

“A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION SYSTEM WITH SPECIAL REFERENCE TO ADECCO INDIA PRIVATE LIMITED”

Submitted in partial fulfilment of the requirements for the award of
Bachelor of Business Administration

by

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DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI – 600 119

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SATHYABAMA



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DEPARTMENT OF BUSINESS ADMINISTRATION BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **PAVITHRA.V (39280078)** who carried out the Project entitled “**A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION SYSTEM WITH SPECIAL REFERENCE TO ADECCO INDIA PRIVATE LIMITED**” under my supervision from December 2021 to February 2022.

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Submitted for Viva voice Examination held on _____

Internal Examine

External Examine

DECLARATION

I **PAVITHRA.V (39280078)** hereby declare that the Project Report entitled “**A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION SYSTEM WITH SPECIAL REFERENCE TO ADECCO INDIA PRIVATE LIMITED**” done by me under the guidance of P.Hameem Khan MBA MSCS (PhD) is submitted in partial fulfilment of the requirements for the award of Bachelor of Business Administration.

DATE:

PAVITHRA.V

PLACE: CHENNAI

SIGNATURE OF CANDIDATE

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PAVITHRA.V

ABSTRACT

This study is basically to understand the effectiveness of the recruitment and its process and organizational support for the better meant of the knowledge. The effectiveness of recruitment has become increasingly popular as a measure for identifying the process of recruitment in the organization and as a tool for developing recruitment process. There is little empirical research that substantiates the efficacy of recruitment in this organization. Here the researchers have taken individual factors upon growing up various variables and tried to find the relationship between the demographic factors and the individual factors. The researchers have applied some of the statistical tools like Percentage Analysis, Regression, and Correlation.

Keywords: Effectiveness, Recruitment, Support, Knowledge.

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CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

DEFINITION OF RECRUITMENT:

According to Edwin B. Flippo, "It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation." He further elaborates it, terming it both negative and positive. He says, "It is often termed positive in that it stimulates people to apply for jobs, to increase the hiring ratio, i.e. the number of applicants for a job. Selection, on the other hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired.

"In the words of Dale Yoder, Recruitment is the process to "discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

"Kempner writes, "Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates. "In personnel recruitment, management tries to do far more than merely fill job openings. As a routine the formula for personnel recruitment would be simple i.e., just fill the job with any applicant who comes along.

Joseph J. Famularo has said, "However, the act of hiring a man carries with it the presumption that he will stay with the company-that sooner or later his ability to perform his work, his capacity for job growth, and his ability to get along in the group in which he works will become matters of first importance." Because of this, a critical examination of recruitment methods in use should be made, and that is the purpose of this chapter.

MEANING:

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

Recruitment is the process of attracting prospective employees and stimulating them for applying job in organization. The job-seekers too, on the other hand, are in search of organisations offering them employment. Recruitment is a linkage activity bringing together those with jobs and those seeking jobs. In simple words, the term recruitment refers to discovering the source from where potential employees may be selected. The scientific recruitment process leads to higher productivity, better wages, high morale, reduction in labour turnover and enhanced reputation. It stimulates people to apply for jobs; hence it is a positive process.

Recruitment is concerned with reaching out, attracting, and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspect. It is the development and maintenance of adequate man-power resources. This is the first stage of the process of selection and is completed with placement.



MW Recruitment's Process of Recruitment

Once you have engaged MW Recruitment we will work through a structured process to find the best possible solution to your recruitment need.

Step 1: Database Search

Over the years that we have spent in accounting and recruitment we have developed an extensive database of high quality candidates at all levels.

Step 2 : Advertising

Advertising the role will also help us identify any new people in the market who might not be registered with us. Our preferred method of advertising is via the internet. One important point here is that we don't on charge our client s for the advertising that we undertake.

Step 3 : Networking and Referrals

One of our main sources of candidates is through our extensive networks within professional bodies such as the CPA, ICAA. These networks also include sporting and social groups both real and internet based. We firmly believe that good people know other good people.

Step 4 : Processing the applicants

All applicants are subject to screening and a rigorous interview process. Our interviews are generally conducted by 2 consultants and during this process we use competency based and behavioural questioning techniques to gain a true understanding of the candidates' abilities. We also take the time to give the individuals career advice and counselling so even if they are unsuccessful in their application they will have gained something through the process. After the completion of the process the consultants prepare a detailed candidate Summary Report that we submit to the client.

Step 5: Submission and Interview

Once an applicant is deemed worthy of submission, we will send our Summary Report and the candidates CV in their format. We will follow up the email with a call and arrange an interview time suitable for both parties. One of our consultants will be available to attend the interview if you require assistance or coaching in the interview process.

Step 6: Feedback and Offer

When the interview is completed, we will take and give feedback to both parties. At this stage we will also ensure that all the appropriate documentation including references have been finalized and made available to you. If an offer is made we will communicate the offer on your behalf and then manage the process so that you get the best possible outcome.

Step 7: Commencement and Retention

When the candidate commences the role the consultant will keep in touch with you and your new employees to ensure that both parties are meeting their obligations. We will continue to stay in touch until the candidate has successfully completed their probation period. We can also assist you in developing retention strategies to retain your new staff member.

Type of Recruitment:

There are several types of recruitment:

- Online recruitment.
- Principles of help wanted advertising.
- Executive recruiter.
- Using government job service.
- Campus recruiting.
- Referral and walk-ins as a source of candidate.
- Computerized employee database.
- Recruiting a more diverse work force.

Factors Influencing Recruitment

1.Size of the Enterprise:

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

2. Employment Conditions:

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

3. Salary Structure and Working Conditions:

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

4. Rate of Growth:

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

IMPORTANCE OF RECRUITMENT

- Attract and encourage a good number of candidates to apply for the organisational vacancies.
- Create a talent pool of prospective candidates that enables the selection of best candidates to suit for the organisational need.
- Determine present and future organisational requirement taking into consideration of personnel planning and job analysis activities.
- Links the employers with the potential employees.

- Increase potential candidates' pool at less cost.
- Increases success rate of selection process by reducing the number of under qualified or overqualified job applicants.
- Reduce the probability of leaving the organisation only after a short period of time, once recruited and selected.
- Meet the organizations' legal and social obligations maintaining its workforce composition.
- Determine the appropriateness of the candidates by identifying and preparing potential job applicants.
- Increase organizational and individual effectiveness regarding application of various recruitment techniques and tapping different sources of recruitment concerned.

Methods of Recruitment:

Direct, Indirect and Third Party Method

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

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

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

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

These are:

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

A brief description of these follows in seriatim.

1.Direct Method:

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

2.Indirect Methods:

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

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

The experience suggests that the higher the position to be filled up in the organisation, or the skill sought by the more sophisticated one, the more widely dispersed advertisement is likely to be used to reach to many suitable candidates. Sometimes, many organisations go for what is referred to as blind advertisement in which only Box No. is given and the identity of the organisation is not disclosed. However, organisations with regional or national reputation do not usually use blind advertisements for obvious reasons.

3.Third Party Methods:

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

DEFINTION OF SELECTION

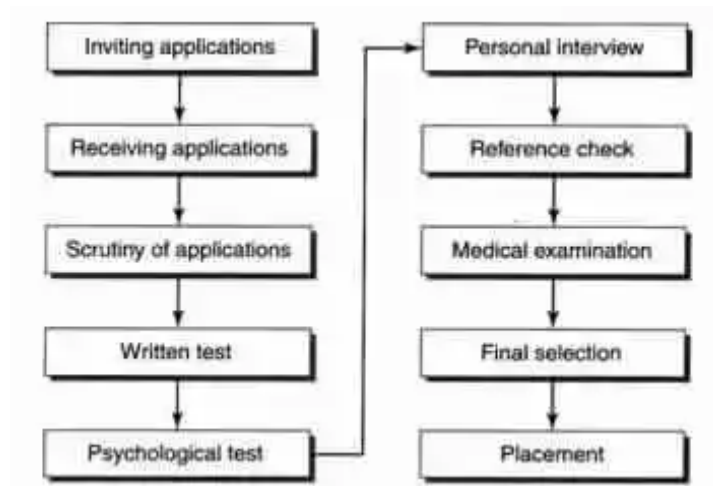
The **Selection** is a process of picking the right candidate with prerequisite qualifications and capabilities to fill the jobs in the organization.

Selection is defined as a process which differentiates between job applicants to filter and hire those who can achieve greater success in the job.

Selection is the screening and filtering process of job applicants who have been invited to apply for the vacant positions through which the process comes to an end.

Selection is the process of choosing form the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions.

SELECTION PROCESS:



Steps involved in selection procedure

The various steps in selection procedure are given as follows:

1.Inviting applications:

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

2.Receiving applications:

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

3.Scrutiny of applications:

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

4.Written tests:

As the final list of candidates becomes ready after the scrutiny of applications, the written test is conducted. This test is conducted for understanding the technical knowledge, attitude and interest of the candidates. This process is useful when the number of applicants is large.

5.Psychological tests:

These tests are conducted individually and they help for finding out the individual quality and skill of a person. The types of psychological tests are aptitude test, intelligence test, synthetic test and personality test.

6.Personal interview:

Candidates proving themselves successful through tests are interviewed personally. The interviewers may be individual or a panel. It generally involves officers from the top management.

The candidates are asked several questions about their experience on another job, their family background, their interests, etc. They are supposed to describe their expectations from the said job. Their strengths and weaknesses are identified and noted by the interviewers which help them to take the final decision of selection.

7.Reference check:

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

8. Medical examination:

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

9. Final selection:

Based on all information gathered during the recruitment and selection process, including resumes, interviews, test results, applicant ratings, reference checks, and the advice of the selection team, decide which candidate best satisfies the pre-established requirements of the vacancy.

10. Placement

Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate.

1.2 OBJECTIVES OF THE STUDY

- To understand the current Recruitment Policies being followed at Adecco India Private limited.
- To study the different methods of recruitment carried out at Adecco India Private limited.
- To find out whether the employees are satisfied with the recruitment process of Adecco India Private limited.
- To find the relationship whether jobs offered based on qualification to the employees in the organization.
- To determine key employee skill gauges, like academic record, socio-economic conditions, overall work experience and experience in a specific field.
- To identify the average time spent for selection process carried out by Adecco India Private limited.
- To evaluate the various recruitment and selection techniques which include interviews, group tests, psychological tests, intelligence tests, technical tests and others.

1.3 NEED FOR THE STUDY

- Determine the present and future requirement of the organization personnel-planning and job analysis activities.
- Analysis of manpower budget analysis of the for the recruitment in the recruitment process.
- To identify general practices that organizations use to recruit and select employees.
- To determine which recruitment and selection practices are most effective.
- To determine how the recruitment and selection practices affect organizational outcomes.
- To attract people with multi-dimensional skills and experiences that suit the present and future organizational strategies so as to obtain a pool of suitable candidates for vacant posts.
- To infuse fresh blood at all levels of the organization.
- To develop organizational culture that attracts competent people to the company.
- To ensure that all recruitment activities contribute to company goals.
- To conduct recruitment activities in an efficient and cost effective manner.

1.4 SCOPE OF THE STUDY

- This study helps to make decision in selecting the right candidates for the right job.
- This study helps the organization to study the area of problem and suggest ways to improve the recruitment and selection process.
- This study focus on understanding recruitment and selection process.
- The present research is confined to study the recruitment and selection process followed at Adecco India Private limited.

1.5 LIMITATION OF THE STUDY

- 1.The study engrosses only a part of total number of employees at Adecco India Private limited.
- 2.Research was to be conducted maintaining the decorum of the company.
- 3.Due to time constraint the in depth study could not be conducted.
- 4.The information collected from the employees may not be 60 percent true the may some false because of some company rules.
- 5.The data was collected only on current working employees not an employees who left the organization.

1.6 INDUSTRY PROFILE

Consultancy Industry

Consultancy is the process of advising companies (clients) on the practices that will improve performance, increase efficiency, save money or generate money within their business; consultants produce plans after a review of operations and strategy and are then responsible for implementing these proposals and training employees accordingly. There are many different kinds of consultancy, from Management to HR and IT to Strategy. Within each subsector there are different industry practices, but all have a similar overall goal: to add value to a client's business in response to a specific brief.

The largest consultancy firms are household names such as KPMG, Deloitte and PWC. There are also many smaller, niche firms that take advantage of providing a targeted offering to their clients.

Career path

The traditional route into consultancy has been for an individual to gain commercial experience with which to apply to a specialised consultancy role. However, over the last few years companies have increasingly recruited top graduates into entry level positions in order to train them up in-house. The AGR (Association of Graduate Recruiters) Graduate Recruitment Survey 2008 confirms this, citing that 7.2% of all graduate vacancies are in the consultancy or business services arenas.

Here at the GRB we have seen that graduate consultancy jobs are becoming more appealing to grads who see the field as an alternative to entering the Banking and Finance sector. It can offer the same kind of intellectual challenge, with similar financial rewards. Furthermore, a career in consultancy offers a graduate the opportunity to actually use the transferable skills they gained during their degree (something many grads tell our GRB consultants they are looking for). Analytical skills, presentations skills, numeracy and communication skills are all essential requirements to make a successful consultant. Because it is such a broad sector, no two graduate consultancy jobs are instantly comparable-however there are certain activities that most types of consultant will perform. On a day to day basis a graduate consultant might;

- Interview clients and clients' employees to assess a business situation
- Organise and attend conference calls and client meetings
- Collate data and build models Assist with process mapping
- Formulate workplans
- Create clear presentations of complex information
- Build tools and systems for clients
- Client training
- Carry out trouble shooting final solutions

A consultancy career can be challenging and rewarding in equal measure. Graduates will get the opportunity to utilise the transferable skills they picked up at university whilst enjoying the perks of working in a big firm. Consultants will have to get on with long working hours and constantly traveling away from home.

A consultancy career can be challenging and rewarding in equal measure. Graduates will get the opportunity to utilise the transferable skills they picked up at university whilst enjoying the perks of working in a big firm. Consultants will have to get on with long working hours and constantly traveling away from home. Graduates will start their consultancy career at 'analyst' level, a supporting role to an established management consultant, researching or actioning data driven requests. Client facing work can also be required at this stage when a new recruit is charged with processing data presenting it in a userfriendly format to the business. You might be responsible for number crunching at this stage but will soon move on to the strategic consultancy side of the business. Most consultancies are meritocratic environments, where the individual is responsible for their own success. Progress through the ranks can be swift, but graduates must understand that they first have to learn and master the trade. The ultimate goal for many consultants is to make partner of the firm, or to break out in their own specialist or niche consultancy.

Qualifications and skills needed

The sector is competitive for graduate entry, with the top employers demanding high achieving candidates with strong academic backgrounds. In their careers guide, the MCA (Management Consultancies Association) advise that:

The strategy houses, for example, will take a few of the highest fliers of their year-typically candidates who have achieved a 2.1 or first-class degree from one of the most prestigious universities-and usually with a strong numerical basis to their academic background. Most degree disciplines can be transferred to make a successful graduate consultant, but students from IT, Economics, Mathematics and other numerate subjects may find it easier to specialise earlier on in their consultancy careers. Languages can also be a particular advantage, as many organisations operate internationally and need good communicators to build on global relationships. Any work experience gained within the sector is invaluable. An internship, a placement, even a week's work-shadowing would make a graduate application more desirable. Most of all, graduates must display the certain personality that is required to be an effective consultant; these include a savvy, clued up nature, the ability to work at pace and the consistency to always produce accurate, thorough work.

Management consultants must be skilled at conducting research and analyzing it. Research means collecting raw data from a variety of sources including the client's computers, trade associations in the client's industry, government agencies, and, perhaps most importantly, surveys and market studies that you devise and implement yourself. It also means interviewing people to gather anecdotal information and expert opinion. The interviewees may be anyone, from industry experts to the client's top executives to the client's lowest-level employees. All this data must then be analyzed, using tools from spreadsheets to your own brain. The idea here is to spot behaviour patterns, production bottlenecks, market movements and other trends and conditions that affect a client's business.

Your ultimate job is to improve the client's business by effecting changes in response to your analysis. That's the hard part, because it involves convincing the client to accept your recommendations, often in the face of opposition from client executives who resent outsiders upstaging them with the boss or resistance from company employees who have something to lose from change. To succeed you'll need excellent people skills and the ability to put together a persuasive PowerPoint presentation. Finally, you'll need the ability to handle disappointment if your solution fails or the client decides not to even try implementing it. One good thing about the advice business: Companies always seem to want more. As evidence, the consulting industry has been on a sustained growth binge for well more than a decade. One other thing about the consulting business: The product really is the people, and firms compete on the basis of who's the smartest and the hardest working. As a result, each firm wants to hire the best and the brightest. If you're one of them-you probably know if you are-you'll have a good shot at landing one of these competitive jobs.

1.7 COMPANY PROFILE

Founded in 1991 by Dr. K. CHANDRASEKARAN, ADECCO INDIA Consultants is the pioneer of organised recruitment services in India. Over the years, we have acted as preferred recruitment partners to multinationals and leading Indian businesses to emerge as the leading recruitment brand nationally. This combined with our role as trusted consultants for Indian professionals translates into our core capability -Building Careers, Building Organisations.

ADECCO INDIA roots in management consulting enable us to bring a unique approach to recruitment. Our focus has always been on middle and senior management talent needs. We recruit across various industry segments for multinational corporations as well as leading Indian business houses and in the past 24 years, we have helped shape the careers of over 50,000 professionals.

Our organisation network includes offices spread across 8 major Indian cities and an international presence in Dubai. We have over 350 consultants who bring with them over 2400 man years of experience with leading Indian and international companies. We operate through domain-specialist teams spread across the country, providing customized recruitment solutions across 16 industry verticals.

ADECCO INDIA is proud of its long standing relationships in the industry and the fact that 75% of its revenue comes from its existing clients, which is a testimonial of happy clients.



SERVICES

We offer proactive services that are bespoke to cater the diverse needs of our customers. The services we extend are:

- **Executive Search**
- **Permanent Staffing**
- **Outsourcing**
- **Training**

Whether you are looking for a CEO, CXO, CFO or any other key roles, you have reached the right place. Today companies are increasingly turning to specialised search firms to help them find leaders who can take them to newer heights. We have what it takes to help you hire the right persons and much more than just retained search.

Executive Search

We would take on specific executive search assignments at senior level based on a thorough understanding of the job specifications, organization culture and other critical attributes required for the specific position. These assignments would be handled by our Executive search team with excellent network and experience to look for the right candidate for any given role. Our search team would specifically head hunt profiles and submit the same to the Organization after preliminary interviews. We also provide referral checks with detailed comments on the candidates' profiles and maintain contact with the candidate/s till such time that they join duty.

Permanent Staffing

In the recruitment domain, we provide Database selection, Advertised selection, Turnkey recruitment solutions and Campus recruitment. CARPEL offers you recruitment support for permanent positions through the following activities:

Database Selection

CARPEL activities would involve resume aggregation from our databank, validation by way of preliminary interviews and reference checks prior to the presentation of final candidates to the client. We would maintain contact with the candidate/s till such time that they join duty.

Advertised Selection

We would take on specific advertised positions based on the urgency of the job and provide back-end resources for

- Co-ordination for advertisement approval,
- Release of advertisement,
- Short-listing the resumes,
- Conducting preliminary interviews,
- Co-ordinate final interviews and
- Follow up on joining.
- Provide a structured MIS report on process

However, this would be for specific positions and not for mass recruitment on a large scale. For advertised positions the cost of the advertisement will be borne upfront by the client.

Turnkey Solution

CARPEL Services caters to large-scale recruitment needs of a client through Turnkey Solutions. Our time and budget bound approach, which combine database selection, advertised selection and executive search effectively fulfils the client requirements. The process is customized to client needs and encompasses the following:

- Resume validation
- Administering tests
- Interview coordination
- Customized Analysis and Reports

Campus Recruitment

CARPEL Services caters to large-scale fresher's recruitment to the client through Campus Recruitment process. We provide on campus, off-campus drives across PAN India. The process is customized to client needs.

Outsourcing

- Payroll
- Administration

Training

- Technical Training
- Soft skills Training
- Management Training
- Career Development

Add-on Services

- Reference Checking
- Original Certificate Checking
- IQ / EQ Tests
- MAPP Assessments

Industry Practices

CARPEL Executive Search provides expert services across a spectrum of verticals and our search consultants possess experienced backgrounds and specific expertise in the expansive range of industries, sectors and functional areas. The CARPEL team has a successful testimony of closing complex retained search mandates in diverse industries. With proficiency in executive recruitment services across verticals. Thorough research and accurate mapping of interests of both, our clients, as well as our candidates, is what sets us apart. Effective executive recruitment consulting requires hands-on experience in the markets we serve

We have a range of clients from the below industries

❖ Technology & Communications

- Information Technology companies
- ITES / Business Process Outsourcing companies
- Telecom Companies
- Media Companies
- Communication Firms

❖ Financial Services

- Insurance companies
- Retail banks
- Corporate banks
- Investment banks
- Private equity firms

❖ Retail & Consumer Products

- Retail Companies
- FMCG Companies

❖ Automotive & Industrial Services

- Automobile Component makers
- OEM Companies
- Chemical Companies

- Tire Manufacturing Companies
- Textile Companies

❖ **Engineering, Manufacturing, Process & Infrastructure (EMPI)**

- Power Companies
- Engineering Companies
- Infrastructure Companies
- Construction Companies

❖ **Educational Institutions**

- Schools
- Colleges
- Universities
- Corporate

CHAPTER II

REVIEW OF LITERATURE

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

Jones et al. (2013) suggested that examples of recruitment policies in the healthcare, business or industrial sector 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 labour 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 outlined by Jones et al. (2013) include several types of interviews, role play, group discussions and group tasks, and so on. 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. 2013). In addition, insufficient recruitment may result into lack of labour 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, Munro-Frasers five-fold grading system, personal interviews, as well as psychological tests (Jones et al. 2013).

Price (2014) in his work 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 (Price 2014). 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.

Barber (2014) defines Employee recruitment as “practices and activities carried on by an organization for the purpose of identifying and attracting potential employees”. Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization’s culture.

Dessler (2015) found in his study that the Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. It frequently forms an important part of the work of human resource managers –or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcome.

Burton (2015) in his study of recruitment and selection practices in the USA, found that approximately 25 percent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres.

According to Kaplan and Norton, (2015) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team.

Whitmell Associates (2015) observed that the extent of recruitment and selection strategy integration can be gauged through four distinctive indicators.

These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequately qualified people, and to a great extent this uncertainty involves the quality of employees. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with the business.

Ongori Henry and Temtime Z (2015) say that in their paper the recruitment and selection practises of the small and medium enterprises and make them to improve their HR practices (R.D.Omolo, 2012). French says that the importance of certain selection and recruitment activities in the organizations (G.R.French, 2012). Among recruitment sources Bernard in say that internal source of recruitment is effective compared to the external source (H.John,2003). Decker & Cornelius say that compared to the traditional recruiting sources the modern sources like referrals, casual applicants and direct approaches will benefit at large (L.Barclay,1985) (Cappelli, 2001). Selection procedure also should be in application to the modern techniques (M.Smith, 2001). The literature says that employers are doing the traditional method of recruiting rather than the modern technologies (Schmidt, 1998). Chris Piotrowski and Terry Armstrong say that in their article that around all the organizations are using traditional recruitment sources and 30% of organizations are screening candidates honestly(Armstrong, 2006). According to SHRM (Society for Human Resource Management) says that 15% joined in the organizations are placing false resume (Gusdorf, 2008). Some of the employers select the candidates with discrimination was not supposed to be done in the organizations (Fomunjong, 2009).

Work of Bratton & Gold (2015) suggest that 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. Nonetheless, the researchers have also seen that such models, largely derived from competency frameworks, foster strength in companies by generating the appropriate knowledge against which the job seekers can be assessed. However, recruitment and selection are also the initial stages of a dialogue among applications and the company that shapes the employment relationship (Bratton & Gold 2015). This relationship being the essence of a company's manpower development, failure to acknowledge the importance of determining expectation during recruitment and selection can lead to the loss of high quality job seekers and take the initial stage of the employment relationship so down as to make the accomplishment of desirable HRM outcomes extremely difficult. In the opinion of Bratton and Gold (2015), recruitment and selection practices are essential characteristics of a dialogue driven by the idea of "front-end" loading processes to

develop the social relationship among applicants and an organization. In this relationship, both parties make decisions throughout the recruitment and selection and it would be crucial for a company to realize that high-quality job seekers, pulled by their view of the organization, might be lost at any level unless applications are provided for realistic organization as well as work description.

Taher et al. (2015) carried out a study to critique the value-added and non-value activities in a recruitment and selection process. The strategic manpower planning of a company, training and development programme, performance appraisal, reward system and industrial relations, was also appropriately outlined in the study. This study was based on the fact that efficient HR planning is an essence of organization success, which flows naturally into employee recruitment and selection (Taher et al. 2015). Therefore, demand rather than supply must be the prime focus of the recruitment and selection process and a greater emphasis must be put on planning, supervising and control rather than mediation. Extending this principle, a realistic approach to recruitment and selection process was demonstrated, and the study found that an organization is efficient only when the value it commands exceeds the price involved in determining the process of decision making or product. In other words, value-added and non-value added activities associated with a company's recruitment and selection process impacts its role in creating motivated and skilled workforce in the country (Taher et al. 2015). Thus, the study identified the waiting time, inspection time and filing time as non value added tasks and the cost of advertisement as the only value added activity in the overall process. Taher et al. (2000) investigated the recruitment and selection section of Bangladesh Open University. It was found that whenever the recruitment and selection department of BOU received a recruitment request of new applicants from other sections, the officials failed to instantly advertise the vacancy in various media. The university had to follow some long sequential steps prior to doing so. After the vacancy is publicly advertised, what followed were the bureaucratic formalities and complications together with inspection and supervision by two departments thereby causing unnecessary waiting in the recruitment and selection process that eventually increases the cost of recruitment by keeping the organization's image at stake. The study also witnessed some amount of repetition taking place at every step of recruitment where the applications of applicants circulating around too many departments for verifications. This repetitive work tends to engage unnecessary persons for a single task that results in unnecessary delay in the decision and unjust wastage of manpower.

CHAPTER III

RESEARCH METHODOLOGY

Research means a search for knowledge. It refers to scientific and systematic research pertinent information on a specific topic. Research methodology is a way to systematically solve the problem. In this the researcher studies about the various steps that are generally adopted in studying is research problem along with logic behind them. Research methodology has many dimensions and research methods to constitute the part of the research methodology. It is necessary for the researcher to know not only the research methods/techniques, but also the methodology.

3.1 RESEARCH DESIGN

A research design is purely and simply the framework or plan for a study that guides the collection and analysis of data. It is a blue print that is followed in completing a study.

DESCRIPTIVE RESEARCH DESIGN

Descriptive research design is called explanatory design. This describes the demographic characteristics of employers who are attending training program. Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, occupation, experience etc, a descriptive study is necessary. Hence the researcher has chosen descriptive research method for the study.

3.2 SAMPLING METHODOLOGY

a) Sampling Unit:

In this research, we have taken survey from Employees from Adecco India private limited.

b) Sample Size:

A total of 50 Employees were chosen for the study.

c) Sampling technique:

Convenience Sampling:

It is a non-probability sampling in which samples are drawn at convenience of the researcher.

3.3 DATA COLLECTION METHODS

❖ Primary Data

The Primary data for this study was collected through Questionnaire.

❖ Secondary Data

Secondary Data was collected from external sources like

Websites, journals etc....

❖ Questionnaire

A structured questionnaire was prepared using close ended questions with various scaling techniques.

3.4 STATISTICAL TOOLS:

1. Percentage Analysis

2. Reliability test

3. Chi square Analysis

4. Kruskal Wallis test

PERCENTAGE (%) METHOD

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

$$.\% \text{ of Respondents} = (\text{No. of respondents} / \text{Total}) * 100$$

RELIABILITY TEST

It refers to the degree to which a test is consistent and stable in measuring what it is intended to measure. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. Reliability tests, like Cronbach's alpha, are most commonly used to see if questionnaires with multiple scale questions are reliable. These questions are designed to measure latent variables. A latent variable is a hidden or unobservable variable, like a person's conscientiousness, neurosis or openness

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

CHI – SQUARE ANALYSIS

The objective of the chi-square test is to determine whether real of significant differences exist among the various groups. Chi-square test involves comparison of expected frequency (E_i) with observed frequency (O_i). To determine whether the difference between the two is greater than which might occur by chance.

There are 5 steps in using chi-square test.

1. The difference between each observed frequency and each expected frequency is computed.
2. The differences are squared.
3. Each squared difference is divided by its respective expected frequency.
4. Their quotient is added together to obtain the computed chi-square.
5. This computed value is then compared to tabulated chi-square.

If the computed X^2 values are greater than the tabulated X^2 values at the predetermined level of significance and degree of freedom, the hypothesis is rejected. On the other hand if calculated X^2 value is less than the tabulated values, the hypothesis is accepted. The formula is

$$X^2 = \sum \frac{(O-E)^2}{E}$$

Where,

X^2 = Chi-square

O = Observed frequency

E = Expected frequency

KRUSKAL-WALLIS TEST:

The Kruskal-Wallis test is a nonparametric test that compares three or more unpaired groups. To perform the Kruskal-Wallis test, Prism first ranks all the values from low to high, disregarding which group each value belongs to. If two values are the same, then they both get the average of the two ranks for which they tie. The smallest number gets a rank of 1. The largest number gets a rank of N, where N is the total number of values in all the groups. Prism then sums the ranks in each group, and reports the sums. If the sums of the ranks are very different, the P value will be small.

FORMULA:

$$H = \frac{12}{n(n+1)} \sum \frac{R_i^2}{n_i} - 3(n+1)$$

Where,

n = number of samples

n_i = number of samples of the ith category

R_i = summation of ranks of ith category

CHAPTER-IV

DATA ANALYSIS AND INTERPRETATION

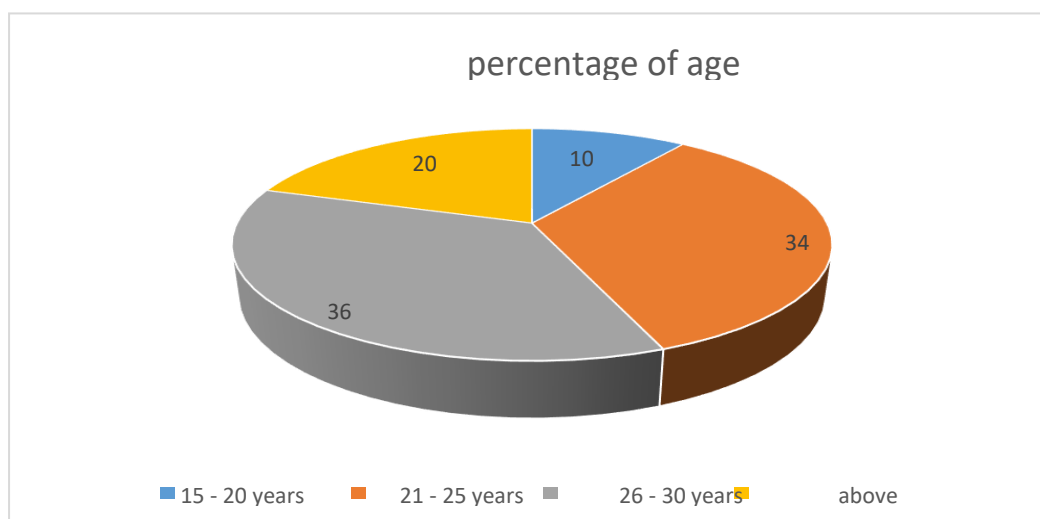
4.1 PERCENTAGE ANALYSIS

4.1.1. TABLE SHOWING THE PERCENTAGE OF AGE GROUP

PARTICULARS	NO. OF. RESPONDENCE	PERCENTAGE
15 – 20 years	5	10
21 – 25 years	17	34
26 – 30 years	18	36
above 31 years	10	20
Total	50	100

Source: Primary data.

4.1.1. CHART SHOWING THE PERCENTAGE OF AGE GROUP



Inference:

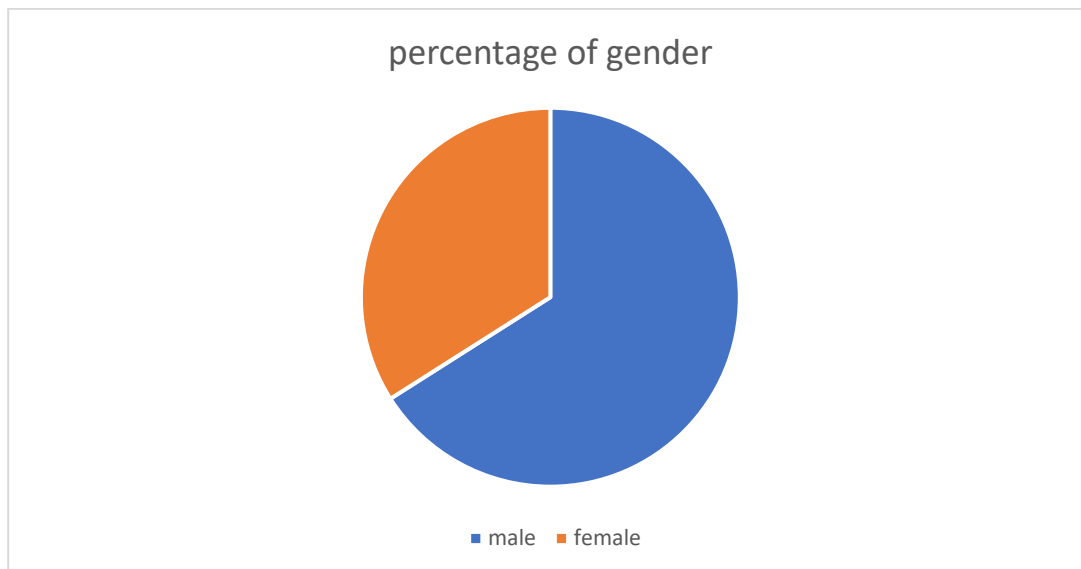
From the table it is found that 10% belongs to 15-20years, 34% belongs to 21-25 years, 36% belongs to 26-30 years and 20% belongs to above 31 years of age respondents.

4.1.2. TABLE SHOWING THE PERCENTAGE OF GENDER

PARTICULARS	NO. OF. RESPONDENTS	PERCENTAGE
Male	33	66
Female	17	34
Total	50	100

Source: Primary data.

4.1.2. CHART SHOWING THE PERCENTAGE OF GENDER



Inference:

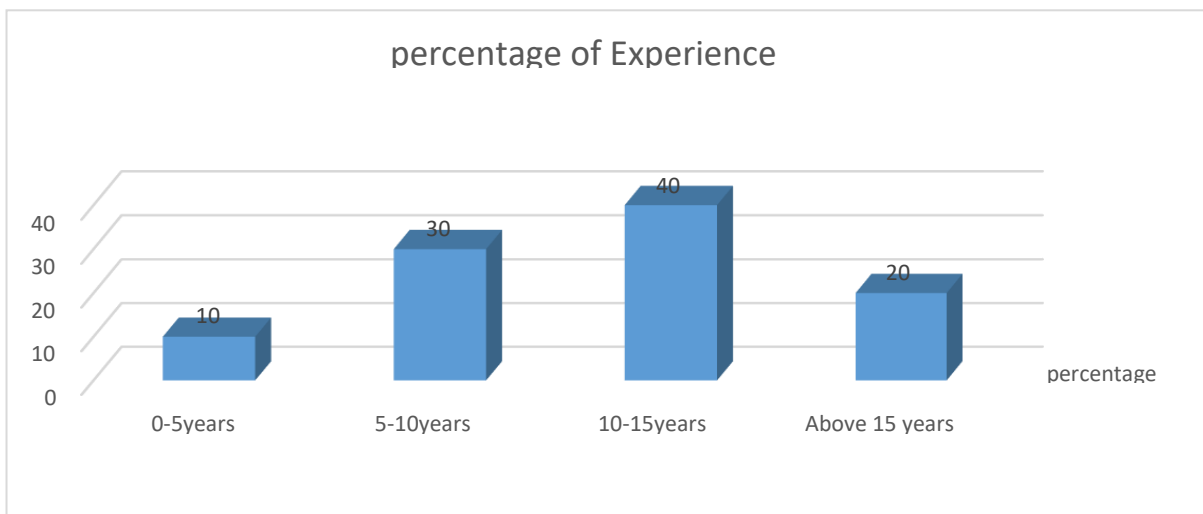
From the table it is observed that 66% belongs of male and 34% belongs to female Respondent.

4.1.3. TABLE SHOWING THE PERCENTAGE OF EXPERIENCE

PARTICULARS	NO. OF. RESPONDENCE	PERCENTAGE
0 – 5 years	5	10
5 – 10 years	15	30
10 – 15 years	20	40
above 15 years	10	20
Total	50	100

Source: Primary data.

4.1.3. CHART SHOWING THE PERCENTAGE OF EXPERIENCE



Inference:

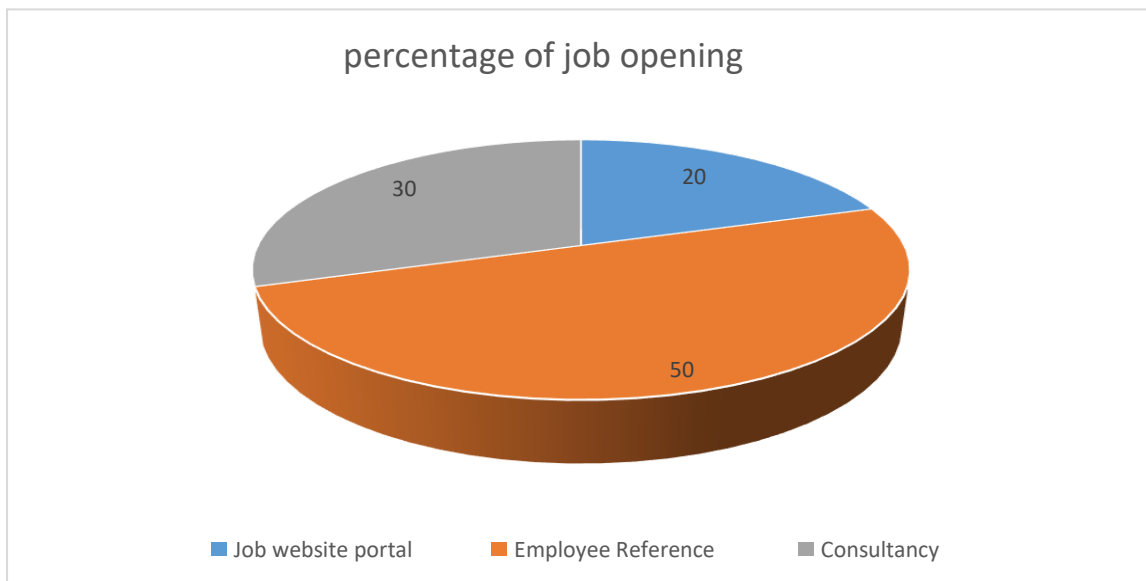
From the table it indicates that 10% belongs to 0-5 years, 30% belongs to 5-10 years, 40% belongs to 10-15 years and 20% belongs to above 15 years of experience respondents.

4.1.4 TABLE SHOWS THAT PERCENTAGE OF JOB OPENING WEBSITE IN ADECCO INDIA PRIVATE LIMITED

PARTICULARS	NO. OF. RESPONSENCE	PERCENTAGE
Job website portal	10	20
Employee Reference	25	50
Consultancy	15	30
Total	50	100

Source: Primary data

4.1.4 CHART SHOWS THAT PERCENTAGE OF JOB OPENING WEBSITE IN ADECCO INDIA PRIVATE LIMITED



Inference:

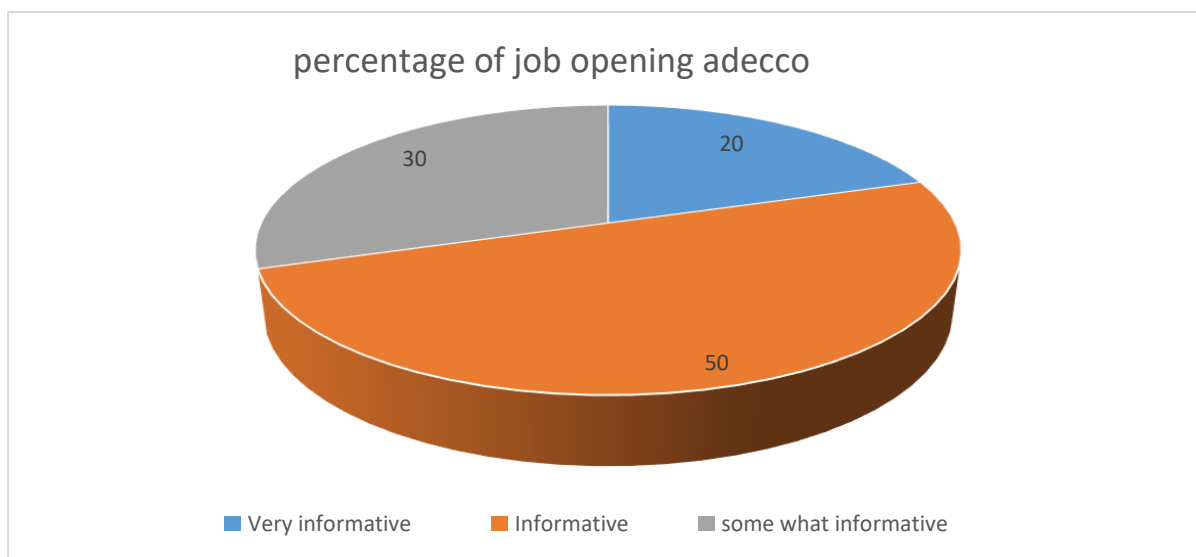
From the table it is estimated that 20% refer job website portal, 50% belongs to employee reference and 30% refer to consultancy respondents.

4.1.5 TABLE SHOWING THE PERCENTAGE OF JOB OPENING IN ADECCO INDIA PRIVATE LIMITED.

PARTICULARS	NO. OF. RESPONSENCE	PERCENTAGE
Very informative	10	20
Informative	25	50
Some what informative	15	30
Total	50	100

Source: Primary data

4.1.5 CHART SHOWING THE PERCENTAGE OF JOB OPENING IN ADECCO INDIA PRIVATE LIMITED.



Inference:

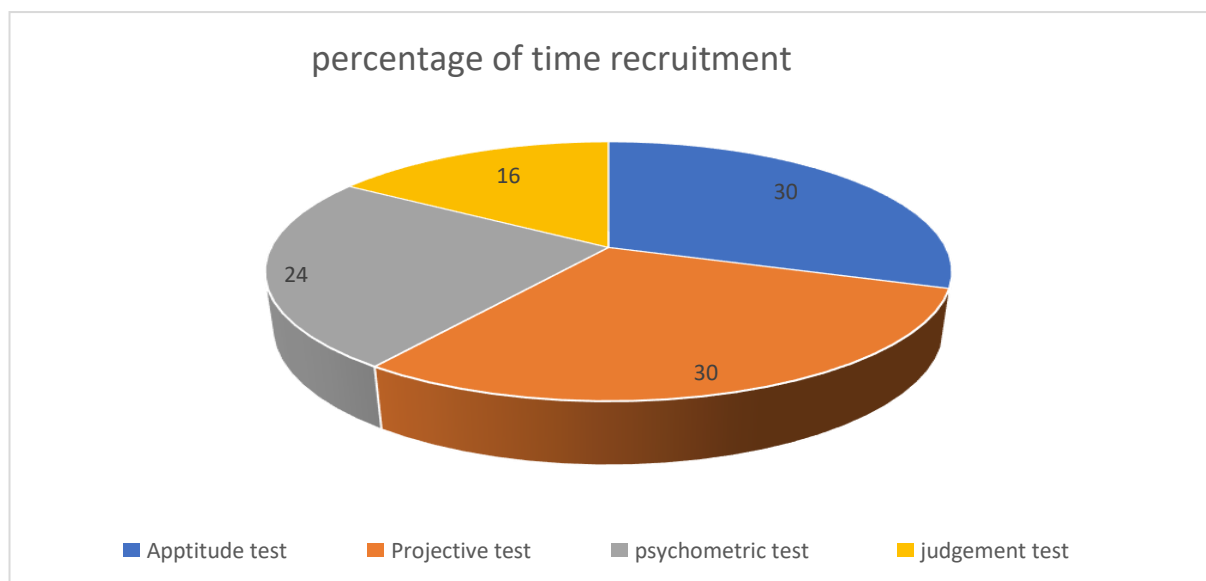
From the table it is estimated shows that 20% belongs to very informative, 50% belongs to informative and 30% belongs to somewhat informative respondent.

4.1.6 TABLE SHOWING THE PERCENTAGE OF TIME DURING RECRUITMENT

PARTICULARS	NO. OF. RESPONDENCE	PERCENTAGE
Aptitude test	15	30
Projective test	15	30
psychometric test	12	24
judgement test	8	16
Total	50	100

Source: Primary data

4.1.6 CHART SHOWING THE PERCENTAGE OF TIME DURING RECRUITMENT



Inference:

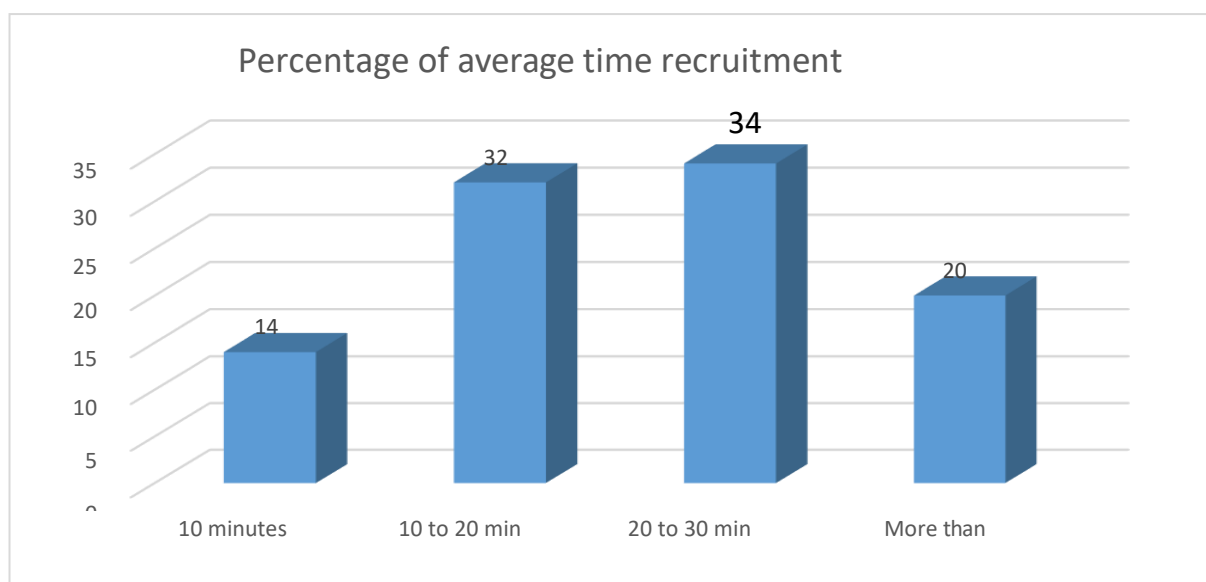
From the table it is inferred that 30% belongs to aptitude test, 30% belongs to projective test, 24% belongs to psychometric test and 16% belongs to judgement test respondents.

4.1.7 TABLE SHOWING AVERAGE TIME SPENT BY HR DEPARTMENT CANDIDATE DURING RECRUITMENT

PARTICULARS	NO. OF. RESPONDENCE	PERCENTAGE
10 minutes	7	14
10 to 20 min	16	32
20 to 30 min	17	34
More than 30min	10	20
Total	50	100

Source: Primary data

4.1.7 CHART SHOWING AVERAGE TIME SPENT BY HR DEPARTMENT CANDIDATE DURING RECRUITMENT



Inference:

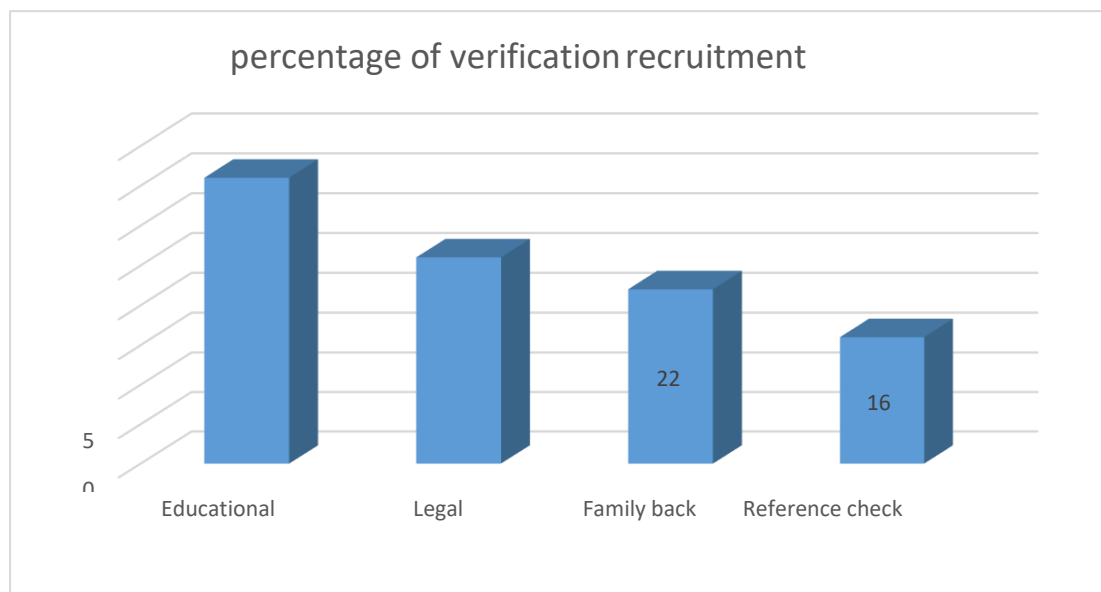
From the table is observe that 14% belongs 10 minutes, 32% belongs to 10 to 20 minutes, 34% belongs to 20 to 30 minutes and 20% belongs to more than 30 minutes of respondents.

4.1.8 TABLE SHOWING ON THE KIND OF VERIFICATION DURING TIME OF RECRUITMENT PROCESS.

PARTICULARS	NO. OF. RESPONSENCE	PERCENTAGE
Educational qualification	18	36
Legal background	13	26
Family back ground	11	22
Reference check	8	16
Total	50	100

Source: Primary data

4.1.8 CHART SHOWING ON THE KIND OF VERIFICATION DURING TIME OF RECRUITMENT PROCESS.



Inference:

From the table it is found that 36% belongs to educational qualification, 26% belongs to legal background, 22% belongs to family background and 16% belongs to reference check of respondents.

4.1.9 TABLE SHOWING THE PERCENTAGE OF RECRUITMENT METHOD

PARTICULARS	NO. OF. RESPONSE	PERCENTAGE
Yes	19	38
No	31	62
Total	50	100

Source: Primary data

4.1.9 CHART SHOWING THE PERCENTAGE OF RECRUITMENT METHOD



Inference:

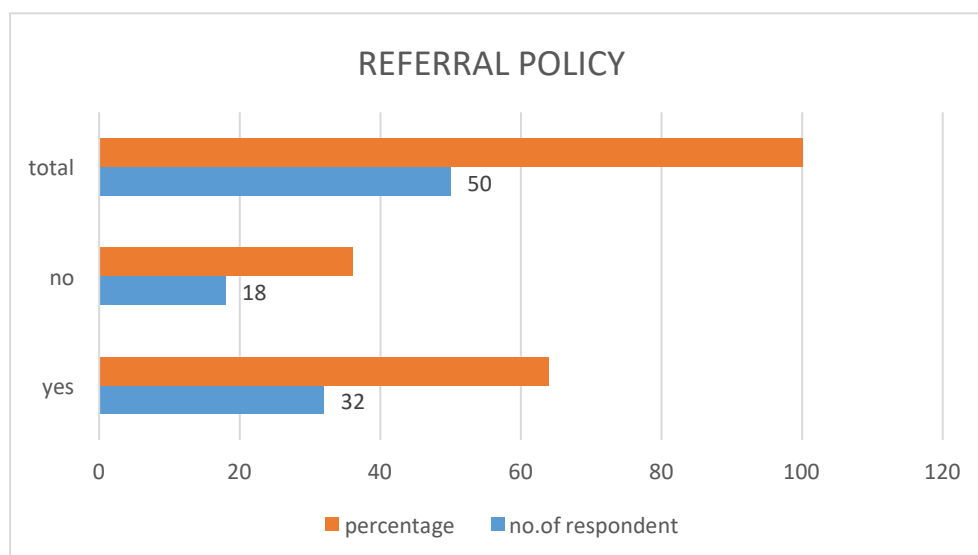
From the table it is inferred that 38% says yes and 62% belongs to no about recruitment method.

4.1.10 TABLE SHOWING THE REFERRAL POLICY

PARTICULARS	NO. OF. RESPONSENCE	PERCENTAGE
Yes	32	64
No	18	36
Total	50	100

Source: Primary data

4.1.10 CHART SHOWING THE REFERRAL POLICY



Inference:

From the table it is found that 64% belongs to yes and 36% belongs to no referral policy of respondents.

4.2 RELIABILITY TEST

Reliability Statistics

Cronbach's Alpha	N of Items
.780	25

Inference:

The Cronbach's alpha coefficient for 18 items is 0.780 suggesting that the items have moderate level of internal consistency.

4.3 CHI SQUARE TEST

Null hypothesis (H₀): There is no significant difference between the satisfaction level towards selection process and gender of the employees.

Alternate hypothesis (H₁): There is significant difference between the satisfaction level towards selection process and gender of the employees.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.482 ^a	4	.000
Likelihood Ratio	33.134	4	.000
Linear-by-Linear Association	6.759	1	.009
N of Valid Cases	50		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is 2.38.

Inference:

The Pearson chi square significant value is 0.000 which is less than 0.05. Hence Reject Null hypothesis. There is significant difference between the satisfaction level towards selection process and gender of the employees.

4.4 KRUSKAL-WALLIS TEST

Null hypothesis (Ho): There is no significant difference between the interview process of the firm and experience of the employees.

Alternate hypothesis (H1): There is no significant difference between the interview process of the firm and experience of the employees.

Ranks			
	Experience	N	Mean Rank
Is the organization doing time lines recruitment and Interview process	0to5years	5	36.50
	5to10years	15	29.83
	10-to15years	20	26.50
	Above15years	10	11.50
	Total	50	

Test Statistics ^{a,b}	
	Is the organization doing time lines recruitment and Interview process
Chi-Square	18.242
df	3
Asymp. Sig.	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Experience	

Inference:

Since $p\text{-value} = 0.000 \leq 0.05 = \alpha$, we reject the null hypothesis. At the $\alpha = 0.05$ level of significance, there exists enough evidence to conclude that there is a between the interview process of the firm and experience of the employees.

CHAPTER V

5.1 FINDING OF THE STUDY

- ❖ From the table it is found that 10% belongs to 15-20years, 34% belongs to 21-25 years, 36% belongs to 26-30 years and 20% belongs to above 31 years of age respondents.
- ❖ From the table it is observed that 66% belongs of male and 34% belongs to female respondents.
- ❖ From the table it indicates that 10% belongs to 0-5 years, 30% belongs to 5-10 years, 40% belongs to 10-15 years and 20% belongs to above 15 years of experience respondents.
- ❖ From the table it is estimated that 20% belongs to job website portal, 50% belongs to employee reference and 30% belongs to consultancy respondents.
- ❖ From the table it is estimated shows that 20% belongs to very informative, 50% belongs to informative and 30% belongs to somewhat informative respondents.
- ❖ From the table it is inferred that 30% belongs to aptitude test, 30% belongs to projective test, 24% belongs to psychometric test and 16% belongs to judgement test respondents.
- ❖ From the table is observe that 14% belongs 10 minutes, 32% belongs to 10 to 20 minutes, 34% belongs to 20 to 30 minutes and 20% belongs to more than 30 minutes of respondents.
- ❖ From the table it is found that 36% belongs to educational qualification, 26% belongs to legal background, 22% belongs to family background and 16% belongs to reference check of respondents.
- ❖ The Pearson chi square significant value is 0.000 which is less than 0.05. Hence Reject Null hypothesis. There is significant difference between the satisfaction level towards selection process and gender of the employees.
- ❖ Since $p\text{-value} = 0.000 \leq 0.05 = \alpha$, we reject the null hypothesis. At the $\alpha = 0.05$ level of significance, there exists enough evidence to conclude that there is a between the interview process of the firm and experience of the employees.

5.2 SUGGESTION AND RECOMMENDATION

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

5.3 CONCLUSION

The study was based on the recruitment practices but there is a scope to study other HR practices and overall organizational study not only in ADECCO INDIA PVT LIMITED but also considering the remaining manufacturing and service industries. Researchers may also find the linkage between the different HR practices with the recruitment and selection practices like organization performance, employee satisfaction etc. Researchers' may also find the online recruitment sources followed in the organizations and also the online screening of employees.

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

The study was conducted among the employees of The ADECCO INDIA PVT LIMITED covering 50 respondents. The data was collected by means of questionnaire and the data was classified and analyzed carefully by all means. From the analysis, it has been found that the most of the employees in the company were satisfied but changes are required according to the changing scenario of recruitment process that has a great impact on working of the company as a fresh blood, new idea enters in the company. Selection process is also good and the company's recruitment department is doing well in placing the candidates and filling the job vacancies for all levels of positions. Some of the suggestions were mentioned to enhance the organizational policies, strategies, procedures and process.

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QUESTIONNAIRE

“A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION SYSTEM WITH SPECIAL REFERENCE TO ADECCO INDIA PRIVATE LIMITED”

PERSONAL DETAILS

Name :

Designation :

Gender : a) Male b) Female

Age : a) 15-20 years
b) 21-25 years
c) 26-30 years
d) Above 31 years

Experience : a) 0-5 years
b) 5-10 years
c) 10-15 years
d) Above 15 years

1.How did you hear about job opening in ADECCO INDIA PRIVATE LIMITED?

- a) Job website portal
- b) Employee Reference
- c) Consultancy

2.How would you define the information on the ADECCO INDIA PRIVATE LIMITED Job opening in the website?

- a) Very informative
- b) Informative
- c) Somewhat informative

3. Were you consistently informed on the various hiring steps throughout the recruitment process?

- a) Highly informed
- b) Moderately informed
- c) Somewhat informed

4. Do you have any previous work experience?

- a) Yes
- b) No

5. Does the organization clearly define the objectives, requirements and job specification in the recruitment process?

- a) Yes
- b) No

6. Is the organization doing timeliness recruitment and interview process?

- a) Yes
- b) No

7. Does HR provides an adequate pool of quality applicants in the recruitment process?

- a) Yes
- b) No

8. What kind of the following tests conducted during the time of recruitment?

- a) Aptitude test
- b) Projective test

- c) Psychometric test
- d) Judgement test

9. What is the average time spent by HR department for the candidate during recruitment process?

- a) 10 minutes
- b) 10 to 20 minutes
- c) 20 to 30 minutes
- d) More than 30 minutes

10. Do you take any technological support for the process of recruiting?

- a) Telephone
- b) Video conference
- c) Online support
- d) Others

11. What kind of verification you do during the time of recruitment process?

- a) Educational qualifications
- b) Legal background check
- c) Family background check
- d) Reference check

12. According to you, which is the best source of recruitment?

- a) Direct recruitment
- b) Qualified serving employees
- c) Job portals

- d) Calling volunteers
- e) Ads in newspaper

13. Were the interviews scheduled for you comfortable? How was the flexibility and commitment level during the whole process?

- a) Highly Satisfied
- b) Satisfied
- c) Neither Satisfied Nor Dissatisfied
- d) Dissatisfied
- e) Highly Dissatisfied

14. Does the test administered reveal your strengths and weaknesses?

- a) Yes
- b) No

15. Which of the following methods does your company prefer for sourcing?

S.No	Methods	Option
1	Campus	
2	Employee Referrals	
3	Walk in	
4	Advertisement	
5	Job fair	
6	Websites	

16. Do you have referral policy in your organization?

- a) Yes
- b) No

17. Do you feel that the right jobs is being performed by the deserved person at your working environment?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

18. Rate your satisfaction level with the selection procedures adopted by the ADECCO INDIA PRIVATE LIMITED in the process of recruitment?

- a) Highly Satisfied
- b) Satisfied
- c) Neither Satisfied Nor Dissatisfied
- d) Dissatisfied
- e) Highly Dissatisfied

19. What are the strategies adopted by your firm to increase the number of recruits?

- a) Vocation courses
- b) Better pay packages
- c) Looking for profession holders
- d) Tie up with institutions

20. Suggestion for improving recruitment process at ADECCO INDIA PRIVATE LIMITED