

EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS IN STARTUP COMPANIES

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

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APRIL 2022



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BONAFIDE CERTIFICATE

This is to certify that this Professional Training Report is the bonafide work of **SNEHA.R. K (39280092)** who carried out the project entitled **“EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS”** under our supervision from 2nd January 2022 to 30th April 2022.

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Submitted for Viva-voce Examination held on _____

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DECLARATION

I SNEHA (39280092) hereby declare that the project report entitled EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS IN STARTUP COMPANIES done by me under the guidance of **Dr. Princy A.S.** (Internal) and is submitted in partial fulfilment of the requirements for the award of Bachelor of Commerce.

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PLACE:

Signature of the candidate

ACKNOWLEDGEMENT

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

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

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

I wish to express my thanks to all Teaching and Non-teaching staff members of the **Department of Business Administration** who were helpful in many ways for the completion of the Project Work.

SNEHA R K

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ABSTRACT

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.

CHAPTER I

INTRODUCTION

1.1 INTRODUCTION ABOUT THE STUDY

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 organization." 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."

MEANING:

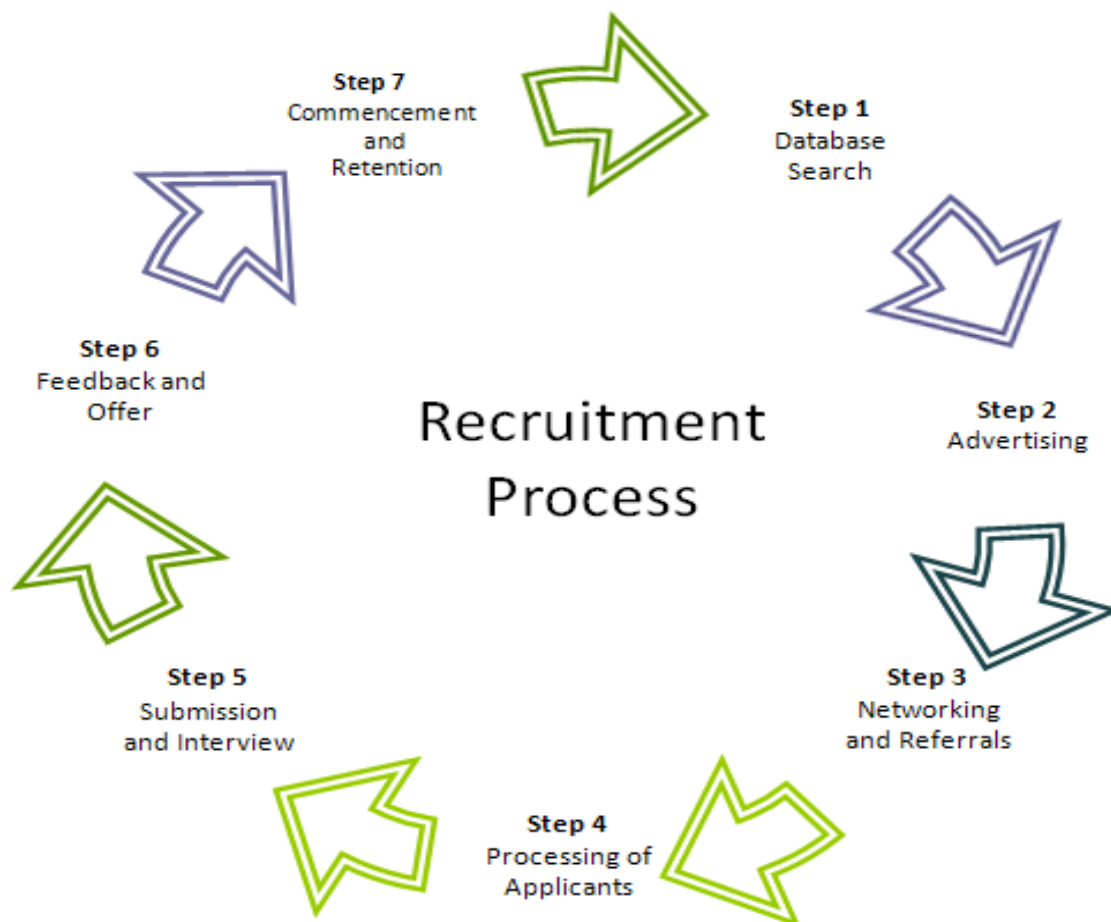
Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organization. When more persons apply for jobs then there will be a scope for recruiting better persons.

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 organizations 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.

PROCESS OF RECUIRTMENT



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 behavioral questioning techniques to gain a true understanding of the candidates' abilities. We also take the time to give the individuals career advice and counseling 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 candidate's 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.

Methods of Recruitment: Direct, Indirect and Third Party Method

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:

- Direct Method
- Indirect Method
- 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 seek

2. Indirect Methods:

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

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

The experience suggests that the higher the position to be filled up in the organization, 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 organization is not disclosed. However, organisations with regional or national reputes do not usually use blind advertisements for obvious reasons. While placing an advertisement to reach to the potential candidates, the

following three points need to be borne in mind:

1. First, to visualize the type of the applicant one is trying to recruit.

2. Second, to write out a list of the advantages the job will offer

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 organization? 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

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IMPORTANCE OF RECRUITMENT

- Attract and encourage a good number of candidates to apply for the organizational vacancies.
- Create a talent pool of prospective candidates that enables the selection of best candidates to suit for the organizational 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 organization 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.

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 PROCESS:

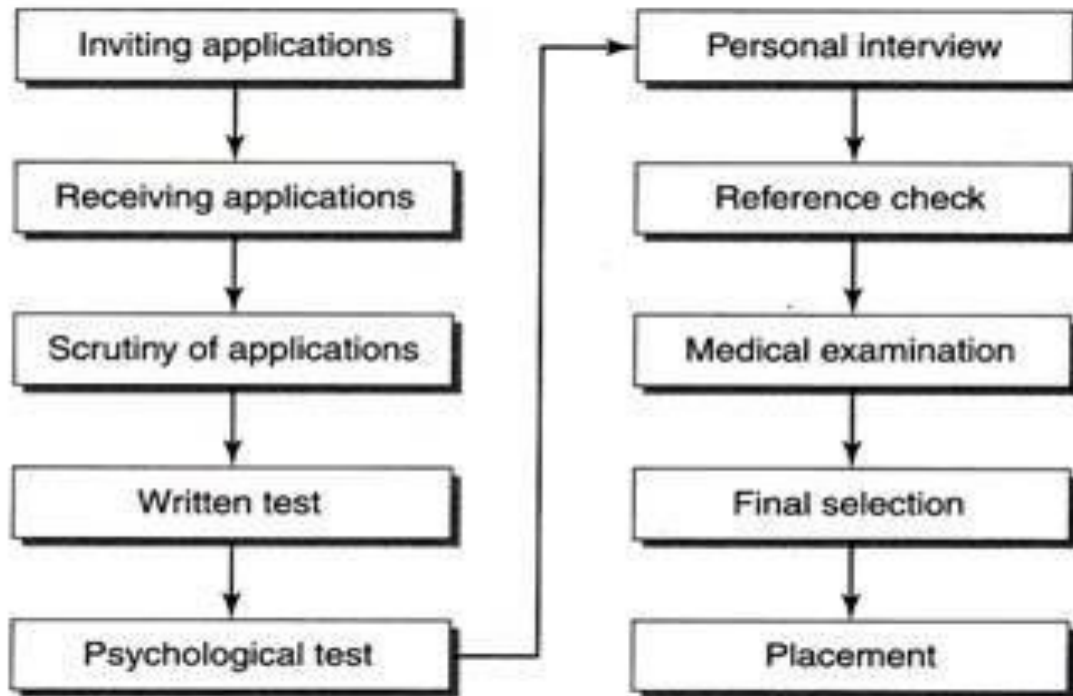


Fig. 5.6 Steps Involved in Selection Procedure

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.

1.2 INDUSTRY PROFILE

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. The traditional route into consultancy has been for an individual to gain commercial experience with which to apply to a specialized 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 consultants will perform.

On a day-to-day basis a graduate consultant might;

- Interview clients and clients' employees to assess a business situation
- Organize 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 utilize 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 utilize 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 trailing 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 user-friendly 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.

The 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.

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 behavior patterns, production bottlenecks, market movements and other trends and conditions that affect a client's business.

CHAPTER II

REVIEW OF LITERATURE

2.1 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).

Alan 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 teamwork. 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 outcomes

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 centers.

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.

Ongori Henry and Temtime Z (2015) say that in their paper the recruitment and Selection practices 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 Bernardin says 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 (Gus Dorf, 2008). Some of the employers select the candidates with discrimination was not supposed to be done in the organizations (Fomunjong, 2009).

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.

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.

Edwin Flippo defines Recruitment and selection process as "A process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization." In simpler terms, recruitment and selection are concurrent processes and are void without each other. They significantly differ from each other and are essential constituents of the organization. It helps in discovering the potential and capabilities of applicants for expected or actual organizational vacancies. It is a link between the jobs and those seeking jobs.

Silzer et al. (2010) was largely concerned with Talent management, and through their work they were successful in resolving issues like whether or not talent is something one can be born with or is it something that can be acquired through development. According to Silzer et al (2010), that was a core challenge in designing talent systems, facing the organization and among the senior management. The only solution to resolve the concern of attaining efficient talent management was by adopting fully-executable recruitment techniques. Regardless of a well-drawn practical plan on recruitment and selection as well as involvement of highly qualified management team, companies following recruitment processes may face significant obstacles in implementation. As such,

theories of HRM can give insights in the most effective approaches to recruitment even though companies will have to employ their in house management skills for applying generic theories across particular organizational contexts. Word conducted by Silzer et al (2010) described that the primary objective of successful talent strategies is to create both a case as well as a blueprint for developing the talent strategies within a dynamic and highly intensive economy wherein acquisition, deployment and preservation of human capital-talent that matter, shapes the competitive advantages and success of many companies (Silzer et al. 2010).

M.Susan Taylor & Thomas J.Bergman (1978) have measured a correlational design and a field setting in assessing applicant's reactions to five-stage recruitment program. Primary data have been collected. Perceived comparability job offers, applicants work experience and their labour market opportunities plays a significant role in assessing applicant's reaction.

Schel Ahmed & Roger G.Schroeder (2002) have discussed the behavioral traits of employees can play an important role in the success of total quality management. Empirical research of observation have been exists in this study. It reveals that quality management practices positively impact complete competitiveness. Management should pay close attention to potential employees" behavioral traits

Alderfer Clayton.P(1970) have investigated the perceived interviewer traits, behaviours & attitudes on job candidate's interview evaluation, it is based on 112 samples of master's degree students. Both primary data and secondary data have been collected. Candidates with higher interpersonal needs tended to perceive the interest and concern of interviewers.

Janet Babich Blank & Peggy MannenCawthan & J.Philip Johnson (2005) presented multi-centre observation study on osteoporotic fractures in Men (Mros) , recruited 5995 participants over 25 month period. Collective approaches were

used and key methods of mailing included. It states that original recruitment strategy material should adopt refining recruitment strategy to complete recruitment schedule.

Alan M.Saks (1994) have measured the study to examine the psychological processes for the effects of recruitment source and organization information on newcomer's job survival. Hypotheses have been developed for the effects of information accuracy from recruitment sources. The path analyses have proved that employees recruited from internal sources have a greater survival.

Mitchll G.Rothstein & Richard D.Goffin(2006) have measured main trends that have contributed to the increasing use of personality assessment in personnel selection. The study includes Meta- analyses of personality, mediator effects and moderator effects. Internet based assessment of personality will be a solution to overcome faking of personality test over the election method.

Richard D. Arvey & Michel E.Gordon (1975) have measured the timeline for recruitment process and the problem of time lag in selection process .Primary data have been collected by interviewing the candidates. Time lag between initial application and subsequent psychological testing represents a significant barrier in hiring.

Caey Ichniowski & Kathryn shaw (1997) investigated the productivity effects of innovative employment practices. They collected longitudinal data from a observational study through a sample of 36 homogeneous steel production line owned by 17 companies. A group or clusters of complementary HRM practices have large effects on productivity.

CHAPTER III

RESEARCH METHODOLOGY

3.1 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

3.2 SCOPE OF THE STUDY

- The study helps in understanding the recruitment and selection process and suggest ways to improve the process.
- It also helps in selecting the right candidates for the right job.
- This study focuses on understanding recruitment and selection process.
- The present study on Recruitment and selection process helps to get clear picture about the employee Recruitment and selections.
- Analyzing the recruitment policies, processes, and procedures of the organization

3.3 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVES

A study on Effectiveness of Recruitment and Selection system with special reference to

SECONDARY OBJECTIVES

- To understand the current Recruitment Policies being followed at various companies.
- To study the different methods of recruitment carried out
- To find out whether the employees are satisfied with the recruitment process in companies

- To identify the average time spent for selection process.
- To evaluate the various recruitment and selection techniques which include interviews, group tests, psychological tests, intelligence tests, technical tests and others.
- To suggest appropriate Measures for improving Recruitment and Selection process.

3.4 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 blueprint that is followed in completing a study.

3.5 DESCRIPTIVE RESEARCH DESIGN

Descriptive research design is called explanatory design. 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.

3.6 SOURCES OF DATA

- A research design is purely and simply the framework or plan for study that guides the collection and analysis of data.
- The relevance, adequacy and reliability of data determine of quality of findings of a study. For the purpose of present study data from two sources have been gathered namely primary and Secondary data.

Primary Data:

Primary data are original data collected for the purpose of a particular study. In

the present study primary data have been collected from respondents with help of questionnaire.

Secondary Data:

Secondary Data are those, which are not collected specifically for solving the problem currently being investigated. Here secondary data were collected from the records available in the internet.

3.7 SAMPLING METHODOLOGY

Sampling Unit

In this research, we have taken survey from respondents for this study.

Sampling Technique

It is not a Non – Probability sampling in which samples are drawn at convenience of researcher.

Sample Size

A total of 50 respondents were chosen for the data collection.

3.8 PERIOD OF STUDY

The period of time taken to conduct the survey (3 months.)

3.9 STRUCTURE OF QUESTIONNAIRE

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

3.10 ANALYTICAL TOOLS

- Percentage Analysis

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.

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

3.11 LIMITATIONS OF THE STUDY

- The time period for carrying out the research was short as a result of which many facts have been left unexplored.
Only 50 respondents have been chosen which is a small number, to represent whole of the population
- Lack of time and other resources as it was not possible to conduct survey at large level.
- The data was collected only on current working employees not an employees who left the organization

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

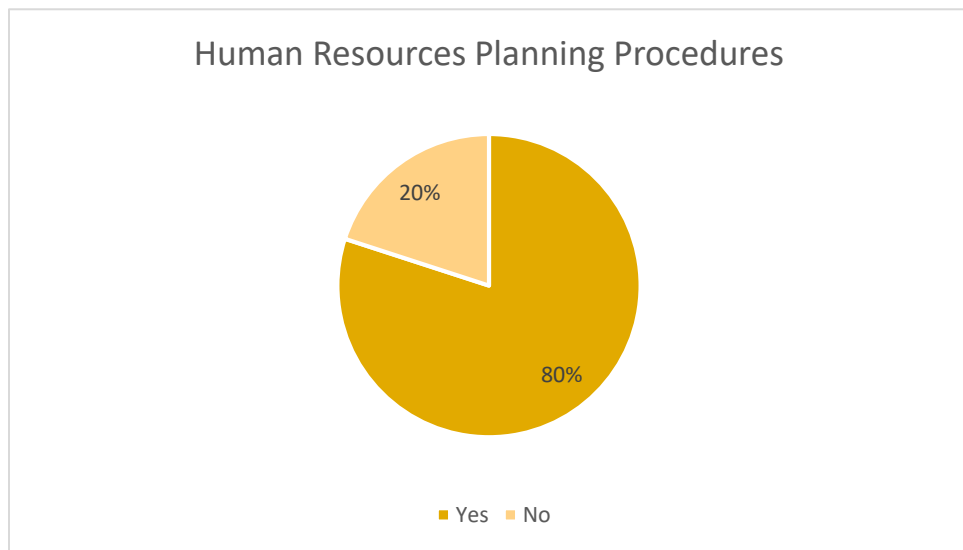
4.1 PERCENTAGE ANALYSIS

4.1.1 TABLE SHOWING AWARE OF HUMAN RESOURCES PLANNING PROCEDURE

Particulars	No. of respondents	Percentage
Yes	40	80
No	10	20
Total	50	100

Source: primary data.

4.1.1 CHART SHOWING AWARE OF HUMAN RESOURCES PLANNING



INTERPRETATION

From the table it is found that 80% belongs to yes, and 20% belongs to No respondents.

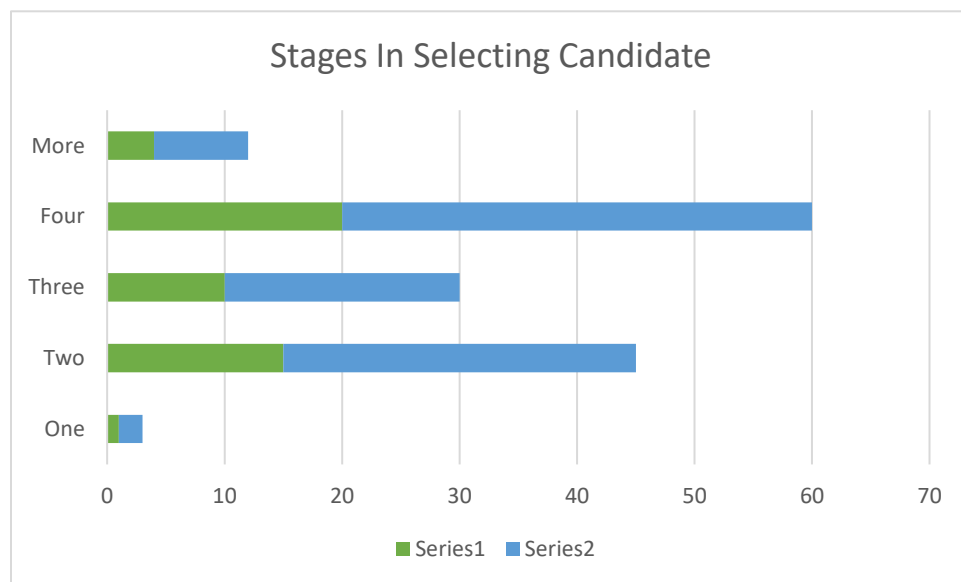
INFERENCE: Majority (80%) of the respondents are yes to aware of human resources planning

4.1.2 TABLE SHOWING STAGES INVOLVED IN SELECTING CANDIDATE

Particulars	No of respondents	Percentage
One	1	02
Two	15	30
Three	10	20
Four	20	40
More	04	8
Total	50	100

Source: primary data

4.1.2 CHART SHOWING STAGES INVOLVED IN SELECTING CANDIDATE



INTERPRETATION

From the table it is found that 40% belongs to four stages, 30% belongs to two stages, 20% belongs to three stages, 8% belongs to More Stages, and 2% belongs to one stages of respondents.

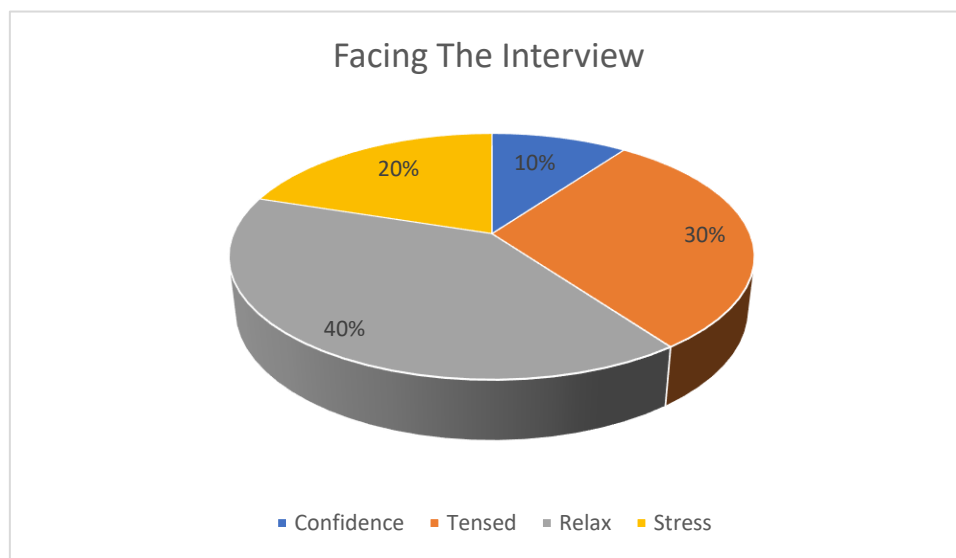
INFERENCE: Majority (40%) of the respondents says four stages involved in selecting candidate.

4.1.3 TABLE SHOWING FACING THE INTERVIEW IN COMPANIES:

PARTICULARS	NO OF RESPONSE	PERCENTAGE
Confidence	5	10
Tensed	15	30
Relax	20	40
Stress	10	20
Total	50	100

Source: Primary Data

4.1.3 CHART SHOWING FACING THE INTERVIEW IN COMPANIES:



INTERPRETATION

From the table it indicates that 10% belongs to Confidence, 30% belongs to Tensed, 40% belongs to relax, and 20% belongs to stress of respondents.

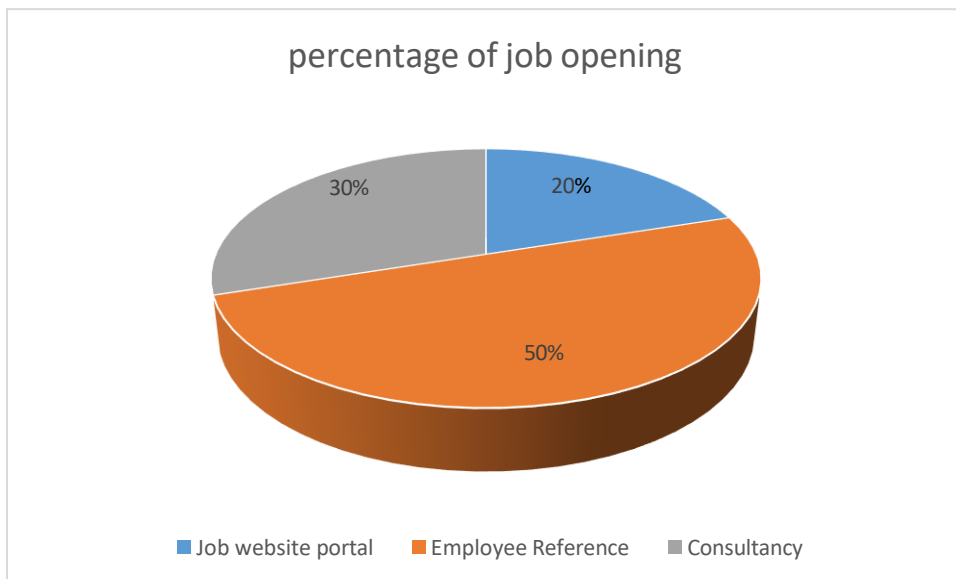
INFERENCE: Majority (40%) of the respondent are relax in facing the interview.

4.1.4 TABLE SHOWS THAT PERCENTAGE OF JOB OPENINGS

PARTICULARS	NO OF RESPONDENCE	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 OPENINGS



INTERPRETATION

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

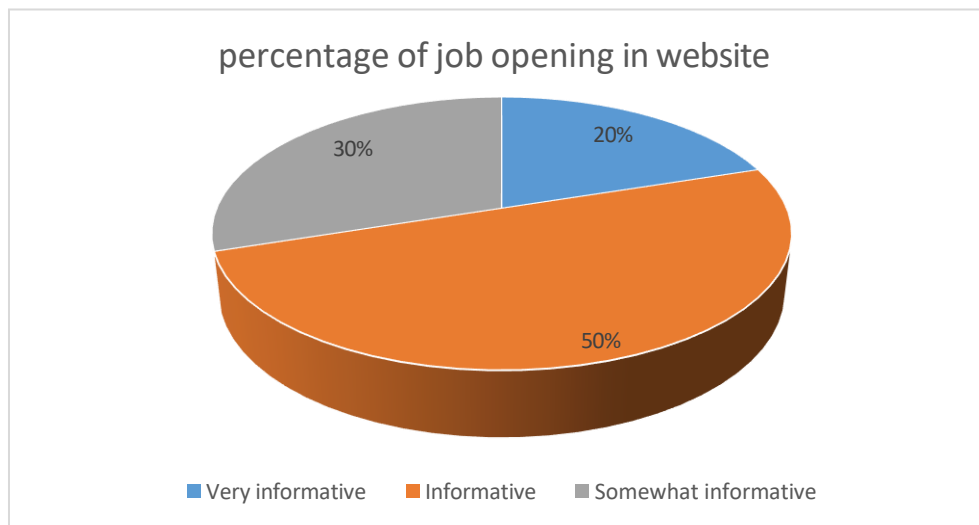
INFERENCE: Majority (50%) of the respondent are employee reference

4.1.5 TABLE SHOWING THE PERCENTAGE OF JOB OPENING IN WEBSITE

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Very informative	10	20
Informative	25	50
Somewhat informative	15	30
Total	50	100

Source: Primary Data

4.1.5 CHART SHOWING THE PERCENTAGE OF JOB OPENING IN WEBSITE



INTERPRETATION

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

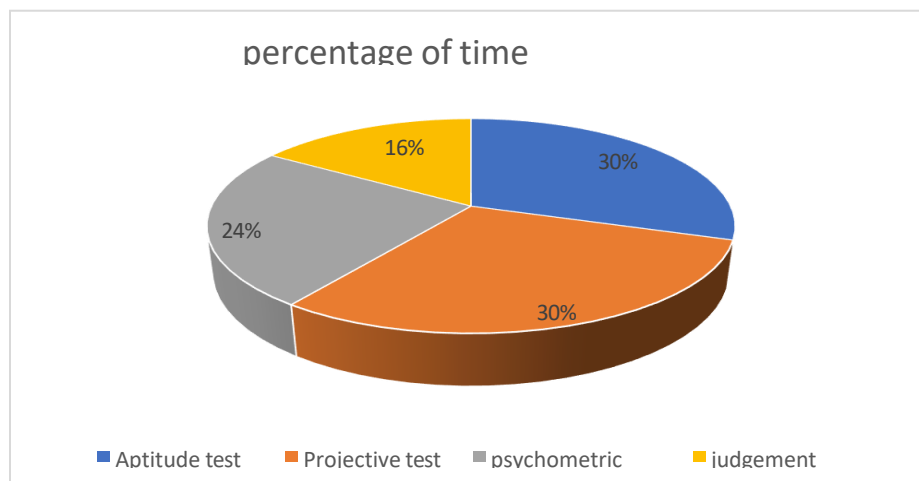
INFERENCE: Majority (50%) of the respondent are informative

4.1.6 TABLE SHOWING THE PERCENTAGE OF TEST DURING RECURITMENT AND SELECTION PROCESS

PARTICULARS	NO OF RESPONDENT	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 SPENT ON TEST DURING RECRUITMENT



INTERPRETATION

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.

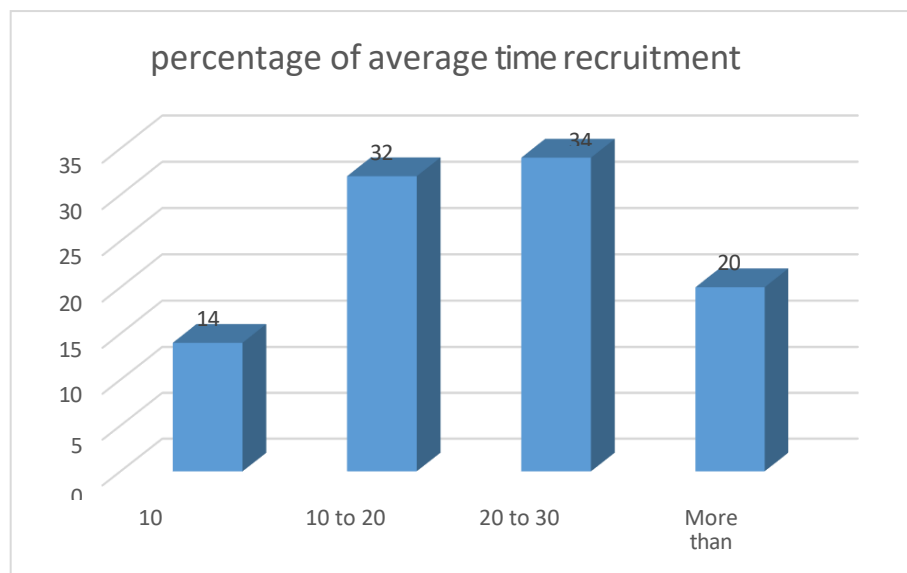
INFERENCE: Majority (30%) of the respondent for aptitude test and projective

4.1.7 TABLE SHOWING AVERAGE TIME SPENT BY HR DEPARTMENT DURING RECRUITMENT AND SELECTION PROCESS

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



INTERPRETATION

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.

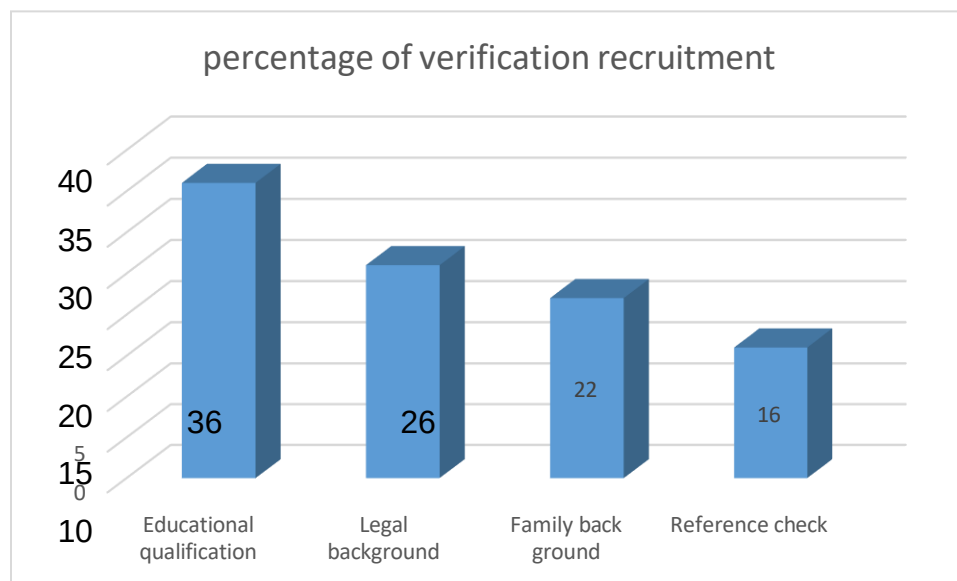
INFERENCE: Majority (34%) of the respondent for 20 to 30 minutes of average time recruitment

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

Particulars	No of respondent	percentage
Educational qualification	18	36
Legal background	13	26
Family background	11	22
Reference check	8	16
Total	50	100

Source: Primary data

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



INTERPRETATION

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.

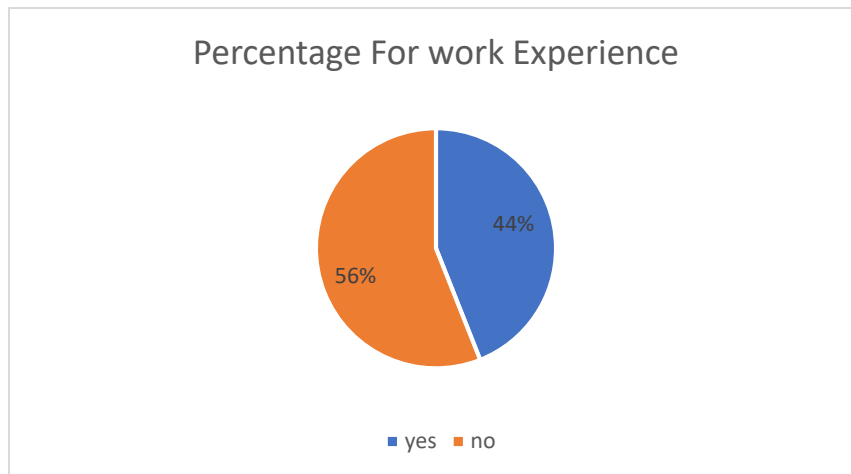
INFERENCE: Majority (36%) of the respondents for educational qualification.

4.1.9TABLE SHOWING THE PERCENTAGE OF WORK EXPERIENCE

Particulars	No. of respondents	Percentage
Yes	22	44
No	28	56
Total	50	100

Source: Primary Data

4.1.9 CHART SHOWING THE PERCENTAGE OF WORK EXPERIENCE



INTERPRETATION

From the table it is observe that 44% belongs say yes and 56% belongs to NO about work experience.

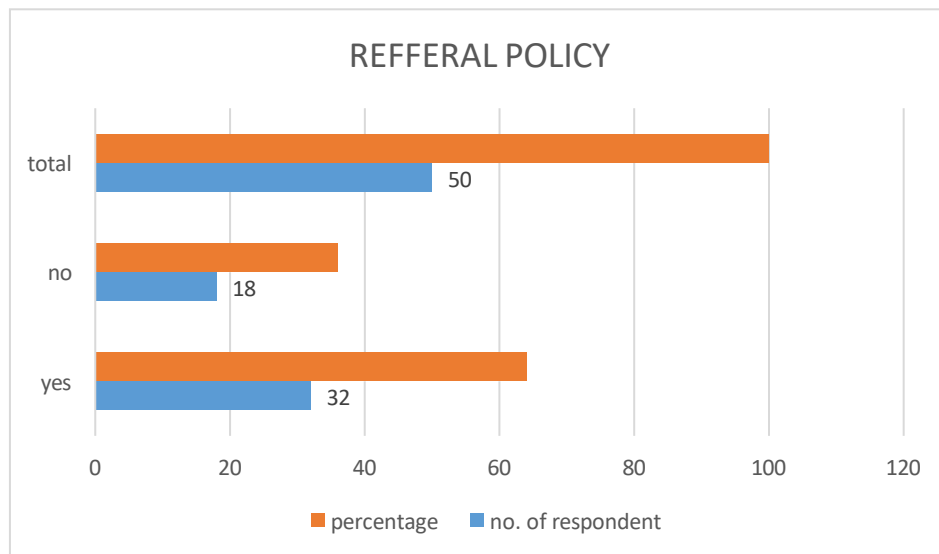
INFERENCE: Majority (56%) of the respondents are No for work experience.

4.1.10 TABLE SHOWING THE REFFERAL POLICY

Particulars	No. of respondent	percentage
Yes	32	64
No	18	36
Total	50	100

Source: primary data

4.1.10 CHART SHOWING THE REFFERAL POLICY



INTERPRETATION

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

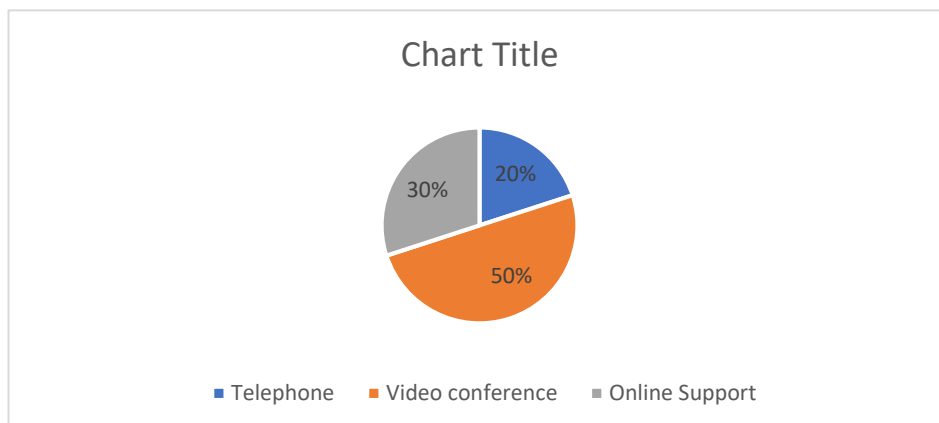
INFERENCE: Majority (64%) of the respondents are Yes to referral policy

4.1.11 TABLE SHOWING THE TECHNOLOGICAL SUPPORT FOR THE PROCESS OF RECURITING AND SELECTION PROCESS

Particulars	No. of respondents	percentage
Telephone	10	20
Video conference	25	50
Online Support	15	30
Total	50	100

Source: Primary Data

4.1.11 CHART SHOWING TECHNOLOGICAL SUPPORT FOR THE PROCESS OF RECURITING AND SELECTION PROCESS



INTERPRETATION

From the table it is found that 20% belongs to telephone, 50% belongs to video conference and 30% belongs to online support of respondents.

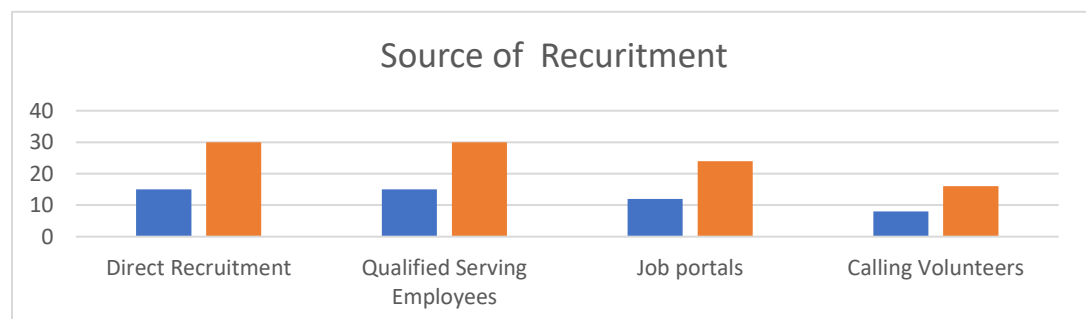
INFERENCE: Majority (50%) of the respondents for video conference of technological support in the process of recruiting

4.1.12 TABLE SHOWING THE BEST SOURCE OF RECRUITMENT AND SELECTION PROCESS

Particulars	No. of Respondents	Percentage
Direct Recruitment	15	30
Qualified Serving Employees	15	30
Job portals	12	24
Calling Volunteers	8	16
Total	50	100

Source: Primary Data

4.1.12 CHART SHOWING THE BEST SOURCE OF RECRUITMENT AND SELECTION PROCESS



INTERPRETATION

From the table it is found that 30% belongs to direct recruitment, 30% belongs to qualified serving employees, 24% belongs to job portals and 16% belongs to calling volunteers of respondents.

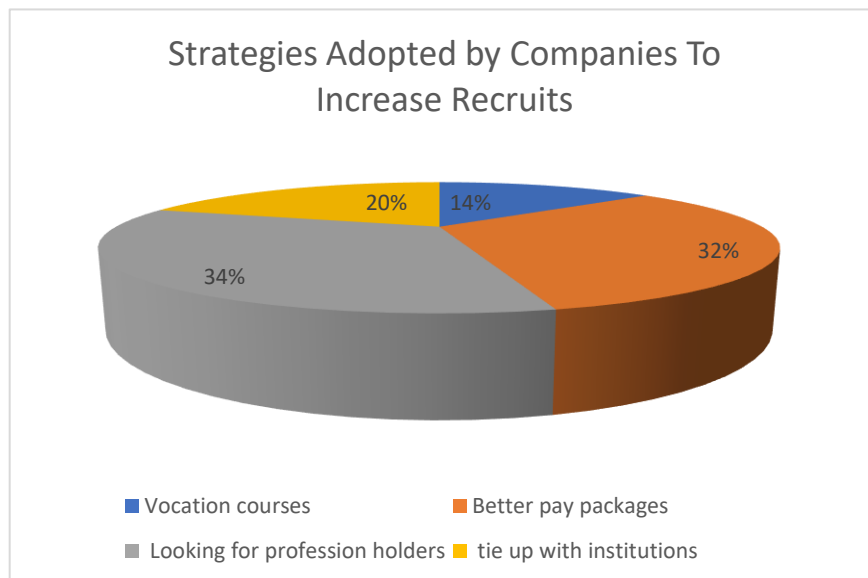
INFERENCE: Majority (30%) of the respondents for direct recruitment and qualified serving employees in the source of recruitment process.

4.1.13 TABLE SHOWING STRATEGIES ADOPTED BY COMPANIES TO INCREASE THE NUMBER OF EMPLOYEES

Particulars	No. of respondents	percentage
Vocation courses	7	14
Better Pay Packages	16	32
Looking For profession holders	17	34
Tie up with institutions	10	20
Total	50	100

Source: Primary Data

4.1.13 CHART SHOWING STRATEGIES ADOPTED BY COMPANIES TO INCREASE THE NUMBER OF EMPLOYEES



INTERPRETATION

From the table it is found that 34% belongs to looking for profession holders, 32% belongs to better pay packages, 14% belongs to vocation courses and 20% belongs to tie up with institutions of respondents.

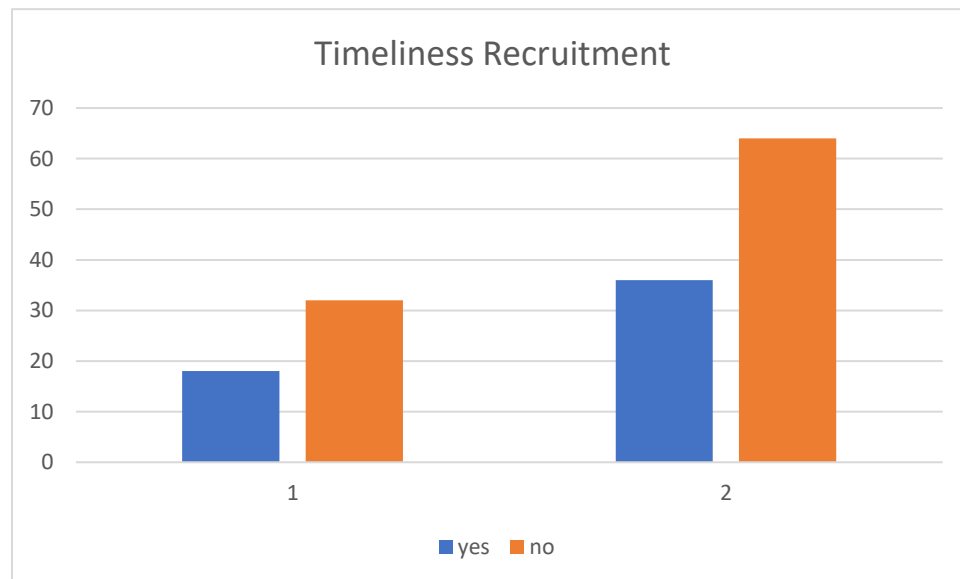
INFERENCE: Majority (34%) of the respondents are looking for profession holders.

4.1.14 TABLE SHOWING THE ORGANIZATION DOING TIMELINESS RECRUITMENT AND SELECTION PROCESS

Particulars	No. of respondent	percentage
Yes	18	36
No	32	64
Total	50	100

Source: Primary Data

4.1.14 CHART SHOWING THE COMPANIES DOING TIMELINESS RECRUITMENT AND SELECTION PROCESS



INTERPRETATION

From the table it is found that 64% belongs to No and 36% belongs to Yes the organization doing timeliness recruitment and selection process of respondents.

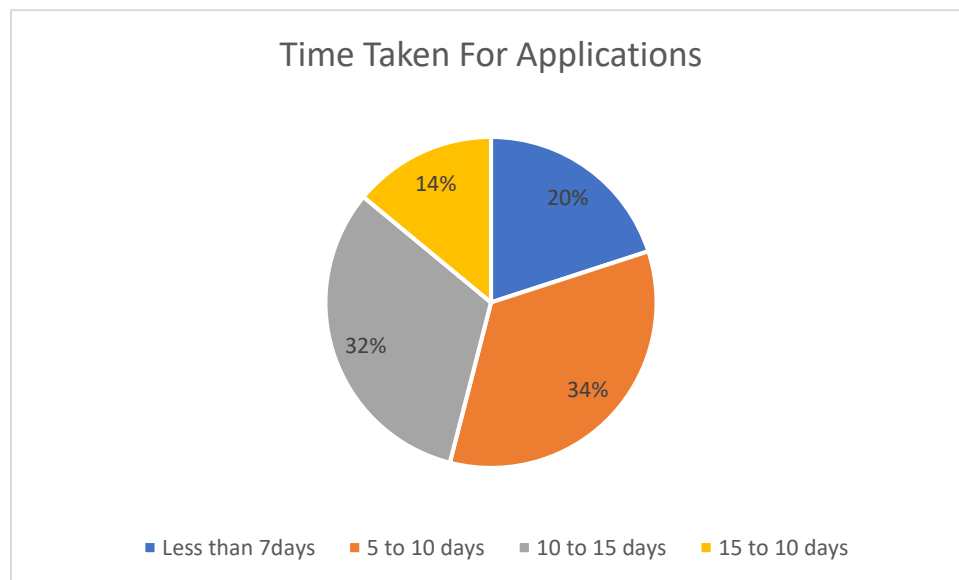
INFERENCE: Majority (64%) of the respondents are NO to doing timeliness recruitment and selection process.

4.1.15 TABLE SHOWING THE TIME TAKEN BY COMPANIES TO RESPOND THE APPLICATION

Particulars	No. of respondents	Percentage
Less than 7days	10	20
5 to 10 days	17	34
10 to 15 days	16	32
15 to 10 days	7	14
Total	50	100

Source: Primary Data

4.1.15 CHART SHOWING TIME TAKEN BY COMPANIES TO RESPOND THE APPLICATION



INTERPRETATION

From the table it is found that 34% belongs to 5 to 10 days, 32% belongs to 10 to 15 days, 14% belongs to 15 to 20 days and 20% belongs to Less than 7 days of respondents.

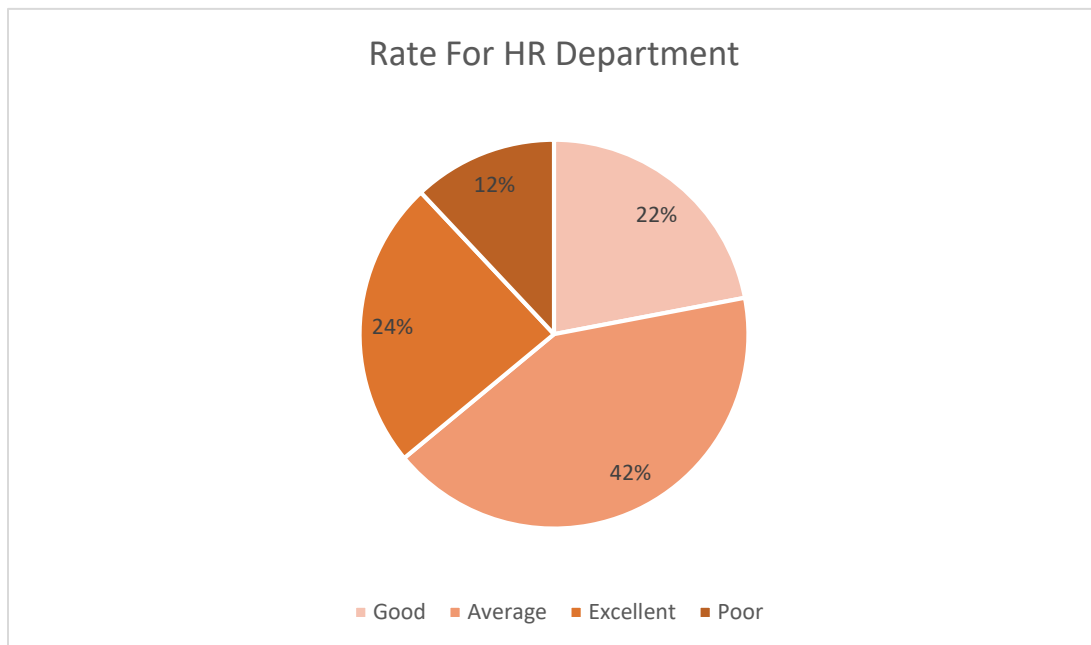
INFERENCE: Majority (34%) of the respondents says 5 to days the time taken by the companies for application.

4.1.16 TABLE SHOWING THE RATE OF HR DEPARTMENT

Particulars	No. of Respondents	Percentage
Good	11	22
Average	21	42
Excellent	12	24
Poor	6	12
Total	50	100

Source: Primary Data

4.1.16 CHART SHOWING THE RATE OF HR DEPARTMENT



INTERPRETATION

From the table it is found that 22% belongs to good, 42% belongs to average, 24% belongs to excellent and 12% belongs to poor of respondents.

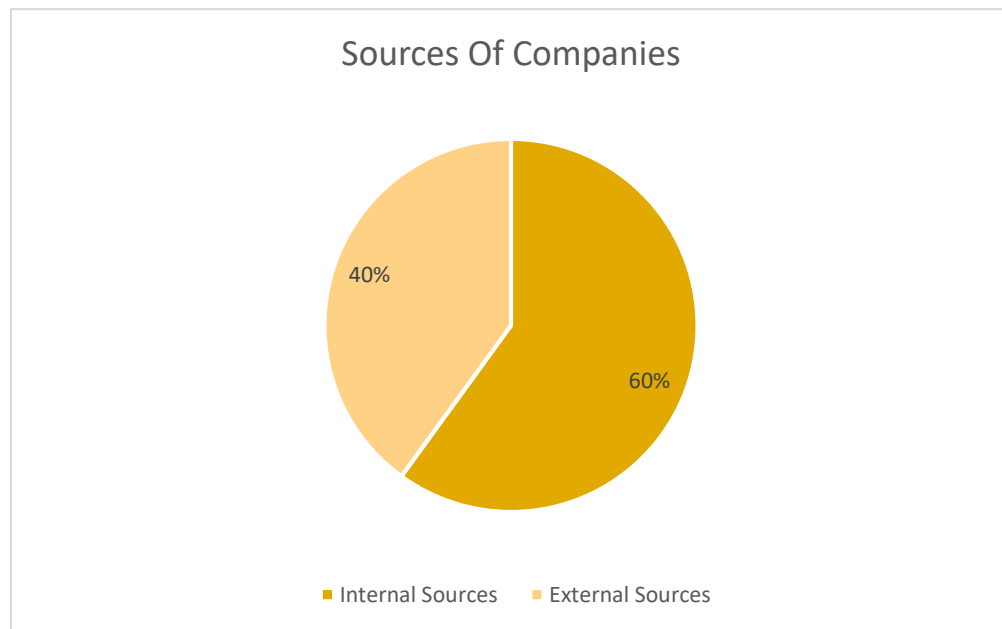
INFERENCE: Majority (42%) of the respondents for average to the rate of HR department.

4.1.17 TABLE SHOWING THE SOURCES OF COMPANIES FOR THE RECRUITMENT

Particulars	No. of respondents	Percentage
Internal Sources	30	60
External Sources	20	40
Total	50	100

Source: Primary Data

4.1.17 CHART SHOWING THE SOURCES OF COMPANIES FOR THE RECRUITMENT AND SELECTION PROCESS



INTERPRETATION

From the table it is found that 60% belongs to Internal Sources, and 40% belongs to External Sources of respondents.

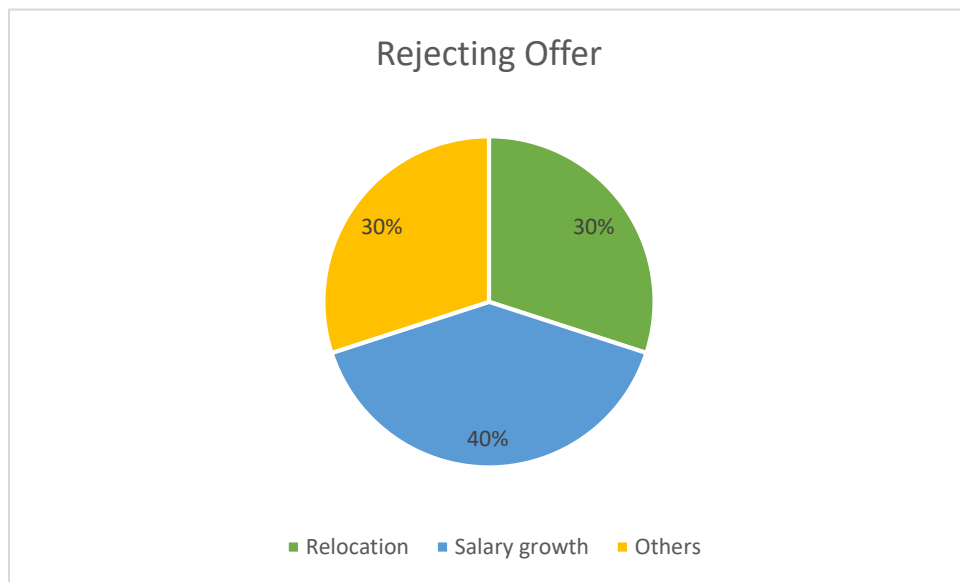
INFERENCE: Majority (60%) of the respondents for internal sources of companies.

4.1.18 TABLE SHOWING THE REASON FOR REJECTING OFFER

Particulars	No. of respondents	Percentage
Relocation	15	30
Salary growth	20	40
Others	15	30
Total	50	100

Source: Primary Data

4.1.18 CHART SHOWING THE REASON FOR REJECTING OFFER



INTERPRETATION

From the table it is found that 40% belongs to salary growth, 30% belongs to Relocation, and 30% belongs to others of respondents.

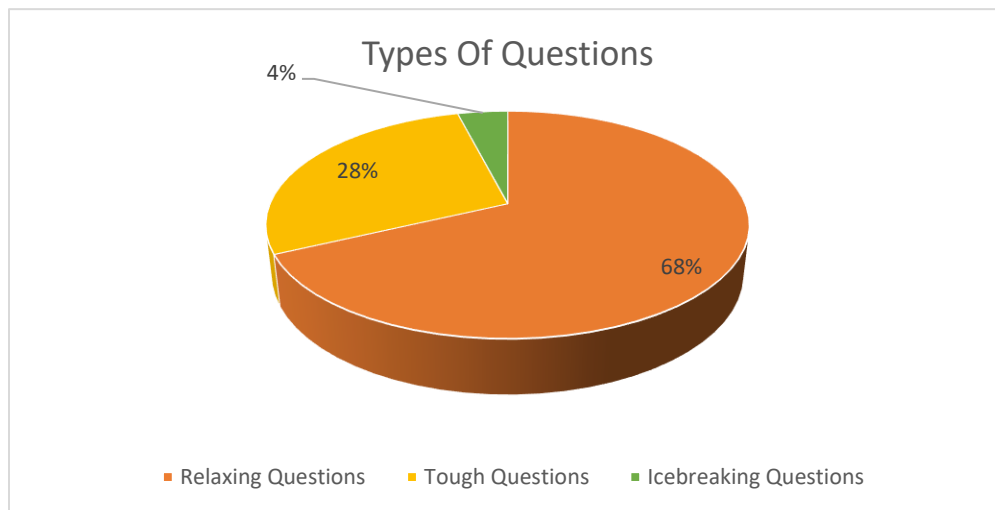
INFERENCE: Majority (40%) of the respondents for Salary growth to reject offers.

4.1.19 TABLE SHOWING TYPES OF QUESTIONS ASKED IN INTERVIEW

Particulars	No. of respondents	Percentage
Relaxing Questions	34	68
Tough Questions	14	28
Icebreaking Questions	2	4
Total	50	100

Source: Primary Data

4.1.19 CHART SHOWING TYPES OF QUESTIONS ASKED IN INTERVIEW



INTERPRETATION

From the table it is found that 68% belongs to relaxing question, 28% belongs to tough questions, and 4% belongs to icebreaking questions of respondents.

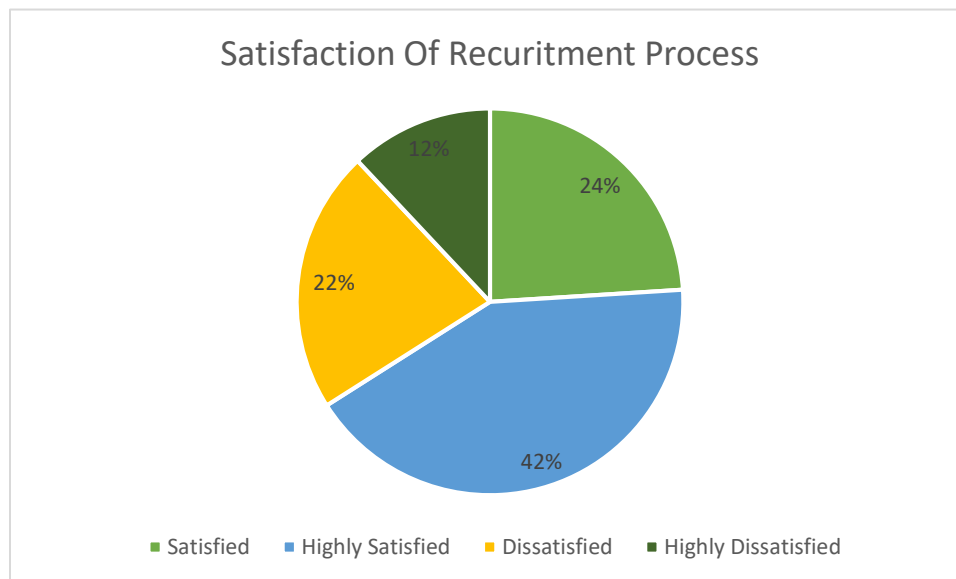
INFERENCE: Majority (68%) of the respondents says relaxing questions asked interview.

4.1.20 TABLE SHOWING SATISFACTION OF THE RECURITMENT AND SELECTION PROCESS

Particulars	No. of Respondents	Percentage
Satisfied	12	24
Highly Satisfied	21	42
Dissatisfied	11	22
Highly Dissatisfied	6	12
Total	50	100

Source: Primary Data

4.1.20 CHART SHOWING SATISFACTION OF RECURITMENT AND SELECTION PROCESS



INTERPRETATION

From the table it is found that 24% belongs to satisfied, 42% belongs to highly satisfied, 22% belongs to dissatisfied, and 12% belongs to highly dissatisfied of respondents.

INFERENCE: Majority (42%) of the respondents are highly satisfied with recruitment process.

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.
- From the table it is observe that 44% belongs say yes and 56% belongs to NO about work experience.
- From the table it is found that 64% belongs to yes and 36% belongs to no referral policy of respondents.
- From the table it is found that 20% belongs to telephone, 50% belongs to video conference and 30% belongs to online support of respondents.
- From the table it is found that 30% belongs to direct recruitment,30% belongs to qualified serving employees, 24% belongs to job portals and 16% belongs to calling volunteers of respondents.
- From the table it is found that 34% belongs to looking for profession holders,32% belongs to better pay packages, 14% belongs to vocation courses and 20% belongs to tie up with institutions of respondents.
- From the table it is found that 64% belongs to No and 36% belongs to Yes the organization doing timeliness recruitment and selection process of respondents.
- From the table it is found that 34% belongs to 5 to 10 days,32% belongs to 10 to 15 days, 14% belongs to 15 to 20 days and 20% belongs to Less than 7 days of respondents.

- From the table it is found that 22% belongs to good, 42% belongs to average, 24% belongs to excellent and 12% belongs to poor of respondents.
- From the table it is found that 60% belongs to Internal Sources, and 40% belongs to External Sources of respondents.
- From the table it is found that 40% belongs to salary growth, 30% belongs to Relocation, and 30% belongs to others of respondents.
- From the table it is found that 68% belongs to relaxing question, 28% belongs to tough questions, and 4% belongs to icebreaking questions of respondents.
- From the table it is found that 24% belongs to satisfied, 42% belongs to highly satisfied, 22% belongs to dissatisfied, and 12% belongs to highly dissatisfied of respondents

5.2 SUGGESSTIONS

- The Companies can increase its scope of requirements through advertisements and company can go for job fairs where people get to know about the openings.
- The new startup Companies 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 individual, because the departmental heads can analyze the technical knowledge relating to the job the Particular department.
- HR 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 and selection process in the startup companies. 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 by covering the 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 respondents 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 startup 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.

A STUDY ON EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS IN STARTUP COMPANIES

QUESTIONNAIRE

Personal details

Name:

Age:

Gender:

1. Are you aware of human resources planning procedure in companies?

a) Yes b) No

2. How many stages are involved in selecting the candidate?

a) One b) Two c) Three d) Four e) More

3. How do you feel when you were facing the interview?

a) Confidence b) Tensed c) Stress d) Relaxed

4. How did you hear about job opening?

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

5. How would you define the information on the Job opening on the website?

a) very informative b) informative c) somewhat informative

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

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

7. 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

8. 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

9. Do you have any previous work experience?

- a) Yes b) No

10. Do you have referral policy in company?

- a) Yes b) No

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

- a) telephone b) video conference c) online support d) Others

12. 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. 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

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

- a) Yes b) No

15. How much time did the companies take to respond your application?

- a) Less than 7 days b) 5 to 10 days c) 10 to 15 days d) 15 to 20 days

16. How would you rate the HR department?

- a) Good b) excellent c) average poor

17. Which sources your organization rely heavily for recruitment?

- a) Internal sources b) External sources

18. State the reason for rejecting the offer?

- a) Relocation b) Salary c) growth others

19. What type of questions they asked in the interview?

- a) Relaxing questions b) tough questions c) icebreaking questions

20. Are you satisfied with the recruitment and selection process in the companies?

- a) Satisfied b) Highly dissatisfied c) Dissatisfied d) Highly dissatisfied

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