

**A COMPREHENSIVE STUDY
ON
THE EFFECTIVE METHODS USED
FOR SELECTION AND RECRUITMENT**

**Submitted in partial fulfillment for award of the degree of
BACHELOR OF BUSINESS ADMINISTRATION**



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of HARRIS MARIA WALTIN (39280059) who carried out the project entitled “A COMPREHENSIVE STUDY ON THE EFFECTIVE METHODS USED FOR RECRUITMENT AND SELECTION”, is a student at Satyabhama Institute Of Science and Technology under my supervision from January 2022 to March 2022.

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DECLARATION

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DATE:

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ABSTRACT

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 Publishing Industry, in New Jyothi Publications. 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.

Better recruitment and selection strategies result in improved organizational outcomes. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition. In today's Competitive business environment, organizations have to respond to the requirements for people. It is important for an organization adopt well-structured recruitment policy, which can be implemented effectively to get the best results. This study helps the organization to identify the area of problem and suggest way to improve the recruitment and selection process, this study focus on understanding recruitment and selection process. Convenient sampling is used in this study. The sample size for the study is 100. The tools that are used in this study are Percentage analysis and Chi square test is used.

CHAPTER – 1

INTRODUCTION

Recruitment and Selection the main part of Human Resources Management(HRM). It is designed to explore the employee strengths to meet the company objectives. Overall, Recruitment and Selection is the process of an act to source, screen, and shortlist and select the suitable candidates to fill the required vacancies.

The scope of Recruitment and Selection is very extensive, and it contains of a multiple of operations. Resources are measured as most significant asset to any organization. Therefore, signing right resources is the most significant aspect of Recruitment. Every corporation has its own pattern of recruitment as per their recruitment policies and procedures.

The scope of Recruitment and Selection contains the subsequent operations –

- Dealing with the surplus or lack of resources
- Preparing the Recruitment policy for different categories of employees
- Analyzing the recruitment policies, processes, and procedures of the organization
- Identifying the areas, where there could be a scope of improvement
- Streamlining the hiring process with suitable recommendations
- Choosing the best suitable process of recruitment for effective hiring of resources

Organizations while employing the individuals are more worried about false positives because as a result it causes inadequate performance and costly misjudgment. In these type of organizations it can be said that if they increase their level of entry condition so that to decrease the possibility of false positives. As a result of this standard the candidates who are actually competent will be selected and the applicants who do not fulfil the requirement will be refused.

The Selection judgments play a major role for success in any organization. As taking the wrong decisions while selecting are always subject to huge loss for the organization. It is necessary for the organization that it has a higher quality of selection process so that it could accomplish more suitable results in all. As the demand for the multi proficiency variable work force and joint effort is rising, selection has come to be a lesser element for hiring those applicants who are fully specialized in one area. Immediate aptitude and empiricism may be lesser considerable than intending to learn, adaptability and potential to work in a team.

Successful human resource should identify human resource needs in the organization. Recruitment is the discovering of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking job. The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. It should also provide information so that unqualified applicants can self-select themselves out of job candidacy; this is, a good recruiting program should attract the qualified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.

According to Edwin B Flippo

Recruitment as “the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.”

According to Yoder

Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce

1.1 Recruitment

- Recruitment is the process of attracting prospective employees and stimulating them for applying job in an organization.
- Recruitment is the process of hiring the right kinds of candidates on the right job
- Recruitment and selection activity is predominantly dealt with in two fields:
- A generally prescriptive human resource management or personnel management viewpoint and
- A very technical psychology literature that focuses on the validity (absolute and relative) of different forms of recruitment techniques, such as competency modelling, interviews and various types of psychometric testing

1.1.1 Methods of Recruitment

There are various methods of recruitment but for the sake of simplicity, they have been categorized under two broad headings.

- **Internal Recruitment**

It is done when the company looks to fill the vacancy from their organization or existing workforce itself. It is a cheaper and quicker process to recruit, people are already familiar with the organization, the company already knows about the strength and weakness of the candidates.

- **External Recruitment**

This is the process when a company looks to fill the vacancy from any suitable application or outside the business. It is done outside the company which brings new ideas; people have a wider range of experience, longer process, more expensive, shifts in population, competition, etc.

1.1.2 Benefits and Importance of Recruitment:

- (1) Helps to create a talent pool of potential candidates for the benefits of the organization
- (2) To increases the pool of job seeking candidates at minimum cost.
- (3) It helps to increase the success rate of selection process by decreasing the no of visits qualified or overqualified job applicants.
- (4) Helps in identifying and preparing potential job applicants who will be the appropriate candidature for the job.
- (5) Finally, it helps in increasing organization and individual effectiveness of various recruiting techniques and for all the types of job applicants.

1.1.3 Recruitment Process

Increasing candidate flow and conversion rate has become a common challenge in many organizations. To attract the right talent at the right time, you need to have an efficient recruitment process in place.

One of our major goals for this year has become expanding our team. In the beginning, there was naturally a need to revisit our recruitment process to see what we could do to increase our candidate conversion rate.

We started by re-defining our recruitment process according to our hiring needs. As a result, we were successfully able to improve candidate experience which led to better candidate conversion.

Developing a foolproof Recruitment Process

The recruitment process may vary from company to company based on the organizational structure, selection process, nature of operations, etc. But any well-planned recruitment process should help the hiring team recruit the right candidate.

7-step recruitment process that helps to find, attract and retain the right kind of candidates. The steps are;

1. Identify the hiring needs
2. Prepare job descriptions
3. Devise recruitment strategy
4. Screen and shortlist candidates
5. Conduct interviews
6. Evaluate and make the offer
7. Onboard the new employee

Step 1: Identify the hiring needs

What are your existing hiring needs? May be an employee just left or a new job position just opened. Once you identify the vacancies that exist, you can then define the job specifications such as skills, knowledge, experience, etc. You can determine your hiring needs by checking

- Any gaps in performance, skills or proficiencies that you need to fill
- A sudden increase in workload that your team cannot seem to handle
- Any employees who will be leaving the company soon

Companies utilize an organisational chart that lists the current employees and their skills. This helps to see at a glance what skills exist within our company and what skills we need going forward. The organisational chart will be updated with each new hire.

Step 2: Prepare job descriptions

Once you know the skills, knowledge and experience gaps you need to fill, define the job role, responsibilities and duties.

A complete job description helps you know what to look for in potential candidates. It also serves as a checklist for candidates to tick before they decide they are suitable for the role and apply- which means, more relevant candidates.

The elements that should be included in a job description are

- Title
- Responsibilities
- Necessary qualifications and skills
- Compensation, benefits, and perks
- Location

It is customary for companies – prior to writing the job description – to go the extra mile to create a candidate persona.

Similar to the buyer persona, the job candidate persona is a semi-fictional portrayal of an ideal candidate for the position you are hiring for.

Creating a candidate persona helps you identify what your candidate is looking for, how and where to find them. And it gives you the opportunity to

- Write more relevant job descriptions, job application forms, emails, training material, etc.)
- Identify the best-recruiting channels
- Create high-quality and personalized content to attract relevant candidates
- Understand the candidate requirements of your stakeholders
- Update and reuse in the future

Step 3: Devise your recruitment strategy

This is where you decide how to attract and retain the ideal candidates. Here you should consider whether you can find a possible candidate from within the company itself or whether you need to hire from outside.

In your strategy, you need to consider -

- The geographical area you'll be targeting
- The method of recruitment (employee referrals, social media, video interviews, etc.)
- Creating relevant job ads
- Channels for posting job ads (social media networks, job boards, company websites, etc.)

And we know that it would come in handy to have outlined the entire recruitment process in the shape of a flowchart.

This helped us keep the process well-organized, keep the entire hiring team on the same page, make sure that we stick to the plan and skip no important step.

Step 4: Screen and shortlist candidates

Your recruitment strategy was a huge success and have accumulated a sky-high pile of application. What's next??

Here are the steps we follow when we face this exact challenge

- First, we sort through the applications to find the ones with minimum qualifications
- Then we separate resumes with the preferred credentials. Here we consider the applicant's experiences, certifications, domain and technical competencies, and skills.
- Those candidates who have the minimum qualifications and the required credentials will be shortlisted.
- If there are any concerns regarding their application, we'd make a note so we can get it clarified during the interview.

Step 5: Interview Process

After the application form or the job advert, this is where your potential candidate will come in direct contact with you. So, it's time to make a good impression on them as a potential employer. And this is where you need to be concerned about candidate experience the most.

Here's what we did to improve the candidate experience. Visualized interview program

To make it easy for both our team and the candidate, we have visualized the interview process. It's clear and helps remove any confusion.

We would attach it with the first email we send to our selected candidate. This helps them understand what the process is, how much time it will take and prepare themselves accordingly.

Step 6: Make the offer

This is the time to check with the candidate's references. And if everything checks out, you can make the offer.

However, there's a chance that the first promising candidate you have selected might not accept it. In which case, you need to be prepared to extend the offer to the second best or third best candidate.

Step 7: Employee Onboarding

Then comes employee onboarding. This is where you make the new employee settle in. This does not only include showing the new person around the office and introducing them to others.

This also includes helping them understand their responsibilities and providing the necessary resources and training to help them learn. We've covered this topic in these two resources in more detail.

1.1.4 Tools of the Recruitment process

There are many tools and technologies which have been developed to help the HR department make much more effective use of emerging recruitment or existing recruitment channels. According to the reports, the mobile career and recruitment websites now account for 20% to

30% of traffic. This could even be higher for the organizations who are embracing social media especially Facebook since half of the Facebook users are on mobile.

Below is the rundown of some technological tools which plays important role in the [recruitment process in HRM](#):

- **Applicant Tracking System (ATS)**

In today's competitive world, ATS is the integration platform which can connect to other tools and services used in the process of hiring. They help us to bring many recruitment functions into a central place thus further streamlines the practices. It's important to feature i.e. intelligent skills matching is based upon the semantic technology and thus provide the built-in real-time analytics to evaluate what channels perform the best.

- **Mobile Recruiting Tools**

Research from ComScore says that about 2.8 million job seekers a month already had crossed the access of job listing from their mobile devices in U.K., with daily looking of 67%. In studies, it is found that 88% of people look for the job on their mobile phones, with one in three keen to apply using their mobile devices. The mobile recruiting tools can be broken down into several areas, QR codes, text alerts, app, and mobile-optimized websites.

- **Gamification**

Gamification is the broad trend to apply game mechanics to the non-game environment, such as recruitment, to motivate people or change the behavior- "said Gartner". According to the analyst's forecast, over next 5 yrs., and by the next 5 yrs., there will be more than 70% of the global 2,000 organizations that will have at least one gamified application. It has the power to deliver the efficiency significantly at the front end development process both to attract and engage the people with correct skills for the particular role.



- **Location Technology**

The Geolocation is the process to identify the real-world geographic positions of the person with the help of their mobile phones or desktop devices. It has the potential to bring recruitment and HR teams much more close with the right talent. At the time of hiring, when you ask the candidate what is most important to you, they will always focus on three main things as salary, job title, and location.

- **Video Interviewing**

According to the survey of OfficeTeam, UK found 41% of the HR directors who had increased their use of video conferencing to conduct the interviews as compared with 2010. The video is the medium for new generation candidate, so HR must become more accepting of its place in the process of hiring. The video clip can be shared with everyone in the hiring process. There are no tools which can be used in the process of video interviewing as Sonru, Tazio, LauncPad, etc.

1.2 Selection:

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selection 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.

1.2.1 Importance of Selection:

Selecting the right employees is important for three main reasons: performance, costs and legal obligations.

Performance: Employees with right skills will do a better job for any company and for the owner. Employees without these requisite skills or who are abrasive would not perform effectively and the company performance will suffer to a great extent. So there is a time to screen out undesirables and to choose the better and perfect candidate that can effectively contribute to company success.

Cost: It is important because it is costly to recruit and hire employees so cost-benefit ratio have to be considered while hiring of employees in order to avoid any unnecessary wastage of money and the valuable resources .The total cost of hiring a manager could easily be 10 times as high as once one adds search fees, interviewing time, reference checking, and travel and moving expenses

1.2.2 Essentials and Prerequisites for Selection:

- I. Picking individuals possessing relevant qualifications.
- II. Matching job requirements with the profile of the candidates.
- III. Using multiple tools and techniques to find the most suitable candidate suitable Of achieving success on the job.

1.2.3 The Process of Selection:

- 1. Reception

2. Screening Interview

3. Application Blank

4. Selection Tests

5. Selection Interview

6. Medical Examination

7. Reference Checks

1.3 The difference between recruitment and selection:

1. Recruitment is the process of *finding candidates for the vacant position and encouraging them to apply for it*. Selection means *choosing the best candidate from the pool of applicants and offering them the job*.
2. Recruitment is a *positive* process aimed at attracting more and more job seekers to apply. Selection is a *negative* process, rejecting unfit candidates from the list.
3. Of the two, recruitment is relatively simpler. Recruitment has the recruiter paying less attention to scrutinizing individual candidates, whereas selection involves a more thorough examination of candidates where recruiters aim to learn every minute detail about each candidate, so they can choose the perfect match for the job.
4. Recruitment is less time-consuming and less economically demanding, as it only involves identifying the needs of the job and encouraging candidates to apply for them. Selection involves a wide range of activities, which can be both time-consuming and expensive.
5. In recruitment, communication of vacancy is done so through various sources such as the internet, newspaper, magazines, etc., and distributes forms easily so candidates can apply. During the selection process, assessment is done so through various evaluation stages, such as form submission, written exams, interviews, etc.

CHAPTER – 2

LITERATURE SURVEY

2.1 INTRODUCTION

This article shows the review of literature in the field of Human Resource Management. In every organization HRM plays a major role. As they act as a bridge between Employer and Employee, they have critical role balancing employee and employer needs. This article helps us to know in detailed about the researchers who undergone some fair idea about the Human Resources Practices in India. To retain the employees and to achieve profit in the organization well developed and well-constructed Human resources practices should be followed in the organization. This article deals with the literature review of Human Resources Management practices to retain Employee Retention

This research article is prepared to know about the importance of Human resource management and Human Resources practices followed in the organization to retain employees. This article is prepared on the basis of research papers, books and thesis to provide the review of HRM and HRM practices and to improve the organizational performance. In this research article, self-had tried on literature review on Human Resources Management Practices to retain Employees.

2.2 List of Review from Experts in Human Resource Management:

Anupama Gupta (2010) - explained the consequences of the challenges faced by the Human resource management in context with the current economic status and the challenges faced should be taken in consideration. This article insists on the challenges in the short fall of talented employees. This also emphasis on how Human resources Management tackles the problems handled on a day to day activities. It also suggested some important points to handle things better.

Saini R.R. (2010) - this article explains Management in United Commercial Bank which is a case study of Chandigarh State which elaborates HRD rules and regulations. Basically, this study explains the hurdles in the process of framing the rules and process of executing it. This analytical study contains a sample size of 100 people and analyzed their opinion about HRD rules and regulations. As a result of this study is qualification plays a important role in recruitment in top, middle and low level management. The practice of selecting right candidate

for the level of management helps the organization to achieve more and retain employees in the organization.

Kundu. Subhash C., Divya Malhan (2009)- in their article on "Human Resources Management Practices in Insurance Companies: The study was made in Indian and MNC's and explains the benefits of the organization is generated only by Human Resources .However the advantage of giving insurance to the Human Resources is one of the employee benefits issued by the Human Resource Management. The findings of the study says that both domestic and international Insurance companies have to improve more on their HR practices like performance appraisal, HR planning and Recruitment

Tripathy (2008) - explained that the organization have the optimum usage of Human resources in the organization. They follow the 3 C concept (i.e.) Competencies, commitment and culture. By following these 3 C culture in the work organization give the positive results in the organization. This practice is considered to be the best result earning which resulted in the increase in the financial growth.

Singh S.K (2008) - in this study he explained that for a good organizational growth employee should maintain their involvement to yield high productivity. Employee's dedication helps him to achieve his target and increases his quality of work. Organization should also help the employee in training him to develop his interpersonal skills. Both Employer and Employee should equally contribute each for individual's growth.

Patil, Kallinath S. (2007) - The development of facility management industry has an important place in the growth of the country. Life Insurance Corporation is one of the major service providers in which they provide the best service. The Transmission doesn't come in a day. For that employees have put in lot of efforts to bring the service in the field of service.

Hemant Rao (2007) - in his study he explained the changes in the role Human Resources. There was an extraordinary change in the role of Human resource department. They should work in the organization such that they should treat the employees irrespective to cast, religion, gender etc. The productivity of the company is based on the quality of work done by the employees in the organization

Sharma and Jyoti (2006) - in this article they have explained about the Job Satisfaction that they finalize it the best and effective reason for an employee in the working situation. They also

explain that this emotional factor helps the employee in the organization to yield best results. Dissatisfaction is one of the main reasons for attrition of employee in the organization. So, job satisfaction is the primary reason of an employee's career growth and development of an organization.

Subramanian, V. (2005) - he expresses that the recruitment and selection process in the organization and selecting the right candidate for the correct position helps employees to work in the organization in a very positive mode. The interview process should be relevant to the job profile so that the candidates will be interested in the job profile.

G.V. Chalam and L. Srinivas (2005) - in his article he has made a Human Resources Department survey across 120 branches of State Bank of India at Andhra Pradesh and defines the gender where he papers made an attempt to explore the basic gender difference. He finds that the women employees have much more concern than the male employees. Female employees have higher attitude of respecting the organization and Human resource department. They also have good source of Loyalty towards Bank work.

Maitin, T.P. (2003) - In his study he explains the Human Resource Development shows the progress of the organizational growth with different process like recruitment and selection, payroll processing and maintains the rules and regulations of the office. By the way of best approach towards the employees which the in the high productive of the employees.

Vidya A. Salokhe (2002) - in her study he explained the Human Resource department have several processes to improve the employee's individual growth in the organization. It also helps the organization to achieve more in the profit with their effective smart work. Employees are the asset of any organization which they make profit out of them.

Mishra and Bhardwaj (2002) - in their research they made an empirical study on the Private companies and their nature of work in Human resources Department. A random sample of 107 managers with different levels like low level, middle level and top level management are taken into consideration. A questionnaire was circulated to them to know about the Human Resource department and analyzed. As a result the situation present in the HRD is satisfactory.

T.V. Rao (1999) - the study in his book explains that the audit conducted describes the methods and ideas which have to be implemented in the Human Resource Audit. His framework helps to estimate the different criteria like core competency, culture and value of the organization. By

evaluating the employee's interpersonal skills, they can improve in some of the factors which are they lacking in the system. They also have broadminded people in the top level management which helps the low and middle level employees to know about their concerns. So they each and every employee in the organization helps them to achieve more by increasing the productivity.

Udai Pareek & T.V. Rao (1999) - in his study he explains that the limitations of Human Resource Department where they need to improve in the personal growth of employee and the organization. In his he elaborately explains about the importance of the training and Development, HR Audit, Planning and Development, Organizational Behaviors. This also gives the lots of information about the Educational Institutes and lot of professional people.

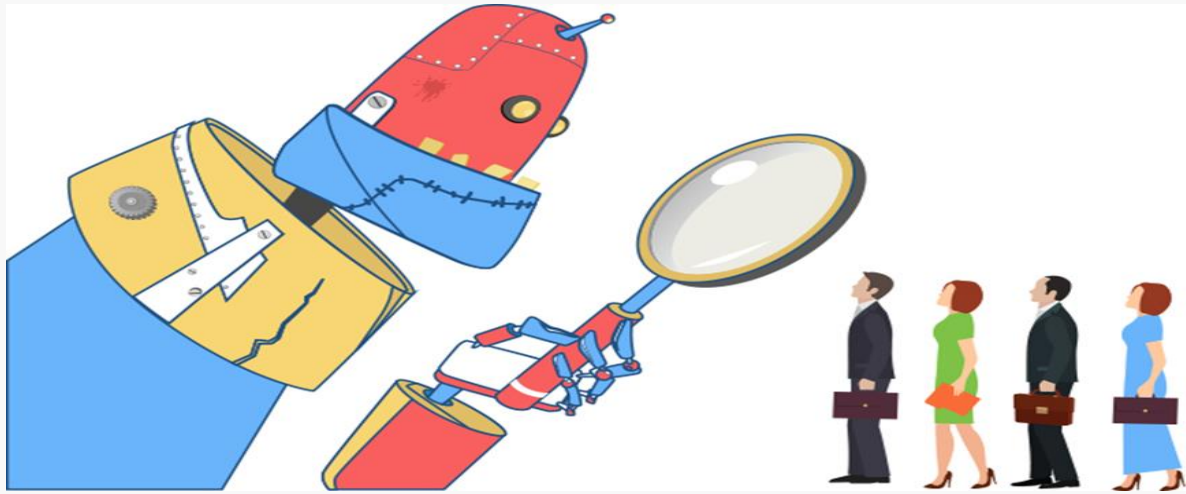
Venkateswaran (1997) - explains in his article about how Human resource Department helps the organization in their Financial growth. For that he made a empirical study by collecting data from a sample of 132 executives of a private organization. This study helps to know how the HRD works in the organization and how for employees are benefited out of them. As a result, the HRD works in better way how such that employees are more much comfortable in the rule and regulations of the organizations. This also helps the organization to maintain a good decorum.

2.3 Conclusion:-

Hence the review of literature has concrete evidence of about Human Resources Practices in the organization. The HRM Practices like Recruitment and selection, Training and Development, Performance Appraisal, Rewards and Recognition, Organization environment, Employee Engagement and Organizational Loyalty helps the organization to achieve their targets and goals.

CHAPTER – 3

AIM AND SCOPE OF THE PRESENT INVESTIGATION



3.1 NEED FOR THE STUDY

Successful recruitment and selection practices are key components at the entry point of human resources in any organization. Efficient recruitment and selection strategies result in improved organizational outcomes. The main objective of this paper is to identify general practices that organizations use to recruit and select employees. This study is necessary to understanding the inefficiencies faced in the hiring processes in Indian startups and how it affects the company and its growth. The talent shortage is the No. 1 hiring challenge today. A study by the National Federation of Independent Business has found that 87% of HR professionals reported “few or no qualified applicants” for the positions they were trying to fill. As mentioned above, talent shortage is one of many challenges faced in the hiring process, both on the candidate’s side and the recruiter’s side.

3.2 KEY CONSIDERATIONS:

- Job requirements to be filled,
- Kinds and strength of manpower hired,
- Sources of recruitment to be utilized for procurement,
- Procedures to be adopted to screen the candidates for employment,
- Utilities of employment test and interview in the selection process

3.3 SCOPE OF THE STUDY

Recruitment teams benefit from using recruiting automation and better equipment. Here are a few of the most impactful advantages:

- Increased productivity
- Improved quality of hire
- Enhanced candidate experience
- Bias-free hiring
- Reduced time to hire

3.4 OBJECTIVES OF THE STUDY

The main objectives for undertaking this project are:

- Understanding the internal Recruitment process in organization.
- Identifying areas where there can be scope for improvement.
- Giving suitable recommendation to streamline the hiring process.
- Developing practical knowledge with theoretical aspects.
- To know about the importance of automation in recruitment
- Identifying a better process of recruitment.

CHAPTER – 4

EXPERIMENTAL OR MATERIALS AND METHODS

4.1 RESEARCH METHODOLOGY

Research methodology is a method to solve the research problem systematically. It involves gathering data, use of statistical techniques, interpretations and drawing conclusions about research data. Keeping in view the objectives of the study, data is collected from different sources. The purpose of this section is to describe the methodology carried out to complete the work. The methodology plays a dominant role in any research work. The effectiveness of any research work depends upon the correctness and effectiveness of the research methodology.

4.2 DATA COLLECTION

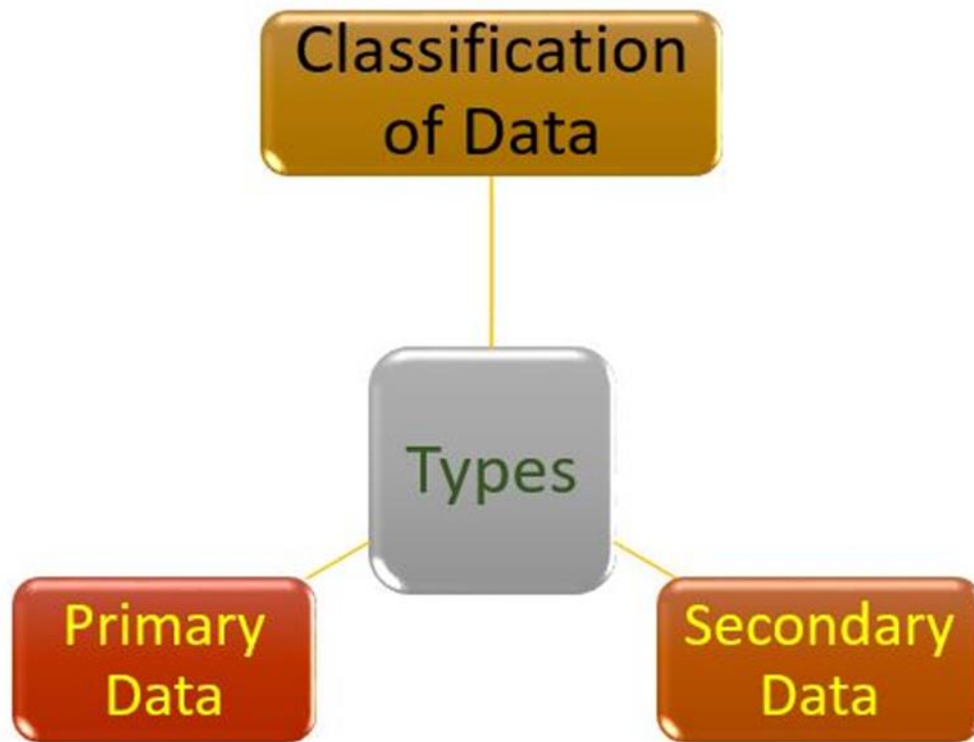
Data refers to a collection of organized information, usually the results of experience, observation or experiment, or a set of premises. This may consist of numbers, words, or images, particularly as measurements or observations of a set of variables.

4.3 DATA SOURCES

The data, which is raw, original, and extracted directly from the official sources is known as primary data. This type of data is collected directly by performing techniques such as questionnaires, interviews, and surveys. The data collected must be according to the demand and requirements of the target audience on which analysis is performed otherwise it would be a burden in the data processing.

There are two types of data sources available to the research processes.

1. Primary data.
2. Secondary data.



4.3.1 Primary Data:- The primary data is collected by using primary methods such as questionnaires, interviews, observations etc. For this study, questionnaires are used to collect primary data from the employees of the industries. We know relatively little on a systematic basis about how or why organizations choose to use different combinations of these strategies, though some of the results reported in the study of recruitment and selection in large firms offers some pointers that are worthy of further exploratory research, particularly among small and medium-sized organizations. Nowadays, employees suggest that personality tests are now being routinely used for some occupations in 19 per cent of workplaces, and performance tests are being used in Recruitment and selection in 46% of workplaces. Personality testing seems to be concentrated in larger workplaces and used upon professional, managerial, and sales staff; and performance testing concentrated again in larger workplaces but used for professional and administrative staff.

Primary or raw data is obtained directly from the first-hand source through experiments, surveys, or observations. The primary data collection method is further classified into two types, and they are given below:

1. Quantitative Data Collection Methods
2. Qualitative Data Collection Methods

1. Quantitative Data Collection Methods

The term 'Quantity' tells us a specific number. Quantitative data collection methods express the data in numbers using traditional or online data collection methods. Once this data is collected, the results can be calculated using Statistical methods and Mathematical tools. Some of the quantitative data collection methods include Probability Sampling, Surveys and Conducting Interviews.

2. Qualitative Data Collection Methods

The qualitative method does not involve any mathematical calculations. This method is closely connected with elements that are not quantifiable. The qualitative data collection method includes several ways to collect this type of data, and they are given below:

1) Interview Method:

As the name suggests, data collection is done by the verbal conversation of interviewing the people in person or on a telephone or by using any computer-aided model. This is one of the most often used methods by researchers. A brief description of each of these methods is shown below:

i) Personal or Face to Face Interview:

In this type of interview, questions are asked personally directly to the respondent. For this, a researcher can do online surveys to take note of the answers.

ii) Telephonic Interview:

This method is done by asking the questions on a telephonic call. Data is collected from the people directly by collecting their views or opinions.

iii) Computer-Assisted Interview:

The computer-assisted type of interview is the same as a personal interview, except that the interviewer and the person being interviewed will be doing it on a desktop or laptop. Also, the data collected is directly updated in a database to make the process quicker and easier. In addition, it eliminates a lot of paperwork to be done in updating the collection of data.

2) Questionnaire Method of Collecting Data:

The questionnaire method is nothing but conducting surveys with a set of quantitative research questions. These survey questions are done by using online survey questions creation software. It also ensures that the people's trust in the surveys is legitimised. Some types of questionnaire methods are given below:

i) Web-Based Questionnaire:

The interviewer can send a survey link to the selected respondents. Then the respondents click on the link, which takes them to the survey questionnaire. This method is very cost-efficient and quick, which people can do at their own convenient time. Moreover, the survey has the flexibility of doing in any device also. So it is reliable and flexible.

ii) Mail Based Questionnaire:

Questionnaires are sent to the selected audience via email. At times, some incentives are also given to complete this survey which is the main attraction. The advantage of this method is that the respondent's name remains confidential to the researchers, and there is the flexibility of time to complete this survey.

3) **Observation Method:**

As the word ‘observation’ suggests, data is collected directly by observing this method. This can be obtained by counting the number of people or the number of events in a particular time frame. Generally, it’s effective in small-scale scenarios. The primary skill needed here is observing and arriving at the numbers correctly. Structured observation is the type of observation method in which a researcher detects certain specific behaviours.

4) **Document Review Method:**

The document review method is a data collection method used to collect data from existing documents with data about the past. There are two types of documents from which we can collect data. They are given below:

i) **Public Records:** The data collected in an organisation like annual reports and sales information of the past months are used to do future analysis.

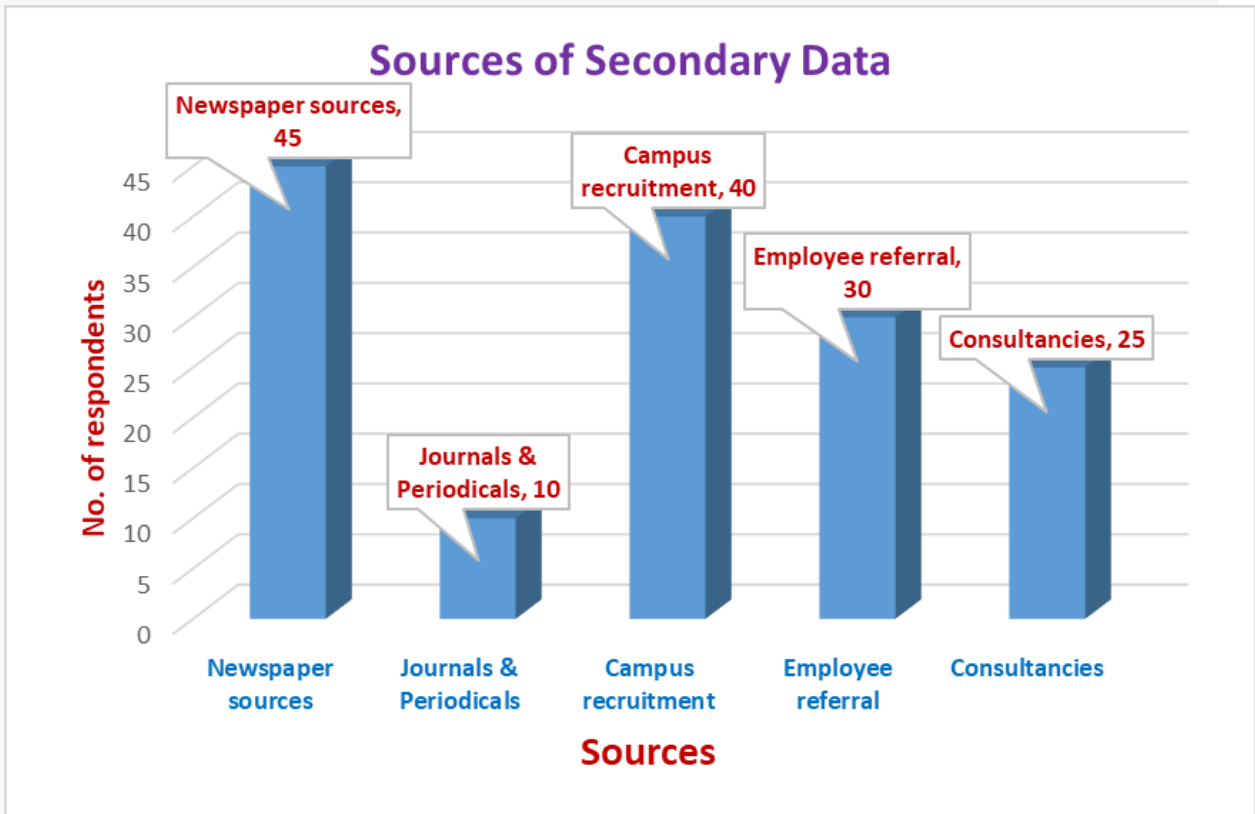
ii) **Personal Records:** As the name suggests, the documents about an individual such as type of job, their designation, their interests are considered.

4.3.2 Secondary Data:- Secondary data is collected from various Journals, books, websites, Government reports, Newspapers, and other research reports.

Particulars	No. of Respondents
Newspaper sources	45
Journals & Periodicals	10
Campus recruitment	40
Employee referral	30
Consultancies	25

Total	150
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TABLE NO.1



4.4 ANALYSIS

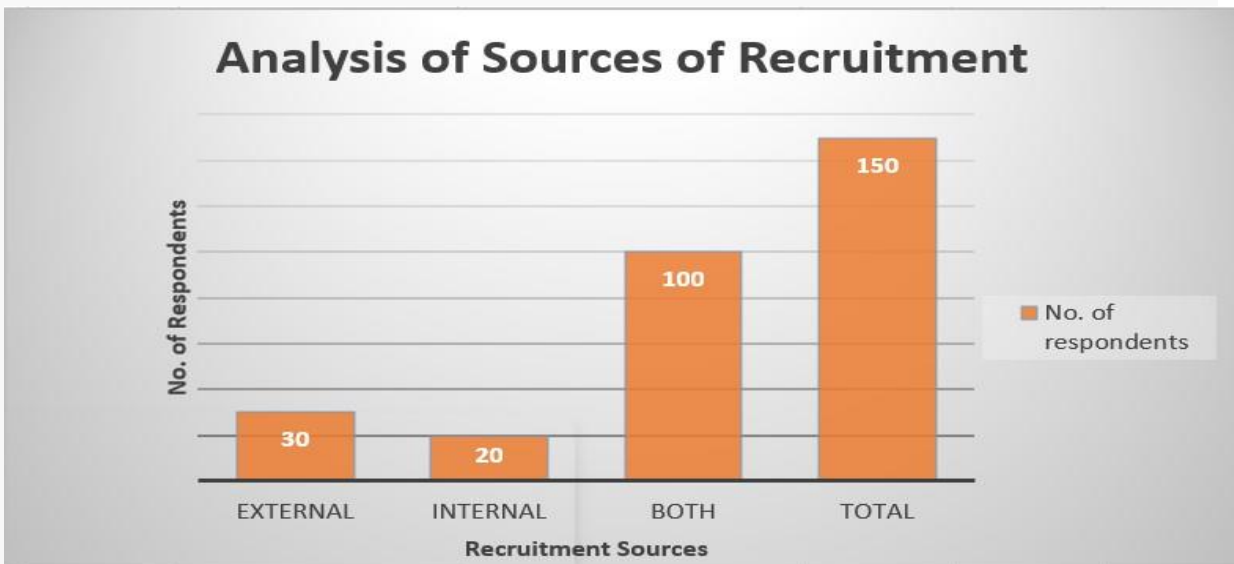
Data analysis is very important aspect of project, as it basically involves the analysis of all the information that we collected. Data analysis is a body of methods that help to describe facts, detect patterns, develop explanations and test hypothesis. After analysis of each of the question in a questionnaire the interpretation of the same is also being provided which includes the reason about the particular aspect of the organization.

4.5.1 ANALYSIS OF QUESTIONNAIRE

1. Analysis about the source of recruitment followed in the selected industries

Particulars	No. of Respondents
External	30
Internal	20
Both	100
Total	150

TABLE NO.2



GRAPH No.1

Interpretation:

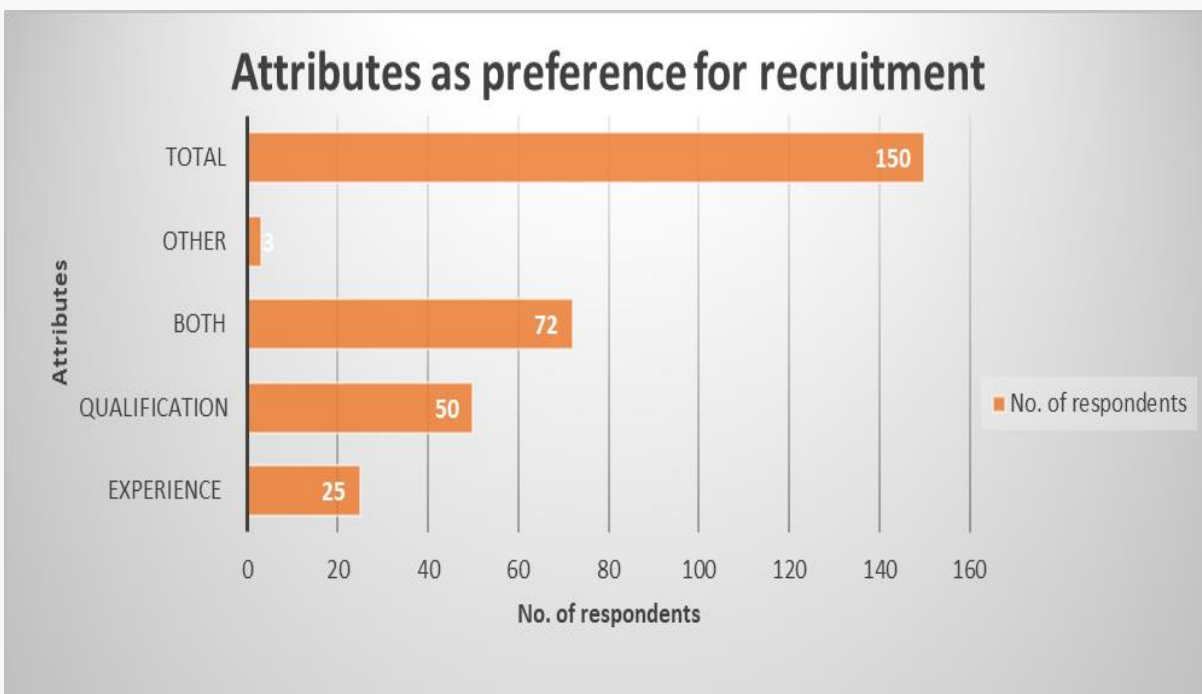
From the above table and graph, it is observed that, 30 respondents have accepted that the company is following external recruitment sources and 20 respondents have accepted their company is following internal recruitment sources and 100 respondents have expressed that their company is adopting both internal and external recruitment sources.

2. Analysis about the attributes taken into preference for recruitment and selection procedure:

Particulars	No. of Respondents
-------------	--------------------

Experience	25
Qualification	50
Both	72
Other	03
Total	150

TABLE No.3



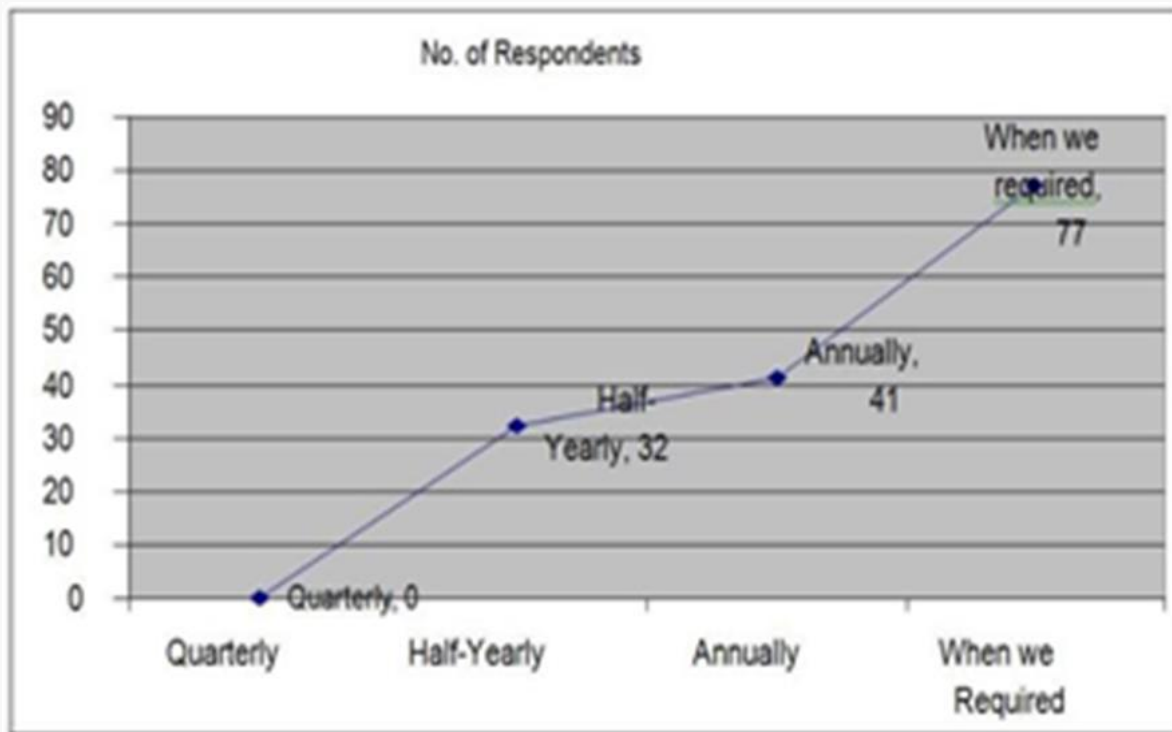
Interpretation:

It is observed that, 25 members expressed that, their company gives preference to experienced candidates. 50 members expressed that; their company gives preference to qualified candidates. 72 members expressed that, their company is giving preference to both experience and qualification candidates and three members are accepted that their company gives preference to other criteria.

3. Analysis about the period of recruitment of your organisations:

Particulars	No. of Respondents
Quarterly	0
Half-Yearly	32
Annually	41
When we require	77
Total	150

TABLE No.4



Interpretation:

It is observed that 32 members of total respondents have expressed that the company recruits employees half-yearly, 41 members of total respondents have expressed that the company recruit employees annually, and 77 members of total respondents have expressed that the company recruit employees whenever they required

4. Analysis about the reason for accepting the offer in the organisation:

Particulars	No. of Respondents
Relocation	20
Relation with the employer	15
Decent salary	50
Opportunities for growth	20
Job Security	25
Identification with the company	20
Total	150

TABLE No.5



PIE CHART No.1

Interpretation:

From the above graph, we can understand that 20 members total respondents are selected this organisation for relocation, 15 members of total respondents are selected this organisation for the reason of relationship with the employer, 50 member of total respondents are selected this organisation for decent salary, 25 members for job security, and 20 members for identity.

CHAPTER – 5

RESULTS AND DISCUSSIONS, PERFORMANCE ANALYSIS

5.1 Findings

The findings from the analysis including charts, bars, graphs are listed below:

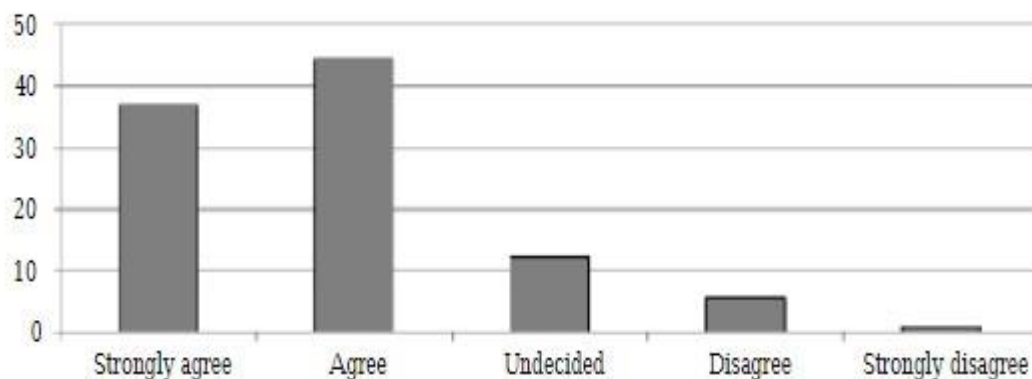
- i) The company considered portals as the most important medium of hiring employees and then the employee references are also act as the important source of recruiting people
- ii) The employees consider the employee reference as one of the most reliable source of hiring the new employees and also to some portals.
- iii) The most important feature in company's recruitment and selection policy is that we need to take in consideration the ratio between the turn-up and line-up candidates, and after analysis it is found most employees hold the same opinion.
- iv) The existing recruitment process of company is good, but it has some shortcomings that is being Covered in recommendations and on overall the recruitment department has pressure on it.
- v) After analysis of the company selection procedure I found out the company is using quite effective method of doing selection of candidates and they always take in consideration the cost benefit ratio which is quite important from the long perspective of hiring employees.
- vi) The ratio of selected candidates to joining candidates is quite effective and highest in number as the employees being selected are also of the view that they are analyzed properly and effectively.

5.2 Discussion of results from questionnaire item

Recruitment and selection are seen as the most important processes within the institution and these processes have a great impact on organisational productivity. It is suggested that the institution should improve the recruitment and selection processes in order to increase productivity. Proper implementation of recruitment and selection processes can reduce high labour turnover, absenteeism and increase the characteristics of the universe (Anson et al., 2012). In other words, a sample is representative if it shows the same characteristics as the source population.

performance (Richardson, 2011). When asked whether proper implementation of recruitment and selection process can reduce high labour turnover, 70.76% of respondents (Please see Figure 1 below) agreed with the statement. The literature reviewed support this finding. Like any other tertiary education institution, a goal of Institution X is to be profitable. Profitability may be enhanced if the recruitment and selection team follow the right processes and hires the right person for the job. Hiring the right candidate for a position can increase productivity of the institution. According to Djabatey (2012) staff are hired based on their qualifications, work experience and communication or interpersonal skills. When staff are hired using the criteria mentioned it is likely that the staff will perform well, and the productivity of the institution will increase. The hiring of unqualified, unsuitable staff could lead to a drop in productivity. It was significant that 77.4% of the respondents agreed that poor work performance decreases overall productivity. Staff performance needs to be monitored and productivity needs to be measured.

Recruitment and selection processes have a huge impact on organisational productivity:



Poor employee performance decreases overall productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	48	45.3	45.3	45.3
	Agree	34	32.1	32.1	77.4
	Undecided	17	16.0	16.0	93.4
	Disagree	5	4.7	4.7	98.1
	Strongly Disagree	2	1.9	1.9	100.0
	Total	106	100.0	100.0	

How you recruit for a new CEO will be very different to the way in which you recruit dozens of employees for a new call centre. Or, for a tech company, employer brand and referrals might play a bigger role in recruitment than for, say, the retail sector. All recruitment differs according to the industry you're operating in and the roles that you're hiring for. How many applications you expect, how long it takes to fill a vacancy, and so on – it all comes down to context.

That's why there's no one-size-fits-all approach to measuring recruitment success. The best hiring KPIs for you might be very different to the business across the street. Context is key. So, instead of starting with the KPIs themselves (and we will get to them), start by putting your recruitment into context. What are your key goals around recruitment? Are you aiming to become the number one employer brand in your industry? Or do you need to cut recruitment costs? The most meaningful recruitment metrics for you are those that tie into your overall recruitment goals.

That's why I always start with strategy and goals, not data or metrics. Only once you work out what you want to achieve, and what questions you need to answer in order to deliver those goals, can you work out what exactly you should be measuring.

Creating a recruitment pipeline is a bit like building an effective sales funnel. In sales and marketing, you don't run one ad campaign, then sit back and wait for the customers to roll in. It's a continually evolving process. Likewise, in recruitment, you don't advertise a job, recruit someone, then rest on your

laurels. There's constant work to do to build an effective recruitment pipeline, including:

- Creating a strong employer brand (therefore making it easier to attract strong candidates)
- Generating leads (including working out the most effective recruitment channels for you)
- Attracting quality candidates (as in, how many of your applicants are potentially employees?)
- Converting leads into hires (getting the best candidates to accept your offers)
- Evaluating the success of hires (ensuring the people you hire are contributing to the organisation).

It is clear that the research findings support the literature. Increased productivity is likely to lead to profitability. Institution X rewards staff members with a token of appreciation when the institution makes a profit. When asked whether good performance is linked to bonuses, the majority of respondents agreed with the statement although 20.8% of the respondents were undecided and 18% of respondents disagreed. When productivity is measured it shows how well or poorly the staff are performing and performance targets. Staff performance should improve (actually get better) each day. Participants strongly believed that recruitment and selection processes have an impact on productivity. When asked whether recruitment and selection processes have a huge impact on organisational productivity, a resounding 81.13% agree that recruitment and selection processes do have a huge impact on organisational productivity. 12.26% of the respondents remained undecided and 15.6% of respondents disagreed.

From the above findings it may be seen that employees do perceive that there is a relationship between recruitment and selection processes, and productivity at the institution. Therefore, the researchers believe that it is important for the recruitment and selection team to be aware that organisational productivity can be affected by the calibre of staff that is hired. It is suggested by Stahl (2004) that giving employees clear job descriptions with clearly defined roles and responsibilities, can contribute to productivity.

5.3 Limitations and recommendations for future research

Every research has its limitations. These limitations can appear due to constraints on methodology or research design. Needless to say, this may impact your whole study or research paper. Most researchers prefer to not discuss their study limitations because they think it may decrease the value of their paper in the eyes of the audience.

Remember that it's quite important to show your study limitations to your audience (other researchers, editors of journals, and public readers). You need to notice that you know about these limitations and about the impact they may have. It's important to explain how your research limitations can affect the conclusions and thoughts drawn from your research.

In this guide, you can read useful tips on how to write limitations on your future research. Read great techniques on making a proper limitations section and see examples to make sure you have got an idea of writing your qualitative research limitations. You need to understand that even if limitations show the

weaknesses of your future research, including them in your study can make your paper strengthen because you show all the problems before your readers will discover them by themselves.

Apart from this, when the author points out the study limitations, it means that you have researched all the weak sides of your study and you understand the topic deeply. Needless to say, all the studies have their limitations. When you're honest with your readers, it can impress people much better than ignoring limitations at all.

CHAPTER – 6

SUMMARY AND CONCLUSIONS

CONCLUSION

The main thing that I want to conclude firstly is that with the help of analysis, feedback generated through questionnaire I found that the company is following an effective Recruitment and Selection process to maximum extent. As per my study, out of the various methods of sourcing candidates, the best one is – getting references via references and networking. In the process, I came across various experiences where the role of an HR and the relevant traits he finds in the candidates were displayed. 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. Even though an HR manager has many challenges to face in order to ensure that the human resource department contributes to the bottom-line and emerges as a strategic partner in the business, it is “Talent acquisition”, that is the key determining factor in how well an Human resource department contributes towards the achievement of the overall objective of the organization and therefore is a daunting task for any HR manager.

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