

A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS TOWARDS CII-MODEL CAREER CENTRE

Submitted in partial fulfillment of the requirements for the award of

Bachelor of Commerce

by

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**DEPARTMENT OF BUSINESS
ADMINISTRATION
SCHOOL OF MANAGEMENT
STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **S.REKHA(40740285)** who carried out the Project Training at "CII-Model Career Centre, Guindy" under our supervision for a period of 3 months from January 2023 to March 2023.

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A handwritten signature in black ink, appearing to read 'Rekha', with a horizontal line underneath.

SIGNATURE OF THE CANDIDATE

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S REKHA

ABSTRACT

The project examined **“A study on effectiveness of recruitment and selection process in CII-Model Career Centre”**. The objective of the Study is to understand the Recruitment and Selection process carried out by the company. The Strategies used by the organization to retain their loyal employees and to attract new talents inside and outside the organization. Communication media is checked, to know if the employees are aware of the activities going on in the organization. Feedbacks are collected at the end to know the employees view about the company.

Better recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the research paper entitled Recruitment and Selection has been prepared to put a light on Recruitment and Selection process. The main objective is to identify general practices that organizations use to recruit and select employees and, to determine how the recruitment and selection practices affect organizational outcomes at CII-Model Career Centre, Guindy. Successful recruitment and selection practices are key components at the entry point of human resources in any organization. The main objective of this paper is to identify general practices that Organizations use to recruit and select employees. The study also focus its attention to determine how the recruitment and selection practices affect the organizational outcomes and provide some suggestions that can help. Data analysis has been done with statistical tools like tables, graphs, pie charts, bar diagrams.

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LIST OF ABBREVIATIONS

S.NO.	PARTICULARS	PAGE NO.
1	MCC-Model Career Centre	21
2	CII-Confederation of Indian Industry	30
3	TAT-Thematic Apperception Test	10
4	SME-Small Medium Enterprise	11
5	MNC-Multi National Company	11
6	MOLE-Ministry of Labour& Employment	11
7	NCS-National Career Services	12
8	UAE-United Arab Emirates	10
9	UK-United Kingdom	10
10	US-United States	10
11	GCU-Grand Canyon University	29
12	SMC-Strategic Management Consulting	29
13	TQM-Total Quality Management	32

CHAPTER 1

INTRODUCTION

1.1 RECRUITMENT AND SELECTION

Recruitment is the process of attracting individuals on a timely basis in sufficient numbers and with appropriate qualification, to apply for jobs within an organization. The process of searching prospective employees with multidimensional skills and experience that suits organization strategies is fundamental to the growth of the organization, this demands more comprehensive strategic perspective recruitment. Organizations require the service of large number of personnel, these personnel occupies the various positions created to the process of organization. Each position of the organization has certain specific contributions to achieve the organizational objectives. The recruitment process of the organizational has to be strong enough to attract and select the potential candidates with right job specification. The recruitment process begins with human resource planning and concludes with the selection of required number of candidates, both HR staff and operating managers have responsibilities in the process.

“Right person for the right job is the basic principle in recruitment and selection”. Every organization should give attention to the selection of its manpower, especially its managers.

Every business organization needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates is essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit.

RECRUITMENT

1.1.1 DEFINITION:

According to Edwin B. Flippo, "It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization."

Recruitment is the process of recruiting potential personnel to fill up the existing requirement of the organization. It is the process of discovering potential applicants for actual or anticipated job vacancies.

Recruitment involves encouraging individuals with the needed skills to make applications for employment with the firm.

1.1.2 MEANING:

Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organization. When more persons apply for jobs then there will be a scope for recruiting better persons.

1.1.3 OBJECTIVES OF RECRUITMENT:

- To attract people with multi-dimensional that suit the present and future organizational strategies.
- To induct outsiders with a new perspective to lead the company.
- To infuse fresh blood at all levels of the organization.
- To develop an organizational culture that attracts competent people to the company. To search or head hunt/ head pouch people whose skills fit the company's value.
- To search for talent globally and not just within the company.
- To anticipate and final people for positions that do not exist yet.

1.1.4 NEED FOR RECRUITMENT

It makes possible to choose the right person in the right time at the right place. It also makes it possible to acquire the number and type of people necessary to ensure the continued operation of the organization.

➤ ***Planned needs: -***

Such needs arise from changes in the organization policies.

➤ ***Anticipated needs: -***

It refers to those movements in personnel which an organization can predict by studying trends in internal or external need.

➤ ***Unexpected needs: -***

Such need arises due to illness, death and resignation.

1.1.5 IMPORTANCE OF RECRUITMENT

- Attract and encourage a good number of candidates to apply for the organisational vacancies.
- Create a talent pool of prospective candidates that enables the selection of best candidates to suit for the organisational need.
- Determine present and future organisational requirement taking into consideration of personnel planning and job analysis activities.
- Links the employers with the potential employees.
- Increase potential candidates' pool at less cost.
- Increases success rate of selection process by reducing the number of under qualified or overqualified job applicants.
- Reduce the probability of leaving the organisation only after a short period of time, once recruited and selected.
- Meet the organizations' legal and social obligations maintaining its workforce composition.

- Determine the appropriateness of the candidates by identifying and preparing potential job applicants.
- Increase organizational and individual effectiveness regarding application of various recruitment techniques and tapping different sources of recruitment concerned.

1.1.6 RECRUITMENT PROCESS:

Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

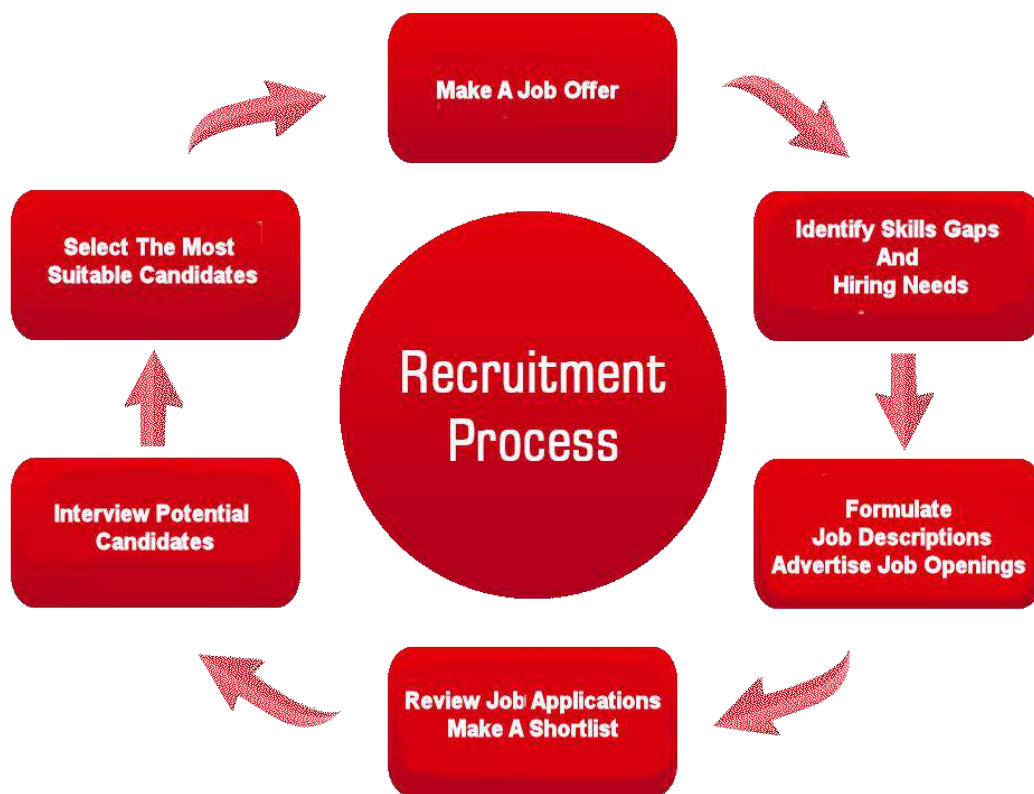


Fig 1.1.6.1

Step 1: Recruitment planning phase

In the recruitment planning phase, you identify the hiring need within the organization

and create a job description for each vacant position. The job description lists the qualifications and experience required for the job and outlines the primary job responsibilities an employee needs to accomplish at the workplace.

Step 2: Strategy development phase

The next step involves devising a strategy for recruiting the most qualified candidate for the vacant position. In this phase, the recruitment team identifies if the candidates require professional training for accomplishing their work.

Step 3: Searching phase

The searching phase involves actively seeking new candidates to fill vacant positions. Often, organizations use both internal and external sources to recruit the best-fit candidate.

4. Screening phase

The screening phase involves shortlisting candidates from a pool of applications or CVs. For screening candidates, you may have to review the CVs and profile summaries to separate the qualified candidates from the unqualified ones.

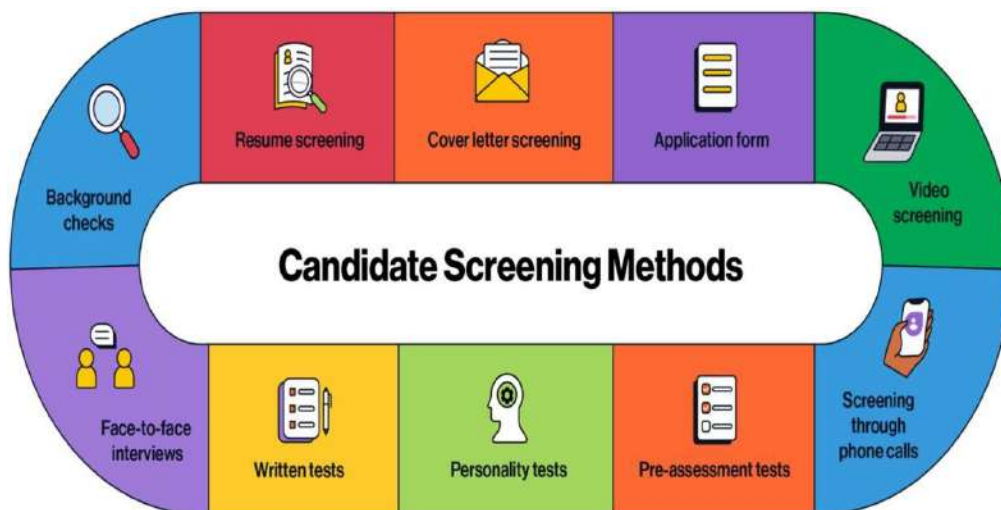


Fig 1.1.6.2

5. Interviewing and selection phase

In this phase, the recruiter has to plan interviews with the shortlisted candidates. While face-to-face interviews are preferable, you may conduct Skype or video interviews if the candidate is not local to your office location.

6. Job offer phase

The next step is officially making a job offer to the selected candidate. The offer letter should provide details like the start date, performance expectations, compensation, perks and benefits, working hours and work-related policies.

7. Onboarding phase

When the candidate accepts the job offer, you can start the Onboarding process and welcome the new member to your organization. The Onboarding process can help the new employee learn about the organization's culture, understand their work policies, meet with their team members and understand workplace expectations.

1.1.7 Methods of Recruitment:

Some of the most important methods of recruitment are as follows:

1. Direct Method
2. Indirect Methods
3. Third Party Methods.

Recruitment methods refer to the means by which an organisation reaches to the potential job seekers. In other words, these are ways of establishing contacts with the potential candidates. It is important to mention that the recruitment methods are different from the sources of recruitment.

The major line of distinction between the two is that while the former is the means of establishing links with the prospective candidates, the latter is location where the prospective employees are available. Dunn and Stephen have broadly classified methods of recruitment into three categories.

These are:

1. Direct Method
2. Indirect Method
3. Third Party Method.

1. Direct Method:

In this method, the representatives of the organisation are sent to the potential candidates in the educational and training institutes. They establish contacts with the candidates seeking jobs. These representatives work in cooperation with placement cells in the institutions. Persons pursuing management, engineering, medical etc. programs are mostly picked up in this manner. Sometimes, some employer firms establish direct contact with the professors and solicit information about students with excellent academic records. Sending the recruiter to the conventions, seminars, setting up exhibits at fairs and using mobile office to go to the desired centres are some other methods used to establish direct contact with the job seekers.

2. Indirect Methods:

Indirect methods include advertisements in newspapers, on the radio and television, in professional journals, technical magazines etc. This method is useful when:

- (i) Organization does not find suitable candidates to be promoted to fill up the higher posts
- (ii) When the organization wants to reach out to a vast territory, and
- (iii) When organization wants to fill up scientific, professional and technical posts

3. Third Party Methods:

These include the use of private employment agencies, management consultants, professional bodies/associations, employee referral/recommendations, voluntary organisations, trade unions, data banks, labour contractors etc., to establish contact with the job-seekers. Now, a question arises: which particular method is to be used to recruit employees in the organisation? The answer to it is that it will depend on the policy of the particular firm, the position of the labour supply, the Government regulations in this regard and agreements with labour organisations. Notwithstanding, the best recruitment method is to look first within the organisation.

1.1.8 SOURCES OF RECRUITMENT:

Sources of recruitment refer to various modes of connecting with the job seeker for completing the task of finding potential employees. In simple words, sources of recruitment are the medium through which communication regarding the vacant positions is made aware to the prospective candidates.



Fig 1.1.8.1

I. Internal Sources:

Internal sources of recruitment refer to the recruitment of employees who are already a part of the existing payroll of the organisation. The vacancy for the position can be informed to the employee through internal communication.

There are different types of internal hiring in the organisation and they are as follows:

1. Promotion:

Promotion is referred to as the change of designation of the employee. It involves shifting of the existing employee to a higher position within the organisation and providing that employee with more responsibility and a raise in pay. Promotion helps in motivating the other employees of the organisation to work hard so that they also become eligible for promotion.

2. Transfer:

Transfer refers to the shifting of an existing employee from one department to another department in an organisation.

3. Employee Referrals:

It can happen that the organisation in an effort to cut down costs on hiring is looking for employee referral. The employees are well aware of the job roles in the organisation for which manpower is required. These employees will refer potential candidates by screening them based on their suitability to the position.

4. Former employees:

Some organisations have the provision of hiring retired employees willing to work part time/full time for the organisation.

5. Dependents of deceased, disabled, present employees:

Some organizations with a view to the commitment and loyalty of employees, recruit the family members of the dependents of deceased, disabled.

II. External Sources:

External sources of recruitment seek to employ candidates that have not been recruited any time before in the organisation.

Introduction of fresh talent among the workforce leads to growth and development of the business.

Following are the some of the external sources of recruitment:

1. Advertisement:

Advertisements serve as a great source of information regarding any job opportunities. This type of source is used for recruitment of middle level employees, or high level employees.

2. Employment Exchanges:

Employment exchanges serve as a source of recruitment for the people as it is run by the government.

3. Employment portals:

In this age of technology, development in the field of hiring has taken place. Nowadays many employment portals are open where one can find information about job openings.

4. Educational Institutions:

Educational institutions also serve as a good source of recruitment as many students or say resources will be available at once under one roof.

5. Recommendation:

This can also be a good source of recruitment as an existing employee will be able to provide better recommendation for other candidates.

6. Private employment agencies of consultants:

Private employment agencies perform recruitment functions on behalf of a client or company by charging fees line managers are relieved from

recruitment functions so that they can concentrate on their operational activities and recruitment functions are entrusted to private organization.

7. Professional Organizations:

Maintain complete bio data of their members and provide the same to various organizations on requisitions. They also act as an exchange between their members and recruiting firms.

8. Casual applicants:

Depending upon the image of the organization, the candidates apply casually for jobs through mail or handover the applications in the personnel department.

9. Trade unions:

Employees seeking change in employment put a word to the trade union leaders with a view to getting suitable employment and when the opportunities arise they inform to management.

III. *Modern sources of Recruitment*

1. Walk-in:

The busy organizations advise the potential candidates to attend for an interview directly without a prior application on a specified date, time and at a specified place. The suitable candidates from among the interviewers will be selected for appointment.

2. Consult in:

The busy and dynamic companies encourage the potential job seekers to approach them personally and consult them regarding jobs the companies select the suitable candidates from among such candidates through the selection process.

3. Head Hunting (search consultants):

The company request the professional organizations to search for the best candidates for the senior executive positions. The professional organizations

search for the most suitable candidates and advise the company regarding the filling up of the positions.

4. Body shopping:

Professional organizations and the hi-tech training institutes develop the pool of human resources for the possible employment. The prospective employers contact these organizations to recruit the candidates. These professional and training institutions are called body shoppers.

5. Mergers & Acquisitions:

Business alliances like acquisitions, mergers and take overs help in getting human resources. In addition the companies do also have alliances in sharing their human resources on ad-hoc basis. It means that the company with surplus human resources offers the services of their employees to other needy organizations.

6. Outsourcing:

Some organizations recently started developing human resources pool by employing the candidates for them. These organizations do not utilize the human resources; instead they supply HRs to various companies based on their needs on temporary or ad-hoc basis.

Factors Influencing Recruitment

1. *Size of the Enterprise:*

The number of persons to be recruited will depend upon the size of an enterprise. A big enterprise requires more persons at regular intervals while a small undertaking employs only a few employees. A big business house will always be in touch with sources of supply and shall try to attract more and more persons for making a proper selection. It can afford to spend more amounts in locating prospective candidates. So the size of an enterprise will affect the process of recruitment.

2. *Employment Conditions:*

The employment conditions in an economy greatly affect recruitment process. In under-developed economies, employment opportunities are limited and there is no dearth of prospective candidates. At the same time suitable candidates may not be available because of lack of educational and technical facilities. If the availability of persons is more, then selection from large number becomes easy. On the other hand, if there is a shortage of qualified technical persons, then it will be difficult to locate suitable persons.

3. *Salary Structure and Working Conditions:*

The wages offered and working conditions prevailing in an enterprise greatly influence the availability of personnel. If higher wages are paid as compared to similar concerns, the enterprise will not face any difficulty in making recruitments. An organisation offering low wages can face the problem of labour turnover. The working conditions in an enterprise will determine job satisfaction of employees. An enterprise offering good working conditions like proper sanitation, lighting, ventilation, etc. would give more job satisfaction to employees and they may not leave their present job. On the other hand, if employees leave the jobs due to unsatisfactory working conditions, it will lead to fresh recruitment of new persons.

4. *Rate of Growth:*

The growth rate of an enterprise also affects recruitment process. An expanding concern will require regular employment of new employees. There will also be promotions of existing employees necessitating the filling up of those vacancies. A stagnant enterprise can recruit persons only when present incumbent vacates his position on retirement.

SELECTION

1.1.9 DEFINITION OF SELECTION

The Selection is a process of picking the right candidate with prerequisite qualifications and capabilities to fill the jobs in the organization. Selection is defined as a process which differentiates between job applicants to filter and hire those who can achieve greater success in the job.

The various steps in selection procedure are given as follows:

1. ***Inviting applications:***

The prospective candidates from within the organization or outside the organization are called for applying for the post. Detailed job description and job specification are provided in the advertisement for the job. It attracts a large number of candidates from various areas.

2. ***Receiving applications:***

Detailed applications are collected from the candidates which provide the necessary information about personal and professional details of a person. These applications facilitate analysis and comparison of the candidates.

3. ***Scrutiny of applications:***

As the limit of the period within which the company is supposed to receive applications ends, the applications are sorted out. Incomplete applications get rejected; applicants with un-matching job specifications are also rejected.

4. ***Written tests:***

As the final list of candidates becomes ready after the scrutiny of applications, the written test is conducted. This test is conducted for understanding the

technical knowledge, attitude and interest of the candidates. This process is useful when the number of applicants is large.

5. *Preliminary interview or stand up interviews*

The applications which have been considered by the employer maybe called for a preliminary interview. The object of preliminary interview is to see the candidate personally to ensure whether he is physically and mentally suitable for the job during this interview the employer may ask certain basic questions about his educational qualifications, previous work experience areas of interest etc.

6. *TESTS*

A test is a sample measurement of a candidate's ability and interest for the job different types of test are conducted.

1. *Aptitude Test* conducted to know whether candidate has the potentials to learn the skills necessary to the work. Ex: salesman.

2. *Intelligence Test* to test the mental capacity of the candidates like, reasoning, word fluency, memory, vocabulary, etc.

3. *Proficiency Test* is conducted to measure a person's skill to do his job.
Ex: typist.

4. *Interest test* to measure a candidate's interest in a particular work.

5. *Personality Test* helps to judge the personal traits of candidate's qualities like, courage, values, initiative, curiosity, judgment, temperament, etc.

6. *In Basket* the candidate is supplied with actual letters, telephone, conversation, reports and adequate information about job and organization. The candidate is asked to take decision on various items based on the information.

7. *Thematic Apperception Test (TAT)* candidates are shown a series of pictures and are asked to write a story based on these pictures. This test measures candidate's conceptual, imaginative and projective skills.

8. *Ink-Blot Test* The candidates are asked to see the ink- blots and make meaningful concepts out of them. The examiner keeps a record of the responses, emotional expressions and incidental behaviors.

7. ***Personal interview:***

Candidates proving themselves successful through tests are interviewed personally. The interviewers may be individual or a panel. It generally involves officers from the top management. The candidates are asked several questions about their experience on another job, their family background, their interests, etc. They are supposed to describe their expectations from the said job. Their strengths and weaknesses are identified and noted by the interviewers which help them to take the final decision of selection.

- i. *Structured Interview* - In a structured the interviewer has a list of questions with answers prepared well in advance. The interviewer asks questions only from prepared questions and marks are awarded based on the answer.
- ii. *Unstructured Interview*- The interviewer asks any questions that he thinks relevant and see how the interviewee responds. The interviewer asks the candidate to express his views on the job he has applied.
- iii. *Depth Interview*- Depth Interview attempts to know the in-depth knowledge of the candidate in his chosen field of activity. This interview is necessary where the candidates are expected to be experts in performing the job to be assigned to them.

- iv. *Stress Interview* - This kind of interview is necessary to select candidates for jobs that require tremendous amount of patience, the capacity to overcome resistance and the mental courage to overcome stress and strain.
- v. *Board or panel Interview* - In this kind of interview the candidate is interviewed simultaneously by a panel of experts. Each member of the board may ask questions from certain specific areas.
- vi. *Group Discussion Interviews* - In this case a group of candidates will be interviewed simultaneously. A practical problem will be given to them and each one is asked to discuss it to find a solution.

8. **Reference check:**

Generally, at least two references are asked for by the company from the candidate. Reference check is a type of crosscheck for the information provided by the candidate through their application form and during the interviews.

9. **Medical examination:**

Physical strength and fitness of a candidate is must before they takes up the job. In spite of good performance in tests and interviews, candidates can be rejected on the basis of their ill health.

10. **Appointment:**

If the employer is satisfied with the medical reports of the candidate he may appoint him in his organization. The appointment order states the date of appointment, the nature of the job, the salary, and other allowance payable, the period of probation, etc.

11. Probation:

It is the initial testing period of the candidates during which his performance will be observed. In certain organizations it may be 6 months while in others it may extend up to 2 years.

12. Confirmation of service:

After the successful completion of the period of probation, the candidate's appointment will be confirmed after getting the confirmation order the candidate becomes eligible to contribute to provident fund and other schemes. The candidate who has not performed satisfactorily will be issued the termination letter.

Difference between Recruitment & Selection

Recruitment	Selection
Searching the candidate for employment	To choose the candidate for a right job
Large no. of candidates for job	Refusing unfitting candidates
It a positive process	It is a negative process
Its takings selections	It follows recruitment
Applicant do not cross many footraces	Applicants have cross many footraces

Table 1.1.1

1.2 INDUSTRY PROFILE

About Confederation of Indian Industry:

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society, through advisory and consultative processes.



Fig 1.2.1

CII is a non-government, not-for-profit, industry-led and industry-managed organization, with around 9000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 286 national and regional sectorial industry bodies.

For more than 125 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issue extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

As India completes 75 years of Independence in 2022, it must position itself for global leadership with a long-term vision for India@100 in 2047. The role played by Indian industry will be central to the country's progress and success as a nation. CII, with the Theme for 2022-23 as Beyond India@75: Competitiveness, Growth, Sustainability, Internationalisation has prioritized 7 action points under these 4 sub-themes that will catalyse the journey of the country towards the vision of India@100.

With 62 offices, including 10 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 350 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

Roles:

Our primary goal is to develop Indian industry and to ensure that government and society as a whole, understand both the needs of industry and its contribution to the nation's well-being. For this, we work

- To identify and strengthen industry's role in the economic development of the country.
- To act as a catalyst in bringing about the growth and development of Indian Industry.
- To reinforce industry's commitment to society.
- To provide up-to-date information and data to industry and government.
- To create awareness and support industry's efforts on quality, environment, energy management, and consumer protection.
- To identify and address the special needs of the small sector to make it more competitive.
- To promote cooperation with counterpart organisations.
- To work towards the globalisation of Indian industry and integration into the world economy.

1.3 COMPANY PROFILE

About Model Career Centres:



Fig 1.3.1

Directorate of Employment, Ministry of Labour & Employment (MoLE) has launched the National Career Services (NCS), this initiative aims to provide a variety of employment related services including "Model Career Centres", with primary focus on Career Counselling. Model Career Centres will be a reservoir of skilled talent pool, where the Industry can tap in from, thus establishing a seamless employer-employee connect.

To help 12 million youth entering the workforce, to pursue the right career choice according to their aptitude and ability, the Ministry has tasked CII (Confederation of Indian Industry) to establish Model Career Centres (MCC) in Gurgaon, Mumbai & Chennai. For the Model Career Centres to be robust in its varied services to the youth.

Model Career Centre aims to provide complete guidance and counselling through self-assessments & insights into making right career choices. We also enhance personality & confidence of the youth before entering into the corporate world by imparting various professional and personal development skills through blended approach of online and offline learning mechanisms.



Fig 1.3.2

Objectives of Model Career Centres:

Leadership model for “Industry – Career Centre Collaboration” is for:

- Enhancing employability of and entrepreneurship in youth
- Up gradation of skills of existing workforce
- Mainstreaming informal skills
- Meeting the emerging skill needs of the industry

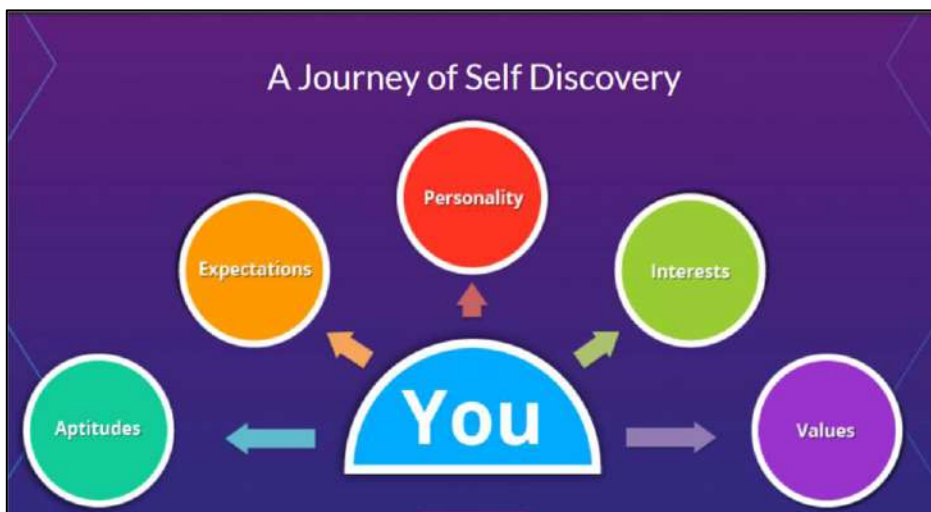


Fig 1.3.3

Vision & Mission of Model Career Centres:

Vision:

Linking Youth with Job & Career Opportunities through Counselling & Training.

Mission:

- Reach out to the youth through workshops, portals, job fairs, etc.
- Guide youth as per their aptitude and potential about the training & job opportunities.
- Connecting job-seekers to job-providers

MCC – Makes it Happen



Fig 1.3.4

Process of MCC



Fig 1.3.5

MCC – Placements



Fig 1.3.6

1.4 STATEMENT OF THE PROBLEM

In today's competitive work environment Recruitment plays an important role. Recruitment is a process of selecting people. In many organizations the recruiters are having less scope of recruitment practices. It is expected that recruitment of the candidates will be increased if the factors of recruitment practices expected by the recruiters are satisfied. Recruitment practices in the company are the very big challenge for them to implement and recruit the candidates properly. So this research paper has mentioned some recommendations and suggestions to improve the recruitment practices in the Organization. Henceforth the researcher made an attempt to study the recruitment process and its effectiveness.

1.5 NEED FOR THE STUDY

- Determine the present and future requirement of the organization personnel-planning and job analysis activities.
- To identify general practices that organizations use to recruit and select employees.
- To determine which recruitment and selection practices are most

effective.

- To determine how the recruitment and selection practices affect organizational outcomes.
- To develop organizational culture that attracts competent people to the company.
- To conduct recruitment activities in an efficient and cost effective manner.

1.6 SCOPE OF THE STUDY

- This study helps to make decision in selecting the right candidates for the right job.
- This study helps the organization to study the area of problem and suggest ways to improve the recruitment and selection process.
- This study focus on understand the recruitment and selection process.
- The present research is confined to study the recruitment and selection process followed at CII-Model Career Centre.
- The study reveals that whether employees are satisfied with the recruitment process.
- Is the organization providing ethical process for recruiting employees?

1.7 OBJECTIVES OF THE STUDY

- To understand the current recruitment policies followed at CII-Model Career Centre.
- To study the different methods of recruitment carried out at CII-Model Career Centre.
- To find out whether the employees are satisfied with the recruitment process of CII-Model Career Centre.
- To find the relationship whether jobs are offered based on qualification to the employees in the organization.
- To evaluate the various recruitment and selection techniques which include interviews, group tests, psychological tests, intelligence tests, technical tests

and others.

- To know the perception of employees regarding recruitment and selection process.

1.8 LIMITATIONS OF THE STUDY

- Research was to be conducted maintaining the decorum of the Company.
- Employees were busy in their work so they did not spend much time in respond openly to the question asked.
- Due to time constraint the in depth study could not be conducted.
- The information collected from the employees may not be 60 percent true they may some false because of some company rules.
- The data was collected only on current working employees not an employee who left the organization.

CHAPTER 2

REVIEW OF LITERATURE

Sania Usmani (2020) - *Recruitment and Selection Process at Workplace: A Qualitative, Quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability. (2020)*. The results of this review will also guide all future studies on how appearance, confidence, communication skills and resumption of clarity play an important role in the recruitment process rather than physical or facial attractiveness.

Dharshini.K.A & Seleena.R (2020) - *A Pragmatic study on Human Resources Trends in recruitment and selection process in Non-Banking Financial Companies in Kanniyakumari district (2020)*. The most important study recommended that it is necessary to enhance the new form of talent acquisition, such as campus recruitment, the trainees program to employ the appropriate talents, and the evaluation of candidates during recruitment must be more efficient.

Bushra Bintey Mahbub(2020)- *Internship Report on Recruitment and Selection Process of BRAC Bank LTD. (BBL)(2020)*. The report made several recommendation, the most important of which was that some procedures could be computerized via the Internet so that some work is reduced and opportunities for manual errors are reduced. There is a need to give more facilities to the trainees, and the most important goal was that they should search for quality instead of quantity in the case of selecting or employing employees.

Sophia Diana Rozario and Others (2019) - *Challenges in Recruitment and Selection Process: An Empirical Study (2019)*. The study indicated that there are some restrictions and it was considered an introductory study for future research. The first limitation relates to the cross-sectional nature of this study describing participants' feelings and thoughts about the selection process at a particular time only. Therefore,

the results are based on the participant's emotions for that period only rather than evidence over a period of time.

Ahmedabad (2018) - *A Study On Recruitment And Selection Process Of Airtel (2018)*

The study presented several recommendations, the most important of which was the necessity of an effective human resources management in the organization that depends on the effectiveness of many other human resources activities such as selection and training on the quality of new employees who are attracted through the recruitment process.

Dr. Amer Hani Al-Kassem (2017) - *Recruitment and Selection Practices in Business Process Outsourcing Industry (2017)*. The study recommended that access to employee services, develop their skills, and motivate them at high levels of performance, and in order to ensure the maintenance of their commitment to the organization, this is necessary to achieve organizational goals.

Agneš Slavić and Others (2017) - *The Role of the Internet and Social Networks in Recruitment and Selection Process (2017)*. The results of the research conducted show that in Serbia, the internet and social networks are used in the recruitment process, but still not to a large extent. The conclusion is that the decision to select a suitable candidate should not only be based on social network data, but this information can help in making decisions.

Adeyemi et. al (2015) also opined that employees should all be treated fairly in the recruitment and selection process and be appraised constantly to ensure that they improve their performance.

Ekwoaba, Ikeije, and Ufoma (2015) in a study of the impact of recruitment and selection criteria on organizational performance revealed that recruitment and selection criteria have a significant effect on organization's performance that the more objective the recruitment and selection criteria, the better the organization's

performance.

Ayesha Yaseen (2015) has presented the recruitment and selection process of educational sectors. Here the higher education institutions with the placement impact are studied to recommend for economic growth. Researchers in this research are of the view that GCU needs revision of its set up of selection and recruitment starting from job advertisement to the hiring of employees.

Aminchi Daniel, et.al (2014) have presented the recruitment and selection process of HR in adult educational schools. Here the management of adult education borno state Nigeria is reviewed. The paper reasons that it is essential to decide the procedure by enroll, select and place association worker and the unforeseen workforce as far as their aptitudes and specialized capacities, particularly in grown-up instruction association.

Sudhasetti N, and DNM Raju, (2014) has studied the recruitment and selection process of various industries. Here the cement industry, electronics and sugar industry data are processed on the studied. Effective recruitment process rehearses are key parts at the passage purpose of HR in any association .Efficient placement selection systems bring about improved hierarchical results. The primary target of this paper is to recognize general practices that associations use to enlist and select workers.

Sneha M, (2014) have reviewed the recruitment and selection process based on the HR consulting firms. As a prime supporter of the ability procurement, HR counseling firms have meant their significance of this industry. The placement strategy of an association is dictated by the nature of work and industry in which it works.

Neeraj Kumari (2013) *A Study of the Recruitment and Selection process: SMC Global (2013)* He found that the company is following an effective Recruitment and Selection process to maximum extent. Company should focus on long term consistent

performance rather than short term. The emphasis towards training and enhancing skills of recruiters needs to be more and also consistent.

Wycliffe M. Nyangaresi and others (2013) *Recruitment and Selection Process: A Case of City council of Nairobi, Kenya (2013)* The study made important recommendations based on its findings and the most important of those recommendations was that for any organization in the competitive business world today to achieve its goals and objectives and in order to remain relevant to the market, it must invest heavily in the appointment and selection of its employees.

Mustapha, Adeniyi Mudashiru (Ph.D) (2013) *The Impacts of well Planned Recruitment and Selection Process.* The study recommended that the goal of employment goes beyond merely filling vacancies to include individual development and achievement. It aims to build a strong organization where effective teamwork takes place, while meeting the needs of individuals at the same time.

Korsten (2013) and Jones et al. (2013), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online.

Rehman, Safdar (2012). *A Study of Public Sector Organizations with Respect to Recruitment, Job Satisfaction and Retention.* A detailed analysis of the issues and tasks suggests that implementing a variety of personnel policies to improve work performance results in lower job turnover by increasing job satisfaction.

Aakash Gopalia (2011) *Effectiveness of Online Recruitment and Selection Process.* His research indicated that online recruitment and selection are effective in terms of the time needed to employ reducing employment and saving and managing costs. Apart from that, it was determined that online recruitment is also effective in terms of

developing a competitive advantage for companies by developing a market image and obtaining high-quality candidates.

Dr.Nazrul Islam and others (2010) *factors affecting the recruitment and selection process in private commercial banks.* The study concluded that the factors that affect the recruitment and selection process in banks are unable to bridge the gap between the qualifications of candidates and the requirements of work in banks.

JACKSON [2010] The corporate blueprint of managing the staff and the method of approaching the HR concepts should satisfy the objectives of the execution and it should also fulfill the additional repayment process as well.

ONGORI HENRY, TEMTIME Z [2010] The SME (Small and Medium Enterprise) selection practices of recruitment has been indicated to enhance and improve the administrative practices in these sectors, which suggest suitable human assets and methods for the completion of the process.

P MANIKANDAN AND R KALPNA SASTRY [2009] It is very important to observe the HRM principles and strategies for effective Human Resources Management.

Emma Parry, Hugh Wilson (2009). *Factors influencing the adoption of online recruitment.* According to their research the Internet is initially expected to welcome the future of recruitment and is expected to replace other media with desirable recruitment methods, but the recruitment of online recruitment is not so comprehensive.

Hella Sylva, Stefan T. Mol (2009). *E-Recruitment: A study into applicant perceptions of an online application system.* The survey investigates applicants' perceptions of Web-based procedures based on real-world surveys of 1360 applicants to multinational financial services organizations applying for jobs in the UK, the Netherlands and Belgium.

Ghada El-Kot, Mike Leat (2008). *A survey of recruitment and selection practices in Egypt.* The purpose of this article is to confirm that there is evidence that the Egyptian organization is using context-specific recruitment and selection practices and that other practices are being used in various occupations.

Keith Townsend (2007) *Recruitment, training and turnover: another call centre paradox.* There seems to be a lot of paradox in the management of the growing call center sector. The purpose of this white paper is to review a wide range of recruitment and training systems in 34 the workplace that face these highly anticipated sales.

Cem Tanova, Halil Nadiri (2005) *Recruitment and training policies and practices: The case of Turkey as an EU candidate.* In Turkey, in contrast to existing literature and theoretical suggestions, it suggests that there is a high possibility of relying on employers considered as full-time employment sources to fill SME managerial positions.

Sohel Ahmad, Roger G. Schroeder (2002). The management literature describes that the behavioral characteristics of employees can play an important role in the success of TQM. However, there is little empirical research on this. Using international data sets, this study investigates: the impact of quality control methods on the competitiveness of plants.

Dessler (2002) contends that there has been a significant amount of research examining what skills and qualities employers' value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities.

CHAPTER- 3

RESEARCH METHODOLOGY

Research methodology involves specific techniques that are adopted in research process to collect, assemble and evaluate data. It is the process used in collecting and analyzing information to increase our understanding of a topic or issue. It consists of three steps: putting forward a question, collecting data to answer the question and presenting an answer to the question. Methodology is the systematic, theoretical analysis of the methods applied to a field of study. It defines those tools that are used to gather relevant information in a specific research study. Surveys, questionnaires and interviews are the common tools of research.

3.1 RESEARCH DESIGN

A research design is purely and simply the framework or plan for a study that guides the collection and analysis of data. It is a blue print that is followed in completing a study. A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the problem research. A research design is a framework that has been created to find answers to research questions.

DESCRIPTIVE RESEARCH DESIGN:

Research design used for this study is descriptive research design. Descriptive research design is called explanatory design. This describes the demographic characteristics of candidates who are seeking the job. Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, occupation, experience etc, a descriptive study is necessary.

3.2 SOURCES OF DATA

3.2.1 Primary source of data

Primary data is obtained directly from first-hand sources by means of surveys, observation or experimentation. For the purpose of this study, the primary data is collected through survey using questionnaire method. The questionnaire was given to the executive level employees in the organization. The responses were collected and used for analysis.

3.2.2 Secondary source of data

Sources from the organization, organization literature, books and journals are served as the secondary data for the study. Secondary data are those, which are not collected specifically for solving the problem currently being investigated. In this research, the secondary data is collected through internal sources such as company records, company policies and websites. External sources such as literatures, books and websites were also used.

3.3 STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about candidates and employees. The second part contained suggestions and opinions about recruitment and selection process in CII-Model career centre.

3.4 SAMPLE SIZE

A subset of the universe that the best represents the same is sample. The number of units from the sample is referred to as the sample size. Sample size for the present study is 99 employees.

3.5 SAMPLING TECHNIQUE

The sampling technique that was chosen is Convenience sampling method, in which the researcher selected the accessible population members from which to get information and the items selected were easy to approach and measure. Convenience sampling is a non- probability sampling method.

3.6 PERIOD OF STUDY

The period of study is 3 months January 2023 through March 2023.

3.7 ANALYTICAL TOOLS

Percentage Analysis

1. Percentage analysis

Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data, Percentage are used to describe relationship. It can be used to compare the relative terms, the distribution of two or more series of data.

Percentage of Respondents = (No. of respondents/Total) * 100

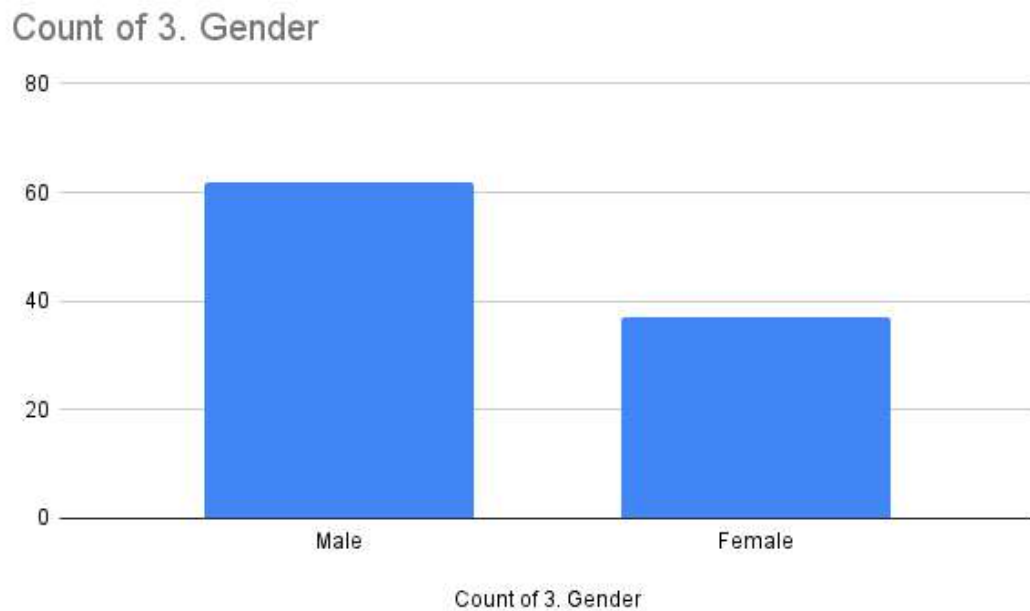
CHAPTER 4 DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

4.1.1: Table showing Gender wise classification of the respondents

Gender	No. of Respondents	Percentage
Male	62	62.6
Female	37	37.4
Total	99	100.00

Source: Primary data



4.1.1: Chart showing Gender wise classification of the respondents

Interpretation

From the table, 62.6% of the respondents are male and 37.4% of the respondents are female.

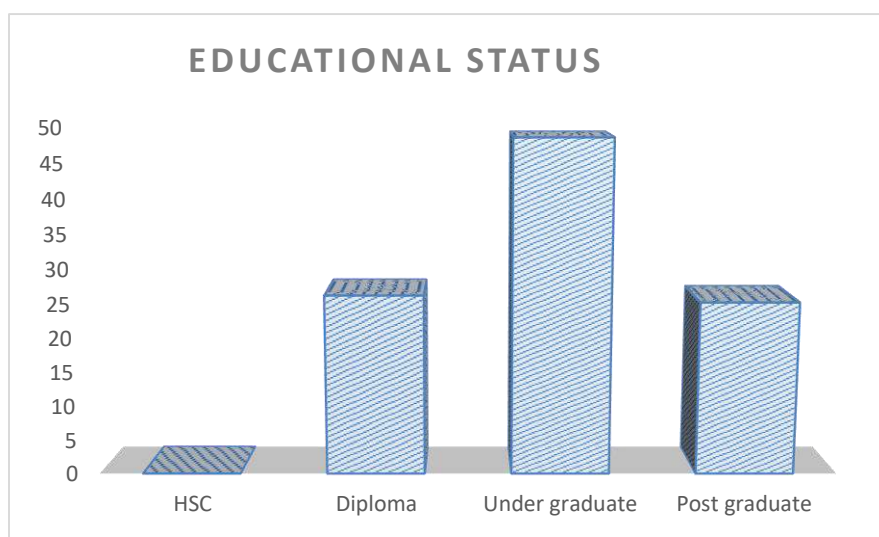
Inference

Majority of the respondents (62.6%) are male.

4.1.2 Table showing distribution of respondents based on educational status

Educational status	No. of respondents	Percentage
HSC	0	Nil
Diploma	26	26.3
Under graduate	48	48.5
Post graduate	25	25.3
Total	99	100

Source: Primary data



4.1.2 Chart showing distribution of respondents based on educational status

Interpretation

From the above table, 25.3% of the respondents are post graduates, 48.5% of the respondents are under graduates and 26.3% of the respondents have completed diploma.

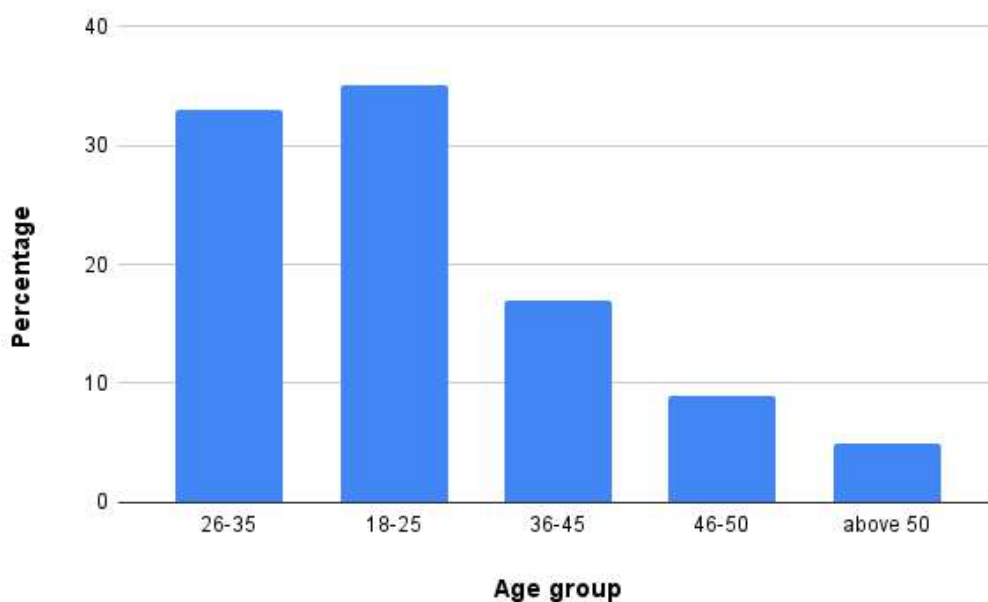
Inference

Majority (48.5%) of the respondents are under graduates.

4.1.3 Table showing distribution of respondents based on Age

Age group	No. of respondents	Percentage
18-25 years	35	35.4%
26-35 years	33	33.3%
36-45 years	17	17.2%
46-50 years	9	9.1%
Above 50 years	5	5.1%
Total	99	100

Source: Primary data



4.1.3 Chart showing distribution of respondents based on Age

Interpretation

From the table, 35.4% of the respondents are 18-25 years, 33.3% of the respondents are 26-35 years, 17.2% of the respondents are 36-45 years, 9.1% of the respondents are 46-50 years and 5.1% of the respondents are above 50 years.

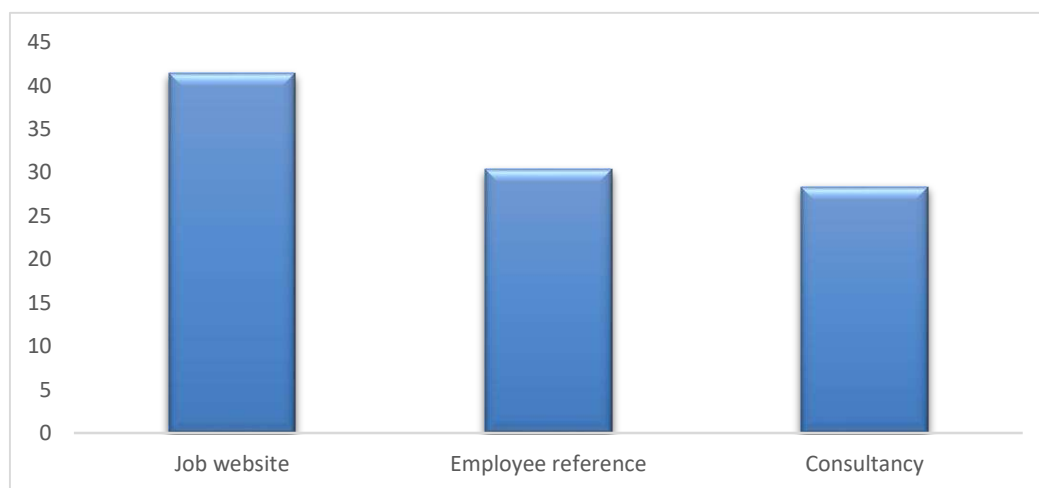
Inference

Majority (35.4%) of the respondents are 18-25 years old.

4.1.4 Table showing that percentage of job opening website at CII-MCC

Particulars	No. of respondents	Percentage
Job website	41	41.4
Employee reference	30	30.3
Consultancy	28	28.3
Total	99	100

Source: Primary data



4.1.4 Chart showing that percentage of job opening website at CII-MCC

Interpretation

From the table, 41.4% of the respondents are job website, 30.3% of the respondents are employee reference and 28.3% of the respondents are consultancies.

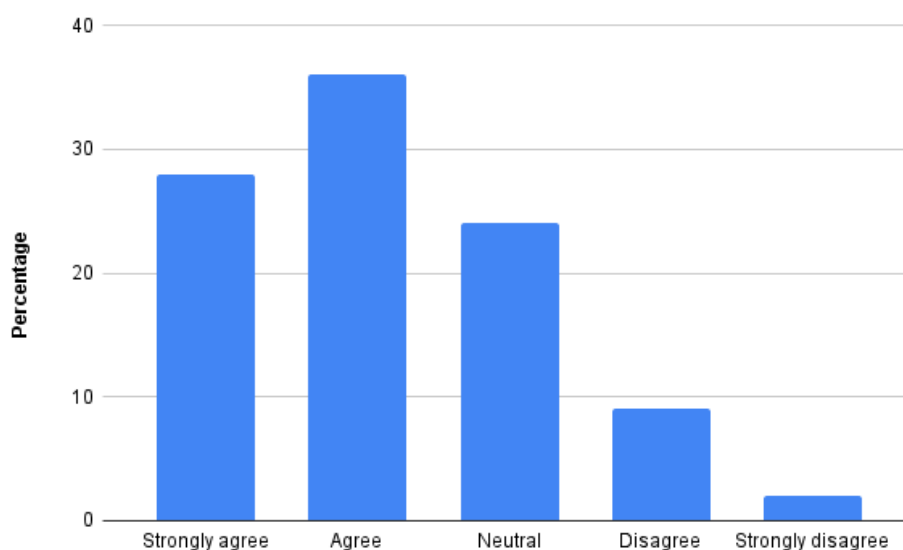
Inference

Majority (41.4%) of the candidates came to know about job openings at CII-MCC through the job website.

4.1.5 Table showing that perception of employee towards the right job to the right person

Particulars	No. of respondents	Percentage
Strongly agree	28	28.3
Agree	36	36.4
Neutral	24	24.2
Disagree	9	9.1
Strongly disagree	2	2
Total	99	100

Source: Primary data



4.1.5 Chart showing that perception of employee towards the right job to the right person

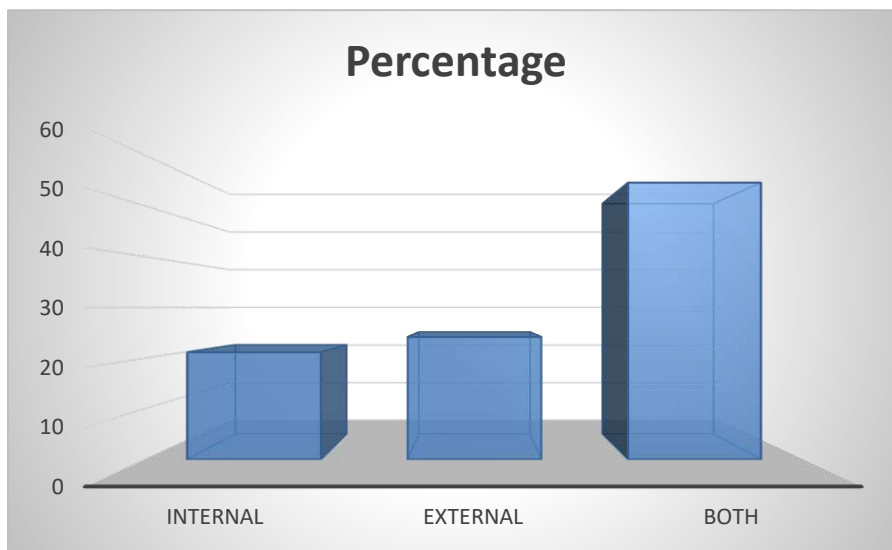
Interpretation

From the table, 28% strongly agrees the right job is being performed by the deserved person, 36% of the employees agrees to the statement, 24% has neutral opinion that right job is performed by right person, 9% disagrees and 2% of the employees strongly disagree that the right job is being performed by the deserved person in the company.

4.1.6 Table showing that sources used in recruitment and selection

Particulars	No. of respondents	Percentage
Internal	21	21.2
External	24	24.2
Both	54	54.5
Total	99	100

Source: Primary data.



4.1.6 Chart showing that sources used in recruitment and selection

Interpretation

From the table, 54.5% says the company recruit the employee from both sources, 24.2% of the employees say the company recruit the employee from external sources and 21.2% of the employees say the company recruit the employee from internal sources.

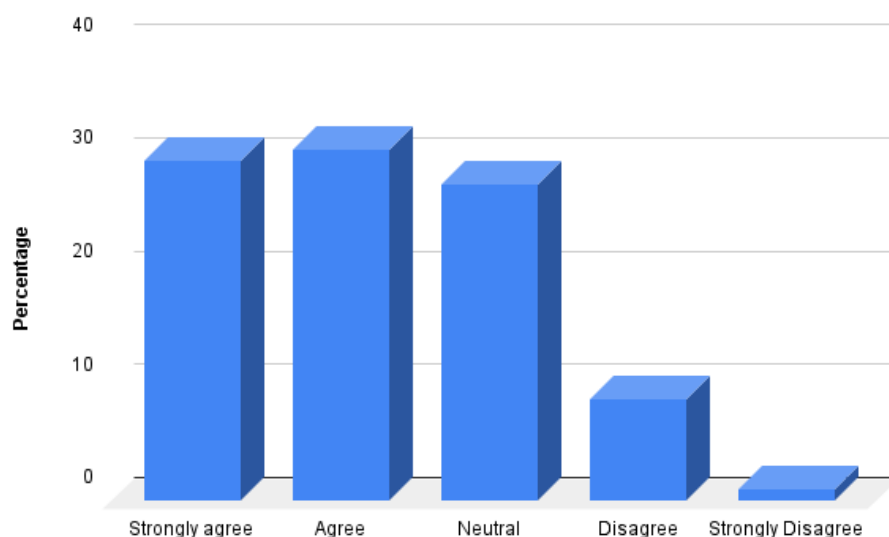
Inference

Majority 54.5% of the recruitment and selection is done both by internal and external sources.

4.1.7 Table showing that recruitment policy of the company

Particulars	No. of respondents	Percentage
Strongly agree	29	29.3
Agree	31	31.3
Neutral	28	28.3
Disagree	9	9.1
Strongly disagree	1	1
Total	99	100

Source: Primary data.



4.1.7 Chart showing that recruitment policy of the company

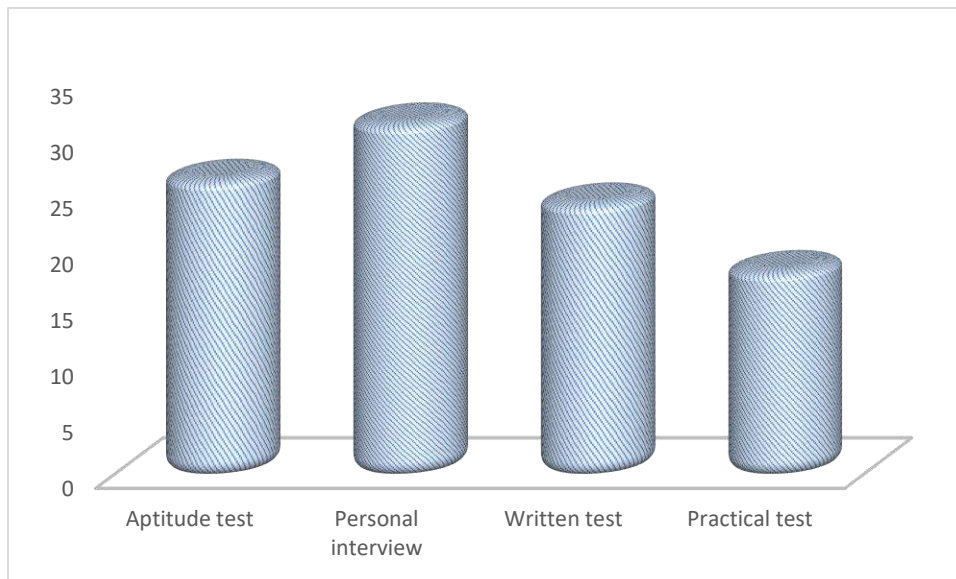
Interpretation

From the above table, 29% strongly agrees recruitment policy helpful towards achieving the goals of the company, 31.3% agrees, 28% have neutral opinion, 9% disagrees that recruitment policy helpful towards achieving the goals of the company and 1% of the employees strongly disagreed that recruitment policy helpful towards achieving the goals of the company.

4.1.8 Table showing that methods of selection used in the organization

Particulars	No. of respondents	Percentage
Aptitude test	26	26.3
Personal interview	31	31.3
Written test	24	24.2
Practical test	18	18.2
Total	99	100

Source: Primary data.



4.1.8 Chart showing that methods of selection used

Interpretation

From the table, 31.3% says that Personal interview is used for the selection, 26.3% says that aptitude test is used for the selection, 24.2% says that written test is used for the selection and 18.2% says that practical test is used for the selection process.

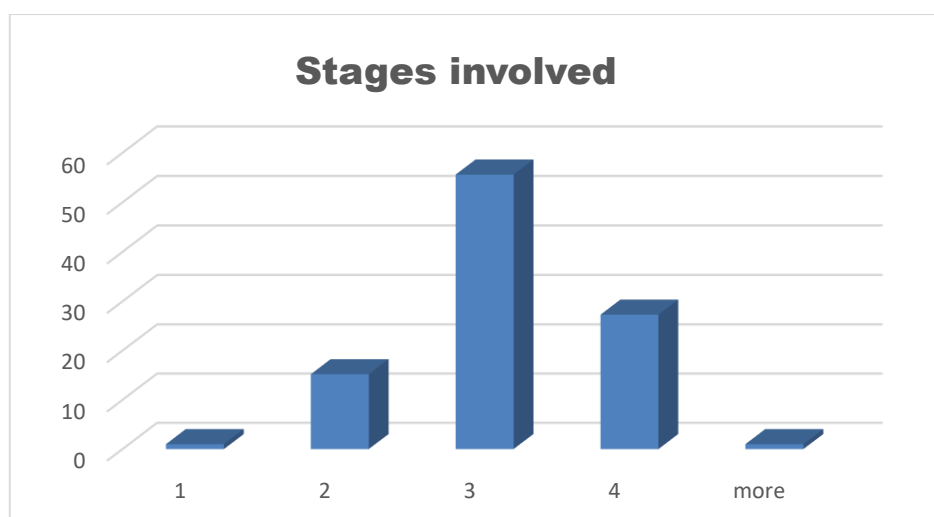
Inference

Majority (31.3%) of the employees said that candidates are selected by personal interview method.

4.1.9 Table showing that stages involved in selection process

Particulars	No. of respondents	Percentage
1	1	1
2	15	15.2
3	55	55.6
4	27	27.3
More	1	1
Total	99	100

Source: Primary data



4.1.9 Chart showing that stages involved in selection process

Interpretation

From the table, 1% says only one stage is used in selection process, 15.2% says 2 stages are used in selection process, 55.6% says 3 stages are used in selection process, 27.3% says 4 stages are used in selection and 1% says more stages are used in selection process.

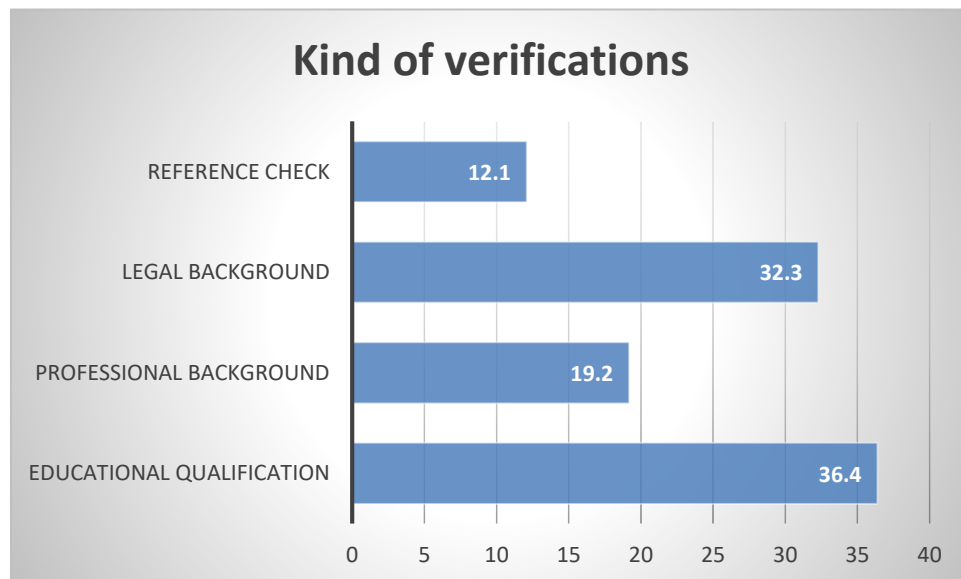
Inference

Majority (55.6%) of the candidates are selected through 3 stages during selection process.

4.1.10 Table showing that kind of verification during recruitment process

Particulars	No. of respondents	Percentage
Educational qualification	36	36.4
Professional background	19	19.2
Legal background	32	32.3
Reference check	12	12.1
Total	99	100

Source: Primary data



4.1.10 Chart showing that kind of verification during recruitment process

Interpretation

From the above table, 37% of the employees say that the company verifies educational qualification, 32% of the employees say that the company verifies legal background, 19% of the employees say that the company verifies professional background, 12% of the employees say that the company verifies reference check of the candidate.

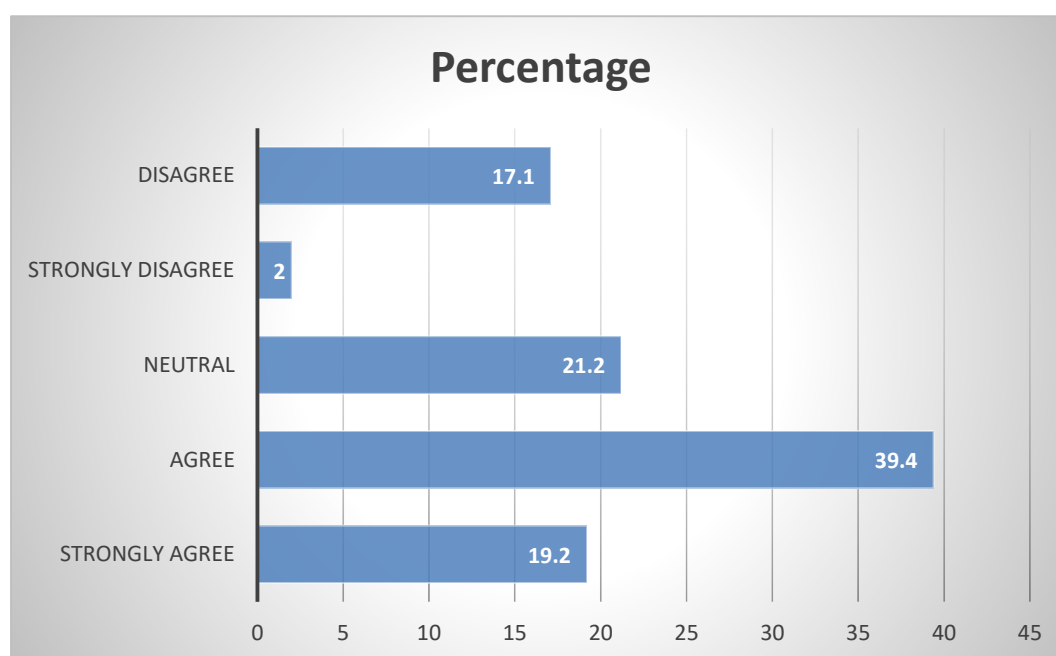
Inference

Majority (37%) of the verifications done by the company is Educational qualification.

4.1.11 Table showing that company clearly define the job description

Particulars	No. of respondents	Percentage
Strongly agree	19	19.2
Agree	39	39.4
Neutral	21	21.2
Disagree	17	17.1
Strongly disagree	2	2
Total	99	100

Source: Primary data



4.1.11 Chart showing that company clearly define the job description

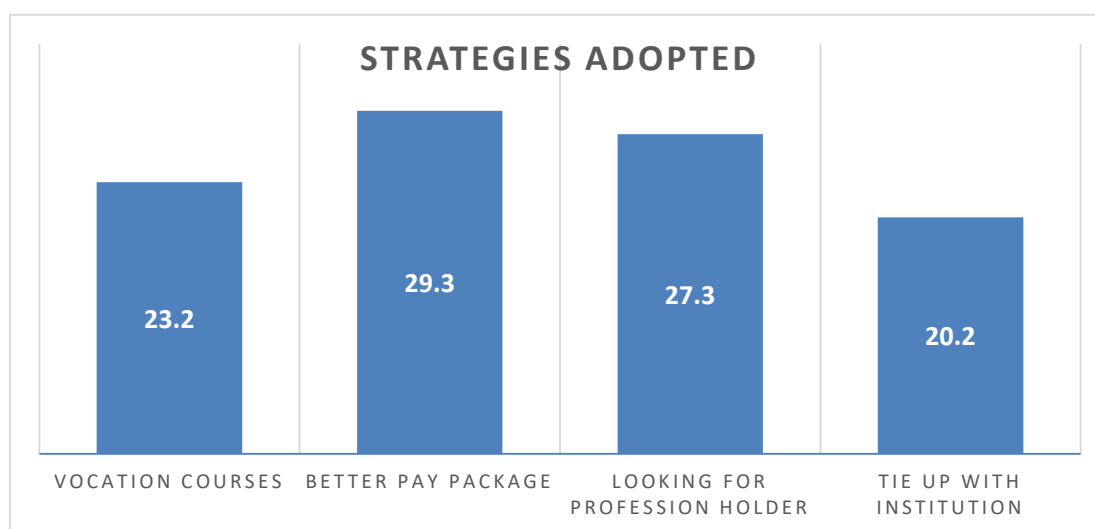
Interpretation

From the table, 19.2% strongly agrees that the company clearly defines the job description, 39.4% agrees that the company clearly defines the job description, 21.2% has opinioned neutral, 17.1% disagrees that the company defines job description and 2% of the employees strongly disagreed that the company clearly defines the job description.

4.1.12 Table showing that strategies adopted by the company for recruiting

Particulars	No. of respondents	Percentage
Vocation courses	23	23.2
Better pay package	29	29.3
Looking for profession holder	27	27.3
Tie up with institution	20	20.2
Total	99	100

Source: Primary data



4.1.12 Chart showing that strategies adopted by the company for recruiting

Interpretation

From the above table, 29% says that the firm is adopted better pay package strategy to increase the number of recruiting, 27% says that looking for profession holder strategy adopted by the firm, 23% says that vocation courses strategy is adopted by the firm, and 20% says that tie up with institution strategy is adopted by the firm to increase the number of recruiting.

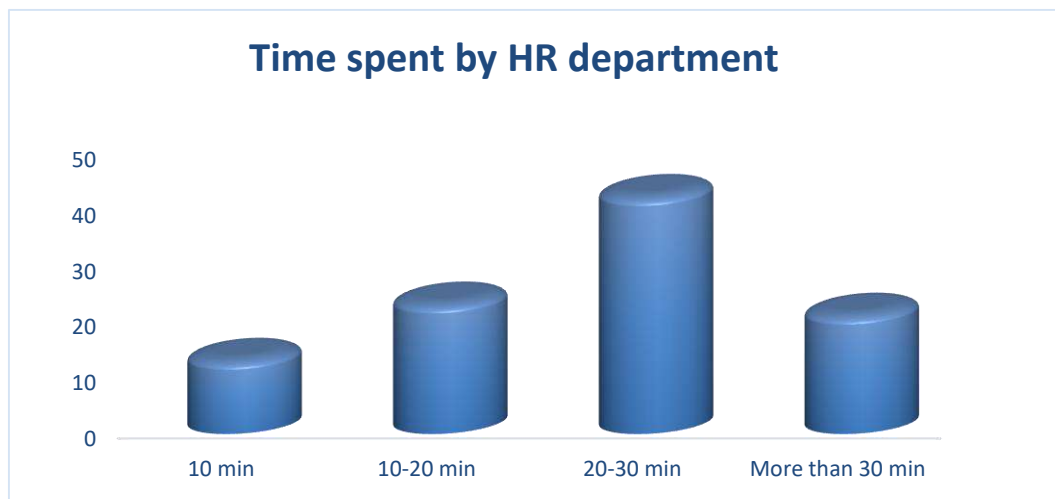
Inference

Majority (29%) of the employees say that the company is using better pay package strategy to increase the number of recruiting.

4.1.13 Table showing that average time spent by HR department

Particulars	No. of respondents	Percentage
10 min	13	13.1
10-20 min	23	23.2
20-30 min	42	42.4
More than 30 min	21	21.2
Total	99	100

Source: Primary data



4.1.13 Chart showing that average time spent by HR department

Interpretation

From the table, 13.1% of the employees say that 10 min spent by the HR department for the candidate during recruitment, 23.2% of the employees say that 10-20 min spent by them, 42% of the employees say that 20-30 min spent by them and 21.2% of the employees say that more than 30 minutes spent by HR team for the candidate during the recruitment process.

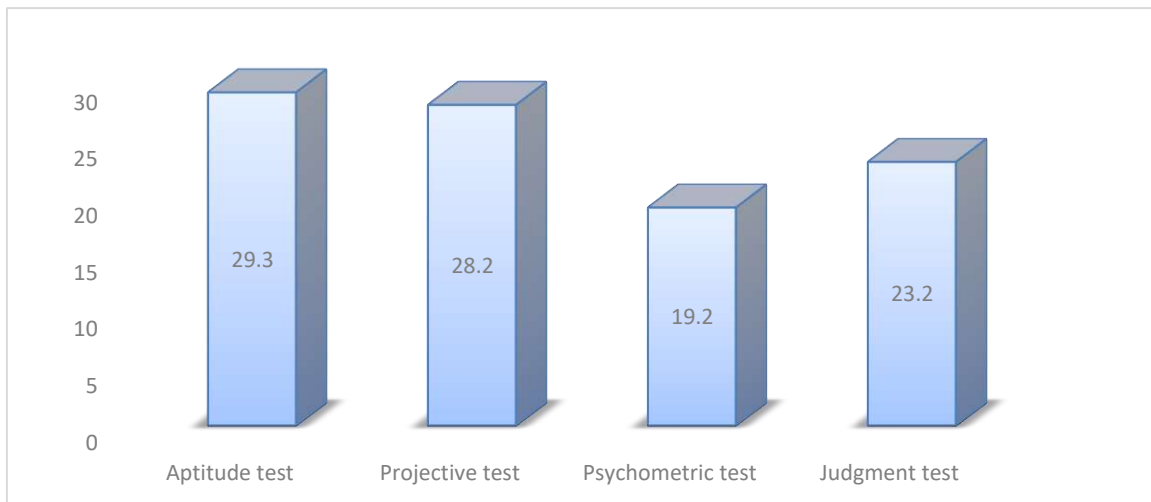
Inference

Majority (42%) of the employees say that 20-30 minutes spent by the HR department for the candidate during recruitment process.

4.1.14 Table showing that kind of tests conducted during recruitment

Particulars	No. of respondents	Percentage
Aptitude test	29	29.3
Projective test	28	28.2
Psychometric test	19	19.2
Judgment test	23	23.2
Total	99	100

Source: Primary data



4.1.14 Chart showing that kind of tests conducted during recruitment

Interpretation

From the table, 30% of the employees say that aptitude tests conducted during the recruitment process, 28% of the employees say that projective tests are conducted, 19% of the employees say that psychometric tests are conducted, and 23% of the employees say that judgment tests are conducted during the time of recruitment.

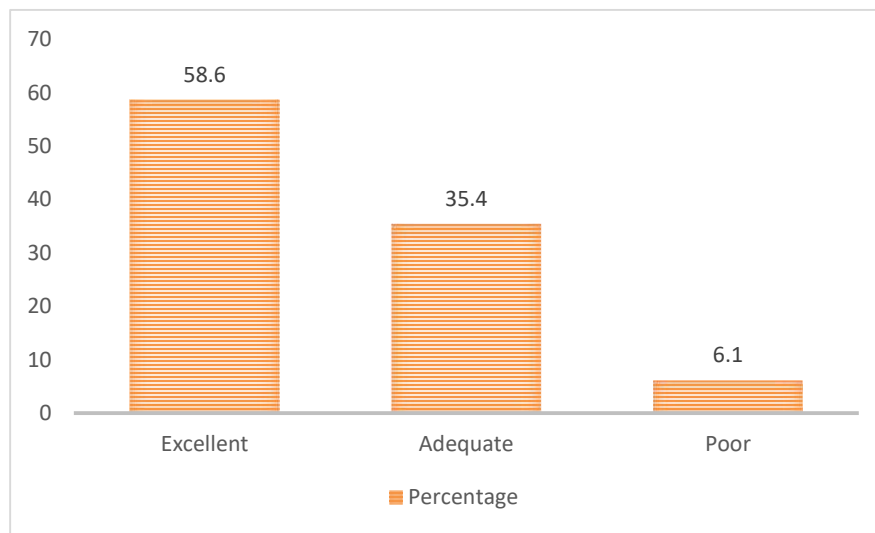
Inference

Majority (30%) of the responses are aptitude test. Therefore, the company has conducted aptitude tests during the recruitment process.

4.1.15 Table showing that perception of employees towards interviewing process

Particulars	No. of respondents	Percentage
Excellent	58	58.6
Adequate	35	35.4
Poor	6	6.1
Total	99	100

Source: Primary data



4.1.15 Chart showing that perception of employees towards interviewing process

Interpretation

From the table, 58.6% of the employees feel that interviewing process of the company is excellent, 35.4% of the employees feel that interviewing process is adequate and 6.1% of the employees feel that interviewing process of the company is poor.

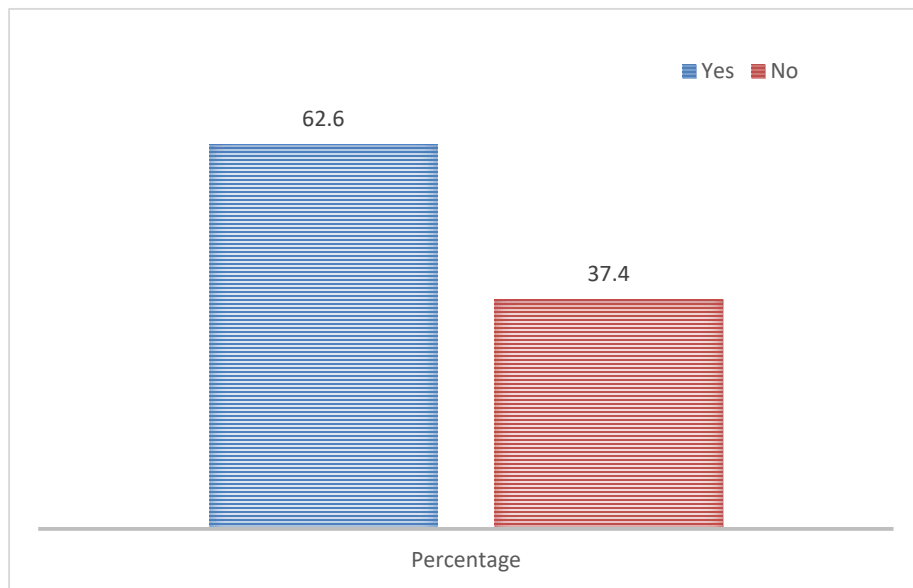
Inference

Majority 58.6% of the respondents are rated that the effectiveness of interviewing process and other selection instruments are excellent.

4.1.16 Table showing that organization looks for experienced employees

Particulars	No. of respondents	Percentage
Yes	62	62.6
No	37	37.4
Total	99	100

Source: Primary data



4.1.16 Chart showing that organization looks for experienced employees

Interpretation

From the above table, 62.6% of the respondents say that the organization looks for experienced employees in selection. However, 37.4% of the respondents say that the organization does not look for experienced employees in selection.

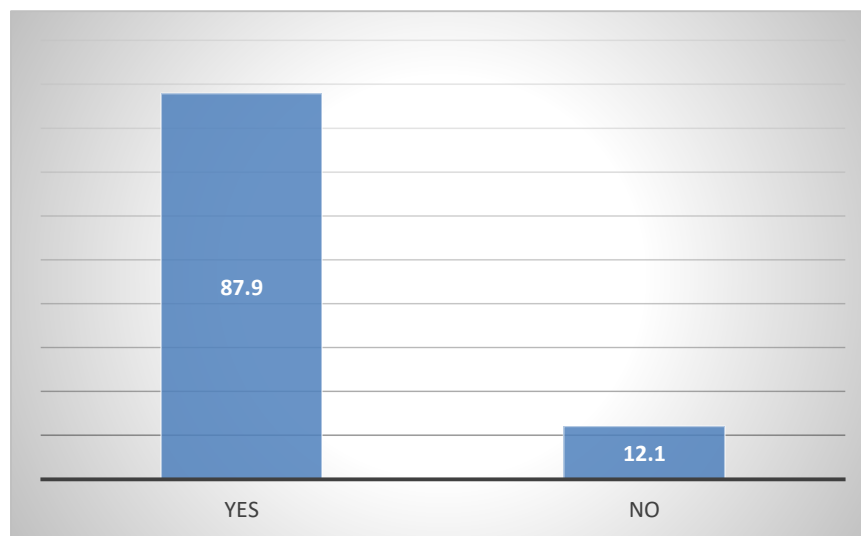
Inference

Majority (62.6%) of the respondents thought that the organization is looking for experienced employees in selection.

4.1.17 Table showing that perception of employees towards resume screening and shortlisting method

Particulars	No. of respondents	Percentage
Yes	87	87.9
No	12	12.1
Total	99	100

Source: Primary data



4.1.17 Table showing that perception of employees towards resume screening and shortlisting method

Interpretation

From the table, 87.9% of the employees satisfied with the resume screening and shortlisting method of organization. However, 12.1% of the employees are not satisfied with the resume screening and shortlisting method of organization.

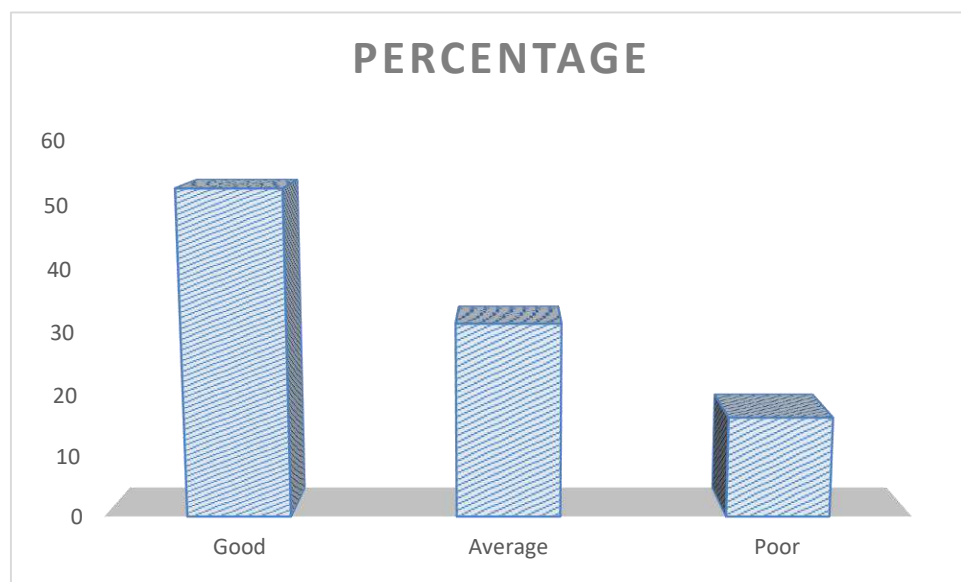
Inference

Majority (87.9%) of the respondents are satisfied with the resume screening and shortlisting method used by the organization.

4.1.18 Table showing that selection policy of the organization

Particulars	No. of respondents	Percentage
Good	52	52.5
Average	31	31.3
Poor	16	16.2
Total	99	100

Source: Primary data



4.1.18 Chart showing that selection policy of the organization

Interpretation

From the table, 52.5% of the employees feel that the selection policy of the organization is good, 31.3% of the employees feel that the selection policy is average and 16.2% of the employees feel that the selection policy of the organization is Poor.

Inference

Majority (52.5%) of the respondents feel that the selection policy of the organization is good.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority of the respondents (62.6%) are male.
- Majority (48.5%) of the respondents have completed under graduates and none of the respondents are HSC.
- Majority (35.4%) of the respondents are 18-25 years old.
- Majority (41.4%) of the candidates came to know about job openings at CII-MCC through the job website.
- It is observed that majority 64.7% of the respondents have agreed that right job is being performed by deserved person at company.
- External sources are used more than the internal sources. Employees are hired mostly from external sources like job portals, consultancy etc.
- It is observed and figured that 31.3% of the respondents have agreed that recruitment policy helpful towards the achieving the goals of the company.
- It was found that majority (31.3%) of the candidates are selected by personal interview method.
- It was found that majority (55.6%) of the candidates are selected through 3 stages during selection process.
- Majority (37%) of the verifications done by the company is Educational qualification.
- It was found that 40% of the respondents have agreed with the statement of the company clearly define the position objectives, requirements and job specifications in the recruitment process.
- It was found that 29% the company is using better pay package strategy to increase the number of recruiting.
- Majority (42%) of the respondents have answered that average time spent by the HR department for the candidate during recruitment process is 20-30

minutes.

- The company has conducted aptitude tests during recruitment process.
- Majority of the respondents are rated that the effectiveness of interviewing process and other selection instruments are excellent.
- Majority of the respondents thought that the organization is looking for experienced employees in selection.
- Majority (87.9%) of the respondents are satisfied with the resume screening and shortlisting method used by the organization.
- Majority (52.5%) of the respondents feel that the selection policy of the organization is good.

5.2 SUGGESTIONS

- The management of CII-Model Career Centre can increase its scope of requirements through advertisements and company can go for job fairs where people get to know about the openings.
- They should also follow new selection techniques and methods for better recruitment.
- The member of the selection committee should be well qualified and experienced people. So that the selection of the employee will be more effective.
- For filling up vacancies recruitment process can be adopted more in the concerned.
- It suggested that the HR department should involve various departmental heads while recruiting an individual, because the departmental heads can analyse the technical knowledge relating to the job to the particular department.
- H.R Department should be more practical and efficient so that the recruitment and selection become more effective.
- Stress should be given on proper maintenance of database of application for future recruitment in the organization.
- The company should follow new traits / trends in the recruitment process. •The stress should be given on knowledge and the experience should be the major criteria for selection of employees.
- More stress should be given to recruit qualification & skills percentage for scrutinizing the application of prospective candidates.

5.3 CONCLUSION

The study was based on the recruitment practices but there is a scope to study other HR practices and overall organizational study not in **CII-MODEL CAREER CENTRE**. Researchers may also find the linkage between the different HR practices with the recruitment and selection practices like organization performance, employee satisfaction etc. Researchers' may also find the online recruitment sources followed in the organizations and also the online screening of employees.

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted.

The study was conducted among the employees of CII-MODEL CAREER CENTRE the covering 99 respondents. The data was collected by means of questionnaire and the data was classified and analysed carefully by all means. From the analysis, it has been found that the most of the employees in the company were satisfied but changes are required according to the changing scenario of recruitment process that has a great impact on working of the company as a fresh blood, new idea enters in the company. Selection process is also good and the company's recruitment department is doing well in placing the candidates and filling the job vacancies for all levels of positions. Some of the suggestions were mentioned to enhance the organizational policies, strategies, procedures and process.

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ANNEXURE – I

QUESTIONNAIRE

**“A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION SYSTEM
WITH REFERENCE TO CII-MODEL CAREER CENTRE”**

I, REKHA S, student of Sathyabama Institute of Science and Technology have prepared these questionnaires to understand the “Recruitment and Selection process in CII-MCC”.

Researcher assures you that the opinion or response collected shall be highly confidential and the research outcomes will be used only for the academic purpose.

We sincerely appreciate your cooperation in this regard.

PERSONAL DETAILS

1. Name :
2. Mail ID :
3. Gender :
 - a) Male
 - b) Female
4. Qualification :
 - a) HSC
 - b) Diploma
 - c) UG
 - d) PG
5. Age group :
 - a) 18-25
 - b) 26-35
 - c) 36-45
 - d) 46-50
 - e) Above 50

Please mark what you feel is appropriate

Q1: How did you know about job opening at CII-MCC?

- a. Job website
- b. Employee reference
- c. Consultancy

Q2: The right job is being performed by the deserved person at your company

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

Q3: What are the sources used by your company for recruitment and selection process?

- a. Internal
- b. External
- c. Both

Q4: Recruitment policy helpful towards the achieving the goals of the company.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

Q5: Which of the methods of selection did you face for your selection?

- a. Aptitude test
- b. Personal interview
- c. Written test

- d. Practical test

Q6: How many stages are involved in selecting the candidate?

- a. 1
- b. 2
- c. 3
- d. 4
- e. More

Q7: What kind of verifications the company does?

- a. Educational qualification
- b. Legal background
- c. Professional background
- d. Reference check

Q8: The Company clearly defines the position objectives, requirements and job specifications in the recruitment process.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

Q9: What are the strategies adopted by your firm to increase the number of recruiting?

- a. Vocation courses
- b. Better pay package
- c. Looking for profession holder
- d. Tie up with institutions

Q10: What is the average time spent by HR department for the candidate during recruitment process?

- a. 10 min
- b. 10- 20 min
- c. 20- 30 min
- d. More than 30 min

Q11: What kind of the following tests conducted during the time of recruitment?

- a. Aptitude test
- b. Projective test
- c. Psychometric test
- d. Judgment test

Q12: Rate the effectiveness of interviewing process and other selection instruments

- a. Excellent
- b. Adequate
- c. Poor

Q13: Do you think the organization looks for experienced employees in selection?

- a. Yes
- b. No

Q14: Is the resume screening and shortlisting method used by the organization satisfactory?

- a. Yes
- b. No

Q15: How do you rate the selection policy of the organization?

- a. Good
- b. Average
- c. Poor

