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WORKFORCE CAPACITY DETERMINE THE
EFFECTIVE RESULTS OF THE ORGANIZATION
SUCCESS

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ABSTRACT

The study provides very few specific recommendations about designing and implementing recruitment and selection process whose goal is to employ talented and required candidates for the organization. The reason for this is that recruitment and selection process became too interested in measurement issues and hence some recent trends in the area have begun moving the field in the right direction. The researcher reviewed these trends and their genesis, and proposes a framework as a means of integrating what he has learned and generating proposals for future research that focus on employee recruitment and selection process. To conduct the study a sample size of 150 respondents were chosen using convenience sampling techniques from around employees in and around Tuticorin. From the study it has been found that most of the respondents are satisfied with the recruiter, recruitment policies, interview method and other factors. The researcher concludes that the employees are generally satisfied with Recruitment and Selection system, but they expect a systematic procedure.

KEYWORDS: Recruitment and Selection process, Recruitment Policies, Interview method

INTRODUCTION

Human resource is a term used to describe the individuals who comprise the workforce of an organization. The use of the term 'human resources' by organizations to describe the workforce capacity available to devote to the achievement of its strategies has drawn upon concepts developed in Organizational Psychology. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. Recruitment, selection, and outsourcing, Organizational design and development, Business transformation and change management, Performance, conduct and behavior management, Industrial and employee relations, Human resources workforce analysis, Compensation, rewards, and benefits, Training and development. Recruitment forms a major part of an organization's overall resourcing strategy, which identify and secure people needed for the organization to survive and succeed in the short to medium-term. Recruitment activities need to be responsive to the ever-increasingly competitive market to secure suitably qualified and capable recruits at all levels. To be effective these initiatives need to include how and when to source the best recruits internally or externally. Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition.

STATEMENT OF THE PROBLEM

In today's rapid utilization set up, recruiting and selecting the employees become a matter of concern. The organization needs to

recruit and select employees so that it will increase the company's profit and help to achieve their goals. Recruitment and selection should be made to obtain qualified people in the organization and also to provide effective results for organization success.

OBJECTIVES OF THE STUDY

The following are the objectives of the study-

Primary objective:-

- ◆ To study the effectiveness of recruitment and selection process in Flextronics Technologies India Private Limited.

Secondary objectives:-

- ▲ To study the various sources of recruitment.
- ▲ To study the factors influencing the recruitment and selection procedure.
- ▲ To analyze the effectiveness of different recruiting techniques and sources for all types of job applicants in the organization.
- ▲ To analyze the type of interview preferred for the selection process in the organization.
- ▲ To study the types of test followed in the selection process of the organization.

SCOPE OF THE STUDY

The study takes into account mainly Recruitment and Selection process which are considered to be the main ingredient in each and every process. It helps to understand the various sources of recruitment provided by the organization. It helps to analyze the recruitment policy of the organization. It enables to evaluate the effectiveness of different recruiting techniques and sources for all types of job applicants in the organization. To understand the selection process adopted for the candidates in the organization. To analyze the types of interview and types of test followed in the selection process.

REVIEW OF LITERATURE

Arun Kumar in his project titled, "Recruitment and Selection in ICICI Bank" stated that the manager is fully satisfied with the existing Recruitment and selection process. The recruitment and selection process should not be lengthy. The recruitment and selection process should not be impartial. To some extent a clear picture of candidates should be in order to search for appropriate candidates.

Farzana in her project reports entitled, "A study on Recruitment and Selection for Temp Staffing. A case study at Addecco Flexione Workforce Solutions Ltd" found out the study's emphasis is on recruitment and selection process of only three telecom companies TATA, IDEA and AIRTEL. The study aims at understanding various issues involved in managing the recruitment process. The study does not look into financial aspects of recruitment cost analysis. The study was done only to know the various sources of recruitment

Jackulin.M in her project titled, "A Study on Effectiveness of Recruitment and Selection Process of Wipro Technology Private Ltd., Chennai." came to know that the excellent pattern of interview is followed in case of the selection process. The candidate eligibility verification program is a great merit to the organization to avoid unfaithful candidates in the company. The systematic procedure is followed in the recruitment and selection process.

Milton Z. Nichaman in his project report titled, "A Final Report on Recruitment and Selection of USPHS Commissioned Officers in the Clinical Disciplines" had observed that the subject of the lack of a force management process, including components of an active reserve, which can properly guide the recruitment and placement process and of a computerized information system for all officers including those being recruited and those already on duty.

Saumya Mehta in her project report titled, "A Project Report on Recruitment and Selection at AVIVA Life Insurance" had discovered there was the Manpower requirement for each department in the company is identified well in advance. If the manpower requirement is high and the recruitment team of the HR department alone cannot satisfy it, then help from the placement agencies is needed. Time management is very essential and it should not be ignored at any level of the process. The recruitment and selection through placement agencies as the last resort and is utilized only when needed.

RESEARCH METHODOLOGY

Research Design:-

Descriptive and analytical research design is used in the study. A detailed discussion was done with the respondents and analysis was made in the responses given by them.

Area of Study:-

The area of study has been confined to in and around Tuticorin.

Source of Data:-

Both primary and secondary data are used for this study.

Research instrument:-

A questionnaire was used to collect the data from the respondents. The questionnaires were issued to respondents and the data were collected from them.

Sampling Design:-

From 2000 employees the researcher has selected 150 employees. The simple Random sampling method is adopted for selecting the sample.

Processing of Data:-

The collected data are classified, analyzed and tabulated. The statistical tools applied in the research for analysis of the data are Percentage Analysis Method, Chi-square Test, Rank Correlation and Weighted Average Method.

The recruitment and selection is the major function of the human resource department. The recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. Recruitment and selection process are very essentials for the organization to achieve their objectives by effectively utilize the power of human resources in a right way at the right job.

RANKING THE FACTORS OF RECRUITMENT AND SELECTION PROCESS

The factors of Recruitment and Selection process are ranked using correlation to identify the improvement needed areas and it is presented in the Table 1.

Table 1 Ranking the Factors of Recruitment and Selection Process

S. No	Satisfaction level	Weighted average	Rank
1	Technical knowledge	7391	I
2	Qualification	4788	III
3	Experience	5386	II
4	Communication Skills	1013	IV

Table 1 shows that ranking, the areas of improvement in the effectiveness of Recruitment and Selection process. "Technical knowledge" is ranked first among various factors, "Experience" is ranked second,

"Qualification" is ranked third and "Communication Skills" is ranked last among the four factors of recruitment and selection process.

FACTORS OF RECRUITMENT AND SELECTION PROCESS

The factors of Recruitment and Selection process are rated where improvement

is needed using Weighted Average Method and presented in Table 2.

Table 2 Rating the Factors of Recruitment and Selection Process

S. No	Satisfaction level	Weighted average	Rate
1	Candidates Eligibility Verification	115	II
2	Selection Test	100	V
3	Selection Procedure	131	I
4	Interview Method	105	IV
5	Recruiter	107	III

Table 2 shows that rating the areas of improvement in the effectiveness of Recruitment and Selection process. "Selection Procedure" is rated first among various factors, "Candidates Eligibility Verification" is rated second, "Recruiter" is rated third, "Interview Method" is rated fourth and "Selection Test" is rated last among the four factors where improvement is needed

RELATIONSHIP BETWEEN EXPERIENCE AND SATISFACTION WITH THE EXISTING RECRUITMENT AND SELECTION PROCESS

Chi square test is used to find if there is a relationship between the experience of the respondents and their satisfaction with the Recruitment and Selection process followed by the company.

NULL HYPOTHESIS

H_0 There is no significant relationship between the experience of the respondents and their satisfaction with the Recruitment and Selection process followed by the company.

ALTERNATE HYPOTHESIS

H_1 There is a significant relationship between the experience of the respondents and their satisfaction with the Recruitment and Selection process followed by the company.

Table 3 Relationship Between Experience and Satisfaction with the Existing Recruitment and Selection Process

Age of the Respondents	Recruitment and Selection Process			Total
	Highly Satisfied/ Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied / Highly Dissatisfied	
21-25 years	23	5	19	47
25-30 years	21	6	12	39
30-35 years	15	5	8	28
Above35 years	23	7	6	36
Total	82	23	45	150

Calculated value

$$t^2 = 4.933$$

Degrees of Freedom

$$k = 4$$

Table value for $k = 6$, at 0.05 level of significance = 12.592

Here the calculated value is less than the table value.

Accept H_0

Inference

There is no significant relationship between the experience of the respondents and their satisfaction with the Recruitment and Selection system conducted by the company.

SUGGESTION

It is found that a good number of respondents are satisfied with the effectiveness of Recruitment and Selection process of the company. Based on the findings of the study the following suggestions were given.

- ☆ Employee selection process may be improved by increasing the effectiveness of the value stream mapping process.

- ☆ Management can conduct selection tests on the basis of the job requirements in the organization to improve the effectiveness of the selection process in the organization. ☆ Intelligence test can be given more importance in the selection process to test the knowledge of the candidates.

- ☆ The company can go for campus interview in order to get talented candidates to improve the organization effectiveness.

- ☆ The organization can minimize the candidate's eligibility verification process to provide an opportunity to potential candidates screened out the eligibility process.

CONCLUSION

The study reveals that the success of any organization greatly depends on discovering potential candidates and selecting prospective employees to maximize the profit and productivity of the organization. Recruitment and selection process depends on the basis for manpower requirement, sources, interview and

job requirements. Based on Selection process, selection tests, candidates eligibility verification and interview techniques in which suggestions are given to improve the effectiveness of recruitment and selection process. From the study it is found that employees are satisfied with their existing recruitment and selection process in the Flextronics Technologies India Private Limited.

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