

A STUDY ON DEVELOPING AND EXECUTING RECRUITMENT POLICIES WITH REFERENCE TO CHENNAI METRO RAIL LIMITED

Submitted in partial fulfillment of the requirements for the award of Degree in

MASTER OF BUSINESS ADMINISTRATION

by

SHARON TIASHA A
Register No.41410288



**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

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2023



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

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

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SHARON TIASHA A 41410288** who carried out the project entitled "A study on developing and executing recruitment policies with reference to Chennai Metro Rail Limited" under my supervision from January 2023 to March 2023.

Princy
DR. PRINCY A S
Internal guide

External Guide

Dr. BHUVANESWARI .GMBA., Ph.D
Dean – School of Management Studies

SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY
(Deemed to be University)
Jeppiaar Nagar, Rajiv Gandhi Sala:
Chennai-600 119

Submitted for Viva voce Examination held on 06.05.2023

Internal Examiner

External Examine

DECLARATION

I **SHARON TIASHA A (41410288)** hereby declare that the Project Report entitled “**A STUDY ON DEVELOPING AND EXECUTING RECRUITMENT POLICIES**” done by me under the guidance of **DR. PRINCY A S** is submitted in partial fulfillment of requirements for the award of Master of Business Administration degree.

DATE: 06.05.2023

PLACE: CHENNAI

Sharon
SHARON TIASHA A

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.B.A., Ph.D., Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR. PRINCY A S** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

SHARON TIASHA A

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	(i)
	LIST OF TABLES	(ii)
	LIST OF CHARTS	(iv)
	INTRODUCTION	
1	Introduction	1
	1.1.Industry Profile	1
	1.2.Company Profile	2
	1.3.Statement of the problem	2
	1.4.Objectives of the Study	3
	1.5.Need for the study	3
	1.6.Scope & Significance of the study	3
	REVIEW OF LITERATURE	4
2	RESEARCH METHODOLOGY	21
	3.1 Methodology	21
	3.2.Research Design	22
3	3.3. Sampling Technique	22
	3.4. Sources Of Data	23
	3.5. Structure Of Questionnaire	24
	3.6. Sample Size	24
	3.7. Period Of Study	25
	3.8. Location & Targeted People Of Study	25
	3.9. Hypothesis	26
	3.10. Tools For Analysis	26
	DATA ANALYSIS AND INTERPRETATION	27
	4.1 Percentage Analysis	27
4	4.2. ANOVA	

5	FINDINGS,SUGGESTIONS AND CONCLUSION	
	5.1.Findings of the Study	28
	5.2.Suggestions& Recommendations	30
	5.3. Limitations of the study	30
	5.4.Conclusion	31
	REFERENCES	32
	ANNEXURE I – QUESTIONNAIRE	40
	ANNEXURE II – RESEARCH ARTICLE	42

ABSTRACT

Recruitment involves placing the right people in the right roles at the right time remains a critical component, especially for enterprise that are juggling remote and hybrid workforces, battling to attract and retain highly skilled talent and continuing to compete at a high level. Recruitment policies in human resource management are procedures and practices for hiring the suitable talent, skill set, knowledge and the relevant qualification required to increase the productivity and efficiency of an organization. It consist of two facets namely the selection of employees and induction. Here selection means choosing the best person for a particular job role and induction is appointing the chosen person to a specific post. An organization can reach success by the nature of the hiring process and recruitment policies where formulating and performing the right set of strategies can make the environment for human resource conducive for talent acquisition. Recruitment policy of an organization, which is hiring from an internal or external sources of an organization is also a factor which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

LIST OF TABLES

TABLE NO.	PARTICULARS	PG NO.
4.1.1	AGE OF THE RESPONDENTS	31
4.1.2	GENDER OF THE RESPONDENTS	32
4.1.3.	WORK EXERIENCE OF THE RESPONDENTS	33
4.1.4.	CANDIDATE SPECIFICATION IN THE RECRUITMENT PROCESS	34
4.1.5	AFFIRMATIVE ACTION NEEDS CLARIFIED	35
4.1.6	TIMELINESS RECRUITMENT AND SELECTION PROCESS	36
4.1.7	POOL OF QUALITY APPLICANTS	37
4.1.8	EFFECTIVENESS OF INTERVIEWING PROCESS	38
4.1.9	TO ENHANCE THE QUALITY OF THE PRE SCREENING PROCESS	39
4.1.10	THE HR TRAIN HIRING EMPLOYEES TO MAKE HIRING DECISIONS	40

LIST OF CHARTS

TABLE NO.	PARTICULARS	PG NO.
4.1.1	AGE OF THE RESPONDENTS	31
4.1.2	GENDER OF THE RESPONDENTS	32
4.1.3.	WORK EXPERIENCE AT THE ORGANISATION	33
4.1.4.	ORGANISATIONS SPECIFCIATIONS IN THE RECRUITMENT PROCESS	34
4.1.5	ORGANIZATIONS AFFIRMATIVE ACTION NEEDS	35
4.1.6	ORGANIZATIONS TIMELINESS RECRUITMENT AND SELECTION PROCESS	36
4.1.7	HR PROVIDES AN ADEQUATE POOL OF QUALITY WORKERS	37
4.1.8	EFFECTIVENESS OF INTERVEIWNG PROCESS	38
4.1.9	HR TEAM ACTS AS A CONSULTANT TO ENHANCE THE QUALITY OF SCREENING PROCESS	39
4.1.10	HR TRAIN THE HIRING EMPLOYEES TO MAKE THE BEST HIRING DECISION	40

CHAPTER 1 – INTRODUCTION

1.1. INTRODUCTION:

A recruitment policy is a standardized framework – or rulebook – that establishes a standard for all your recruitment practices and strategies as a business. The purpose of a successful recruitment policy is to ensure consistency, uniformity and compliance especially as it pertains to labor laws and legislation. Write a recruitment policy that captures your hiring philosophy and shares useful sourcing and interviewing advice with recruiters and hiring managers. A recruitment policy is a statement on how you hire. It outlines your company's preferred hiring practices and promotes consistency within your employee recruiting process. The entire recruitment selection and induction must be based purely on merit. Focus should also be on the selection of candidates whose value aligns with that of the organization. Clear guidelines on approval flow at the time of the selection process. Proper alignment of manpower at the time of the selection process. Clarity on recruitment of temporary employees, consultants, etc. Clear job description. Clarity on terms and conditions of employment as per recruitment policy and procedure.

1.2. INDUSTRY PROFILE

They provide information on current market forces and trends, analyze industry performance, identify leading companies, and gather aggregate financial data and forecasts. The Government of Tamil Nadu created a Special Purpose Vehicle for implementing the Chennai Metro Rail Project. This SPV named as 'Chennai Metro Rail Limited' was incorporated on 03.12.2007 under the Companies Act. It has now been converted into a Joint Venture of Government of India and Government of Tamil Nadu with equal equity holding. They commit to provide safe, clean, reliable, on time, courteous service for all categories of our clients and customers.

1.2. COMPANY PROFILE

CHENNAI METRO RAIL LIMITED

- **Chennai Metro Rail Limited** is a 15 years 2 months old Public Company incorporated on 03 Dec 2007. Its registered office is in Chennai, Tamil Nadu, India. The Company's status is Active, and it has filed its Annual Returns and Financial Statements up to 31 Mar 2022 (FY 2021-2022). It's a company limited by shares having an authorized capital of Rs 20,000.00 cr and a paid-up capital of Rs 7,267.56 cr as per MCA. 13 Directors and 2 Signatories are associated with the organization. The Key Managerial Personnel (KMP) at Chennai Metro Rail Limited India are Prasanna Acharya as Cfo(Kmp) and Andal Panneerselvam as Company Secretary. Pradeep Yadav, Thiruman Archunan, Muruganandam Narayanaswamy and 10 other members are presently associated as directors

Vision

"Moving People, Sustaining Growth"

Mission

"We shall provide a safe, fast, reliable, accessible, convenient, comfortable, efficient and affordable public transport service preferred by all in a sustainable manner"

The Phase I of Chennai Metro Rail project covers a length of 45.046 km network and consists of two Corridors i.e. Corridor-I From Washermenpet to Airport (23.085 Km), Corridor -2 From Chennai Central to St. Thomas Mount (21.961 km). About 55% of the Corridors in Phase is Underground and the remaining are Elevated. Out of 32 nos of Stations 13 nos are Elevated Stations and remaining 19 nos are Underground Stations. Inter Corridor interchange Stations are available in Alandur (Elevated) and Chennai Central (Underground) respectively

1.3. STATEMENT OF THE PROBLEM

The study of developing and executing recruitment policies aims at defining the need of the organization and to solve the problem of allocating employees with irrelevant skill set and talent, thereby to meet the requirements of the organization and perform its tasks and duties to put to action the functions laid down by the company to reach its required end call and minimize uncertainty.

1.4.OBJECTIVES OF THE STUDY

1.4.1 Primary objective:

- To define the requirements of the organization
- To acquire the ideal personal with the set skill and are willing to work for an organization.

1.4.2. Secondary objectives:

- To increase the productivity of the organisation.

1.4. NEED FOR STUDY

The purpose of this study is to acquire the right talent for the respective workforce, mentioning an accurate job description, explaining the job requirements and the qualifying conditions for the relevant candidates. To be consistent and fair in their hiring process involving practices that encourage equal participation.

1.5. SCOPE & SIGNIFICANCE OF THE STUDY

The aim of recruitment is to attract qualified job candidates, including the following operations that are dealing with the excess or shortage of resources. Preparing the Recruitment policy for different categories of employees. Analyzing the recruitment policies, processes, and procedures of the organization. To design and implement recruitment plans for the organisation and they should confer with the management to asses, and identify staffing needs.

CHAPTER 2 - REVIEW OF LITERATURE

2.1. Bushra Bintey Mahbub. 2020 Recruitment and selection process in Brac Bank LMD. BBL

Some procedures could be computerized via the Internet so that some work is reduced and opportunities for manual errors are reduced. It also recommended that it is necessary to assign more manpower. There is a need for more manpower in proportion to work. And the 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 sometimes to achieve the goal and incentive, they choose some unqualified people who cannot bear the workload.

2.2. Sania Usmani, 2020 Recruitment and Selection Process at Workplace; A qualitative. Quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability.

The most important results and recommendations mentioned in this review came to search of three studies related to the subject of the recruitment process and selection in the workplace: a qualitative, quantitative and experimental perspective of physical attractiveness and social desire. It was concluded that all three studies and data analysis, and found that physical attractiveness does not play a role in the selection and employment process. Individually, this review will help shed light on theories on the factors that affect the recruitment process. 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.

2.3. Darshini K A and Seleena, 2020 A pragmatic study on Human Resource Trends in recruitment and selection process in Non banking Financial Companies in Kanniyakumari district

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 appropriate talents, and the evaluation of candidates during recruitment

must be more efficient. This study provided a conclusion that the recruitment process and selection among employees of non banking financial companies have a positive importance regarding their job satisfaction, the company still has to enhance the level of employment in new formulas for employment of qualified employees in the coming period.

2.4. Tri Indi Hardini. (2019), Indonesian language assistant program in Australian schools. Recruitment and selection process

It became evident from this study that the UPI Indonesian recruitment process has several stages. Each stage has its own purpose to choose the best candidates required by both UPI and DET. It is expected that each process of selection processes will thoroughly explore the general skills and competencies of the candidates. The study recommended the necessity of sustaining this program, and it is also necessary to continuously improve the recruitment and selection system in order to select the best candidates for the coming years.

2.5. Ahmedabad (2018), A study on developing recruitment and selection process in Airtel

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. Also on raising awareness about the risk of wrongful appointments, management must obtain specific training on the recruitment process. Finally, an improvement in organizational results was observed as a result of improved recruitment and selection strategies. More effectively, the more organizations recruit and choose candidates, the more likely they will be recruited and retained. In addition, the effectiveness of the enterprise selection system can affect low business outcomes, such as productivity and

financial performance. Therefore, money investment is spent on developing a comprehensive and valid selection system.

2.6. Agneš Slavić. (2017) The Role of the Internet and Social Networks in Recruitment and Selection Process

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. According to the results of the survey, 30% of organizations in Serbia use advertising job vacancies on the company's official website and 32% of organizations do this on commercial websites. 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. Combining traditional selection methods with modern online methods can provide better results and provide a better database for decision makers to choose a suitable candidate.

2.7. Endah Setyowati (2016) Merit System in Recruitment and Selection Process of Civil Servant Candidate.

In Malang Indonesia (Implementation of Recruitment and Selection of Civil Servant Candidate in 2010) (2016) The results showed that formation submission has not been based on the analysis on the needs of employees, as well as job and workload analysis. There are three factors inhibiting the application of the merit system in the recruitment and selection of employees. The first is the administrative barriers related to the lack of harmonization between the policy framework which became the legal basis for carrying out recruitment and selection of employees. The results showed indications of corruption in the process of recruitment and selection of employees. Results also indicate that the practice of transaction between applicants and committee still happens. The third is the technical barriers associated with the limited ability of personnel resources in carrying out the responsibility and the lack of infrastructure in the process of recruitment and selection of employees.

2.8. Asif Kamran, Jawad Dawood and Saad Bin Hilal (2015), Analysis of the Recruitment and Selection Process .

The Research has investigated or come to the point that the Recruitment and Selection processes used in the Organization (s) is varying in nature. As per the small firms are concerned the way of recruiting and selection is on a little scale and sometimes have influence of others as well, but coming to large organizations the influence is not there but the large scale or recruiting and selection is quiet lengthy and time consuming.

2.9. Mary Argue .(2015)The Importance of the Strategic Recruitment

The purpose of this study was to highlight the importance of the strategic recruitment and selection process on meeting an organisations objectives'. It was evident from both my primary and secondary research that the strategic recruitment and selection process is fundamental to the running of any organisation and its objectives. Based on the findings of this research, recommend that organisations design a clear and descriptive job analysis. However, evidence shown in my findings, from one of the organisations, proved that nowadays when people are applying for jobs they will nearly always be asked to do something outside of what was specified in the job analysis. Literature places a major emphasis on the job analysis and it is seen as a major feature in the recruitment process. I do think this depends on the job type.

2.10. Ayesha Yaseen, (2015) Recruitment and Selection Process of Higher Education Sector and Its Impact on Organizational Outcomes.

GCU needs revision of its set up of selection and recruitment starting from job advertisement to the hiring of employees. As advertisements are given in newspaper while it could be improved by giving advertisement in other medium like internet etc that would increase the pool of candidates. Organization needs to

remind itself the crucial role of HR in employee's selection and recruitment. The researchers mentioned several recommendations.

2.11. Neeraj Kumari, 2013. Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization.

The purpose of recruitment is to provide a group of candidate that is large enough to let managers select the employees they need. Recruitment according to refers to the discovery and development of the sources of required personnel so that sufficient number of candidates will always be available for employment in the organization. The purpose of recruitment is to seek out or explore, to evaluate, to induce and to obtain commitment from the prospective employees so as to fill up positions required for successful operation and organization define it as the process of creating a group of qualified candidates for vacancies within organizations. In both professional and non-professional fields, employment will include an attempt to identify a diverse group of applicants with the necessary qualifications and capabilities, and inform them of available job opportunities. There are various methods of recruitment but for the sake of simplicity, they have been categorized under two broad headings.

2.12. Owais Shafique. (2012), Recruitment in the 21st century

Strategic recruitment is of vital importance in recruitment planning now a day. We also found the usefulness of Generation X approach in identifying the differences between the old generation and the young new Generation x and the different needs and attitudes of both the generations. This gives us an idea that the old recruitment practices might not be enough in today's competitive environment. The Rank and Yank approach shows just how intense the competition is in the corporate world today and the fact that this approach is so successful is astounding. Although the benefits of Internet recruiting exceed its drawbacks but even then we found that Internet recruiting is still more useful for computer related business sector. We would also conclude that despite all other recruitment testing

methods Interviews still stand out as one of the best ways to identify and recruit the right person for your organization.

2.13. Neeraj. (2012), How is selection defined

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. It is much more than just choosing the best candidate. “It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires”. Selecting the right employees is important for three main reasons: performance, costs and legal obligations.

2.14. Ofori and Aryeetey. (2011). Recruitment and selection practices in SMEs .

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions. Recruiting and selecting the wrong candidates who are not capable, do not fit the culture or vibes of the SME can be a huge negative cost which is something that most SMEs cannot afford. The overall aim of recruitment and selection within an SME is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost.

2.15. Basics in the study of recruitment in human resource management.(2010)

It is important to ensure that the recruitment plans are set based on business goals and analysis of past history. Then go for the recruitment methods that best meet those goals. Bear in mind the company’s budget, skills, knowledge and abilities required. With vigilant planning recruitment needs can be fulfilled with the least possible expenses.

2.16. Sangeetha, K. (2010). Effective recruitment is a framework for recruitment process to avail success in recruiting the employees with the relevant skill and knowledge

The changing business scenario and vigorous talent hunt underline the need for new recruitment strategies. In this context, the importance of HR in any organization has grown several fold. Its strong impact on Return on Investment (ROI) and company's success in the marketplace have placed significant emphasis on effective recruitment strategies from an individual, organizational and societal perspectives that lead to increased ROI and economic viability of the organization. In a nutshell, effective recruitment strategies result in developing and engaging a committed workforce whose talent and supremacy lead to the creation of competitive advantages and unmatched business success in the marketplace.

2.17. Jackson et al. (2009), Human resource management approaches in any business organization are developed to meet corporate objectives

Human resource management approaches in any business organization are developed to meet corporate objectives and materialization of strategic plans via training and development of personnel to attain the ultimate goal of improving organizational performance as well as profits. The nature of recruitment and selection for a company that is pursuing HRM approach is influenced by the state of the labor market and their strength within it. Furthermore, it is necessary for such companies to monitor how the state of labor market connects with potential recruits via the projection of an image which will have an effect on and reinforce applicant expectations. Organizations are now developing models of the kind of employees they desire to recruit, and to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection.

2.18. Alan Price. (2007) Human resource management in a business context

Human Resource Management in a Business Context, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. There existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company . This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position.

2.19. Jones et al. (2006), Examples of recruitment policy in the health care, business or industrial sector may offer may offer insights into the processes involved in establishing recruitment policies and defining managerial objectives

Successful recruitment techniques involve an incisive analysis of the job, the labor market scenario/ conditions and interviews, and psychometric tests in order to find out the potentialities of job seekers. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility. Other approaches to selection include several types of interviews, role play, group discussions and group tasks.

Any management process revolves around recruitment and failure in recruitment may lead to difficulties and unwanted barriers for any company, including untoward effects on its profitability and inappropriate degrees of staffing or employee skills (Jones et al. 2006). In addition, insufficient recruitment may result into lack of labor or hindrances in management decision making, and the overall recruitment process can itself be advanced and amended by complying with management theories. According to these theories, the recruitment process can be largely enhanced by means of Rodgers seven point plan.

2.20. Holbeche. (2004), Concept of Strategic recruitment.

Ideally recruitment should not simply be a question of filling gaps, instead should be proactively focused on bringing the specific kind of skills and experiences in the organization especially those which cannot be built from within. Too little external recruitment can result in stagnation of organization's processes and staff. While on the other hand, the only means of filling the senior positions is external recruitment then it's a signal for internal employs to leave the organization if they want to be promoted. A wise solution can be having a balance between both. Although strategic approaches to recruitment are rare but recruitment is a strategic opportunity. It helps if there is a clear purpose behind recruitment instead of mere replacement. The UK drinks retailer Thresher found a number of ways to involve staff in their operations while aiming to transform attitudes and behaviors among staff. Consequently many employs became recharged and got keyed up by the change, thus the majority of the apprentice had the desired effect of bringing about change from within. Recruitment should be considered a part of an overall career management strategy - driven by the business strategy.

2.21. Harvey and Contributors, (2003). Graduate recruitment and turnover.

It might be expected that the increased output of highly qualified individuals would lead to intense competition for positions on graduate schemes, but recent empirical research suggest that a more complex picture is emerging, both with

respect to new and emerging graduate occupations and also graduate expectations. In a recent study it was noted that less than 60 per cent of graduates enter full time work, whilst others may opt for further study to enhance their prospects and that increasingly graduates put off the search for a graduate level job and choose to engage in voluntary work or travel instead. Additionally, of those that do enter full-time graduate level employment many are looking for their next role or considering the next career step before their basic induction is completed. As reported in the Recruitment, Retention and Turnover Survey, the main reasons why people leave employment are a desire for promotion and lack of career development; pay being relatively less important, although graduates may now be in a different position as a result of their debt burden. 70 per cent of employees are looking for more meaning at work and a more positive working culture.

2.22. Korsten. (2003), The means through which recruitment takes place

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. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training.

2.23 Rynes and Cable, (2003). Organizational Contingency of Recruitment strategies

It cannot be assured that the recruitment policy which is formulated by the managing director or board of managers is to be workable or is to bring success as the changing work environment can tell otherwise and so the success that a recruitment policy could bring depends on the work environment which is dynamic in nature.

2.24. Äijälä, K. (2001). Public sector – an employer of choice? Report on the Competitive Public Employer project. OECD Public Management Service

The quality of human resources of every nation greatly determines its development. Therefore, a well-functioning recruitment and selection system can screen and identify candidates with the skills, qualifications and professional competence to effectively perform public and civil servant tasks. Given this context, this study examines the role of recruitment and selection practices in public service delivery focusing on the perspectives of the Public Service Commission (PSC). The following objectives were established; to examine the recruitment and selection practices and structures, to assess the effect of recruitment and selection on public service delivery, to investigate public recruitment and selection strategies and to assess the challenges affecting effective public recruitment practices at PSC. In order to assess the effectiveness of different recruitment and selection practices of civil and public servants, an exploratory case study design was used whereby qualitative data was collected using interviews and questionnaires to provide an insight and identify the extent to which the Public Service Commission applies recruitment and selection practices. The study used a simple random sampling technique and the sample size of this research was 40. The findings revealed that the more effectively MDAs recruit and select candidates, the more likely they are to hire and retain satisfied employees.

2.25. Montana and Charnov. (2000), Recruitment, Selection and Business Performance

Recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfill their new roles effectively.

2.26. Ellwood and James. (1996), Recruitment, an organisation's resourcing strategy

Recruitment and selection form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term.

2.27. Ellwood and James. (1996), Recruitment

To investigate job seekers' and new employees' subjective person–organization (P-O) fit perceptions, we studied 96 active job seekers across three time periods, from their initial job search activity to their intended turnover from the jobs they accepted. Hypotheses were motivated by P-O fit, job choice, and organizational entry research and centered around two questions: What are the determinants of job seekers' and new employees' P-O fit perceptions, and how important are P-O fit perceptions in job choice decisions and work attitudes relative to job attributes? Results indicated that job seekers' P-O fit perceptions are predicted by the congruence between their values and their perceptions of recruiting organizations' values but not by their demographic similarity with organizational representatives. Results also suggested that P-O fit perceptions predict both job choice intentions and work attitudes, even after controlling for the attractiveness of job attributes. Finally, results suggested that job seekers can manage their future work attitudes by weighing P-O fit in their job choice decisions.

2.28. Storey. (1994), Employer perspective in the process of recruitment

From an employer perspective, key issues are graduate remuneration, skills and competences. Widespread changes in the environment, for example, an increasing need for flexibility and customer responsiveness may ultimately mean that employers have reduced resources available to devote to the general development of employees, including new graduates. This problem may be exacerbated in SMEs given their fundamentally different management practices,

processes and attitudes to training and development in comparison to larger organisations.

2.29. Odiorne (1984), quality of new recruits depends upon an organization's recruitment practice.

The relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. There is no consensus among the researchers about the stages of the recruitment process. These stages may be attempting from three to four in this paper a five-stage recruitment process is chosen varying from prior literature in three aspects. First, the process grouped all the three job analysis, job description, and person specification into one stage, following the HR experts opinions identifying that all three are interrelated in the business environment within the pilot testing stage. Second, it has added an additional evaluation and assessment stage at the end of the process to assure the effectiveness and efficiency of the process itself. In addition, a feedback loop is added to ensure the continuous development, efficiency and effectiveness. Finally, the process is divided into two main sub-processes, the preliminary and the core recruitments. First, Human Resource Planning (HRP) takes place as an integrated part of the corporate business plan, where reciprocal linkages between both are quite logical. All three, job analysis, the job description, and person specification are collapsed into the single stage of the recruitment process. Afterwards organizations decide either to acquire talent internally or externally. Both methods require analysis to be run for either to look for needed skills from outside of the organization or to spot skilled people within the organization. Furthermore, organizations need to select specific sources of recruitment to resort to in either internal or external recruitment methods. Finally, recruitment evaluation and assessment as a proposed step in this research introduced a two-criterion format. The first one is ("Recruitment process evaluation") the general evaluation formats like cost per hire, total number of candidates and/or qualified pool of candidates generated, recruitment image and others. The second one is ("Evaluating absence, tenure, commitment").

2.30. Schwab. (1982), An organization can choose from multiple approaches to recruit potential job applicants.

Traditional approaches to recruiting include sources such as employee referrals, newspaper job postings, employment agencies, and direct applicants/walk-ins. More recently, organizations have turned to unconventional approaches of recruiting, social network recruiting i.e., recruiting through online social networking websites, such as Facebook or LinkedIn. According to Schwab (1982), such various recruiting approaches differ in the types prospective employees they reach and, consequentially, have different implications for pre-hire outcomes (e.g., applicant quality and quantity) and post-hire outcomes (e.g., employee performance and retention).

2.31. Drake, L. R., Kaplan, H. R., & Stone, R. A. (1973) Organizational performance.

Primarily organisations focus on calling candidates through direct applications by placing advertisements in their own websites, employment search websites and newspapers in their study entitled Organizational performance as a function of recruitment criteria and effectiveness Surveyed 258 business organizations which recruit graduating students at universities and obtained 195 (75%) responses [3]. Analysis indicated that organization size, company age, and primary activity had significant effects on responses. The recruiter screens candidates and often influences hiring decisions. It is noted that organizations had objective methods for evaluating recruiter performance, have few incentives for hiring the best candidate, and few training programs for their interviewers, yet selection criteria tend to be very subjective and nebulous. A note on recruiting sources and job survival rates observed several recruiting sources for obtaining new workers used by an insurance company, a bank, and a professional abstracting service were compared in terms of their relationship to later job survival [4]. Types of jobs studied included clerical, managerial, professional, and sales. Significant differences were found among the various recruiting sources in their relationship to later employee turnover.

CHAPTER 3 – RESEARCH METHODOLOGY

3.1. METHODOLOGY:

Research methodology can be defined as a systematic process to either gain or develop knowledge on a particular subject or solve a specific research problem that concerns an individual or a group or validate certain theories. It is a conceptual framework that involves various methods that help gather and collect data and analyze them to arrive at an expected, or sometimes, unexpected conclusion. In this study the research methodology is framed for the purpose of developing and executing recruitment policy with reference to Chennai Metro Rail Limited.

3.2. RESEARCH DESIGN:

Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study

3.3. SAMPLING TECHNIQUE:

Simple random sampling method

A simple random sampling method is a type of probability sampling in which a researcher randomly selects a subset of participants from a population. Each member of the population has an equal chance of being selected. Data is then collected from as large a percentage as possible of this random subset.

3.4. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire given to 110 respondents

- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

3.5. STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about customers and the second part contained the **respondent's perception of the factors affecting employer branding at Be Well Hospitals.**

= Basic Introduction

= Personal Details

= Perception Questions

= Likert Scaling Questions

3.6. SAMPLE SIZE:160

3.7. PERIOD OF STUDY:90 days

3.8. LOCATION & TARGETED PEOPLE OF STUDY: Employees of Be Well Hospitals, Chennai

3.9.HYPOTHESIS:

- The significance of location of workplace on employer branding performance
- The significance of job designation on employer branding performance.

3.10. TOOLS FOR ANALYSIS:

3.10.1.Percentage analysis

Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.10.2. Importance – performance analysis

Gridline : Overall Mean for Importance	QUADRANT I Concentrate Here	QUADRANT II Keep up the good work
	High Importance Low Satisfaction	High Importance High Satisfaction
	QUADRANT III Low Priority	QUADRANT IV Possible Overkill
	Low Importance Low Satisfaction	Low Importance High Satisfaction

Importance-performance analysis is a widely accepted method to measure service quality. It is a simple analysis tool that uses the IPA matrix and simple scatter plot graph to identify the status of the considered attributes. In this study, the IPA matrix works as a tool to plot the perception of importance towards EVP dimensions with its psychological fulfillment scores

3.10.3. Hypothesis Analytical Tools

For testing the hypothesis, SPSS software was used to perform Chi-square analysis and ANOVA Test.

Chi-square:

A chi-square test is a statistical analysis test used to determine whether there is significance difference between two or more variables. In this study, the chi-square test is used to assess the correlation between location of workplace of employee and their perception of employer branding at Be Well Hospitals.

ANOVA:

Analysis of Variance (ANOVA) is a statistical method used to analyse the differences among group means of the observed variables. It is used for comparing or testing three or more variables or factors for statistical significance. In this study, the ANOVA is used to test the influence of job designation of employee on the factors of employer branding most preferred by them.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1.PERCENTAGE ANALYSIS

MODEL

Table 4.1.1: Table indicating age of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	23	20	20	20
26-30	23	20	20	40
31-40	23	20	20	60
41-50	23	20	20	80
51-60	23	20	20	100
Total	115	100	100	

Source: Primary data

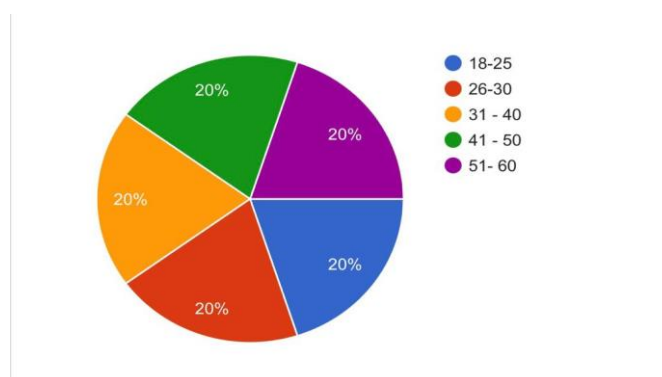


Chart 4.1.1. Chart represents age of respondents

Interpretation

The study found that the distribution of respondents across different age groups was as follows: 20% of respondents were between the ages of 18-25, 20% were aged 26-30, 20% were aged 31-40, 20% were aged 41-50, and 20% of respondents fell within the 51-60 age group.

Table 4.1.2: The demographic distribution of gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	92	80	80	80
Male	23	20	20	100
Total	115	100	100	

Source: Primary data

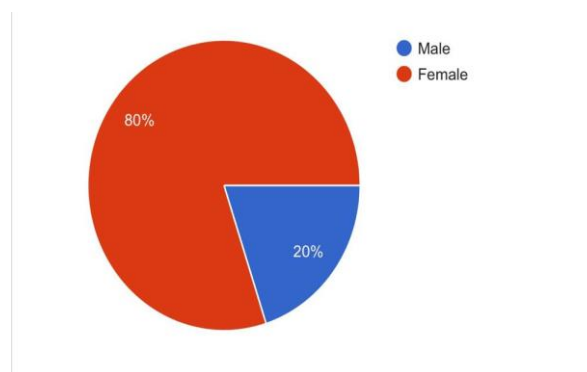


Chart 4.1.2: Demographic distribution of gender

Interpretation

The study's findings revealed that among the respondents, the majority (80%) identified as female, while 20% identified as male. Notably, there were no respondents who identified as non-binary.

Inference

Majority (80%) of the respondents are females.

Table 4.1.3: Years of work experience for respondents at CMRL.

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5 years	11.96	10.4	10.4	10.4
5-10 years	34.04	29.6	29.6	40
10-15 years	54.05	47	47	87
More than 15 years of age.	14.95	13	13	100
Total	115	100	100	

Source: Primary data

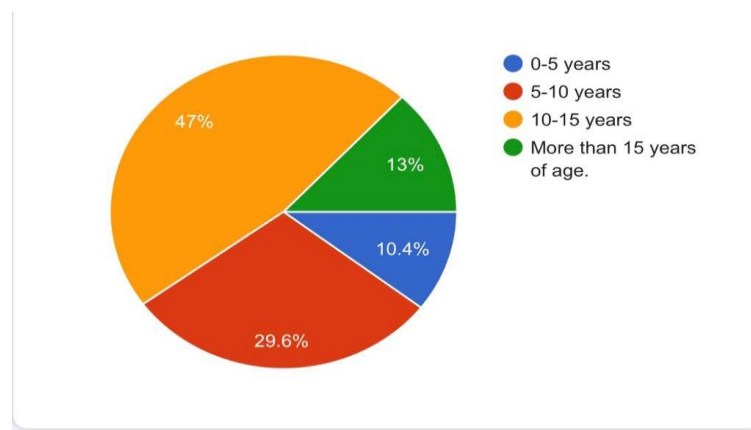


Chart 4.1.3: Work experience of the respondents

Interpretation

The study's results indicated that among the respondents who worked at CMRL, the majority (47%) had been employed there for 10-15 years, while 29.6% had a tenure of 5-10 years. About 13% of the respondents had worked there for more than 15 years, and 10.4% had a tenure of 0-5 years.

Inference

Majority (47%) of the respondents worked for 10-15 years in Chennai Metro Rail Limited.

Table 4.1.4: Respondents satisfaction on how well the organizations affirmative needs are clarified and supported in the selection process

	Frequency	Percent	Valid Percent	Cumulative percent
Poor	18.055	15.7	15.7	15.7
Adequate	73.025	63.5	63.5	79.2
Excellent	24.035	20.9	20.9	100
Total	115	100	100	

Source: Primary data

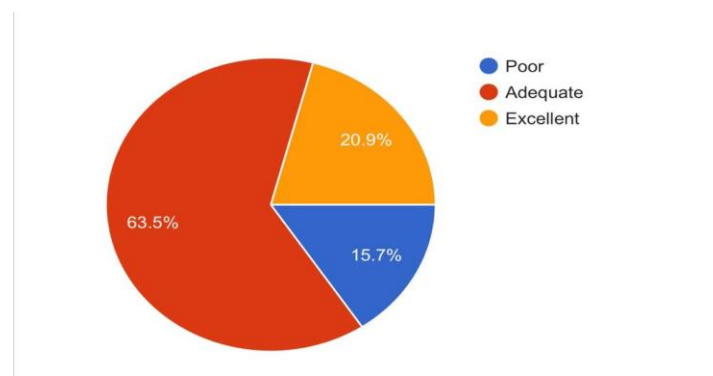


Chart 4.1.4: Respondents satisfaction on the organizations affirmative needs.

Interpretation

Based on the study's findings, the respondents showed on how well the organizations affirmative needs are clarified and supported in the selection process by 63.5 % responding with adequate, 20.9% responding with excellent and 15.7% responding with poor.

Inference

Majority (63.5) of the respondents respond with adequate on how well the organizations affirmative needs are supported in the selection process.

Table 4.1.5: Respondents response to define the objectives, requirements and candidate specification in the recruitment process.

	Frequency	Percent	Valid percent	Cumulative frequency
Yes	106.95	93	93	100
No	8.05	7	7	107
total	115	100	100	

Source: Primary data

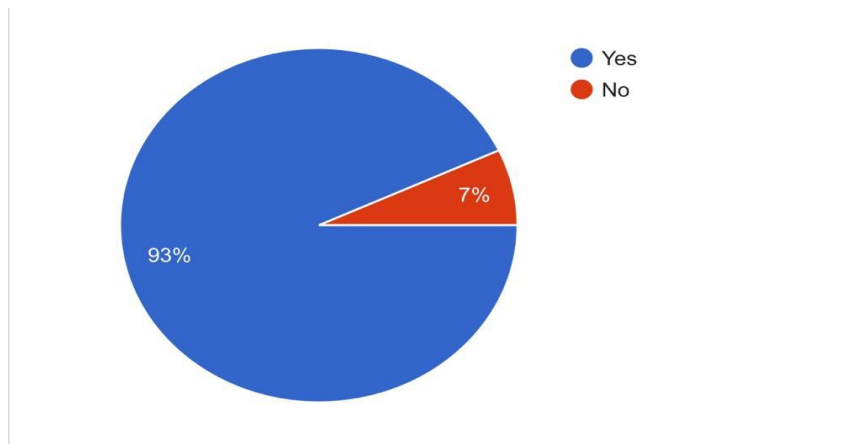


Chart 4.1.5: To ensure if the organization defines the candidate specifications in the recruitment process.

Interpretation

The study's results indicated that among the respondents 93% have responded with a yes while 7% have responded with a no to the question if the candidate specifications are clearly defined in the recruitment process.

Inference

Majority (93%) have agreed that the organizations has clearly defined the candidate specifications in the recruitment process.

Table 4.1.6: Respondents answer to the organizations timeliness recruitment and selection process.

	Frequency	Percent	Valid percent	Cumulative percent
Yes	96.945	84.3	84.3	84.3
No	18.055	15.7	15.7	100
	115	100	100	

Source: Primary data

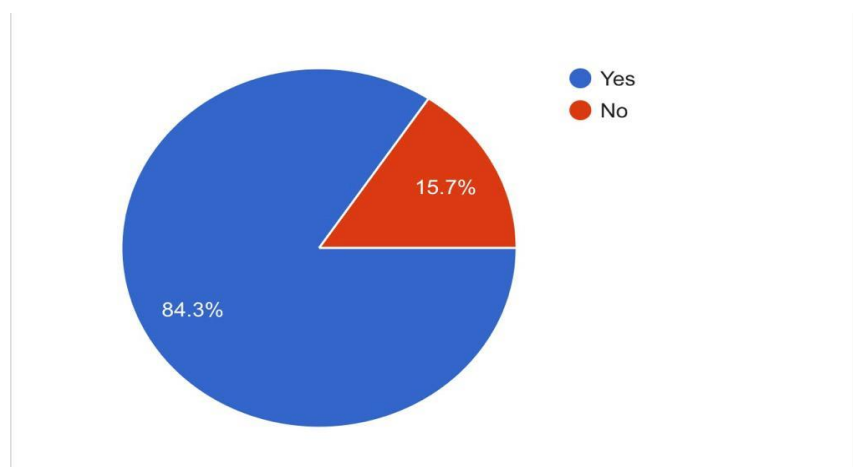


Chart 4.1.6: Respondents answer to the organizations timeliness recruitment and selection process.

Interpretation

According to the study's findings, 84.3% respond with a yes and 15.7% respond with a no to the fact if the organization is doing timeliness recruitment and selection process.

Inference

Majority (84.3%) of the respondents agreed that the organization is doing timeliness recruitment and selection process.

Table 4.1.7: Respondents response to the fact if the HR provides an adequate pool of quality applicants.

	Frequency	Percent	Valid percent	Cumulative percent
Yes	103.04	89.6	89.6	89.6
No	11.96	10.4	10.4	100
Total	115	100	100	

Source: Primary data

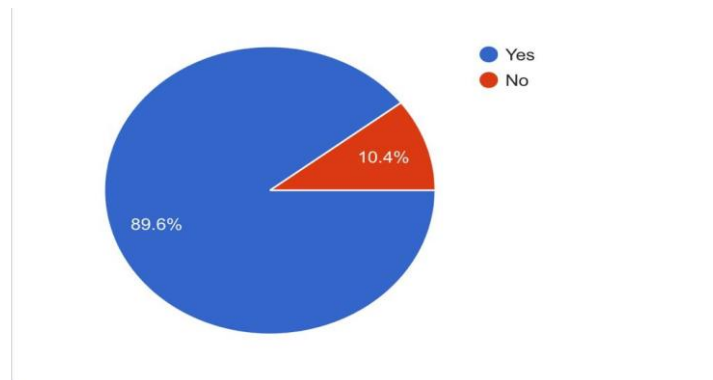


Chart 4.1.7: HR provides a pool of quality applicants.

Interpretation

Based on the study's findings, 89.6% respondents agree with a yes and 10.4% respondents agree with a no to the fact that the HR provides a pool of quality applicants.

Inference

Majority (89.6%) of the respondents agreed that the HR provides a pool of quality applicants.

Table 4.1.8: Respondents to rate the effectiveness of the interviewing process and other selection instruments, such as testing.

	Frequency	percent	Valid percent	Cumulative
Poor	15.985	13.9	13.9	13.9
Adequate	84.985	73.9	73.9	87.8
Excellent	14.03	12.2	12.2	100
Total	115	100	100	

Source: Primary data

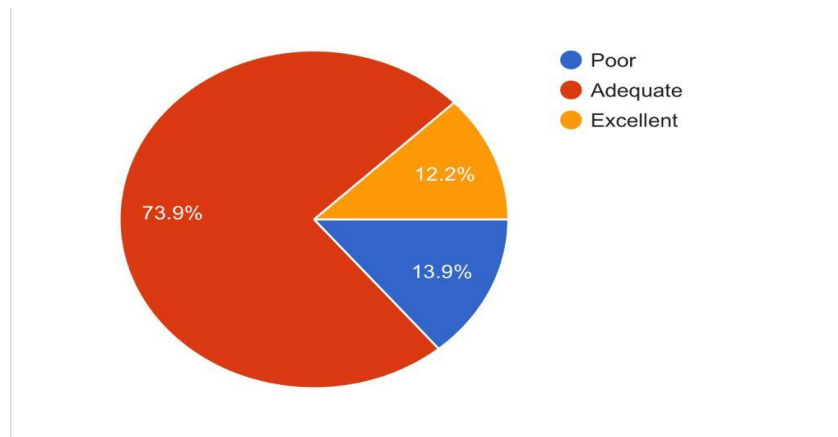


Chart 4.1.8. the effectiveness of the interviewing process and other selection instruments such as testing.

Interpretation

In accordance with the study's results 73.9% have responded with adequate and 12.2% with excellent and 13.9% have responded with poor to the effectiveness of the interviewing process and other selection instruments such as testing.

Inference

Majority (73.9%) of the respondents find it adequate to the effectiveness of the interviewing process and other selection instruments such as testing.

Table 4.1.9: Respondents view to the fact that the HR team acts as a consultant to enhance the quality of the applicant pre screening process.

	frequency	percent	Valid percent	Cumulative percent
yes	100.05	87	87	87
no	14.95	13	13	100
total	115	100	100	

Source: Primary data

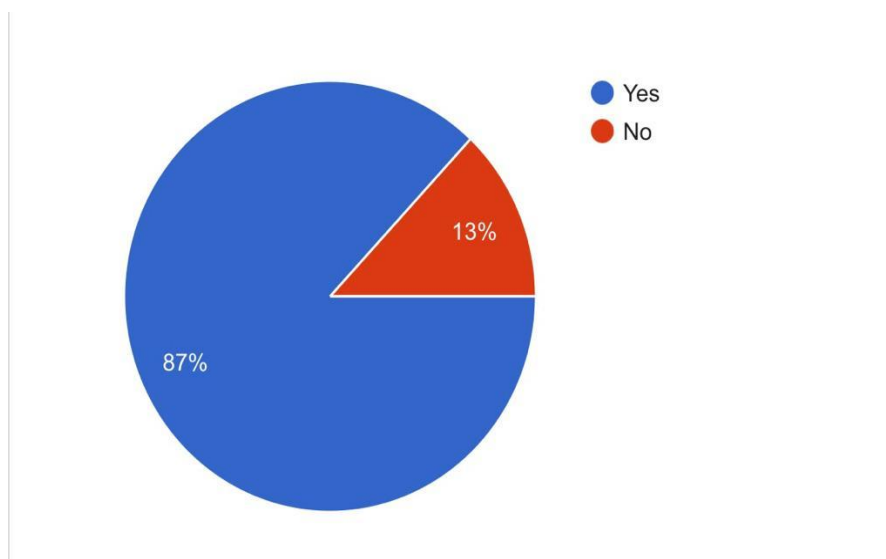


Chart 4.1.9: HR team act as a consultant to enhance the quality of the applicant pre screening process.

Interpretation

In accordance with the study's results 87% respond with a yes and 13% respond with a no to the hr team acting as a consultant to enhance the quality of the applicant pre screening process.

Inference

Majority (87%) of the respondents agree that the hr team act as a consultant to enhance the quality of the applicant pre screening process.

Table 4.1.10: the HR train hiring employees to make the best hiring decisions.

	Frequency	Percent	Valid percent	Cumulative percent
poor	11.96	10.4	10.4	10.4
adequate	77.05	67	67	77.4
Excellent	25.99	22.6	22.6	100
total	115	100	100	

Source: Primary data

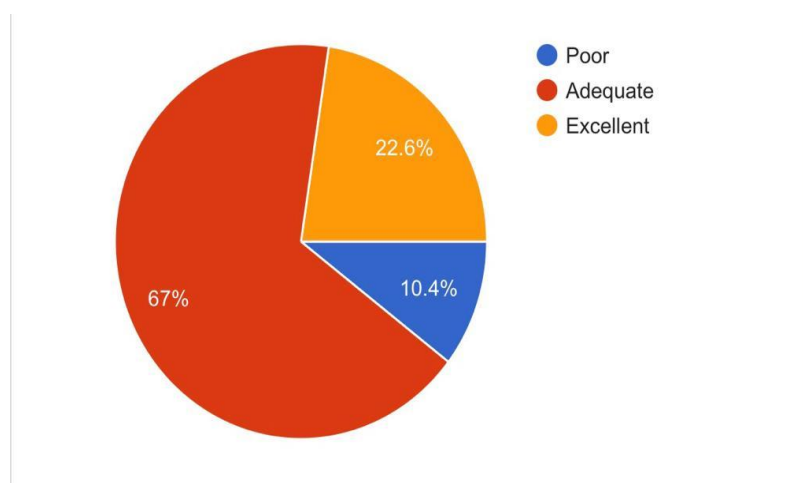


Chart 4.1.10: Respondents significance towards hr train employees to make the best hiring needs.

Interpretation

Based on the study's findings, 67.5 percent respondents find it adequate, 22.6 percent find it excellent and 10.4 percent find it poor towards the hr training employees to make the best hiring needs.

Inference

Majority being 67.5 percent respondents find the hr training employees to make the best hiring needs.

STATISTICAL ANALYSIS

4.3. ONE WAY ANNOVA:

H0 Nullhypothesis : There is no significant association between age of the respondents and their opinion on the source of funding for doing business

H1 Alternate hypothesis ; There is significant association between age of the respondents and their opinion on the source of funding for doing business.

N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	Minimum		Maximum	Minimum
					Lower Bound	Upper Bound		
Always	47	2.62	.709	.103	2.41	2.83	1	4
Never	1	1.00	.975	.261	1.65	2.78	1	1
Rarely	14	2.21	.975	.261	1.65	2.78	1	4
Sometimes	68	2.57	.798	.097	2.38	2.77	1	4
Total	130	2.54	.799	.070	2.40	2.68	1	4

	SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
Between Groups	4.212	3	1.404	2.265	.046
Within Groups	78.096	126	.620		
Total	82.308	129			

Inference

Since p value (0.046) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is significant association between age of the respondents and their source of getting funds for doing business.

CHAPTER 5 – FINDINGS, SUGGESTIONS AND CONCLUSION

5.1.FINDINGS

- Majority (20%) of the respondents are age between 18-25 years.
- Majority (80%) respondents are Female.
- Majority 47.% of the applicants have been working with this organization between 10 to 15 years.
- Majority (93.%) of the respondents agree that the organization clearly defines the objectives, requirements and candidate specifications in the recruitment process.
- Majority 63.5% of the respondents agree with the fact that the organizations affirmative action needs are well clarified and supported in the selection process.
- Majority 73.9% of the respondents rate the effectiveness of the interview process and other selection instruments, such as testing to be adequate.
- Majority 87 % of the respondents agree with the fact that the hr team acts as a consultant to enhance the quality of the applicant pre screening process.
- Majority 67% of the respondents agree with the fact that the Hr train hiring employees to make the best hiring decisions.
- Majority 60% of the respondents rate that Hr finds good candidates from non traditional sources when necessary to be adequate.
- Majority 67.8%.rate the Hr departments performance in recruitment and selection to be adequate.
- Majority 83.5% of the respondents agree with the fact that the Hr department is efficient in selection policy of the employees.
- Majority 91.3% of the respondents agree with the fact that the Hr maintains an adequate pool of quality protected class applicants.

5.2 SUGGESTIONS & RECOMMENDATIONS

The HR department at CMRL maintain an adequate pool of quality 'protected class' applicants. The few recommendations that I propose are the following: The overall experience of the study has been informative in knowing that there is significant difference between the age of the respondents and their source of getting funds for doing business

- The first suggestion would be to craft clear, profound and attractive job advertisements and build talent pipelines at CMRL.
- Another suggestion would be to offer great perks and compensation to attract relevant candidates to the organization.
- To create a quality work culture at CMRL and build a strong employer brand and make team building a top priority to avoid discrimination and ego within the fellow employees of the organization.
- This study also suggests to enhance candidate's work experience and evaluate candidates effectively.

It is very essential to create a targeted audience profiles, customized content, candidate lead capturing and nurturing and data collection

5.3. LIMITATIONS OF STUDY

- The study is based upon developing and executing recruitment policies.
- The need/ requirements of the organization can change based on the external factors that influence the performance of the organization.
- The data collected for the research is fully on primary data given by the respondents. There is chance for personal bias. So the accuracy is not true.
- If you don't target the placement of your ads well, you could attract unsuitable applicants, or get too few applications

5.4. CONCLUSION

Every company requires relevant and skilled set of employees for it to be efficient and increase productivity in the company's area of expertise and acquire the goal of the organisation. CMRL's HR department clearly defines the qualification expected of the applicants who have applied for the respective posts in the organisation to formally define the requirements of the organisation. Therefore this study of developing and executing recruitment policy with reference to CMRL focuses on recruiting employees long term by providing them with a rule book to make it easy for the employees to follow the policies of the organisation and understand the work culture of the organisation clearly. . We infer that employee experience also affects worker engagement, in addition to this, higher engagement levels improve company culture and increase productivity, ultimately creating a positive impact on the company's revenue and profits. In this study we inferred that 47.3% of the employees have worked in the organization for 10-15 years which helps the organization with meeting its affirmative action needs that is clarified and supported in the selection process. Therefore there is a significant association between the age of the respondents and their source of getting funds for doing business.

REFERENCES

- *Bushra Binte Mahbub 2020 Recruitment and selection process in Brac Bank LMD.BBL.*
- *Sania Usmani, (2020), Recruitment and Selection Process at Workplace; A qualitative, quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability.*
- *Tri Indri Hardhini (2019) Indonesian language assistant program in recruitment and selection process.*
- *Ahmedabad (2018), A study on recruitment and selection process of Airtel.*
- *DR.Amer Hani Al Kassem , (2017), Recruitment and selection practices Business Process Outsourcing lindustry.*

ANNEXURE – I QUESTIONNAIRE

Age of the respondents:

- 18-25
- 26-30
- 31-40
- 41-50
- 51-60

Gender of the respondents:

- Male
- Female

1. For how many years have you been working with this organisation?*

- 0-5 years
- 5-10 years
- 10-15 years
- More than 15 years of age.

2. Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?

- Yes
- No

3. How well are the organization's affirmative action needs clarified and supported in the selection process?

- Poor
- Adequate
- Excellent

4. Is the organization doing timeliness recruitment and Selection process?

- Yes
- No

5. Does HR provides an adequate pool of quality applicants?

- Yes
- No

6. Rate the effectiveness of the interviewing process and other selection instruments, such as testing?

- Poor
- Adequate
- Excellent

7. Does the HR team act as a consultant to enhance the quality of the applicant pre-screening process?

- Yes
- No

8. Does HR train hiring employees to make the best hiring decisions?

- Poor
- Adequate
- Excellent

9. Rate how well HR finds good candidates from non-traditional sources when Necessary?

- Poor
- Adequate
- Excellent

10. How would you rate the HR department's performance in recruitment and selection?

- Poor
- Adequate
- Excellent

11. Is the HR Department efficient in Selection Policy of the employees?

- Yes
- No

12. Does the HR maintain an adequate pool of quality "protected class" applicants?

- Yes
- No

A STUDY ON DEVELOPING AND EXECUTING RECRUITMENT POLICIES WITH REFERENCE TO CHENNAI METRO RAIL LIMITED

Ms. SHARON TIASHA A, MBA,

School of Management Studies, Sathyabama Institute of Science and Technology

Chennai, Tamilnadu, South India

Tashatasha532@gmail.com

ABSTRACT:

Recruitment involves placing the right people in the right roles at the right time remains a critical component, especially for enterprise that are juggling remote and hybrid workforces, battling to attract and retain highly skilled talent and continuing to compete at a high level. Recruitment policies in human resource management are procedures and practices for hiring the suitable talent, skill set, knowledge and the relevant qualification required to increase the productivity and efficiency of an organization.

It consist of two facets namely the selection of employees and induction. Here selection means choosing the best person for a particular job role and induction is appointing the chosen person to a specific post. An organization can reach success by the nature of the hiring process and recruitment policies where formulating and performing the right set of strategies can make the environment for human resource conducive for talent acquisition. Recruitment policy of an organization, which is hiring from an internal or external sources of an organization is also a factor which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

1. INTRODUCTION:

1.1. Concept of the study:

The concept of this study is to define the need of the organisation, to be able to recruit employees with the right talent and skillset to perform the duties assigned by the organisation promptly and thereby to be able to accomplish the organisations overall goal. Recruitment policy to be a guide for different categories of employees, analysing the recruitment policies, process and procedures of the organisation. To increase the productivity of the organization. This study focuses on providing the rulebook for applicants to be able to qualify for the post they have applied in an organisation, finding the vacant job positions for the able employees to fill in the gap, providing the job description, the qualification that is required of the applicants to be recruited for the job posting mentioned. It defines the nature of the of the job, culture of the workplace and the rules and regulations to be followed to continue working for an organisation.

1.2. Purpose of the study:

The purpose of this study is to acquire the right talent for the respective workforce, mentioning an accurate job description, explaining the job requirements and the qualifying conditions for the relevant candidates. It is also to be consistent and fair in their hiring process, involving practices that encourage equal participation. To ensure that there is no discrimination against employees based on their nationality, marital status, age and

religion. To gain employees trust towards a company which is considered to be the most important achievement for an organisation.

1.3. Research problem statement:

It is essential to choose the relevant employee suitable to work in Chennai Central Metro Limited Hr department in order to be able to function in a procedure formulated by the the employers of CMRL and to prevent scarcity of working individuals to deal with uncertainties, emergencies that may arise in the organisation. Most importantly the purpose of this study is to attend to filling up the vacant job positions and thereby do away with scarcity of the organisation by allocating employees with relevant skill set and talent in order to meet the requirements of the Chennai Metro Rail Limited.

1.4. Objectives:

Primary objective:

- To define the requirements of the organization with reference to Chennai Metro Rail Limited.

Secondary objectives:

- To acquire the ideal personal with the set skill and are willing to work for an organisation by defining the qualification expected by the recruiter at CMRL.
- To increase the productivity of the organisation.

1.5. Scope of the study:

The scope of development and execution of recruitment policies in an organisation is to deal with the excess or shortage of resources by hiring relevant candidate with the required qualification of the organisation,, formulating the recruitment policy for different categories of employees and analyzing the recruitment policies , processes, and procedures of the organization.

2. METHODS:

2.1. Literature review:

2.1.1. Bushra Bintey Mahbub 2020 Recruitment and selection process in Brac Bank LMD. BBL

Some procedures could be computerized via the Internet so that some work is reduced and opportunities for manual errors are reduced. It also recommended that it is necessary to assign more manpower. There is a need for more manpower in proportion to work. And the 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 sometimes to achieve the goal and incentive, they choose some unqualified people who cannot bear the workload and fall into depression and finally expel them from the organisation.

2.1.2. Sania Usmani, (2020), Recruitment and Selection Process at Workplace; A qualitative, quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability.

The most important results and recommendations mentioned in this review came to search of three studies related to the subject of the recruitment process and selection in the workplace: a qualitative, quantitative and experimental perspective of physical attractiveness and social desire. It was concluded that all three studies and data analysis, and found that physical attractiveness does not play a role in the selection and employment process. Individually, this review will help shed light on theories on the factors that affect the recruitment process. 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.

2.1.3. Tri Indri Hardini (2019), Indonesian language assistant program in recruitment and selection process

It became evident from this study that the UPI Indonesian recruitment process has several stages. Each stage has its own purpose to choose the best candidates required by both UPI and DET. It is expected that each process of selection processes will thoroughly explore the general skills and competencies of the candidates. The study recommended the necessity of sustaining this program, and it is also necessary to continuously improve the recruitment and selection system in order to select the best candidates for the coming years.

2.1.4. Ahmedabad(2018), A study on recruitment and selection process of Airtel.

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. Also on raising awareness about the risk of wrongful appointments, management must obtain specific training on the recruitment process. Finally, an improvement in organizational results was observed as a result of improved recruitment and selection strategies. More effectively, the more organizations recruit and choose candidates, the more likely they will be recruited and retained. In addition, the effectiveness of the enterprise selection system can affect low business outcomes, such as productivity and financial performance. Therefore, money investment is spent on developing a comprehensive and valid selection system.

2.1.5. DR. AMER HANIAL KASSEM (2017), RECRUITMENT AND SELECTION PRACTICES BUSINESS PROCESS OUTSOURCING INDUSTRY

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. Also, no organization can survive without giving importance to its employees. Moreover, the adoption of different business models, best practices and strategies is the motto that the institution must follow to retain its employees. Achieving reasonable expectations for employees must be an ongoing process

2.2. Research methodology:

Research methodology can be defined as a systematic process to either gain or develop knowledge on a particular subject or solve a specific research problem that concerns an individual or a group or validate certain theories. It is a conceptual framework that involves various methods that help gather and collect data and analyze them to arrive at an expected, or sometimes, unexpected conclusion. In this study the research methodology is framed for the purpose of analyzing the study on developing .

2.2.1. Descriptive Research Design:

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

2.2.2. Simple random sampling method:

A simple random sampling method is a type of probability sampling in which a researcher randomly selects a subset of participants from a population. Each member of the population has an equal chance of being selected. Data is then collected from as large a percentage as possible of this random subset.

2.2.3. Sources of data:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire given to 110 respondents
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

3. RESULTS AND DISCUSSIONS:

Statistical tools and findings:

3.1. ONE WAY ANNOVA TEST:

H0 Null hypothesis: There is no significant association between age of the respondents and their opinion on the source of funding for doing business.

H1 Alternate hypothesis: There is a significant association between age of the respondents and their opinion on the source of funding for doing business.

N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	Minimum		Maximum	Minimum
					Lower Bound	Upper Bound		
Always	47	2.62	.709	.103	2.41	2.83	1	4
Never	1	1.00	.975	.261	1.65	2.78	1	1
Rarely	14	2.21	.975	.261	1.65	2.78	1	4
Sometimes	68	2.57	.798	.097	2.38	2.77	1	4
Total	130	2.54	.799	.070	2.40	2.68	1	4

	SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
Between Groups	4.212	3	1.404	2.265	.046
Within Groups	78.096	126	.620		
Total	82.308	129			

Inference

Since p value (0.046) is less than 0.05, we accept the alternate hypothesis and reject the null hypothesis. Hence there is significant association between age of the respondents and their source of getting funds for doing business

4. RESEARCH OUTCOME OR MANAGERIAL IMPLICATION:

4.1. Suggestions:

The HR department at CMRL maintain an adequate pool of quality 'protected class' applicants. The few recommendations that I propose are the following: The overall experience of the study has been informative in knowing that there is significant difference between the age of the respondents and their source of getting funds for doing business

- The first suggestion would be to craft clear, profound and attractive job advertisements and build talent pipelines at CMRL.
- Another suggestion would be to offer great perks and compensation to attract relevant candidates to the organization.
- To create a quality work culture at CMRL and build a strong employer brand and make team building a top priority to avoid discrimination and ego within the fellow employees of the organization.
- This study also suggests to enhance candidate's work experience and evaluate candidates effectively.
- It is very essential to create a targeted audience profiles, customized content, candidate lead capturing and nurturing and data collection.

5. CONCLUSION:

Every company requires relevant and skilled set of employees for it to be efficient and increase productivity in the company's area of expertise and acquire the goal of the organisation. CMRL's HR department clearly defines the qualification expected of the applicants who have applied for the respective posts in the organisation to formally define the requirements of the organisation. Therefore this study of developing and executing recruitment policy with reference to CMRL focuses on recruiting employees long term by providing them with a rule book to make it easy for the employees to follow the policies of the organisation and understand the work culture of the organisation clearly. . We infer that employee experience also affects worker engagement, in addition to this, higher engagement levels improve company culture and increase productivity, ultimately creating a positive impact on the company's revenue and profits. In this study we inferred that 47.3% of the employees have worked in the organization for 10-15 years which helps the organization with meeting its affirmative action needs that is clarified and supported in the selection process. Therefore there is a significant association between the age of the respondents and their source of getting funds for doing business.

6. REFERENCES:

- *Bushra Bintey Mahbub 2020 Recruitment and selection process in Brac Bank LMD.BBL.*
- *Sania Usmani, (2020), Recruitment and Selection Process at Workplace; A qualitative, quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability.*
- *Tri Indri Hardhini (2019) Indonesian language assistant program in recruitment and selection process.*
- *Ahmedabad (2018), A study on recruitment and selection process of Airtel.*
- *DR.Amer Hani Al Kassem , (2017), Recruitment and selection practices Business Process Outsourcing Iindustry.*