A Study Of Recruitment Process Adopted In Industries With Reference To Nagpur.

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Abstract:
Recruiting people that create the desired internal culture early can help a business to continue to hire 'right-minded' employees for years to come, and this in turn should have a positive effect on the quality of service that the business delivers. The right employees are vital for any business, whether it's an up-start in the process of arranging its specialist business or a global multi-national firm with thousands of employees worldwide. It is by recruiting the right person for the role that engagement soars, plans come to fruition and businesses prosper. Recruiting the wrong person, however, will have the reverse effect. For this reason, it is worth investing the effort to get your staff recruitment absolutely right. Not only are the right employees are key to keeping clients happy and establishing a lasting reputation, they are also central to a company's internal business culture. One of the most critical aspects of growing any business is employing the right people. It's costly, stressful and time-consuming to manage the consequences of a wrong hire. One of the major challenges for a start-up business is establishing the reputation and ensuring that the company name is synonymous with good work, quality service and professionalism. With employees acting as the face of the business, it's vital that you have the right people on-board. It can take years to build a reputation and seconds to destroy one, so it's sensible to put procedures in place to protect the interests of business and employees. This research paper will contribute towards establishing the recruitment procedure and policies for the organizations which will ensure that the right quantity and quality personnel will be available for the various roles and duties in the business enterprise. It will provide a vital insight that will help to prevent wrong recruitment.
Keywords: Business engagement, Reputation, Business culture, Right minded employee

I.   Introduction

Productivity can be enhanced by a suitable work environment. It can also be a product of effective recruitment and selection process. An effective recruitment process can ensure that an institution hires the right candidate for a particular job or role. However, research has consistently indicated that human resource practitioners do not follow their institution's recruitment processes in the appropriate manner. Hence, institutions experience high labour turnover, high staff absenteeism, job reworks, high training expenses, labour unrest and low productivity. It is the responsibility of every manager to look after its human resource because they are the most important assets of any organization. In the past, the human resources management function was not seen as important, and as a result many institutions did not place any premium on hiring people. This obviously resulted in human resource manager's unhappiness with the quality of candidates, and long recruitment cycle times. Few institutions still hire staff the same way that they used to hire staff many years ago. This is an indication that many human resources managers and officers still do not consider recruitment as important tasks within the human resource department. Perhaps this is the reason why organizations complain that it is difficult to find a suitable candidate for job openings. It is imperative that organizations attract, recruit and retain the right candidates, especially considering the massive role of human resources at workplace. Using the incorrect type of recruitment and selection processes may impact the institution's efficiency in producing great talents. However, certain problems exist in recruitment and selection processes such as unclear job descriptions, unskilled personnel who conduct interviews, and many more. Such problems affect the productivity of the

organization. According to Vijay (2011), to avoid these kinds of problems, the human resource department should be familiar with the vacancy, and identify the best recruitment mechanism to attract and hire the best candidate who is available in the market. Richardson (2011) states that as the job market becomes increasingly more competitive and the available skills become more diverse, recruiters should be more selective in their choices. This is because poor recruiting decisions can produce long-term negative effects. The effects are high training expenses to reduce poor performance and high turnover within the organization which in turn impacts on staff morale (Richardson, 2011). Consequently, this process should be done properly so that organizational productivity can improve. Improving organizational productivity requires that appropriate recruitment and selection tools or techniques be utilized in order to hire suitable candidates for the job.

II. Objective

The main objective of the study was to establish the recruitment procedure in order to avoid wrong recruitment and to frame policies in order to maintain right quantity and quality personnel for the various roles and duties in the business enterprise.

III. Literature Review

Finding, attracting and keeping the best people can however be an arduous task, but with effective recruitment and selection processes, an organization will be guaranteed the right calibre of people for the organization's needs. However, this is not to say that effective recruitment and selection processes guarantee total success for an institution. Nel et al.(2008) support that there is no guarantee in making the correct selection decisions, but one can only attempt to make it as successful as possible by best utilizing all the tools at one's disposal. Syverson (2010) defines productivity simply as efficiency in production obtained from a given set of inputs. According to Syverson, productivity is primarily expressed as an output-input ratio. Several factors drive organizational productivity. These include staffing, structure, communications, and training and development. Others include sound objectives and supportive culture, planning, better control systems, focused strategy, and proper processes (Dechert-Hampe Consulting [DHC]). It is apparent that these drives are impacted by the human factor. In fact, most empirical studies have underscored the human element as a vital competitive advantage thus   implying that proper staffing processes are a critical ingredient to an organization's productivity.

According to Cameron (2008), the cost of poor recruitment and selection processes can be significant. Therefore, recruitment and selection must be done properly, or else it may result in high labour turnover, high absenteeism, more errors, and high training expenses for the organization and reduced or low productivity (Richardson, 2011). When the right people are hired, it is important that they work in a conducive work environment so that they are able to increase the productivity of the organization.

According to Gupta (2006), if workers are mentally assured that they are operating under safe working conditions, their morale will be high and they will work with more consideration and thus productivity will increase. Another way to increase productivity is when the staff is given a clear job description on the first day that he/she is hired. Stahl (2004) says that institutions can improve productivity by giving employees clear and specific descriptions of their job, roles, responsibilities, performance, performance expectation and job requirements. It will cost the institution high training expenses when selecting a wrong candidate as he/she will require lots of training in order for her/him to perform. Tertiary educational institutions should invest in training so that staff can improve productivity by doing their jobs more efficiently.

IV. Research Methodology

The purpose of the methodology is to describe the research procedure. This includes overall research design, the sampling procedure, the data collection method, and analysis procedure.

This paper is based on secondary data and Information has been sourced from various books, trade journals, government publications, newspapers etc. and research is descriptive in nature. The research strategy used is qualitative. Unit of analysis for this study is "individuals".

Secondary Data

Appropriate journals, magazines such as Human Capital, relevant newspaper articles, company brochures and articles on www sites will also be used to substantiate the identified objectives.

The Recruitment Process

Having and keeping the right people on your team makes all the difference in running a productive and successful cultural organization. Reflect for a moment on your own contribution to your organization's success. Your special talents – be they artistic or managerial – combined with your passion and commitment to the arts, probably played a significant role in getting your organization where it is today.

You can ensure and even accelerate the progress of your organization by continuing to attract top people. You can also avoid the pitfalls of bad hiring decisions, which can result in much wasted time and money, poor morale among the people you want to keep, and even lawsuits. In the following guidelines you'll learn the key factors in making successful hiring decisions:

1. Define your skill and talent requirements
2. Attract the right people
3. Select the best person

Successful recruitment involves the several processes of:

1. Development of a policy on recruitment and retention and the systems that give life to the policy;
2. Needs assessment to determine the current and future human resource requirements of the organization. If the activity is to be effective, the human resource requirements for each job category and functional division/unit of the organization must be assessed and a priority assigned;
3. Identification, within and outside the organization, of the potential human resource pool and the likely competition for the knowledge and skills resident within it;
4. Job analysis and job evaluation to identify the individual aspects of each job and calculate its relative worth;
5. Assessment of qualifications profiles, drawn from job descriptions that identify responsibilities and required skills, abilities, knowledge and experience;
6. Determination of the organization's ability to pay salaries and benefits within a defined period;
7. Identification and documentation of the actual process of recruitment and selection to ensure equity and adherence to equal opportunity and other laws.
   Documenting the organization's policy on recruitment, the criteria to be utilized, and all the steps in the recruiting process is as necessary in the seemingly informal setting of in house selection as it is when selection is made from external sources. Documentation satisfies the requirement of procedural transparency and leaves a trail that can easily be followed for audit and other purposes. Of special importance is documentation that is inconformity with Freedom of Information legislation (where such legislation exists), such as:

1. Criteria and procedures for the initial screening of applicants;
2. Criteria for generating long and short lists;
3. Criteria and procedures for the selection of interview panels;
4. Interview questions;
5. Interview scores and panellists' comments;
6. Results of tests (where administered);
7. Results of reference checks.

Recruitment and Selection Quality and Organizational Performance

The effectiveness of different recruitment and selection criteria of employees has been the topic of research for over 60 years. The effectiveness has primarily been assessed by examining the rates of turnover, job survival and job performance along with organizational issues such as referrals by current personnel, in-house job postings, and the re-hiring of former employees.

A study has emphasized the importance of a quality process during the time of recruitment and hiring given that the right type of labour is hard to come by. In fact, while lending credence to the importance of hiring quality candidates who are hard to find warned that talent deficiency is unrelated to huge population. While reporting that recruitment is the only component for attracting and retaining knowledge workers, Unwin (2005) gave significance to the process involved during the time of recruiting and hiring good candidate.
Although the study conducted by Subbarao (2006) explained the recruitment sources used by individual job seekers at various levels, the study further highlighted the importance of different types of approaches used at the time of recruitment which in turn makes any organization well-established or less established. According to Sarkar and Kumar (2007) organizational performance is hinged on the approach which the organization adopts in the recruitment and selection of employees. To this end, Sarkar and Kumar (2007) spoke of a holistic model of recruitment i.e. emphasizing the importance of the whole process of recruitment and the interdependence of its parts (Sinha & Thaly, 2013).

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises. Since recruitment and selection involve getting the best applicant for a job, it has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess.

Recruitment Strategies and Processes

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by *job posting*, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda.

Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

V. Conclusion

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises. It is important for managers to understand the objectives, policies and practices used for

selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions. As Robbins (2005) observed, organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. In view of the findings, the study suggests that in designing and instituting recruitment and selection criteria quality should not be compromised. This is more so as the right type of labour is hard to come by.

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