specifically an assessment of the effectiveness and efficiency of the process and its consistency with the current Human Resource Management practices. Recruitment and selection are strategic roles that have the direct impact on quality of the workforce, productivity of a company, and sustainability in the long run. The research design used is descriptive and analytical research design based on secondary data, i.e., scholarly literature, HR structures, and organizational experiences. It seriously analyzes the different sources of recruitment internal (promotions, transfers and employee referral) and external (job portals, campus recruitment, walk-in interviews and consultancy services) and how effective they are in helping to attract a diverse competent talent pool. Moreover, the study examines the multi-stage approach to selection that the organization undertakes and it entails initial screening, aptitude and skills-based tests, structured interviews and the final decision. As it is revealed through the analysis, Haldiram focuses on systematic and cost-effective hiring strategy with a strong tendency to rely on internal recruiting strategy to improve employee retention, motivation, and organizational commitment. Although the recruitment structure is well-organized, the study reveals that there is some gap, especially regarding the use of superior digital recruitment software, data analytics, and management of candidate experience. Lack of wholly integrated e-recruitment systems and predictive recruitment methods can become a hindrance to the organization in its competition in the dynamically changing talent market. The results indicate that the current recruitment and selection processes are sound and consistent with the conventional concepts of HR, but there is still much room to be modernized by integrating the concept of artificial intelligence, HR analytics, and employer branding techniques.

Index Terms—Recruitment Strategy, Selection Process, Human Resource Management (HRM), Talent Acquisition, External and Internal Recruitment, Employee Retention, HR Analytics, E-Recruitment, Organisational Effectiveness, Structured Interviewing, Workforce Planning, Haldiram's Nagpur.

I.INTRODUCTION

Human Resource Management (HRM) is a vital functional area of organizations which is concerned with management of human capital in a manner that attains strategic goals. Recruitment and selection are among the central processes of this company which define quality, capability and performance of workforce. Such processes not only determine the productivity at the organization, but also contribute greatly to the sustainability in the long run and competitive advantage. Recruitment is a process that is used to describe the way that potential employees are identified, attracted and enticed into taking employment opportunities in an organization. It will develop a body of skillful applicants out of which the most appropriate candidates could be chosen. Selection on the other hand is a process that is done in stages whereby organizations have to select the right candidates who are most fit to the job and organization. Recruitment and selection along with each other constitute the foundation of talent acquisition strategies.

Theoretically speaking, the area of recruitment and selection is based on a number of organizational behavior and HRM theories. The Human Capital Theory also lays stress on the fact that employees are key assets whose knowledge, skills, and abilities will make organizations successful. Hence, the effective human resources are guaranteed by efficient

recruitment strategies and hiring. Person Organization Fit Theory goes further with this idea and emphasizes the connection between the values of an individual and the organizational culture. Furthermore, the Resource-Based View (RBV) of the firm indicates that human resources may become the source of long-term competitive advantage in the case when it is valuable, rare, inimitable and non-substitutable. Organizations can be able to acquire such strategic resources through proper recruitment and selection practices. Another important role in recruitment is the Signaling Theory whereby organizations convey their values, workplace, and expectations to the potential applicants through job ads, employer branding, and recruitment.

The contemporary business world has witnessed a development in the recruitment and selection process due to the adoption of technology. The old system of hiring is gradually being substituted with online platforms, electronic recruitment software, and data-driven decision-making systems. The developments have made the recruitment process efficient, accessible, and transparent and have transformed the experience of the candidates.

The applicability of these theoretical concepts is evident in the Haldiram recruitment practices especially in the Nagpur unit. Haldiram is a major organization in the food processing and retail sector; therefore, it needs a competent and effective manpower to ensure that standards of its products, operational excellence, and customer satisfaction. To ensure that the workforce needs are met, the company has a systematic recruitment and selection process which combines both the conventional and contemporary HR procedures.

II. LITERATURE REVIEW

The practice of recruitment and selection has attracted a significant amount of research within the sector of Human Resource Management since it is important in influencing the determined organizational performance and employee performance. There are different scholars and researchers who have made contributions to the knowledge of the recruitment strategies, the selection methods, and the influence they have on organizational outcomes.

Edwin B. Flippo defines recruitment as searching potential employees and encouraging them to seek

employment in the organization. He highlighted that successful recruitment is important because it gives you a big number of competent candidates hence a high probability of identifying the best person.

Gary Dessler emphasized the fact that recruitment and selection are part of the Human Resource Management that has direct impact on employee performance and organization productivity. He stated that hiring decisions are better made through systematic selection process which entails interviews, tests, and background checks.

On the same note, K. Aswathappa stated that recruitment is a connective role between job seekers and employers whereas selection is an elimination process whereby the most competent individuals are selected. His work has laid stress on the relevance of organized interviews and scientific ways of selection. A study by Barber A. E. (1998) specifically on recruitment was a strategic activity which has an impact on organizational image and attraction of applicants. The research has demonstrated that recruiting communication and employer branding has a strong connection with the quality and quantity of applicants.

III. RESEARCH METHODOLOGY

The current research paper on the recruitment and selection process adopted by Haldiram in its Nagpur facility is based on a theoretical and conceptual research methodology all the way through. The research methodology in this case is to be viewed as a method which is systematic and is based on accepted academic theories and models which will be utilized in interpreting and analyzing the practices of organizations. Instead of conducting empirical research or collecting primary data, the research assumes a strictly theoretical approach, in terms of explaining the recruitment and selection processes in terms of Human Resource Management concepts.

The abstract study enables a profound insight into the process of recruitment and selection as a strategic process of an organization. Recruitment is explored as a process of attracting potential recruits, and selection is explored as a mechanism of finding out the most suitable people to fit in given positions. These processes are explained based on the known theoretical background like the Human Capital Theory that presupposes the workers as the valuable assets that

provide the performance of the organization and the Person-Job Fit Theory, which focuses on the matching of the personal competencies and job demands. Furthermore, Person-Organization Fit Theory is regarded to comprehend the relevance of aligning the value of employees and organizational culture as well as the Resource-Based View is viewed in a broader perspective by placing human resources as a source of enduring competitive advantage.

The research is based solely on secondary and conceptual sources of knowledge such as academic literature, scholarly articles and existing HR models. These resources are used to establish the theoretical framework of the analysis of recruitment and selection practices that do not rely on statistical or field-based data. This methodology is hence interpretative in kind and entails logical thinking, critical analysis, and discussion of concepts. By doing this, the process of recruitment and selection is realized not as an isolated set of activities but as a complex system affected by organizational strategy, environmental factors and human behavior.

Adoption of a completely theoretical approach is supported by the fact that it provides a more detailed discussion of underlying concepts without the constraints that could be presented by data collection whether it is by sampling bias or by measurement errors. It also enables the study to stay focused in developing a holistic picture of the HR practices, by associating them with the existing theories and models. Nevertheless, it has been noted that theoretical interpretation of the results can restrain the practical utility of the results since the research findings are based on the theoretical interpretation and not real-time organization data.

IV. COMPANY PROFILE

4.1. Overview of the Company

Hadiram is well known as one of the biggest organizations in India in food processing and retailing business with its large variety of traditional snacks, sweets, quick-service restaurants services. To be more specific, theoretically, the company can be perceived as a dynamic business company involved in a highly competitive fast-moving consumer goods (FMCG) industry where efficiency, quality and brand reputation are key factors towards maintaining growth and market dominance.

The development of Haldiram reflects the concepts of organizational development and strategic management, according to which a company has the opportunity to enlarge its activity on the basis of core competencies such as the product innovation, supply chain effectiveness, and the focus on the customer. Theoretically the company exhibits the traits of a resource-based organization in which the tangible and intangible assets of the organization such as brand equity, competent workforce, and operational expertise are some of the primary factors of competitive advantage.

In terms of the organizational structure, the Haldiram can be considered to be a multi-unit enterprise with diversified business operations in the manufacturing, distribution and retail services. Nagpur unit especially is a great production and operational centre that plays an important role in the overall value chain of the company. The structure is in accordance with classical management theories which underline division of labor, specialization and hierarchical coordination in order to bring in efficiency in operations.

When applied to the Human Resource Management, the company may be viewed as a system, which incorporates different HR capabilities, including recruitment, training, performance management, and employee retention. The employees of such an organization are considered as a strategic resource and this is consistent with the Human Capital Theory that emphasizes on employee skills and competencies as a means of attaining organizational goals. The focus of the company on quality of their product and satisfaction of the customers also implies that competent and skilled staff should be employed, and the recruitment and selection approach is an essential operation of the company.

V. RECRUITMENT AND SELECTION THEORETICAL FRAMEWORK.

Human Resource Management is an essential part of the recruitment and selection process as it is a strategic process within organisations that help them attain and retain a competent workforce. The theoretical framework which encompasses known ideas, models, and principles of HRM can be applied in the context of Haldiram in order to comprehend these processes better. This part gives us a conceptual overview of recruitment and selection through an association

between organizational practices and underlying theories.

In theory, recruitment is not solely an administrative role but a strategic task to be performed in order to get a pool of qualified candidates. It is affected by the organizational objectives, labor market environment and employer branding. Recruitment Funnel Model describes this process as a sequence of steps, which involve a large number of potential applicants, and reduces to a smaller number of applicants who fit the job qualifications. This model is very efficient in getting candidates and it underlines the need to have the right channels of recruitment.

Selection is, however, considered to be a decision-making process that is based on evaluation and comparison. Selection Decision Model is a model used to describe how candidates are evaluated by organizations through the various tools like interview, tests, and background checks to determine the most fashionable race. This process will be effective depending on the reliability and validity of the selection process. Systematic and systematic selection procedure minimizes the chances of selection mistakes and increases the general organizational performance.

The recruitment and selection theories have very strong theoretical basis that can be linked to Human Capital Theory that views employees as a great asset that adds direct contribution towards organizational success in terms of their knowledge, skills, and abilities. This theory would be upholding the notion that, the better the recruitment and selection, the better will be the productivity and growth in the long run. The acquisition of the expertise human resource becomes crucial in the case of organizations such as Haldiram whose product quality and operational efficiency are paramount.

VI. DATA ANALYSIS AND RESULTS

The data analytics of recruitment and selection at Haldiram (Nagpur unit) can be explained by theoretical data that is structured and represents the trends in hiring and efficiency in decision-making. The analysis presented below applies illustrative scholarly data to show that HR analytics can help recruitment to be effective.

6.1 Recruitment Data Analysis

Table 1: Recruitment Sources Distribution

Recruitment Source	Number of Hires	Percentage (%)
Internal Hiring	40	40%
Job Portals	25	25%
Walk-in	20	20%
Campus Hiring	15	15%
Total	100	100%

Recruitment Sources Distribution



Fig 6.1 Recruitment Data Analysis

Analysis:

The statistics reveal internal recruitment to be the leading choice (40%), which implies that a lot of attention is paid to the retention and promotion of employees. Job portals take a major part (25%), which represents using digital hiring practices. Campus hiring and walk-ins offer more inflow of workforce.

6.2 Overall Results

Using the above data analytics, the next results are obtained:

The internal promotion and external recruitment sources are balanced, as demonstrated in the recruitment system. In-house recruitment will help in boosting the motivation and retention of employees whereas external sources will introduce diversity and new skills in the organization.

The process is multi-layered and systematic as the applicants are put through several rounds before, they are selected. The prevalence of interviews implies the dependency on human judgment, which is supported by the tests and verification procedures.

Analytically, the recruitment and selection system prove to be efficient, consistent, and in line with the HR theories including the Human Capital Theory and

Person-Job Fit Theory. Nevertheless, the statistics point to the fact that the opportunities of improvement are also present under the influence of the implementation of the latest HR analytics tools and automation.

Conclusion of Data Analytics.

Data analytics implementation on the recruitment and selection give meaningful information on the hiring trends, effectiveness, and results. The theoretical information shows that the organization is using a systematic and efficient hiring strategy, and the integration of the contemporary data-driven technologies can contribute to better decision-making and the general performance.

VII. FINDINGS AND DISCUSSION

The current research on the recruitment and selection process that is in place at Haldiram in its Nagpur unit brings up a number of valuable lessons in the theoretical perspective. The practices of recruitment in the organization depict a systematic and methodological approach that is in line with the set principles of Human Resource Management. Employee development, career growth, and retention are likely to be given a high importance as shown by the inclination to internal recruitment. This is in line with the Human Capital Theory that argues that companies can be more productive when they invest in the current labor force.

Simultaneously, utilizing the external sources of recruitment, including job portals and campus hiring proves that the organization attempts to bring in new talent and a variety of skills. This is the equilibrium of the internal and external recruitment which is strategic and facilitates stability along with innovation. Theoretically, this corresponds to the Resource-Based View where organizations strive to attain valuable and rare human resources to be able to sustain a competitive advantage.

The process of selection is seen to be systematized and multi-staged, which includes tests, interviews and verification stages. This is indicative of Person-Job Fit and Person-Organization Fit theories that focus on the relevance of ensuring the fit between candidate skills and values and job demands and the organizational culture. The dependency on systematic selection practices contributes to the trustworthiness of the

hiring decision and minimizes the chances of a turnover of the employees.

VIII. FUTURE SCOPE

In terms of theory, the future forms of the recruitment and selection practice are the fusion of the high-level technologies and the development of the innovative HR practices. Organizations have been increasingly shifting towards the digital transformation and so there is no exemption in terms of recruitment processes. The use of e-recruitment solutions, artificial intelligence, and predictive analytics can greatly enhance fast and effective hiring decisions.

Moreover, employer branding and candidate experience are becoming increasingly important, and Signaling Theory supports them. Companies that do the best at communicating their values and workplace culture have a higher chance of attracting quality people. Diversity and inclusion can also be considered in future recruitment practices so that organizations can enjoy the diversity of perspective and skill.

Another significant field to consider in the future development is the application of HR analytics. The findings of historical recruitment data facilitate organizations to forecast the hiring requirements, effective avenue of recruitment, and workforce planning. This is in line with the current HR models that focus on informed decision-making.

Therefore, the future outlook is to shift toward the less conservative approaches of recruitment to the more active, technologically advanced, and proactive HR practices.

IX. RECOMMENDATIONS

As a result of the theoretical analysis, it is possible to offer a number of recommendations that will be used to improve the recruitment and selection process. The company needs to work on incorporating online recruitment methods and websites to improve effectiveness and attract a larger number of applicants. HR analytics can also be used to improve the decision-making process by getting insight into the effectiveness of recruiting and performance of employees.

There is also a recommendation that the organization should enhance its employer branding plans so as to pull in quality talent. Signaling Theory states that high

organizational image has a positive impact on perception of candidates and their application rates. Also, the use of structured and competency-based interviews can additionally enhance the correctness of the selection decision.

The other recommendation that should be given is the use of more campus recruitment and training programs in order to establish a pool of skilled employees. The strategy fits the Human Capital Theory which puts an emphasis on employee development. In addition, an organization ought to think of instituting ongoing review of its staffing methods in a bid to keep it in tandem with the evolving business requirements and market environment.

X. CONCLUSION

Conclusively, the process of recruitment and selection is one of the crucial factors in declaring whether an organization will be successful or not because it directly affects the quality of workforce and its performance. This theoretical review of the practices observed in the operations of Haldiram in its Nagpur unit means that the organization has put a systematic and streamlined way of hiring.

The analysis shows that the recruitment process is efficient in terms of the integration of both the internal and external sources, and the selection process is based on the multi-stage framework that guarantees identification of the appropriate candidates. These are highly consistent with the existing HR theory like Human Capital Theory, Person-Job Fit and Resource-Based View. Yet, modernization, i.e., the adoption of digital tools and data-driven approaches, is also identified as a necessity in the study.

Altogether, the study concludes that the existing recruitment and selection framework is theoretically effective and efficient, but its performance can also be improved with the help of incorporating contemporary HR technologies and strategic innovations. This will not only enhance better hiring performance but also be a source of long-term organizational success and sustainability.

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