

A STUDY ON APPLICANT'S PERCEPTION TOWARDS RECRUITMENT PROCESS WITH REFERENCE TO VALEO INDIA PRIVATE LIMITED

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

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

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai - 600 119**

April - 2021



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Karanam Sowmya, Register No.39410089 who has done the Project work entitled, **"A Study on Applicant's Perception towards Recruitment Process with reference to Valeo India Private Limited"** under my supervision from January 2021 to March 2021.

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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Karanam Sowmya** from **Sathyabama Institute of Science and technology** has successfully completed her Internship from **28-Dec-20** to **26-Mar-21** and has done the internship in **HR** team at Valeo.

During this tenure she showed keen interest in gaining knowledge.

We wish her all success for her future endeavors.

for **Valeo India Private Limited**

A handwritten signature in black ink, appearing to read "Yoga Ramchandran", is written over a horizontal line.

Yoga Ramchandran
Compensation and Benefits Manager - India & ASEAN

DECLARATION

I, **KARANAM SOWMYA**, Register No. **39410089** hereby declare that the Project Report entitled, **“A Study on Applicant’s Perception towards Recruitment Process with reference to Valeo India Private Limited”** done by me under the guidance of Dr. M. JOHN BRITTO and Mr. Prem Anand Herbert at Valeo India Private Limited, Chennai is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

Perception is a process by which people select, organise, interpret and respond to information from the world around them. Applicant perception towards a recruitment process is vital to determine the efficiency of the recruitment process. The applicant perception can be determined through various factors like provision for information, fairness in recruitment process, satisfaction level of the applicant on the grounds of job description, health and safety measures etc.,

Recruitment is one of the most critical human resource functions for organizations. Attracting the proper people, with the proper blend of skills and knowledge into the proper jobs, and aligning this to the organization's overall objectives is crucial to organization success.

This study is conducted in an automotive industry. The sample size is 84 and a questionnaire with 25 questions was given to the applicants. Job description is the major factor influencing applicants to apply for the job. Most of the applicants feel the process is highly satisfies. The suggestions include sending call letters with attached job descriptions and improving the employee referrals. The results show that the applicants have a positive perception towards the recruitment process.

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO
	ABSTRACT	i
	LIST OF TABLES	iii
	LIST OF CHARTS	iv
	LIST OF FIGURES	v
1	INTRODUCTION	
	1.1 Introduction	1
	1.2 Industry profile	3
	1.3 Company Profile	16
	1.4 Need for the Study	31
	1.5 Significance of the Study	31
	1.6 Objectives of the Study	31
	1.7 Limitations of the Study	32
2	REVIEW OF LITERATURE	33
3	RESEARCH METHODOLOGY	
	3.1 Research Design	39
	3.2 Sampling Technique	39
	3.3 Sources of Data	39
	3.4 Structure of Questionnaire	40
	3.5 Sample Size	40
	3.6 Period of Study	40
	3.7 Hypothesis/ Analytical Tools	40
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 Percentage analysis	41
	4.2 Chi-square Test	66
5	FINDINGS & CONCLUSION	
	5.1 Findings	68
	5.2 Suggestions	70
	5.3 Conclusion	71
	REFERENCES	72
	APPENDIX – I (QUESTIONNAIRE)	74
	APPENDIX – II (ARTICLE)	78

LIST OF TABLES		
TABLE NO	PARTICULARS	PAGE NO
4.1	Age group of respondents	41
4.2	Gender of the respondents	42
4.3	Educational qualification of the respondents	43
4.4	Marital status of the respondents	44
4.5	Years of experience of the respondents	45
4.6	Factors influenced respondents to apply for a job	46
4.7	Recruitment channels through which the respondents knew about the job vacancy	47
4.8	Respondents prefer any other method to share their profile apart from the existing method	48
4.9	Job posting/ announcement required any additional information	49
4.10	Number of rounds of interview the respondent had gone through	50
4.11	The job posting / announcement were clear and contained all the information about the job role	51
4.12	The job posting / announcement contained instructions on how to apply	52
4.13	Interview process was explained clearly	53
4.14	All queries were addressed by HR during the entire recruitment process	54
4.15	The interview was completed within the scheduled timeslot	55
4.16	The interview process was very challenging	56
4.17	There was a delay in conducting interview compared to scheduled time	57
4.18	The questions during the interview process were relevant to the job description	58
4.19	Interview panel is unbiased during the recruitment process	59
4.20	It was easy to contact HR team during the entire recruitment process.	60
4.21	The response provided by the HR team for any query during the recruitment process	61
4.22	The set of roles and responsibilities were explained clearly by the interview panel	62
4.23	The health and safety measures followed by the company during the interview process	63
4.24	The recruitment process at Valeo India Pvt Ltd	64
4.25	Respondents will recommend their relatives/friends to apply for a job in Valeo India Pvt. Ltd	65

LIST OF CHARTS		
CHART NO	PARTICULARS	PAGE NO
4.1	Age group of respondents	41
4.2	Gender of the respondents	42
4.3	Educational qualification of the respondents	43
4.4	Marital status of the respondents	44
4.5	Years of experience of the respondents	45
4.6	Factors influenced respondents to apply for a job	46
4.7	Recruitment channels through which the respondents knew about the job vacancy	47
4.8	Respondents prefer any other method to share their profile apart from the existing method	48
4.9	Job posting/ announcement required any additional information	49
4.10	Number of rounds of interview the respondent had gone through	50
4.11	The job posting / announcement were clear and contained all the information about the job role	51
4.12	The job posting / announcement contained instructions on how to apply	52
4.13	Interview process was explained clearly	53
4.14	All queries were addressed by HR during the entire recruitment process	54
4.15	The interview was completed within the scheduled timeslot	55
4.16	The interview process was very challenging	56
4.17	There was a delay in conducting interview compared to scheduled time	57
4.18	The questions during the interview process were relevant to the job description	58
4.19	Interview panel is unbiased during the recruitment process	59
4.20	It was easy to contact HR team during the entire recruitment process.	60
4.21	The response provided by the HR team for any query during the recruitment process	61
4.22	The set of roles and responsibilities were explained clearly by the interview panel	62
4.23	The health and safety measures followed by the company during the interview process	63
4.24	The recruitment process at Valeo India Pvt Ltd	64
4.25	Respondents will recommend their relatives/friends to apply for a job in Valeo India Pvt. Ltd	65

LIST OF FIGURES		
FIGURE NO	PARTICULARS	PAGE NO
1.1	Valeo Logo	16
1.2	Valeo Group	22
1.3	Valeo's 48V powertrain solutions for electric three wheelers	25
1.4	Chillers	26
1.5	Led rear lighting	26
1.6	Front camera	27
1.7	Core values	29
1.8	5 Axes Methodology	30

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

In context of human resource management, the term recruitment is that the process of finding and selecting the candidate who is well suitable for employment opening during a timely and cost-effective manner. Basically, it is the process of hiring a candidate who is most suitable for a particular job. Selecting a right candidate is extremely important for any organization because it's very difficult to travel through the rigorous process again and again for an equivalent job role, as it includes energy, time, cost, and resources. The hiring process of a candidate either internally or externally must be done in a perfect & professional manner.

Recruitment is one of the most critical human resource functions for organizations. Attracting the proper people, with the proper blend of skills and knowledge into the proper jobs, and aligning this to the organization's overall objectives is crucial to organization success.

Whether the economic environment is booming, and attraction and retention of a talented and versatile workforce is important for competitive advantage, or is during a downturn and therefore the survival of the organization depends on the productivity of staff, it's essential that the recruitment function is clearly identified.

Researchers Earnest and Landis infer that applicants derive perceptions supported the knowledge they're provided, which their perception affects their beliefs about a corporation. The researchers also found that positive perceptions of an organization can finally lead to greater recruitment success. Applicants are more likely to apply for open positions, maintain their interest in the role throughout the recruitment process, and also accept a job offer.

A well-managed recruitment process, where candidates are well informed and information about the position and the organization is provided, increases the likelihood of a successful hire.

In the case where applicants don't accept the offer, Earnest and Landis indicate that positive perceptions can actually cause other positive outcomes like customer loyalty, positive word of mouth, referrals, and interest in future job opportunities within the organization.

Relationship building with candidates is that the key to maintaining positive impressions and perceptions about your organization. When applicants have had a positive experience, they're more likely to require hitching the organization, staying in-tuned, applying for future job opportunities, or referring their network of friends and colleagues. The applicant's perception depends on various factors like the provision for job related information, perceived fairness, satisfaction level of the recruitment process, provision for timely updates etc.,

It is well known that first impression is the best impression. So when a candidate is attending an interview at any organisation, their first impression should be a good one. Candidates may already have a perception of the organization before coming for an interview. During the recruitment process, they will further develop their perception of the organization. So the applicant perception towards recruitment process is important for determining the effectiveness of recruitment process and eventually leading to improve the success rate of any organisation.

1.2 INDUSTRY PROFILE

Automotive industry includes companies and activities involved within the manufacture of automobiles, including most components, like engines and bodies, but excluding tires, batteries, and fuel. The industry's principal products are passenger automobiles and light-weight trucks, including pickups, vans, and sport utility vehicles. Commercial vehicles (i.e., delivery trucks and massive transport trucks, often called semis), though important to the industry, are secondary. The planning of recent automotive vehicles is discussed within the articles automobile, truck, bus, and motorcycle; automotive engines are described in internal-combustion engine and diesel. The event of the car is roofed in transportation, history of the car.

The history of the car industry, though brief compared thereupon of the many other industries, has exceptional interest due to its effects on history from the 20th century. Although the car was originated in Europe within the late 19th century, then completely dominated the planet industry for the first half the 20th century through the invention of production techniques. Within the last half of the century things altered sharply as western European countries and Japan became major producers and exporters.

1.2.1. History

Although steam-powered road vehicles were produced earlier, the origins of the automotive industry are rooted within the development of the internal-combustion engine within the 1860s and '70s, principally in France and Germany. By the start of the 20th century, German and French manufacturers had been joined by British, Italian, and American makers.

Developments before war I

Most early automobile companies were small shops, many which each produced a couple of handmade cars, and nearly all of which abandoned the business soon after going into it. The handful that survived into the age of large-scale production had certain characteristics in common. First, they fell into one among three well-defined categories: they were makers of bicycles, like Opel in Germany and Morris

in Great Britain; builders of horse-drawn vehicles, like Durant and Studebaker within the United States; or, most often, machinery manufacturers. The sorts of machinery included stationary gas engines (Daimler of Germany, Lanchester of England, Olds of the United States), marine engines (Vauxhall of Britain), machine tools (Leland of the United States), sheep-shearing machinery (Wolseley of Britain), washing machines (Peerless of the United States), sewing machines (White of the United States), and woodworking and milling machinery (Panhard and Levassor of France). One American company, Pierce, made birdcages, and another, Buick, made plumbing fixtures, including the primary enameled cast-iron bathtub. Two notable exceptions to the overall pattern were Rolls-Royce in Britain and Ford within the US, both of which were founded as carmakers by partners who combined engineering talent and business skill.

In the US most of the producers were assemblers who put together components and parts that were manufactured by separate firms. The assembly technique also lent itself to an advantageous method of financing. It had been possible to start building automobiles with a minimal investment of capital by buying parts on credit and selling the finished cars for cash; the cash sale from manufacturer to dealer has been integral within the marketing of automobiles within the US ever since. European automotive firms of this era tended to be more self-sufficient.

The pioneer automobile manufacturer not only had to unravel the technical and financial problems of stepping into production but also had to form a basic decision about what to supply. After the primary success of the internal-combustion engine, there was widespread experimentation with steam and electricity. For a quick period the electrical automobile actually enjoyed the best acceptance because it had been quiet and straightforward to work, but the restrictions imposed by battery capacity proved competitively fatal. Especially fashionable women, electric cars remained in limited production well into the 1920s. One among the longest-surviving makers, Detroit Electric Company, operated on a daily basis through 1929.

Steam power, a more serious rival, was aided by the general adoption, after 1900, of the so-called flash boiler, during which steam could be raised rapidly. The steam car was easy to work because it didn't require an elaborate transmission.

On the opposite hand, high steam pressures were needed to form the engine light enough to be used during a road vehicle; suitable engines required expensive construction and were difficult to take care of. By 1910 most manufacturers of steam vehicles had turned to gasoline power. The Stanley brothers within them, however, continued to manufacture steam automobiles until the first 1920s.

As often happens with a replacement technology, the automotive industry experienced patent controversies in its early years. Most notable were two long, drawn-out lawsuits in Britain and therefore then, in each of which a promoter sought to realize control of the new industry by filing comprehensive patents. In Britain the claim was rejected by the courts in 1901, five years after the application. Within them there was a legal battle between Ford and therefore the Association of Licensed Automobile Manufacturers over the Selden patent, which the association claimed as a basic patent on the gasoline-powered car. In 1911 the courts held the patent “valid but not infringed” by Ford. The most consequence of the selection was the formation of the predecessor of the Alliance of Automobile Manufacturers to supervise an agreement for cross-licensing patents, which was ratified in 1915.

Mass production

The outstanding contribution of the automotive industry to technological advance was the introduction of full-scale production, a process combining precision, standardization, interchange ability, synchronization, and continuity. Production was an American innovation. The US, with its large population, high standard of living, and long distances, was the natural birthplace of the technique, which had been partly explored within the 19th century. Although Europe had shared within the experimentation, the American role was emphasized within the popular description of standardization and interchangeability as “the American system of manufacture.” the elemental techniques were known, but that they had not previously been applied to the manufacture of a mechanism as complex as a automobile.

The kind of interchangeability achieved by the “American system” was dramatically demonstrated in 1908 at British Royal Automobile Club in London: three Cadillac

cars were disassembled, the parts were mixed together, 89 parts were removed randomly and replaced from dealer's stock, and therefore the cars were reassembled and driven 800 km (500 miles) without trouble. Henry M. Leland, founding father of the Cadillac Motor auto company and therefore the man liable for this feat of showmanship, later enlisted the help of a noted engineer, Charles F. Kettering, in developing the electrical starter, a big innovation in promoting the acceptability of the gasoline-powered automobile.

Rise of the Big Three

At the top of war I, Ford was the colossus, dominating the automotive scene with the Model T not only within them but also through branch plants throughout the planet. British Ford was the most important single producer within the UK . GM was emerging as a possible major competitor within them. No other automotive firms of comparable size existed.

During subsequent decade there was a striking transformation. Depression of 1921 had far-reaching effects on the American automotive industry. GM was plunged into another financial crisis. Alfred P. Sloan became president of the corporation in 1923 and raised it to its unchallenged first place within the industry. Among other steps, he gave GM a staff-and-line organization with autonomous manufacturing divisions, which facilitated management of an outsized corporate structure and have become the model for other major automotive combinations. Ford also went through a crisis because the 1921 crash caught him involved within the construction of an outsized new plant (River Rouge) and within the process of shopping for out his stockholders. Ford weathered the storm (though many of his dealers, unable to sell cars and not permitted to return them, went out of business), but the Ford Motor Company had reached its crest.

The third member of the "Big Three" automotive manufacturers within the us was created at this same time. When the Maxwell Motor Company failed within the 1921 depression, Walter P. Chrysler, formerly of General Motors, was called in to reorganize it. It became the Chrysler Corporation in 1925 and grew to major proportions with the acquisition of the Dodge Brothers company in 1928. When Ford went out of production in 1927 to modify from the Model T to the Model A (a

process that took 18 months), Chrysler was ready to forced an entry the low-priced-car market with the Plymouth.

Growth in Europe

The period from 1919 to 1939 also brought significant growth in automobile manufacturing in Europe, though on a considerably smaller scale than within the US. The ECU industry was occupation an equivalent directions because the American industry, toward a mass marketplace for automobiles , but it made slower progress for a spread of reasons: lower living standards with less purchasing power, smaller national markets, and more restrictions in tax and tariff policies. Still, an equivalent trend toward concentration was discernible. British automotive production rose from 73,000 in 1922 (both private and commercial vehicles) to 239,000 in 1929, while the amount of producers declined from 90 to 41. Three firms—Austin, Morris, and Singer—controlled 75 percent of British market in 1929.

The automotive industry in war II

During war I the productive capacity of the automotive industry first demonstrated its military value. Automobiles were used extensively for transport and provide additionally automotive plants could readily be converted into facilities for manufacturing military equipment, including tanks and aircraft. For all of the belligerents the conversion of automotive facilities was an afterthought, improvised after the start of hostilities, and therefore the American industry, involved just for a brief time, never fully utilized its capacity.

More preparation was made for using the resources of the varied automotive industries as war II approached. British government built “shadow factories” adjacent to their automotive plants, equipped to travel into military production (principally aircraft) when war came, with managerial and technical personnel drawn from the automotive industry. France attempted conversion, but belatedly and inefficiently. The German automotive industry, which built the military vehicles needed for blitzkrieg, wasn't fully converted to military production until 1943. Within the US the preparation for industrial mobilization was negligible until 1940. Actually, there was no serious effort even to limit civilian automobile production

until after the attack on Pearl Harbour in December 1941. Still, the American automotive industry represented such a degree of productive capacity and skill that, once its resources had been harnessed to war production, its contribution was tremendous. Between 1940 and 1945 automotive firms made almost \$29 billion worth of military materials, a fifth of the country's entire output. The list included 2,600,000 military trucks and 660,000 jeeps, but production extended well beyond automobiles. Automotive firms provided one-half of the machine guns and carbines made within them during the war, 60 percent of the tanks, all the armoured cars, and 85 percent of the military helmets and aerial bombs.

The automotive industry after 1945

After war II there was a striking expansion of automobile production. During a 35-year period the entire world output increased almost 10-fold. The foremost significant feature of this increase was that the majority of it occurred outside the US. Although American production continued to grow, its share of world automotive production fell from about 80 percent of the entire to twenty percent. Among individual countries the US was the leading producer until the recession of the first 1980s. In 1980 Japan, which had had little automotive manufacturing before the war, became the leading producer, with the ecu Economic Community (EEC) ranking second. The US regained the lead in vehicle production in 1994, since by that point Japanese manufacturers were building more of their products in factories in their major overseas markets, like the US, in response to economic and political pressures in those markets. However, within the early 21st century, China became the leading manufacturer of cars.

Europe after war II

In Europe automobiles were recognized as an export item that would help restore war-shattered economies. Britain, for instance, earmarked quite half its automotive output for export and restricted domestic purchases for several years after the war. Additionally, the horsepower tax was abandoned to enable British manufacturers to create profitably for the planet market. The foremost popular British designs (excluding specialized luxury vehicles like the Rolls-Royce) continued to be lightweight cars, including several models with a clever front-wheel drive. The

trend to consolidation led in 1952 to the merger of Morris and Austin to make British Motor Corporation, Ltd., a combine that accounted for about two-fifths of Britain's automobile production. Another British combine was formed around Leyland Motors, which had grown into the country's largest manufacturer of economic vehicles and have become an influence within the passenger-car field by acquiring Standard-Triumph and Sunbeam within the 1950s. Leyland and therefore the British Motor Corporation united in 1968 because the British Leyland Motor Corporation (later British Leyland Ltd. and, after 1978, BL Ltd.). This move which was sanctioned by the government was intended to forestall possible American domination of British industry. Apart from Rolls-Royce, whose automobile production was only a really small a part of the company's business, British automobile output was then largely controlled by four firms namely British Leyland, Ford, Vauxhall, and Rootes, which came under Chrysler control in 1967 but was sold off to France's Peugeot-Citroën in 1978. When British Leyland had financial difficulties within the early 1970s, it had been appropriated by the government.

The Modern Industry

The modern automotive industry is large. Within the US it's the most important single manufacturing enterprise in terms of total value of products, value added by manufacture, and number of wage earners employed. one among every six American businesses depends on the manufacture, distribution, servicing, or use of motor vehicles; sales and receipts of automotive firms represent quite one-fifth of the country's wholesale business and quite one-fourth of its retail trade. For other countries these proportions are somewhat smaller, but Japan, South Korea , and therefore the countries of western Europe are rapidly approaching the extent within the US.

1.2.2. Impact of megatrends on organisations and therefore the workplace

Usage of data Technology (IT) and integration of technological research on manufacturing products and processes isn't a replacement phenomenon within the automotive industry. However, what's new is that the level of sophistication and speed of application of latest age technologies like IoT, AI, machine learning and

robotics as a part of the Industry 4.0 evolution. The speed of change is resulting in a paradigm shift within the way the manufacturing sector operates within the area of megatrends, disruptions and new ways of working are expected to end in irreversible changes within the automotive industry, which are likely to get significant opportunities within the sector. As per the Automotive Mission Plan 2016-26 (AMP 2016-26), the Indian automotive industry is poised to become one among the most important job-creating engines within the country, with the creation of roughly 65 million jobs within the next decade. This could contribute significantly to the country's growth, provided the world is in a position to deal with and resolve the dual challenges of low employer attractiveness and therefore the gap in supply of a talented workforce to satisfy the wants of future jobs. Moreover, what must be borne in mind is that there are many changes that are unforeseen and unknown today. Going forward, automotive organisations will get to successfully manage the subsequent seven key shifts to thrive within the new world order within the automotive industry.

1.2.3. Seven shifts faced by automotive organisations

Departure from traditional manufacturing:

Today, vehicles are not any longer viewed as only being a way for commuting or transporting people and goods. The experience and utility of driving a car is extremely different from what it had been a decade ago. It is because of new age technologies, customers' expectations have raised high on three counts: a vehicle's performance, its smart and safety features and their experience. Additionally, all stakeholders – the customer, government bodies and regulators, and social institutions – also are talking about the environmental impact made by the world. Furthermore, to bring emissions down and encourage sustainable driving, there's an enormous emphasis by the Indian Government on adoption of EVs. Of these factors put together are gradually making traditional manufacturing and existing vehicles out-dated. This suggests that infrastructure and assets deployed by automotive companies within the era of Industry 2.0 and Industry 3.0, and therefore the skills and capabilities that are utilised to work these assets will not suffice. Consequently, automotive players across the worth chain will got to fix to satisfy these changing requirements, both in terms of infrastructure and

therefore the skill-sets of individuals within the new environment. The challenges posed are going to be accentuated as new and traditional ways of working still coexist and evolve.

Shorter cycles of innovation, development and production:

The arrival of electrified and autonomous vehicles and therefore the emergence of latest mobility patterns driven by connected and shared vehicles, including the regulator pressures, are expected to accelerate the speed of innovation within the automotive industry. The cycle for introducing new models and their variants is additionally projected to shorten. This may put pressure on (Original Equipment Manufacturers (OEMs) to shorten their Research & Development (R&D), planning, and production and delivery cycles, while constantly integrating the newest technology in new models and variants. this may mean revamping the whole operating structure and its interaction with the ecosystem.

Changing face of service and support ecosystem:

The concept of service and support within the automotive industry is probably going to require a replacement meaning altogether. With the arrival of EVs and hybrid vehicles (HVs), the downtime for vehicles is probably going to scale back drastically. Even the infrastructure and capabilities required to support and repair EVs and HVs are going to be very different from those used today. And while advances within the autonomous vehicle segment in India are still ambiguous thanks to multiple reasons, it's certain that the services and support required within the future are going to be very different from those prevalent today. Therefore, there'll be a requirement for automotive companies to revamp their service networks and build specialised expertise within the field of electronics (and not just mechanics) so as to manufacture these advanced vehicles.

Digital and automation becoming the new normal:

To stay in step with developments within the industry, automotive organisations in India are digitising their plants and value chains. This is often happening at a requirement faster pace today compared to 3 years ago. The automotive manufacturing setup of the longer term will bear little or no resemblance to the one

that exists today. Digitisation won't only drive automation, but also changes in processes and facilities which will be automated. In these circumstances, maintaining the momentum for digital adoption would require a special quite culture and workforce also as a shift from the prevailing patterns during which automotive companies are acclimatised to work .Digitisation is additionally expected to steer to democratisation of data and increase transparency across organisations. Managing this new established order would require a proactive change in management functions.

Evolution of latest jobs and associated skills:

For many years, automotive companies in India have had the advantage of operating in an environment that was relatively static and controlled. Therefore, many roles across OEMs and suppliers are around for years on end in their current shape and form. With the impact of disruptive forces becoming more pronounced and automation happening at a way faster pace, jobs within the sector will witness a transformation. New jobs are already emerging across the various parts of the automotive value chain and repetitive ones are getting automated. The pace of adoption of EVs, HVs and autonomous cars will further determine the speed and quantum at which new jobs will emerge. Going forward, new jobs are likely to be added within the area of IoT, mechatronics, robotics, 3D printing, AI, machine and deep learning, and analytics.

Requirement of latest skills and capabilities:

The megatrends and challenges emerging from these trends are interlinked. The shifts in manufacturing infrastructure, customers' preferences and changes on account of automation would require a workforce with diverse skills and capabilities. a number of these skills which will be critical are going to be within the field of mechatronics, 3D manufacturing, EE and electronics. Human workers also will need skills using which they will coexist and work with robots. The demand for this workforce, which is provided with the new skills, is merely getting to rise. this may make the present set of engineers, operators, technicians and workplace workers redundant within the next few years. Availability of skilled manpower in adequate numbers is already a priority raised by many automotive majors.

Therefore, it'll be imperative for automotive companies to deploy a multipronged approach to bridge the talent-skill gap between the white collar and blue collar workforce.

Shift in composition and metrics of workforce:

Another major impact of those megatrends will be felt by automotive companies within the sort of changes and within the composition of their workforce. A number of this alteration also will be driven by the very fact that a lot of automotive companies have employed people for all times and that they are reaching a stage wherein they're going to experience a churn on account of superannuation. This may pave the way for hiring fresh talent from outside their organisations, especially for critical roles that a ready pipeline of leaders might not exist within their enterprises. Automotive companies will need a multigenerational workforce which will close to deliver on a replacement agenda that's driven by technological and digital enhancements. This may require these organisations to gauge their productivity norms and metrics so as to ascertain a big change within the future.

1.2.4. Skills of the longer term within the automotive industry

The automotive sector has been a serious employer in India for many years. As per the Automotive Mission Plan 2016-26 (AMP 2016-26), it's poised to become one among the most important job-creating engines within the Indian economy with approximately 65 million jobs being added within the next decade¹. However, jobs within the sector and associated skills are rapidly evolving with many new jobs expected to be added to the utilization landscape within the next three to 5 years. Skill-related demands from existing jobs also will vary. The industry has been investing heavily in automation and digitisation over the past few years – this is often true for Indian also as global players operating in India and therefore the trend is probably going to continue.

When we spoke to the business leaders of varied automotive companies – OEMs also as Tier 1 and a couple of suppliers – we heard some interesting views on skills which will assume significance within the future. Supported the views of those leaders and PwC's analysis (based on secondary research), we've outlined the skill buckets which will be most relevant.

Mechatronics

The shift to EVs and HVs will fuel the demand for specialists in mechatronic engineering. From electrical control to battery and power management, sensor-making to computational skills, employers are going to be trying to find talent specialising during this growing sector. Note: Mechatronics, which is additionally called mechatronic engineering, may be a multidisciplinary branch of engineering that focuses on engineering of both electrical and mechanical systems, and includes a mixture of robotics, electronics, computer, telecommunications, systems, controls and merchandise engineering.

AI and machine learning (ML):

As automation and connectedness becomes the centre of the automotive industry, AI and ML will play an integral role in vehicles and factories of the longer term. Understanding how AI works and its application within the automotive context are going to become critical for workers across organisations and deep skills will be required in R&D, production, supply chains and services.

Robotics

Robots and their usage in automotive manufacturing aren't new. However, given the speed of change and shortening of cycle time, their usage has accelerated and their application gone beyond manufacturing processes. Skills to be built for robotics don't only involve coding applications for robots in vehicle-manufacturing, but also encompass its usage in R&D.

Digital

In today's world, customers are viewing almost everything as an experience. Unlike within the past where every customer would visit a dealership to experience a vehicle or on occasions make a sale decision without this experience, today almost every customer is 'experiencing' vehicles online. Many of them would have already decided or narrowed down on the vehicles of their choice, supported online research and crowd-sourced views gathered through their peer networks. Digitisation of the whole value chain is required to serve this new customer, anywhere and anytime.

Data processing and analytics

Designing and assembling vehicles became increasingly complex with the mixing of automation and IoT. Additionally, the planning to dealership shelf cycle is shortening. So as to deal with these constraints, it's imperative for organisations to deploy tools which will collate, analyse and generate insights from data collected from every lifecycle stage of a vehicle – design to production

In addition to those skills, there are certain nontechnical skills and competencies which will assume increased significance going forward. Problem-solving and decision-making will still be a necessary foundational skill for workers across levels. Agility in learning and adapting to changes are going to be amongst another important competencies required. From the leadership perspective, leading and managing change are going to be critical.

1.3. COMPANY PROFILE



Fig. 1.1 Valeo Logo

Valeo is an automotive supplier and partner to automakers worldwide. It is 90 year old company headquartered in Paris, France. Since 2009, CEO Jacques Aschenbroich's strategy has been based on innovation linked to the reduction of CO2 emissions, intuitive driving and geographical expansion in high-growth potential countries namely in Asia and other emerging countries. As a technology company, they design innovative solutions for smart mobility with a particular focus on intuitive driving and reducing CO2 emissions. The Group also provides and distributes spare parts for automakers and independent aftermarket operators.

The Valeo story started in 1923 in a workshop in Saint-Ouen, just outside of Paris, France. Over 90 years later, it is now a world-leading global automotive supplier operating in 33 countries and partnering with automakers worldwide with 114700 employees globally employed delivering their best for company growth.

Key figures (at the end 2019):

Number of employees: 114,700

Number of production units: 191

Number of distribution platforms: 15

Number of R&D Centers: 59

1.3.1. History:

1923 – 1961: The beginning

In 1923, Eugène Buisson, the French representative for Ferodo brake linings opened workshops in Saint-Ouen to manufacture his own friction materials under license. This was the birth of Société Anonyme Française de Ferodo (SAFF).

In 1932, the company expanded its activities to include the production of clutches and SAFF was listed on the Paris stock exchange. On the eve of World War II, the company held almost all the patents relating to clutches.

During the war, at the Battle of Falaise in 1944, its Normandy factories were partially destroyed, and during the Liberation of Paris, the Saint-Ouen workshops (brake linings and clutches) were badly damaged. In the 1950s, the company modernized and expanded outside the Paris region, building new factories, notably in Normandy (friction materials) and Amiens (clutches).

In 1953, the company celebrated its 30th anniversary. Clutches, with their constantly evolving technologies, became its main business activity.

1962 – 1978: Expansion throughout Europe

In 1962 the company took over SOFICA (Société de Fabrication Industrielle de Chauffage et d'Aération), specializing in heating and air conditioning with a factory in Nogent-le-Rotrou (France), thereby acquiring a new line of business: thermal systems for automobiles.

The company was restructured to reflect its activities, which continued to diversify, notably with the addition of lighting and wiping systems. During the 1960s the company expanded in Europe, working closely with its mainly French and Italian customers. New sites were established in Spain and Italy.

In 1970, the company built a research center (including a wind tunnel) dedicated to thermal systems, in La Verrière (Paris region).

It continued to expand with a number of acquisitions in Europe, as well as the takeover of SEV Marchal (1970-1971), then of Paris-Rhône and Cibié (1977-1978). These acquisitions enabled the company to extend its long-term strategy to encompass electrical components (spark plugs, alternators and starters, plus ignition, lighting and wiping systems).

In 1974, the Group set up a thermal systems activity in Sao Paulo, Brazil.

1980: A new name, a united brand – Valeo is born

In order to unite its brands and people, the company united under the name Valeo (“I am well” in Latin), the name of its Italian subsidiary, at its Annual Shareholders’ Meeting on May 28, 1980.

1980 – 1990: International growth

In 1980, Valeo opened its first site in the United States, producing heating systems, followed in 1982 by a site in Mexico.

In 1984, the Group took over Ducellier, a company producing alternators, starters, headlamps and ignition systems, and established its first site in Tunisia, to produce clutches.

In 1985, the first National Directorates were set up to act as the Group’s ambassadors in Spain, Italy, Germany, Brazil and Japan.

In 1987, Valeo completely refocused on its core activity and began disposing of non-automotive and non-strategic businesses. The Group acquired Neiman, launching its security systems activity.

In 1988, Valeo opened its first sites in South Korea and Turkey.

1990 – 2000: The highest standards at every level

During the 1990s, operational excellence became a top priority and Valeo introduced its “5 Axes” system to attain customer satisfaction through total quality.

Research and Development operations expanded, and in 1992 an R&D center dedicated to electronics was opened in Créteil (Paris region), while another opened in Bobigny (Paris region) focusing on lighting.

International development continued. Valeo moved into China (1994), Poland, the Czech Republic (1995) and India (1997).

In 1998, the Group acquired the electrical systems business of ITT Industries, as well as the automotive activities of Labinal. These acquisitions enabled Valeo to become a global player in electrical and electronic systems.

2000 – 2009: Technological innovation

At the start of the 2000s, Valeo launched its programs to present innovations to its customers. The Group became a world leader in parking assistance systems using ultrasonic sensors.

In 2004, the Group opened its first R&D center in China (Wuhan) dedicated to lighting. Valeo was the first to launch Stop-Start technology on the market.

In 2005, Valeo acquired the engine electronics division of Johnson Controls, allowing the Group to strengthen its powertrain efficiency operations for cleaner, more efficient and more economical vehicles.

Since 2009: Responsible growth

The Group's strategy is based on two main areas of growth: the reduction of CO2 emissions and development in high-growth countries and Asia.

Valeo is recognized for its innovative technologies, particularly those that reduce CO2 emissions, and is striving to make them accessible to as many people as possible.

In 2011 Valeo acquired the Japanese automotive supplier Niles, becoming the world leader on the interior controls market.

2013: Valeo turns 90!

The Group's outlook for growth is excellent, and its key objective has not changed since 1923: to work closely with automakers and motorists in order to make vehicles cleaner, safer and more efficient.

Today: A new identity as a tech company

"Valeo is very well positioned in the hybrid and electric car and autonomous vehicle markets." - Jacques Aschenbroich, CEO of Valeo.

The strategy implemented in 2009, has paid off. Valeo's sales growth has outpaced the global automotive production's, and order intake has attained record levels, with more than one-third involving innovation. Since 2014, the group unveiled its new identity as a full-fledged tech company and joined the CAC40 blue-chip index. In recognition of its new status, it was included in Thomson Reuters' list of Top Global Innovator 2015.

In 2017, the Group opened valeo.ai. Based in the heart of Paris, this global Artificial Intelligence research center for automotive applications conducts ambitious research projects, especially in assisted and autonomous driving.

In 2018, Valeo became a world leader in electrification, fitting a third of all vehicles in the world with its electric systems.

In December 2019, Valeo won a Research & Development award for its high definition LED smart lighting technology at the Innovation Awards for Franco-Chinese Teams.

Its innovation strategy is backed by research and technology partnerships such as Safran, acquisitions such as peiker, Spheros, gestigon, FTE Automotive and Ichikoh (takeover), investments in technology start-ups, investments in venture capital funds as well as joint ventures like Valeo Siemens eAutomotive, specialized in the development of high-power solutions for hybrid, plug-in hybrid and all-electric vehicles and Kapec, world leader in torque converters.

1.3.2. Statement of Purpose

Valeo's ambition, as a tech company, is to play a major role in tomorrow's mobility. At the heart of today's environmental and social issues, future mobility must be greener, safer and more diverse. It must also contribute to the well-being and safety of citizens and consumers.

We will achieve our ambition thanks to our unique positioning and technological leadership in areas that are at the heart of the transformation of the automotive industry and sustainable mobility, across the globe. This positioning and leadership are rooted in our expertise, innovations and operational excellence.

They are driven by our values and business culture, oriented towards serving our customers, employees, shareholders and the regions in which we operate.

1.3.3. Valeo's Activities

Valeo is structured around four well-balanced, coherent Business Groups that offer innovative solutions to meet the major changes taking place in its markets aimed at reducing CO2 emissions and developing intuitive driving. Valeo enjoys leading positions in its main markets.

1.3.4. Valeo's Business Groups

Valeo has four Business Groups. They are responsible for global growth and operating performance for their Product Groups and Product Lines. Each of the Business Groups is structured to reinforce cooperation and stimulate growth for all of our product groups worldwide. Valeo has solid fundamentals thanks to its diversified customer and geographic positioning with an increasing footprint in high-growth potential regions, notably in Asia.

Driving Assistance Systems – making driving safer, more autonomous and better connected through perception systems and artificial intelligence. Providing reinvented mobility solutions and human-machine interfaces.

Powertrain Systems – developing comprehensive, integrated electric powertrain solutions for all vehicles categories, from small urban cars to premium sedans, and technologies to make internal combustion engines cleaner.

Thermal Systems – reducing pollutant emissions from internal combustion engines, optimizing the driving range and battery life of hybrid and electric vehicles, and improving comfort and well-being for passengers in the cabin.

Visibility Systems – designing and producing innovative and efficient lighting and washing systems for safer, more comfortable manual driving and for an improved and enhanced travel experience in autonomous vehicles.

1.3.5. Valeo's Aftermarket activity

Valeo Service – supplying original equipment spares to dealer networks and replacement parts to the independent aftermarket.

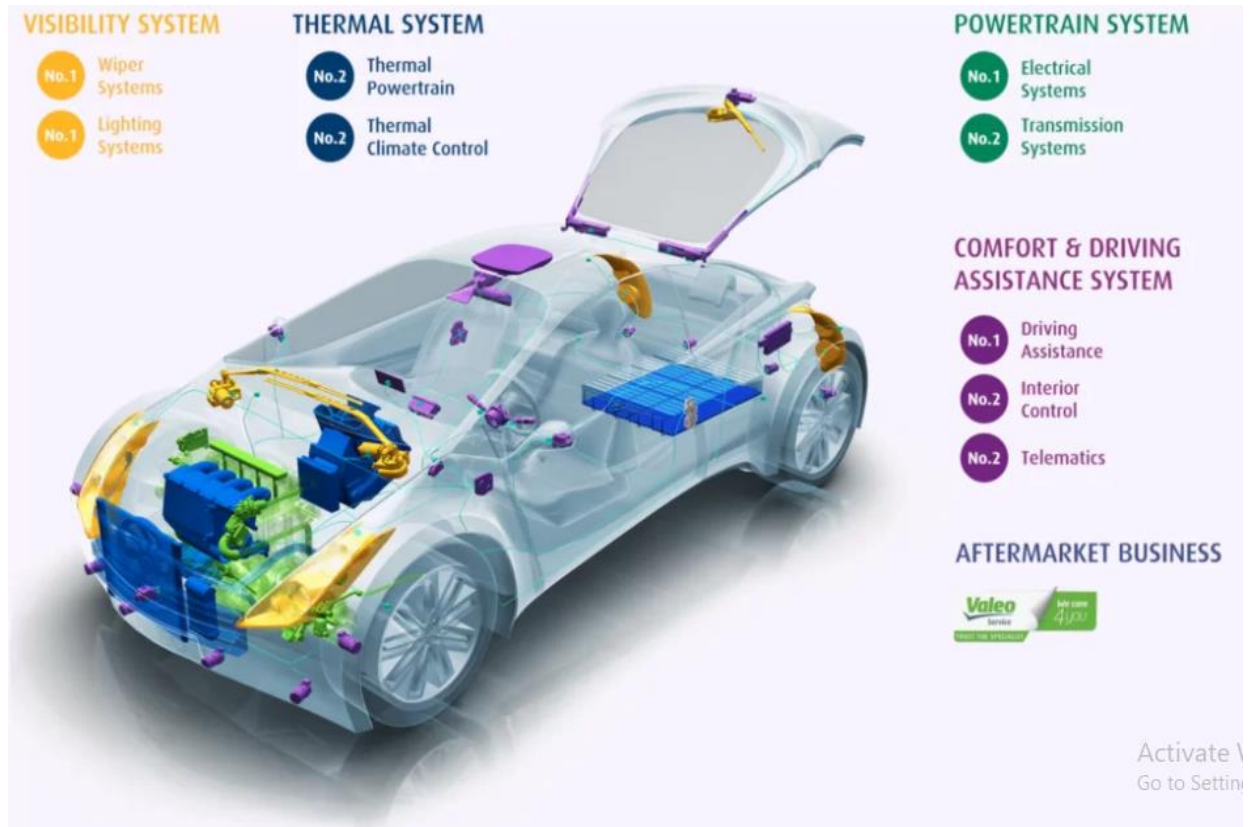


Fig 1.2. Valeo Group

1.3.6. The Board of Directors

The principal role of the Board of Directors is to determine Valeo's business strategies and ensure that these strategies are implemented effectively. Board members have a diverse range of expertise and backgrounds—including in economics, manufacturing, and finance—that help inform their leadership and decision making.

Committees

The Board of Directors has set up the following four committees to make recommendations on key issues, enhance the Board's operating procedure, and ensure the Group's sustainable growth.

- Audit and Risks Committee
- Compensation Committee
- Governance, Appointment and Corporate Social Responsibility Committee
- Strategy Committee

1.3.7. Valeo India:

India, Valeo is headquartered in Chennai. Since 1997 in India, Valeo has developed a strong Indian presence. Valeo today has eight Production Sites, one global R&D center, five Distribution Platforms, one Front office to serve its clients. These facilities are spread over Chennai, Pune, Sanand, Noida and Gurgaon. Valeo employs more than 6,000 people in India, of which nearly 50% are engineers.

Valeo's Development Center in Chennai employs thousands of talented engineers. This facility has emerged as the global hub providing efficient support to Valeo's global customers in the areas of Mechanical Design, Simulation, Embedded Software Development, Vision Systems Software and Hardware & Functional Safety Design.

Job offers

Valeo is a multinational that provides its employees with a cross-cultural platform to meet, interact and work with the best minds in the automotive industry from across the globe.

Valeo strives to create a workplace based on its core Values – Ethics, Transparency, Empowerment, Professionalism and Teamwork. With employees' well-being at the heart of the operations, Valeo believes in creating respectful and inclusive workplaces founded on these values.

A global leader in the automotive industry and recognized as a Top Employer worldwide, Valeo offers a wealth of job opportunities that are as diverse as they are rewarding.

Key figures at the end of 2019:

Number of employees: 5,429

Number of production sites: 7

Number of development centres: 2

1.3.8. Valeo India activities

Valeo India is organized into 4 Business Groups – Powertrain Systems, Thermal Systems, Visibility systems and Confort & Driving Assistance Sytems. Valeo's aftermarket activity and Development centers are also based in India.

Powertrain Systems

Valeo's Powertrain Systems manufacturing count 3 sites in India, located in Chennai and Pune.

Valeo partnered with Amalgamations Group, an Indian Business Conglomerate in 1997 to manufacture clutches in India. This manufacturing site located in Oragaddam, Chennai is a green field fully integrated world-class plant, compliant to Valeo's global standards. This center of industrial excellence employs over 900 employees. The facility also houses a DSIR recognized R&D Centre, employing both product and process experts dedicated to designing and development of new technologies.

Valeo Friction Material in India is a joint venture set up in 1997 with the Anand Group, a leading auto industry player. This facility, located in Maraimalainagar, Chennai manufactures an advanced range of facings for clutches that are 100% environmentally friendly, along with tractor brakes and friction washers. This facility caters to all major Original Equipment Manufacturers in India and across the world. The site houses a robust DSIR recognized Development facility with a team of experts working on innovative technologies.



Fig 1.3. Valeo's 48V powertrain solution for electric three-wheelers

Valeo Powertrain Electrification Systems manufacturing facility was founded in 2007 and is located in Pune. The site produces starter motors, alternators, regulators, high current filters, iStARS and iBSG, technologies that contribute towards clean mobility. This site is recognized by its customers and accorded with multiple awards and accolades.

1.3.8.2. Thermal Systems

Valeo Thermal Systems manufacturing plants are located in Vallam near Chennai and in Sanand, Gujarat.

The Chennai facility established in 2012, manufactures HVAC assembly, AC Cooling units, Battery Cooling, Engine Cooling Modules and Compressor final assemblies.

The Sanand plant, established in 2015, handles Radiators, Air Charge Air Coolers and Fan Systems. This facility also exports engine-cooling parts to China, Thailand, Brazil, Vietnam, Turkey, North Africa and Romania.



Fig 1.4. Chillers

Valeo Thermal Commercial Vehicles, a joint venture with the Motherson Group, provides complete solutions for Bus air-conditioning and Reefer Truck Transport in commercial vehicles. This manufacturing facility, located in Noida, manufactures HVAC systems for bus & trucks, commercial vehicles and their products such as air-conditioning solutions, heating systems, pumps, control units, roof hatches, compressor brackets and electronics.

Visibility Systems

Valeo's Visibility Systems manufacturing count 2 facilities located in Vallam near Chennai. It includes Valeo lighting division and Valeo wiper division.

The lighting division site manufactures front lighting, rear lighting, fog lamps and special products for Original Equipment Manufacturers across the country.



Fig 1.5. Led Rear Lighting

This site has developed an affordable solution for full LED rear lamps with a homogenous light output that contributes significantly towards vehicle safety. The facility also houses a technical center where nearly 200 talented engineers work on various Development initiatives for new vision technologies.

The wiper manufacturing facility set up in 2018 manufactures rear wiper motors and new generation universal flat wiper blades, and caters to Original Equipment Manufacturers and the Aftermarket in India. Housing the first manual hybrid manufacturing line for Valeo across the globe, this plant is equipped with a traceability system, with a QR Code laser marking capability for Process and Product traceability. In addition, cameras monitor the entire manufacturing line for 100% process and product control.

Comfort and Driving Assistance

Valeo offers one of the largest ranges of smart sensors and features that improve vehicle safety and comfort such as automated parking systems and enhanced automated driving systems.



Fig 1.6. Front camera

1.3.9. Valeo Aftermarket

Valeo Service Activity (VSA) is the Aftermarket Specialist serving both auto manufacturers with original equipment spares and the independent aftermarket

with replacement parts and accessories for passenger cars and commercial vehicles.

In the Indian auto aftermarket, Valeo Service has a significant presence in terms of geographical spread and networking, and provides Valeo's smart technology products such as Transmissions, Electrical, Wipers, Thermal, Lighting, Filters, Shox/Sturts, Coolants and FTE Hydraulics to customers.

1.3.10. Development Centers

To support the development initiatives and leverage the Indian engineering talent pool, Valeo set up its Development facility in Chennai, India. This technical center has today grown to become a global hub for Valeo, employing over 3000 immensely talented engineers, who provide efficient support in the areas of Mechanical Design, Simulation, Embedded Software Development, Vision Systems Software and Hardware & Functional Safety Design to Valeo's global customers.

- The Development Test Lab provides testing and failed part analysis services to Valeo sites across the globe, supporting Valeo's Business and Product Groups. This test lab in Chennai also supports the Group to locally design and develop solutions for Valeo's Indian customers.

1.3.11. Core Values of Valeo:



Fig 1.7. Core Values

Ethics

- Treating every individual with the respect they deserve
- Supporting sustainable development
- Having irreproachable business and professional conduct

Transparency

- Always acting in compliance with rules and regulations
- Openly sharing information, whether good or bad

Empowerment

- Being accountable and responsible at all levels of the organization
- A proven track record in improvement proposals

Professionalism

- Imagining and preparing for the future through agility and innovation
- Speaking with integrity and backed by data
- Being people and results oriented

Teamwork

- Sharing know-how with colleagues
- Building synergies across teams
- Helping each other

1.3.12. Valeo 5 Axes methodology:

The “5 Axes” methodology for customer satisfaction is central to the culture of operational excellence at Valeo. The axes cover all working processes that have a direct impact on customer satisfaction. They are:

- Involvement of Personnel
- Supplier Integration
- The Valeo Production System
- Total Quality
- Product Development



Fig 1.8. 5 Axes Methodology

1.4 NEED FOR THE STUDY

The research study is intended to study the perception of applicants towards recruitment process, to identify the scope of improvement in the recruitment process and also to determine the various recruitment channels and select the effective strategies to develop them. The applicant's perception is very important because it determines the applicant's interest to work with the company and also to apply for the vacancies. The positive applicant perception results in great recruitment efficiency and eventually helps to achieve organizational objectives. Similarly, a negative applicant perception highlights the scope to improve the recruitment process and achieve positive perception.

1.5 SIGNIFICANCE OF THE STUDY

- Study of applicant perception towards recruitment process is important in order to find out the effectiveness of recruitment practices at the organization.
- To find the most used recruitment channel and improve the recruitment process.

1.6 OBJECTIVES OF THE STUDY

1.6.1 Primary objective

The Primary objective is to study the applicant perception towards recruitment process with reference to Valeo India Private Limited.

1.6.2. Secondary objectives

- To study the applicant's perception towards fairness of recruitment process.
- To study the applicant's perception of entire recruitment process.
- To determine the different recruitment channels and identify the mostly used.
- To determine the strategies to select various recruitment channels.
- To compare the perception of a fresher and an experienced applicant towards the recruitment process.

1.7 LIMITATIONS OF THE STUDY

- The time limit to complete the project is only 3 months and hence only 84 samples have been collected.
- The sample size covered for this study is 84 only and hence when the questionnaire is administered in large sample size, the results may vary.
- The study is limited to applicants who directly attended the interview at Valeo office.
- The analysis has been done based on the collected data figures only.

CHAPTER 2

REVIEW OF LITERATURE

P.Nathiya, D.Ramesh Kumar(2019) states that recruitment means searching the prospective employees and stimulating them to apply for the jobs. Companies make use of internet to reach a large number of job seekers and hire the best talent for the company at a less cost. The author concentrates on the Job seekers perception on the E-recruitment process. For getting perception 300 Job seekers were selected and the data was collected. The collected data was analysed using the percentage analysis and chi-square. The major perception of job seekers is time saving.

V.Rengarajan, V.Vijayanand, S.Thiyagarajan, M.Velavan, A.Shivapriya, K. Niranjani & Dr.M.Sivakumar (2018) states that recruitment is an emerging topic and is studied with differing conceptualizations and has become an important issue among employees and the organization. The author finds out the factors that are significant to the employee perception among the IT sector. Here, the author has taken independent factors upon grouping up various factors of employee perception and attempted to find the relationship between independent factors and demographic factors. Out of these various factors it is found that recruitment methods and recruitment evaluation influence the employee perception among the IT sector.

Dr. Shameem & R. Jayan (2017) states that the selection process being the first encounter of the applicant/employee with the hotel and also passes on many messages either intentionally or otherwise to the applicants/employees about the organization. If the recruitment and selection process does not consider the perceptions of the applicant/employees it might lead to high employee turnover, low employee morale, high absenteeism, low productivity and lack of employee commitment etc. Therefore it becomes important for any organisation to consider the perceptions of the applicants/employees about the selection process employed by it, not only to avoid the above said unfavourable outcomes which are detrimental to the success of the organisation but also to attract and retain the best talents within the industry. The findings indicate that applicants' reactions to selection procedure in terms of over-all, they believed that the selection procedure

employed by the organization was unfair in selecting the people for the jobs. Besides, demographic variables such as age, gender, marital status, educational qualification, and work experience and job tenure affect the applicant's assessment on the fairness of the selection process.

S. Nava Rethna Bala Kumari & Dr. R. Rathiha (2016) states that recruitment is the process of having the right person, in the right place, at the right time and it is crucial to organizational performance. The report includes information on the recruitment process, recruitment law, policy and methods, online recruitment, costs of recruitment, recruitment advertising, recruitment agencies, consultants and executive search, graduate recruitment, competency-based recruitment, application forms, curriculum vitae, and internal recruitment. The study is intended to do Analysis of employees' perceptions as to recruitment and selection process in public sector and private sector banks. With the accurate process of recruitment right kind of financial and nonfinancial incentives are to be followed for selection of employees. The policy and process should be revised. The process they have been adopting so far has been somewhat effective, to adapt to the changing times, the process should be revised accordingly.

Md. Atikur Rahaman(2016) states that an efficient work team is essential for effective implementation of business and delivery of services. To build an efficient team, HR management must ensure that talented, competent, and committed persons are recruited in the company. While recruiting the candidates the organizations have to map the available human resources carefully because they create a competitive advantage for the organizations.

David R. Earnest & Ronald S. Landis (2014) examines the recruitment of employees to work in teams through an investigation into the impact of perceptions of teams on pre-hire recruitment variables in team and individual positions. The sample collected has produced an evidence to support the idea that perceptions of teams do influence pre-hire recruitment variables. The author provides an evidence for the effect of recruitment information concerning job requirements, such as the high interdependence required for team jobs, and previous experiences with teams on applicant perceptions and behaviours.

Avi Chawla, Jasmine Taneja Jha & Snigdharani Mishra (2013) states that the 21st century marketplace is waging a war for talent. Many organisations are chasing for a very few candidates. There are several methods of hiring such as referrals, ads, and through promotions. The effective recruitment and selection process includes hiring the right fit for the organisation. They are the first interface of the prospective employees. The perceived fairness and satisfaction levels have been ascertained. The selection practices may have effect on employee's perceptions about fairness and satisfaction levels. The ethical practices, empathetic interviewers and internal job promotion are the main points. Areas of improvement include duration of the process, feedback mechanism and reference checks streamlining.

Tania RoyChowdhury & M. Srimannarayana (2013) states that the applicant's perception is based on five constructs namely perceived efficiency, user-friendliness, information provision, fairness perception, and internet selection image of the company. The author focused on applicants' perception of various modes of e-recruitment like employment websites (monster.com or naukri.com) and career sections of corporate websites. The perception is measured using a questionnaire among postgraduate students who have enrolled in three different management programmes of one of the leading management institutes in India. It was found out that there was a significant difference in perception between the career section of a corporate website and employment websites except for the constructs namely user-friendliness and fairness perception. It was also found that the programme that the student was pursuing and the previous work experience had a significant impact on the perception of online application systems of the candidates.

Shameem Anwar(2011) states that the effective recruitment and selection are critical to organisational success. As selection process is crucial for organisations to get the right people into the right positions at the right time to achieve the right results, organisations have started to place high emphasis on applicant/employee perceptions of their selection process. The perception of the applicants could relate to what they consider as "fair" or "unfair" with respect to the selection

process which is now considered as a social process with different parties having different interests and expectations and reacting in different ways.

Eva Derous, Marise P Born, Karel De Witte(2004) explores applicants' general beliefs about the selection treatment, namely the way they want and expect to be treated during selection. After the concept of selection treatment beliefs is introduced and both its theoretical and practical relevance is highlighted, the development of the Social Process Questionnaire on Selection (SPQS) is reported, which measures selection treatment beliefs. Factor analyses (660 students and 643 applicants) revealed six treatment factors. Applicants valued and expected transparency, objectivity, feedback, job information, participation, and a humane treatment.

Gilliland, S. W., & Steiner, D. D. (2001) states that the factors that lead to perceptions of unfairness are more important in determining applicants' reactions than factors that lead to perceptions of fairness.

Van den Bos, K., Wilke, H. A. M., Lind, E. A., & Vermunt, R. (1998), the authors refine and extend their explanation of the psychology of the fair process effect (the positive influence of procedural fairness on outcome evaluations). On the basis of fairness heuristic theory's substitutability proposition, the authors predicted and found that outcome evaluations show strong effects of procedural fairness when outcomes are better or worse than expected, whereas less strong fair process effects appear when outcomes are equal to or differ from the outcome of a comparison other. This finding suggests some important differences in how people use expectations versus social comparisons as reference points for evaluating outcomes. Findings also revealed that fairness judgments do not always show the same effects as do satisfaction judgments, indicating differences in the way people form judgments on these two dimensions of outcome evaluation.

Ployhart, R. E., & Ryan, A. M. (1998), examined several unexplored issues in research on applicants' perceptions of fairness. First, the study explored possible differences between procedural violations that advantage individuals vs. those that are disadvantageous. Second, the study examined the complex relationship between process and outcome fairness across the stages of the selection process.

A longitudinal, simulated selection process was used; procedural justice was manipulated by varying the consistency of test administration, and distributive justice was manipulated by varying perceptions of equity. Results indicate that favourable rule violations are perceived similar to rule satisfaction and that a complex and dynamic relationship exists between process and outcome fairness.

Mencken & Winfield (1998) had explored the advantages and disadvantages of informal and formal recruiting practices in external labour markets. The data was analysed from 1981 Metropolitan Employer-Worker Survey (MEWS). Based on random-digit-dial telephone survey of 2,713 adults, the authors found that quality is a strong motivator than cost for informal recruiting. They had also found that the larger the organization, the less likelihood that it's hiring managers would site quality of the applicants as an advantage of informal recruiting. Smaller organizations, on the other hand, have fewer resources to devote to screening and thus must rely on the quality advantage of informal recruitment as a 'screening mechanism'.

Androniki Papadopoulou, Elizabeth Ineson and David Williams (1996) examined interviewees' perceptions of the impact of interpersonal and communication factors on the interview outcomes. The participants were 87 candidates who underwent preliminary screening interviews for several management trainee positions with a multinational company. They were asked to complete a questionnaire after the interview which asked about the interview process. The findings proved that overall satisfaction with the interview was dependent on the interviewers' empathetic behaviour.

Neil R. Anderson(1992) states that there are two different theoretical perspectives of the interview namely the objectivist-psychometric perspective and the subjectivist-social perception perspective. The author concludes with a cautiously optimistic evaluation of the interview research paradigm but also emphasizes the need for future research efforts to be concentrated upon integrative theory-building in conjunction with on-going empirical studies.

Schmitt, N., & Coyle, B. W. (1976) states that a combination of the interviewer's empathetic behaviour, provision for adequate information were predictive of the candidate's perception of their performance, degree of favourability towards a company, willingness to accept the job offer.

Gannon(1971) states that employees who are attracted to an organization through newspaper advertising or private employment agencies are characterized by a significantly higher rate of turnover than the remainder of the workforce.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

Research design refers to the overall strategy utilized to carry out research that defines a logical plan to tackle established research question through the collection, interpretation, analysis, and discussion of data.

3.1.1 Descriptive Research Design

Descriptive research is the most widely used research design as indicated by the thesis, dissertations and research reports of institutions. Its common means of obtaining information include the use of questionnaire, personal interviews with the aid of study guide or interview schedule and observatory which may be either participatory or not.

3.2 SAMPLING TECHNIQUE

3.2.1 Convenience sampling method

Convenience sampling is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand.

3.3 SOURCES OF DATA

3.3.1 Primary data

Primary data is collected directly from the applicant with the help of a questionnaire after the interview process.

Questionnaire

The questionnaire tried to collect the data related to provision for information about the job, level of satisfaction, fairness of interviewer and overall perception of applicant towards the recruitment process.

3.3.2 Secondary Data sources

Secondary data refers to data that was collected by someone else other than the user. Common sources of secondary data include journal, books, websites, organisational records and data that were originally collected for other research purposes.

3.4 STRUCTURE OF QUESTIONNAIRE

There are closed ended questions in the questionnaire. There are 5 demographic questions. Most of the questions included likert scale options.

3.5 SAMPLE SIZE

The Sample size is 84.

3.6 PERIOD OF STUDY

The period of study is from 28th December 2021 to 26th March 2021 which is a three months of study.

3.7 HYPOTHESIS/ ANALYTICAL TOOLS

The analytical tool used is SPSS for testing the hypothesis. Chi Square test is done in SPSS tool.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table 4.1: Age of the respondents

S.No	Particulars	No. of Respondents	Percentage
1	20-30 yrs	75	89.29
2	31-40 yrs	9	10.71
Total		84	100.00

Source: Primary data.

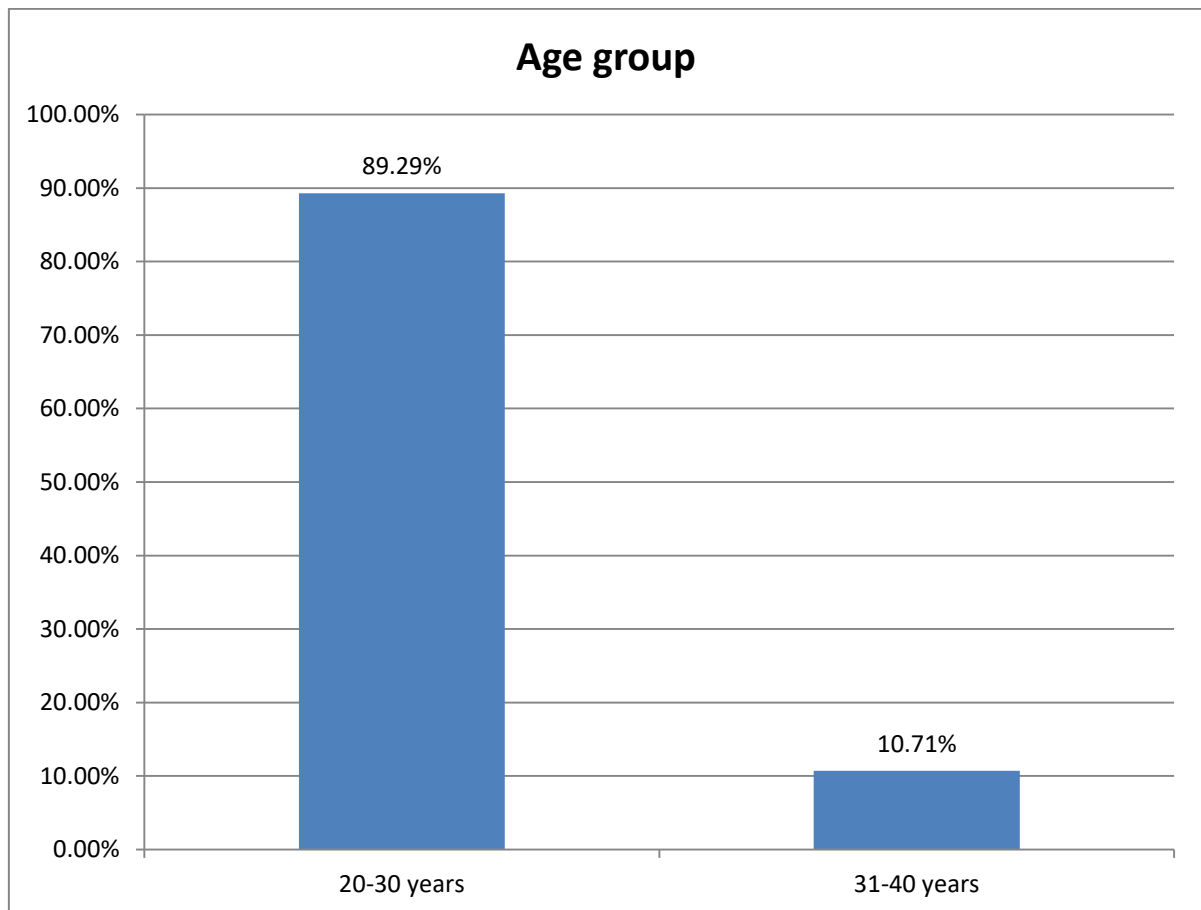


Chart 4.1: Age of the respondents

Interpretation

From the above table it is interpreted that the percentage of respondents between 20 to 30 years is 89.29% and 31 to 40 years is 10.71%

Inference

Majority (89.29%) of the respondents are in the age category of 20 to 30 years.

Table 4.2: Gender of the respondents

S.No	Particulars	No. of Respondents	Percentage
1	Female	5	5.95
2	Male	79	94.05
Total		84	100.00

Source: Primary data.

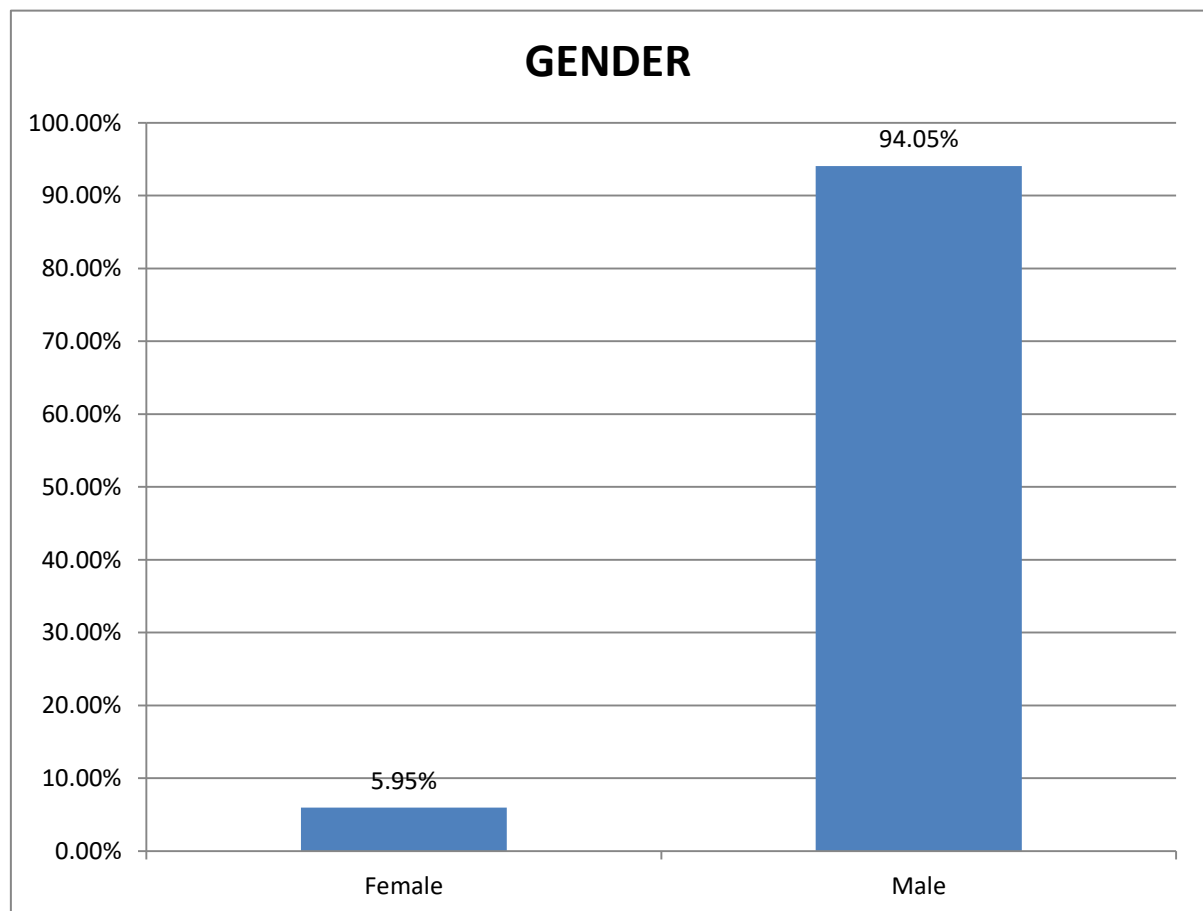


Chart 4.2: Gender of the respondents

Interpretation

From the above table it is interpreted that the percentage of female respondents is 5.95% and male respondents is 94.05%

Inference

Majority (94.05%) of the respondents are male.

Table 4.3: Educational Qualification of the respondents

S.No	Particulars	No. of Respondents	Percentage
1	Diploma	1	1.19
2	UG	75	89.29
3	PG	8	9.52
Total		84	100.00

Source: Primary data.

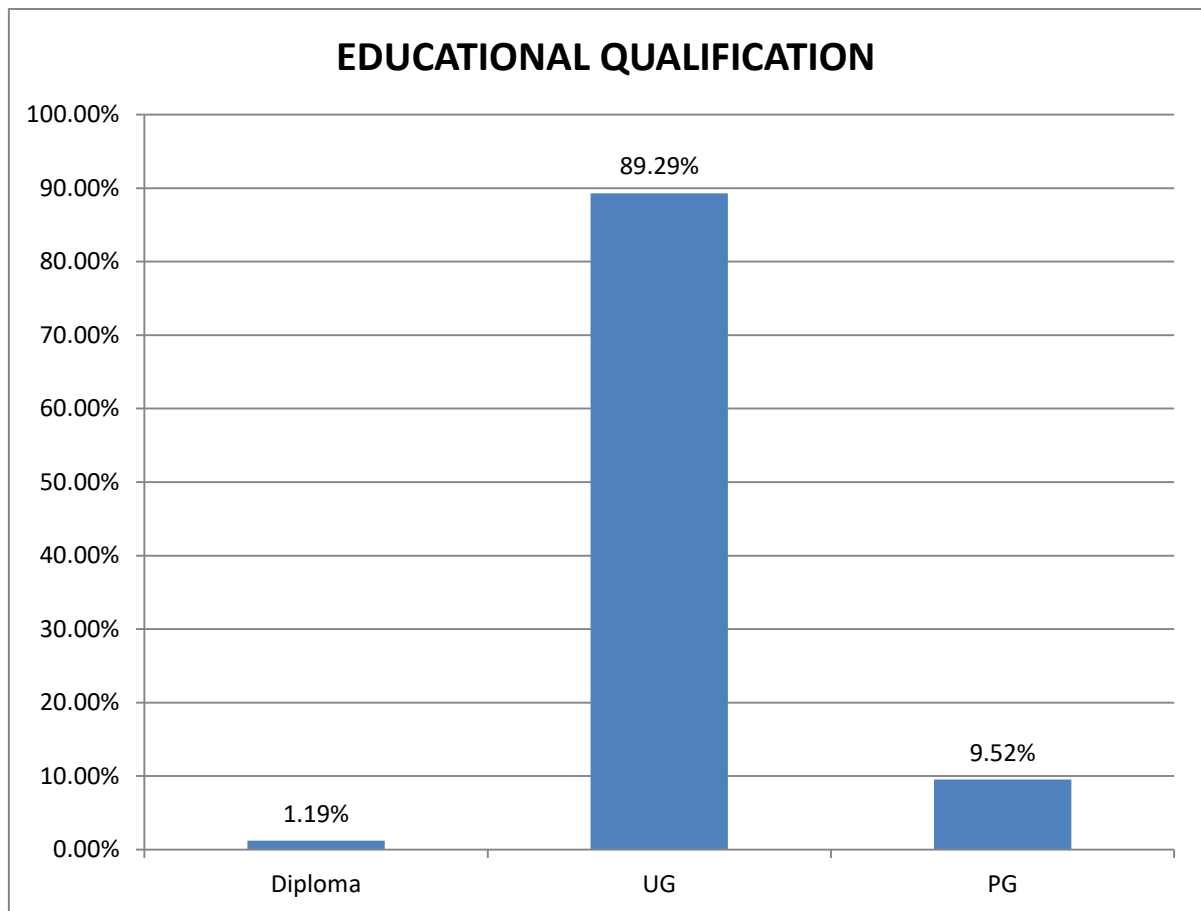


Chart 4.3: Educational Qualification of the respondents

Interpretation

From the above table it is interpreted that 1.19% of respondents are diploma, 89.29% of them are undergraduates, and 9.52% of them are post graduates.

Inference

Majority (89.29%) of the respondents are undergraduates.

Table 4.4: Marital Status of the respondents

S.No	Particulars	No. of Respondents	Percentage
1	Married	25	29.76
2	Single	59	70.24
Total		84	100.00

Source: Primary data.

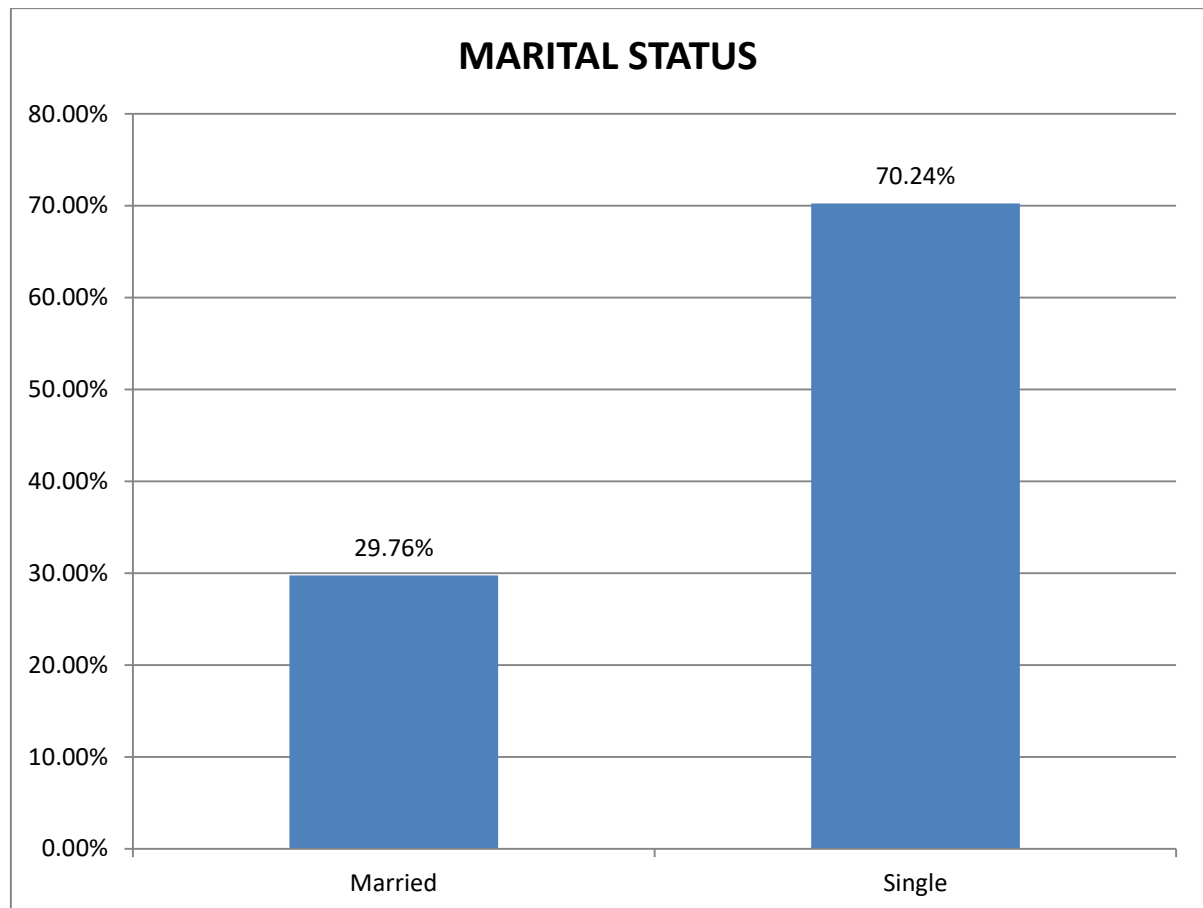


Chart 4.4: Marital Status of the respondents

Interpretation

From the above table it is interpreted that 29.76% of respondents are married and 70.24% are single.

Inference

Majority (70.24%) of the respondents are single.

Table 4.5: Years of experience of the respondents

S.No	Particulars	No. of Respondents	Percentage
1	Fresher	6	7.14
2	1 to 5 years	47	55.95
3	6 to 10 years	29	34.52
4	Above 10 years	2	2.38
Total		84	100.00

Source: Primary data.

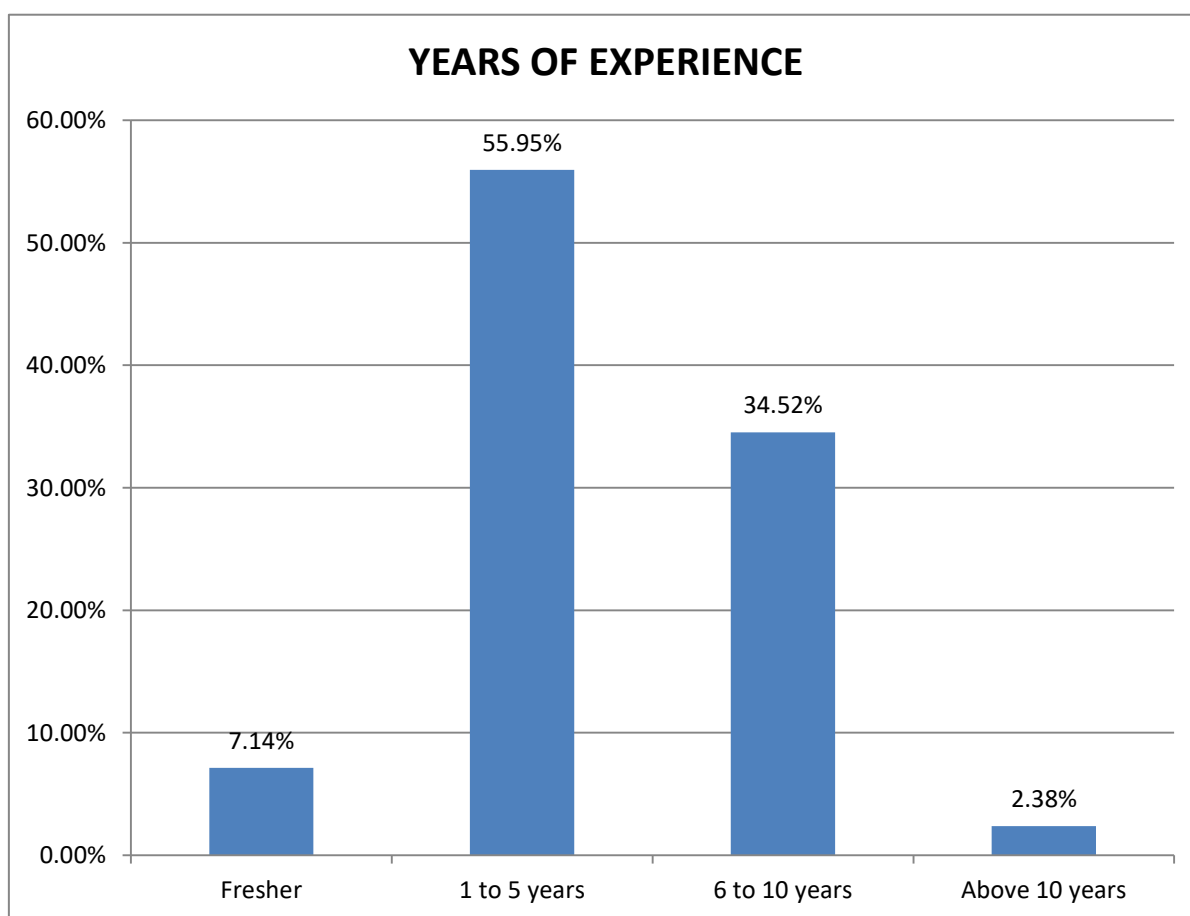


Chart 4.5: Years of experience of the respondents

Interpretation

From the above table it is interpreted that 7.14% of respondents are fresher, 55.95% of them are between 1 to 5 years of experience, 34.52% of them are between 6 to 10 years of experience and 2.38% of them are above 10 years of experience.

Inference

Majority (55.95%) of the respondents are between 1 to 5 years of experienced.

Table 4.6: Factors influenced respondents to apply for a job.

S.No	Particulars	No. of Respondents	Percentage
1	Job description	41	48.81
2	Salary	1	1.19
3	Employee Benefits	5	5.95
4	Company Location	2	2.38
5	All the above	27	32.14
6	Others	8	9.52
Total		84	100.00

Source: Primary data.

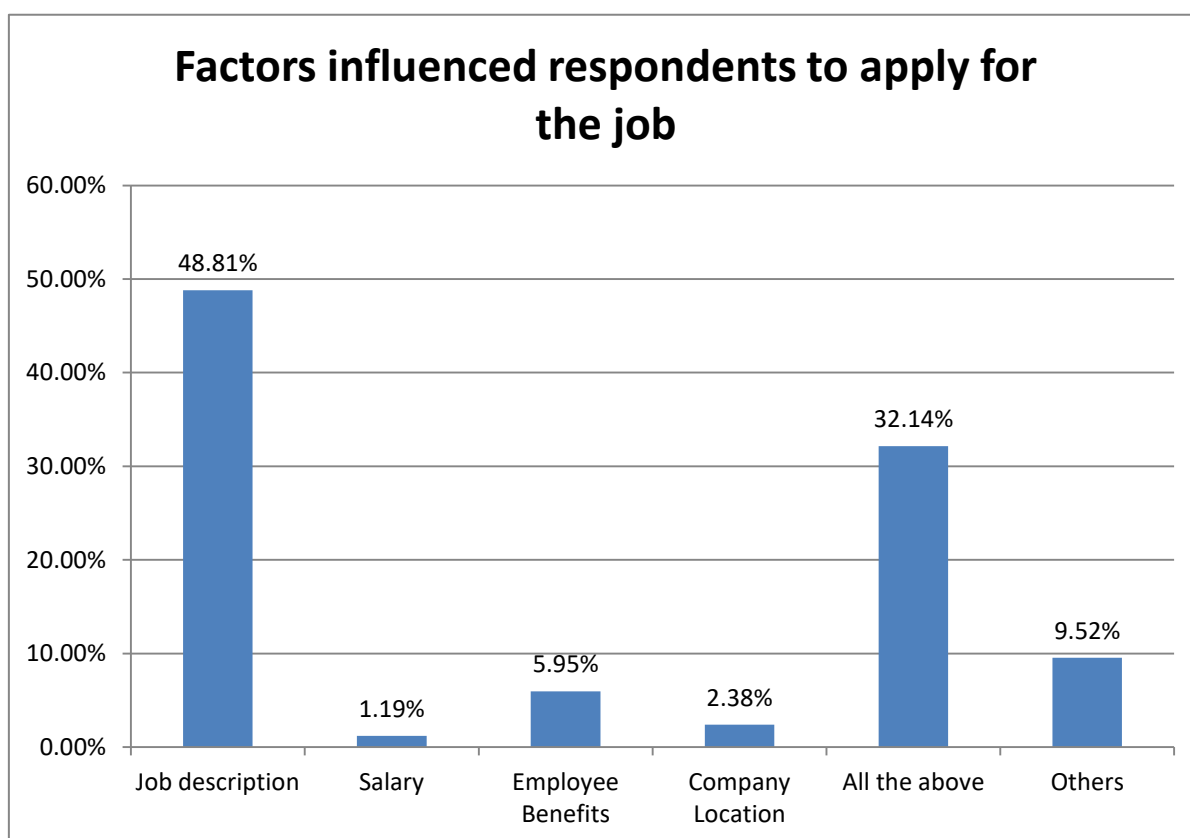


Chart 4.6: Factors influenced respondents to apply for a job.

Interpretation

From the above table it is interpreted that 48.81% of respondents are influenced by job description, 1.19% of them are influenced by Salary, 5.95% of them are influenced by Employee Benefits, 2.38% of them are influenced by company location, 32.14% of them are influenced by all the factors and 9.52% are influenced by other factors.

Inference

Majority (48.81%) of the respondents are influenced by job description.

Table 4.7: Recruitment channels through which the respondents knew about the job vacancy

S.No	Particulars	No. of Respondents	Percentage
1	Recruitment team from Valeo	28	33.33
2	Linkedin	20	23.81
3	Naukri	21	25.00
4	Employee Referral	10	11.90
5	Company website	3	3.57
6	Walk - in	1	1.19
7	Others	1	1.19
Total		84	100.00

Source: Primary data.

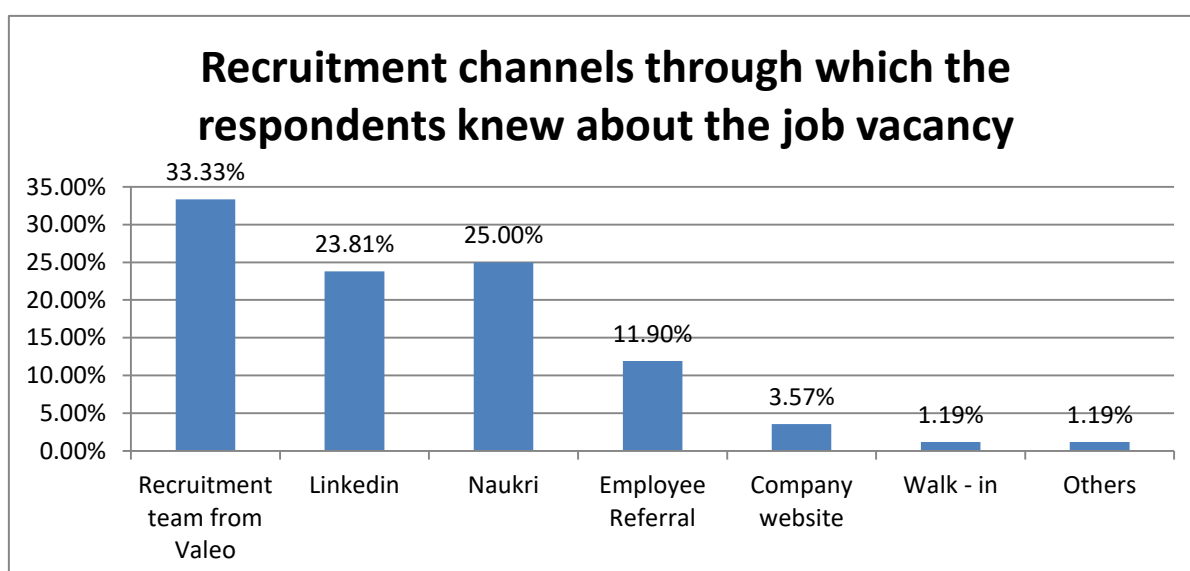


Chart 4.7: Recruitment channels through which the respondents knew about the job vacancy

Interpretation

From the above table it is interpreted that 33.33% of the respondents came to know about the vacant position through the recruitment team from Valeo, 23.81% through linkedIn, 25.00% through naukri, 11.90% through employee referral, 3.57% through company website, 1.195 through walk-in and 1.19% through other channels.

Inference

Majority (33.33%) of the respondents came to know about the vacant position through the recruitment team from Valeo.

Table 4.8: Respondents prefer any other method to share their profile apart from the existing method

S.No	Particulars	No. of Respondents	Percentage
1	No	10	11.90
2	Yes	74	88.10
Total		84	100.00

Source: Primary data.

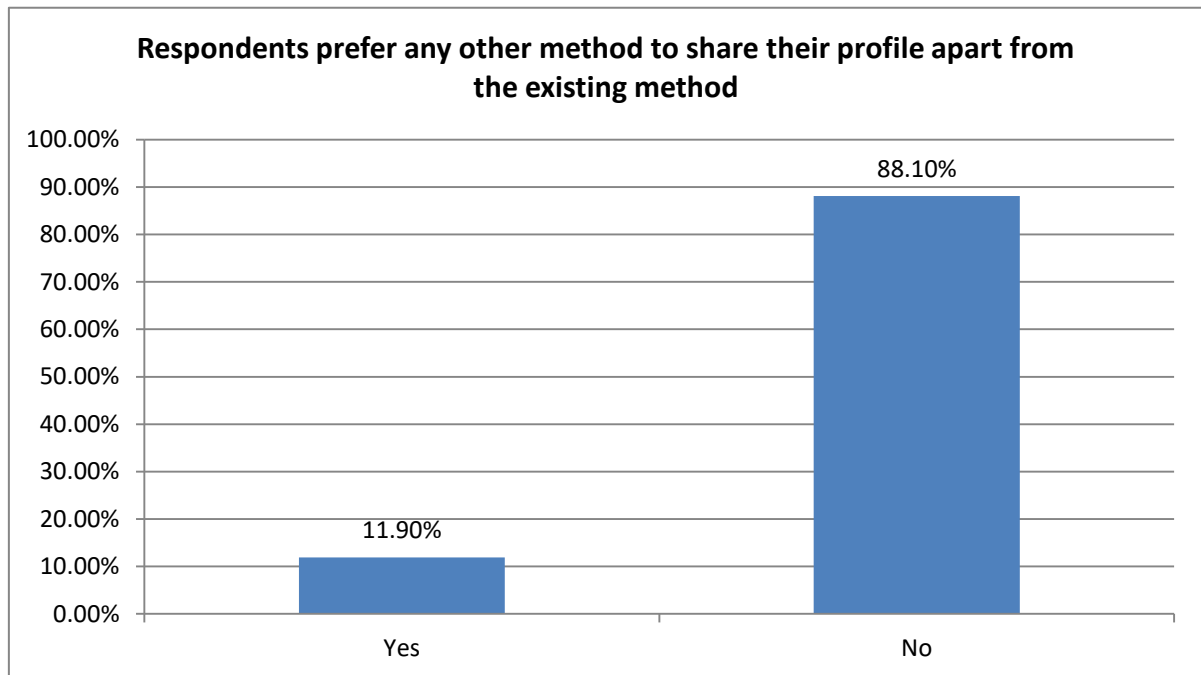


Chart 4.8: Respondents prefer any other method to share their profile apart from the existing method

Interpretation

From the above table it is interpreted that 11.90% of respondents prefer another method to share their profile and 88.10% of them don't prefer another method to share their profile apart from the existing method.

Inference

Majority (88.10%) of the respondents don't prefer any other method to share their profile apart from the existing method.

Table 4.9: Job posting/ announcement required any additional information

S.No	Particulars	No. of Respondents	Percentage
1	Yes	1	1.19
2	No	83	98.81
Total		84	100.00

Source: Primary data

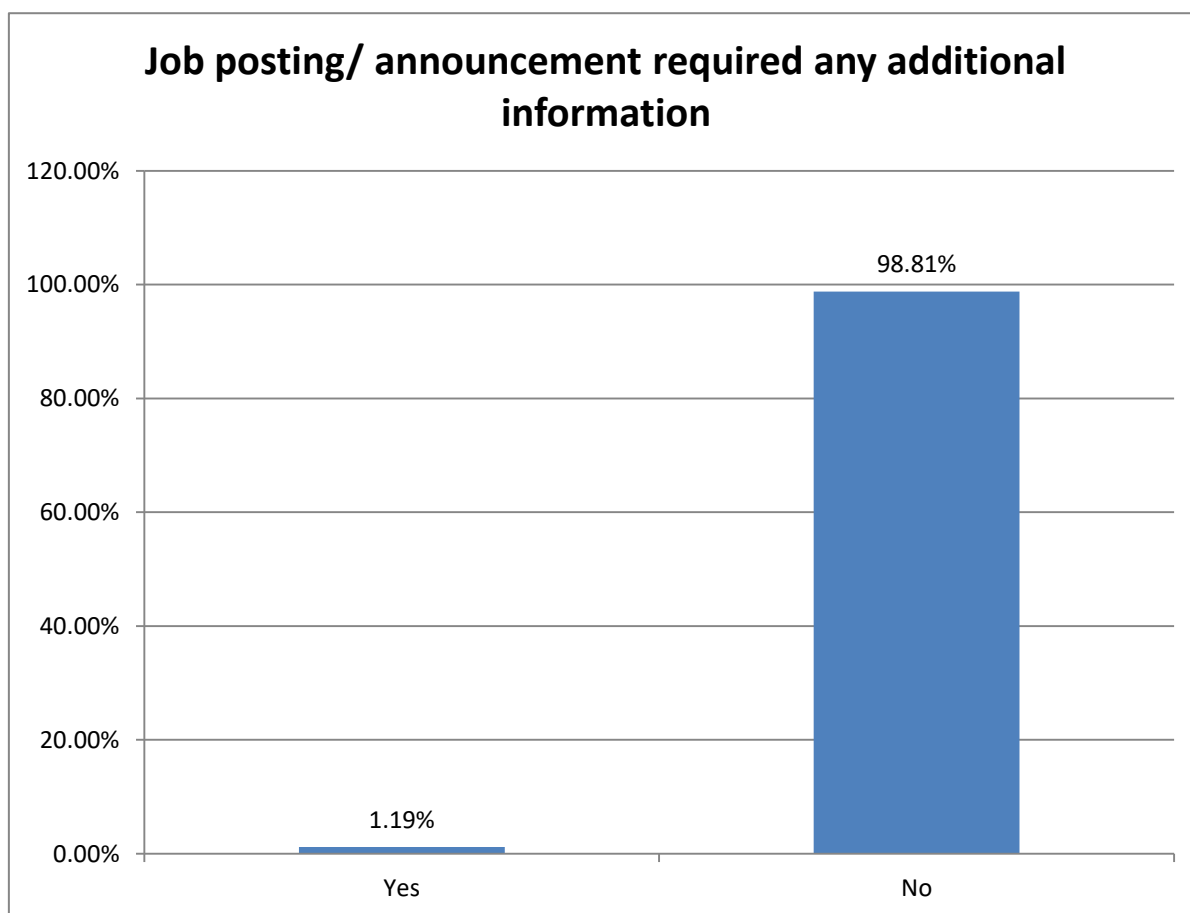


Chart 4.9: Job posting/ announcement required any additional information

Interpretation

From the above table it is interpreted that 1.19% of respondents require additional information in the job posting and 98.81% of them don't require additional information in the job posting.

Inference

Majority (98.81%) of the respondents don't require any additional information in the job posting / announcement.

Table 4.10: Number of rounds of interview the respondent had gone through

S.No	Particulars	No. of Respondents	Percentage
1	less than 3	49	58.33
2	3 and above	35	41.67
Total		84	100.00

Source: Primary data.

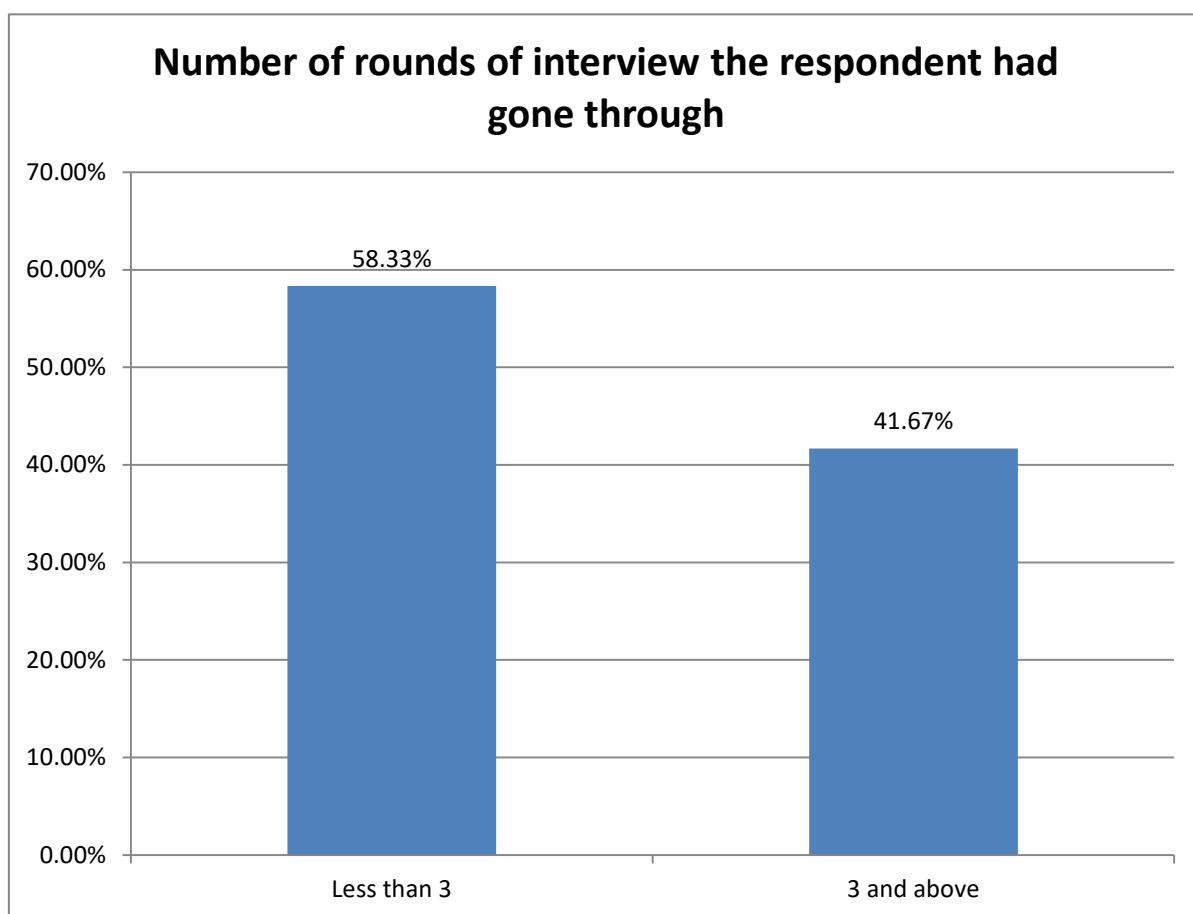


Chart 4.10: Number of rounds of interview the respondent had gone through

Interpretation

From the above table it is interpreted that 58.66% of respondents have undergone less than 3 rounds of interview and 41.67% of respondents have gone through 3 and above 3 rounds of interview.

Inference

Majority (58.66%) of the respondents have undergone less than 3 rounds of interview.

Table 4.11: The job posting / announcement were clear and contained all the information about the job role

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	35	41.67
2	Agree	38	45.24
3	Neither agree nor disagree	8	9.52
4	Disagree	3	3.57
5	Strongly Disagree	0	0.00
Total		84	100.00

Source: Primary data.

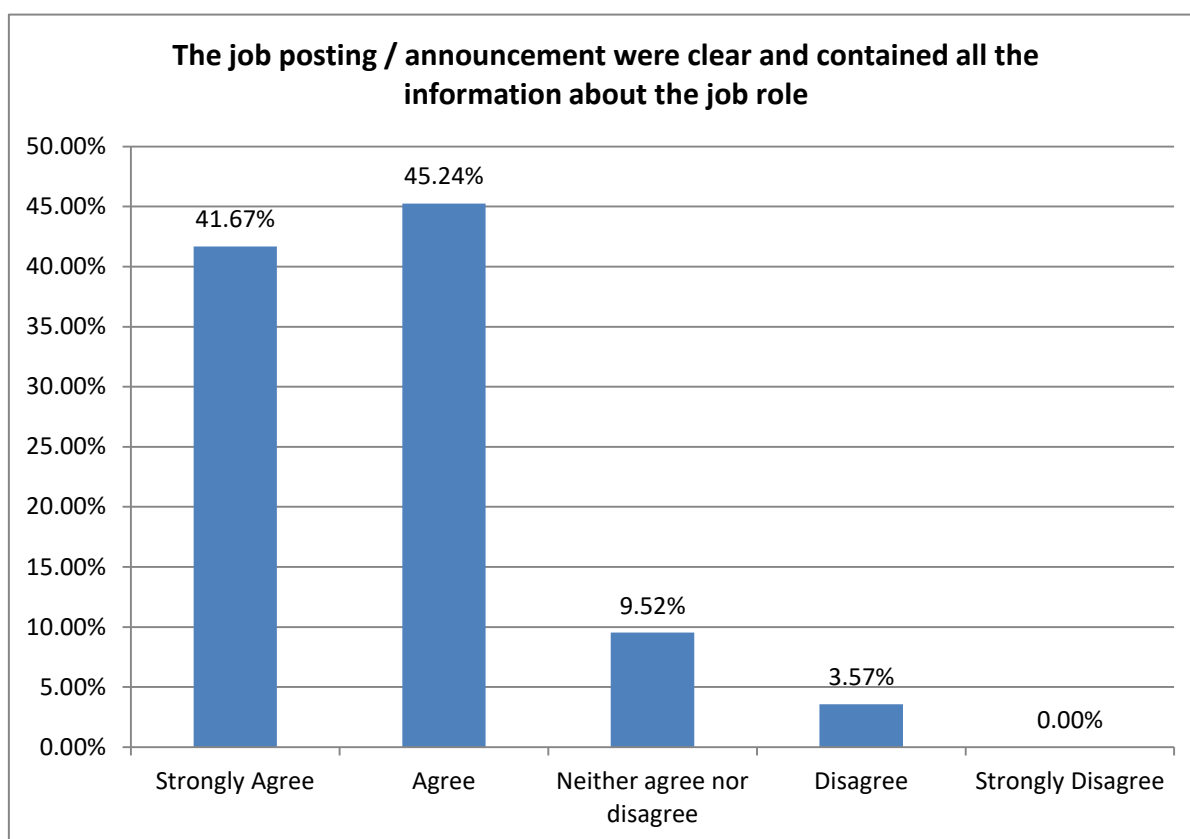


Chart 4.11: The job posting / announcement were clear and contained all the information about the job role

Interpretation

From the above table it is interpreted that 41.67% of respondents strongly agree, 45.24% of them agree, 9.52% of them neither agree nor disagree, 3.57% of them disagree, 0.00% of them strongly disagree.

Inference

Majority (45.24%) of the respondents agree.

Table 4.12: The job posting / announcement contained instructions on how to apply

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	29	34.52
2	Agree	45	53.57
3	Neither agree nor disagree	8	9.52
4	Disagree	2	2.38
5	Strongly Disagree	0	0.00
Total		84	100.00

Source: Primary data

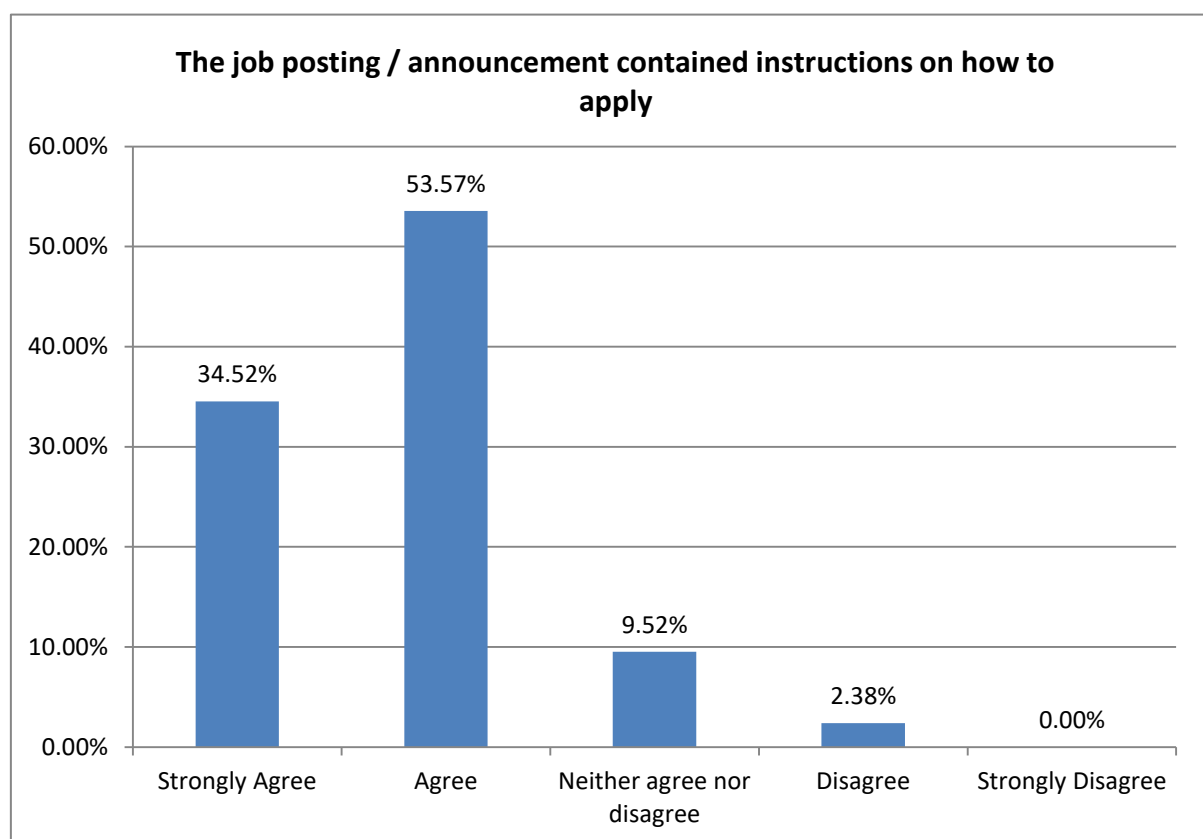


Chart 4.12: The job posting / announcement contained instructions on how to apply

Interpretation

From the above table it is interpreted that 34.52% of respondents strongly agree, 53.57% of them agree, 9.52% of them neither agree nor disagree, 2.38% of them disagree, 0.00% of them strongly disagree.

Inference

Majority (53.57%) of the respondents agree.

Table 4.13: Interview process was explained clearly

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	39	46.43
2	Agree	34	40.48
3	Neither agree nor disagree	6	7.14
4	Disagree	3	3.57
5	Strongly Disagree	2	2.38
Total		84	100.00

Source: Primary data.

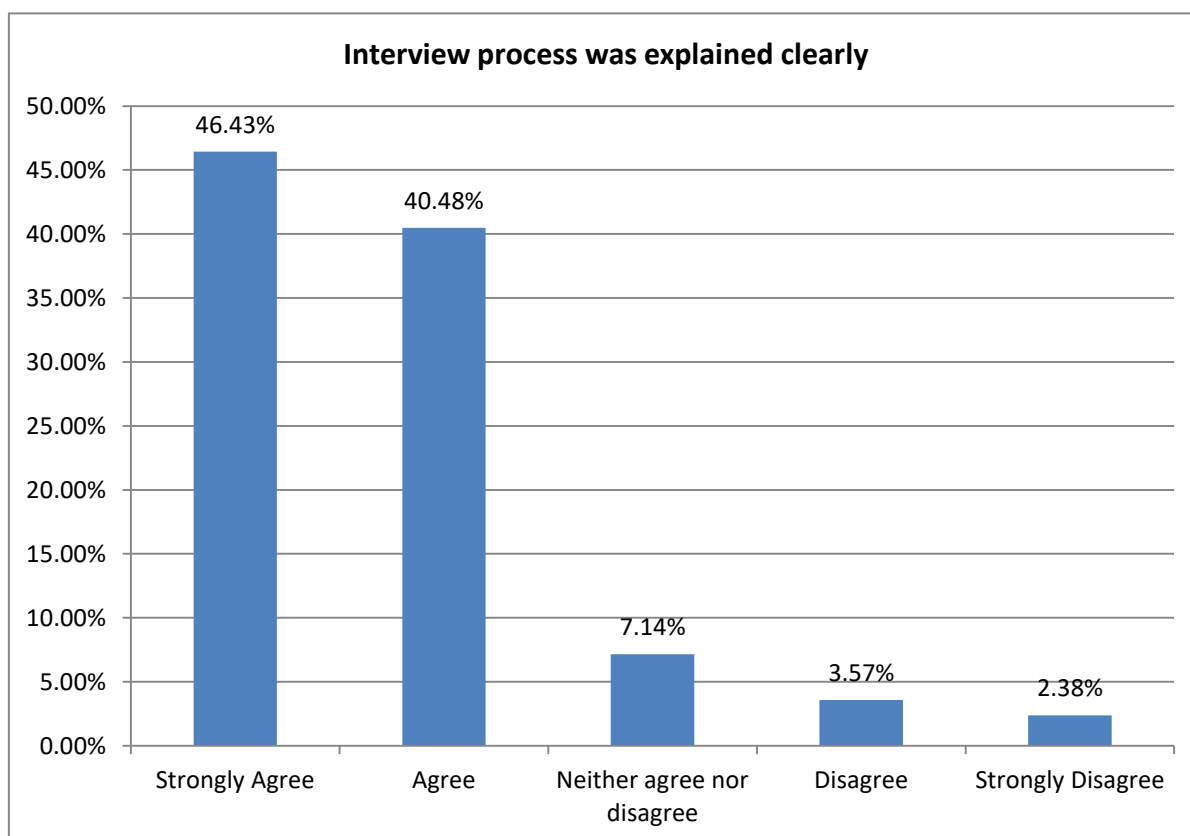


Chart 4.13: Interview process was explained clearly

Interpretation

From the above table it is interpreted that 46.43% of respondents strongly agree, 40.48% of them agree, 7.14% of them neither agree nor disagree, 3.57% of them disagree, 2.38% of them strongly disagree.

Inference

Majority (46.43%) of the respondents strongly agree.

Table 4.14: All queries were addressed by HR during the entire recruitment process

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	50	59.52
2	Agree	27	32.14
3	Neither agree nor disagree	7	8.33
4	Disagree	0	0.00
5	Strongly Disagree	0	0.00
Total		84	100.00

Source: Primary data.

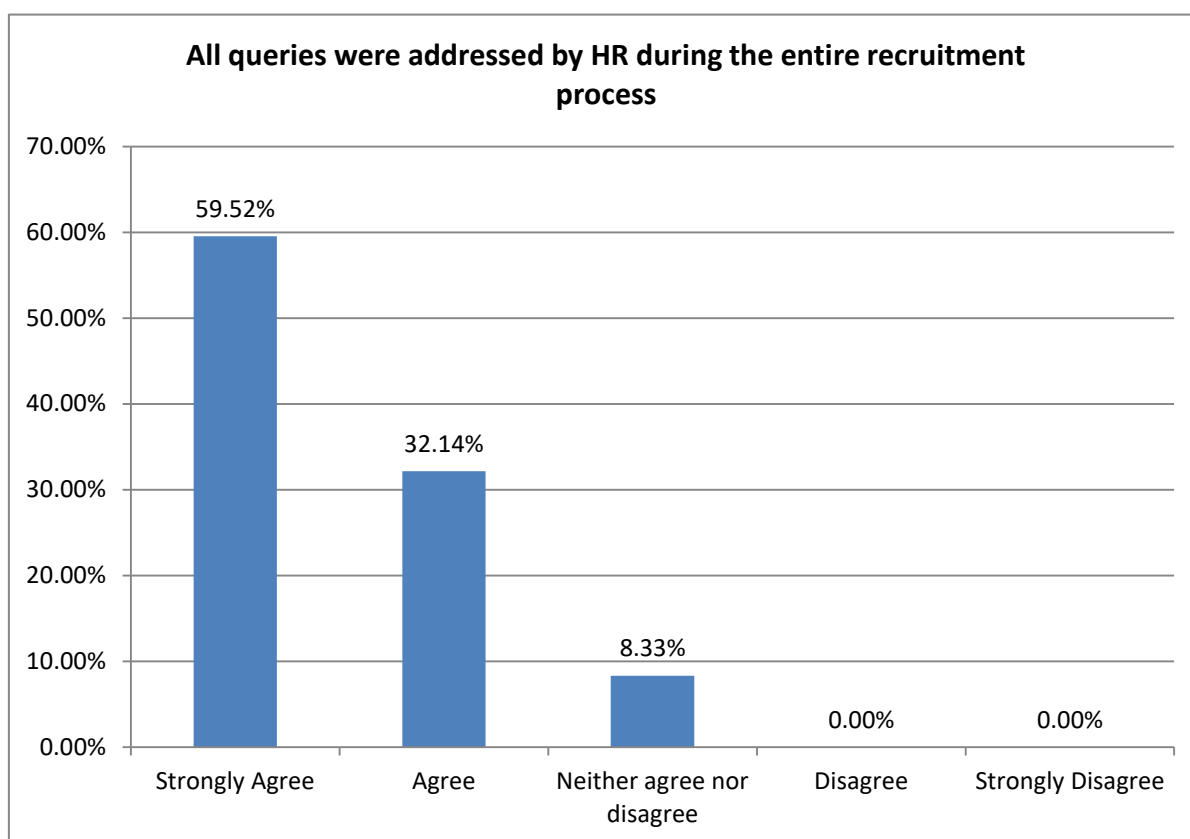


Chart 4.14: All queries were addressed by HR during the entire recruitment process

Interpretation

From the above table it is interpreted that 59.52% of respondents strongly agree, 32.17% of them agree, 8.33% of them neither agree nor disagree, 0.00% of them disagree, 0.00% of them strongly disagree.

Inference

Majority (59.52%) of the respondents strongly agree.

Table 4.15: The interview was completed within the scheduled timeslot

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	38	45.24
2	Agree	29	34.52
3	Neither agree nor disagree	14	16.67
4	Disagree	3	3.57
5	Strongly Disagree	0	0.00
Total		84	100.00

Source: Primary data.

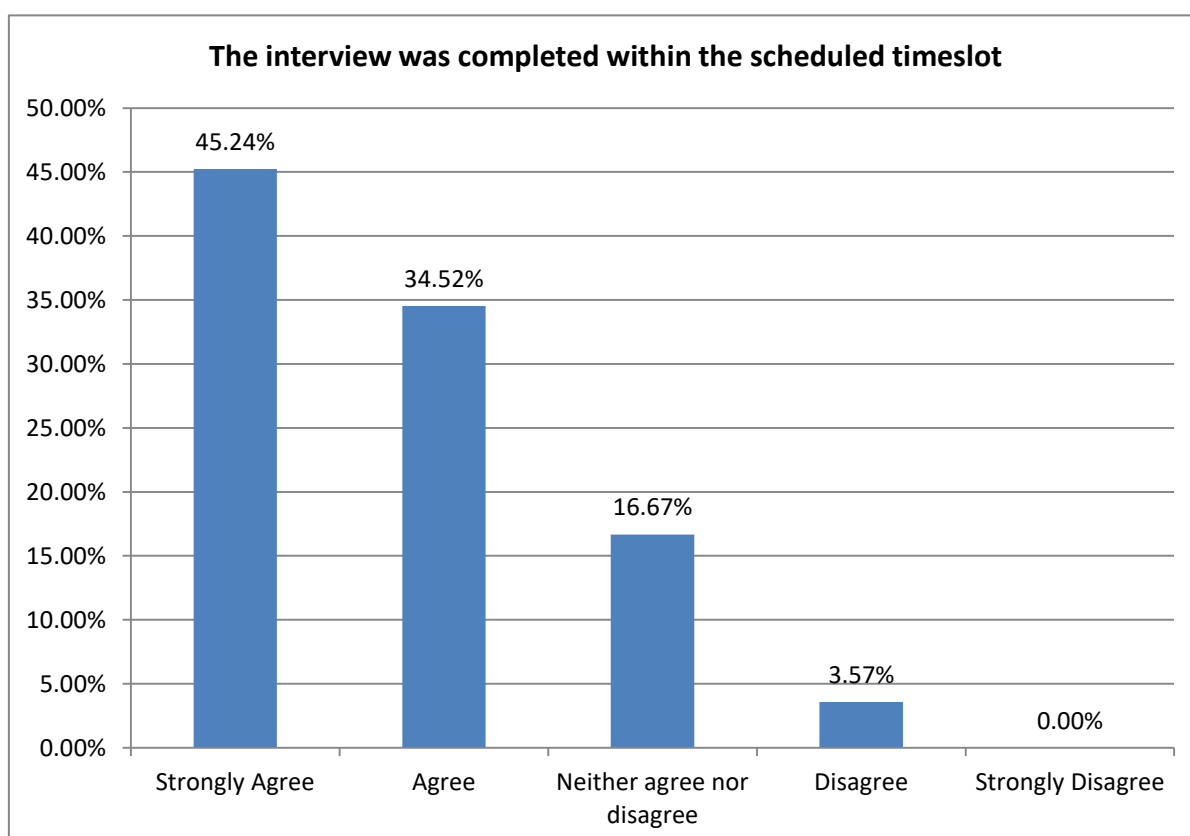


Chart 4.15: The interview was completed within the scheduled timeslot

Interpretation

From the above table it is interpreted that 45.24% of respondents strongly agree, 34.52% of them agree, 16.67% of them neither agree nor disagree, 3.57% of them disagree, 0.00% of them strongly disagree.

Inference

Majority (45.24%) of the respondents strongly agree.

Table 4.16: The interview process was very challenging

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	38	45.24
2	Agree	35	41.67
3	Neither agree nor disagree	11	13.10
4	Disagree	0	0.00
5	Strongly Disagree	0	0.00
Total		84	100.00

Source: Primary data.

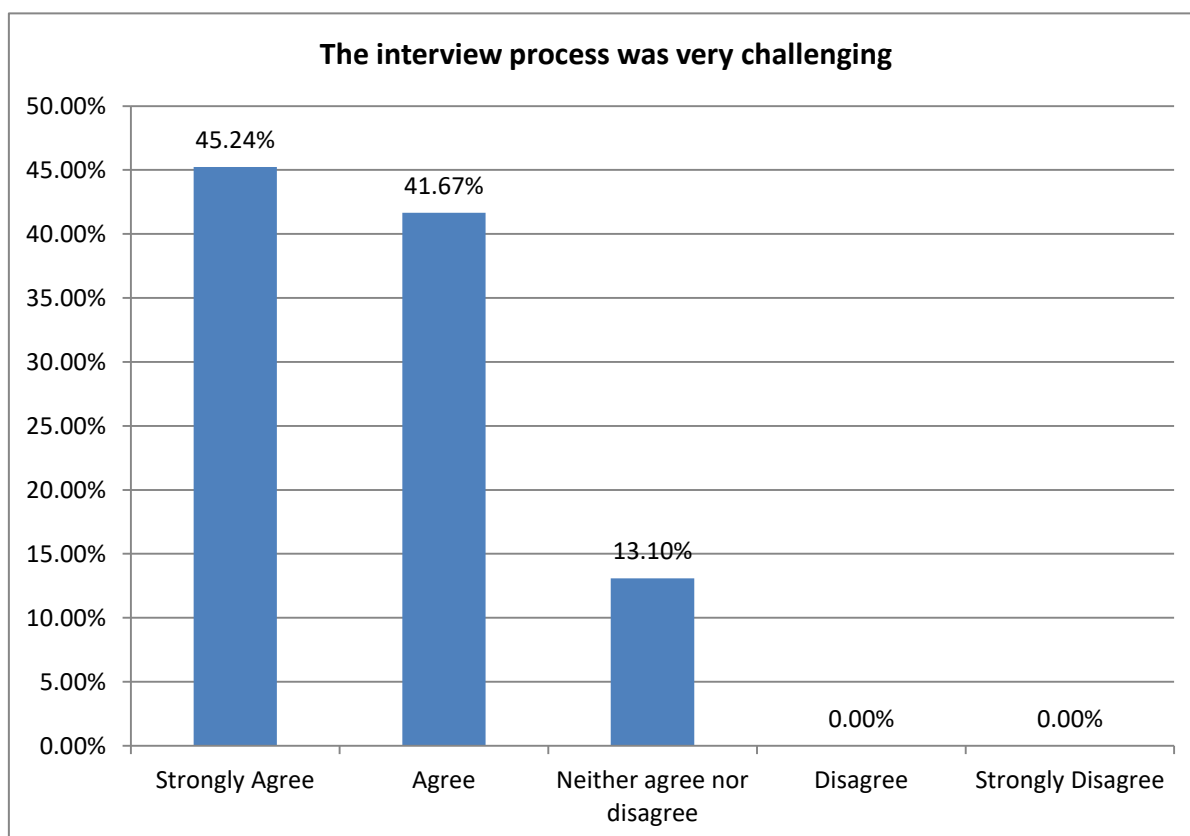


Chart 4.16: The interview process was very challenging

Interpretation

From the above table it is interpreted that 45.24% of respondents strongly agree, 41.67% of them agree, 13.10% of them neither agree nor disagree, 0.00% of them disagree, 0.00% of them strongly disagree.

Inference

Majority (45.24%) of the respondents strongly agree.

Table 4.17: There was a delay in conducting interview compared to scheduled time

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	9	10.71
2	Agree	9	10.71
3	Neither agree nor disagree	14	16.67
4	Disagree	33	39.29
5	Strongly Disagree	19	22.62
Total		84	100.00

Source: Primary data.

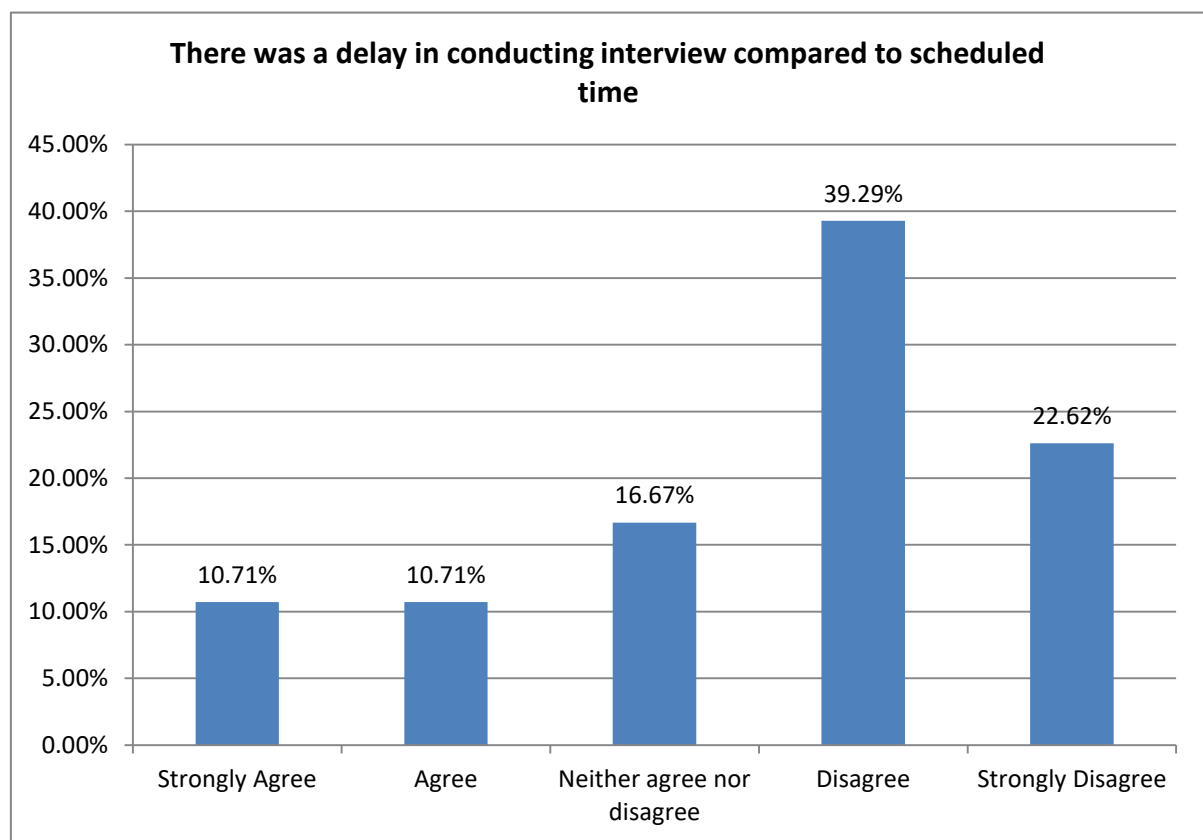


Chart 4.17: There was a delay in conducting interview compared to scheduled time

Interpretation

From the above table it is interpreted that 10.71% of respondents strongly agree, 10.71% of them agree, 16.67% of them neither agree nor disagree, 39.29% of them disagree, 22.62% of them strongly disagree.

Inference

Majority (39.29%) of the respondents disagree.

Table 4.18: The questions during the interview process were relevant to the job description

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	43	51.19
2	Agree	29	34.52
3	Neither agree nor disagree	7	8.33
4	Disagree	5	5.95
5	Strongly Disagree	0	0.00
Total		84	100.00

Source: Primary data.

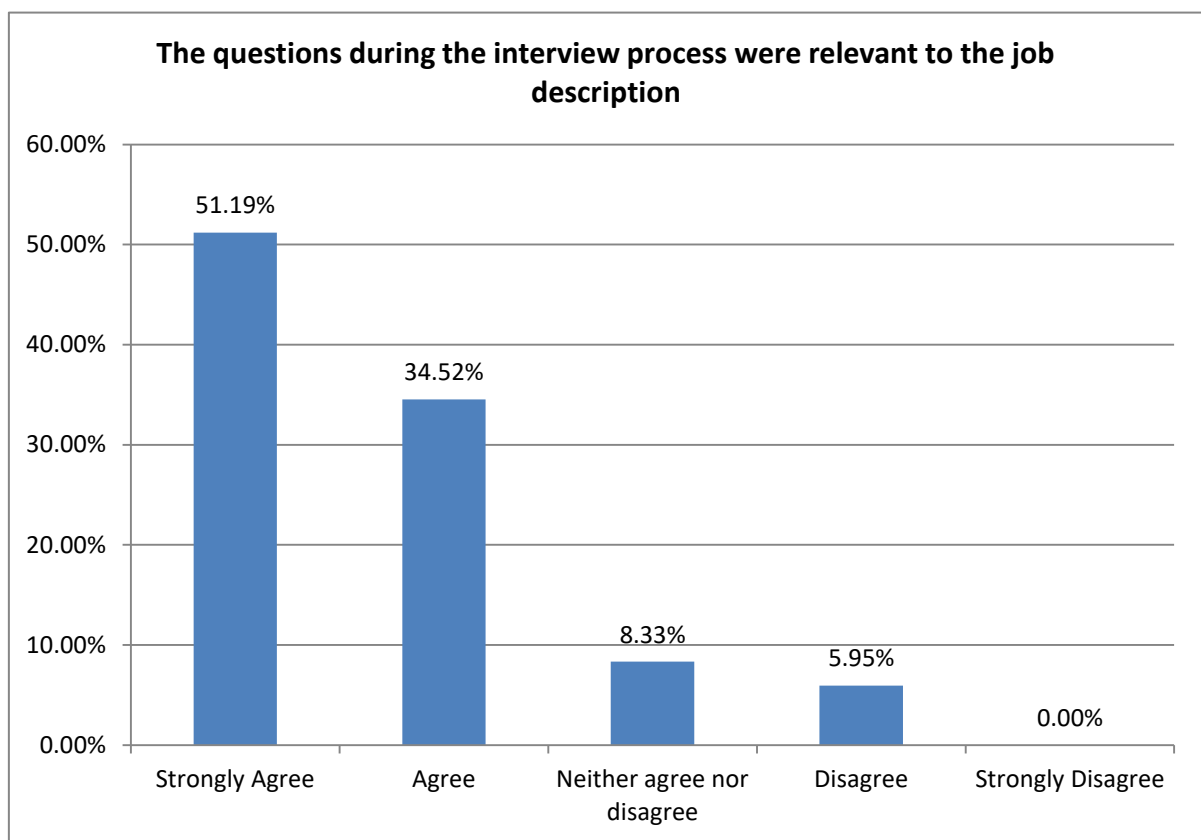


Chart 4.18: The questions during the interview process were relevant to the job description

Interpretation

From the above table it is interpreted that 51.19% of respondents strongly agree, 34.52% of them agree, 8.33% of them neither agree nor disagree, 5.95% of them disagree, 0.00% of them strongly disagree.

Inference

Majority (51.19%) of the respondents strongly agree.

Table 4.19: Interview panel is unbiased during the recruitment process

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	31	36.90
2	Agree	23	27.38
3	Neither agree nor disagree	10	11.90
4	Disagree	17	20.24
5	Strongly Disagree	3	3.57
Total		84	100.00

Source: Primary data.

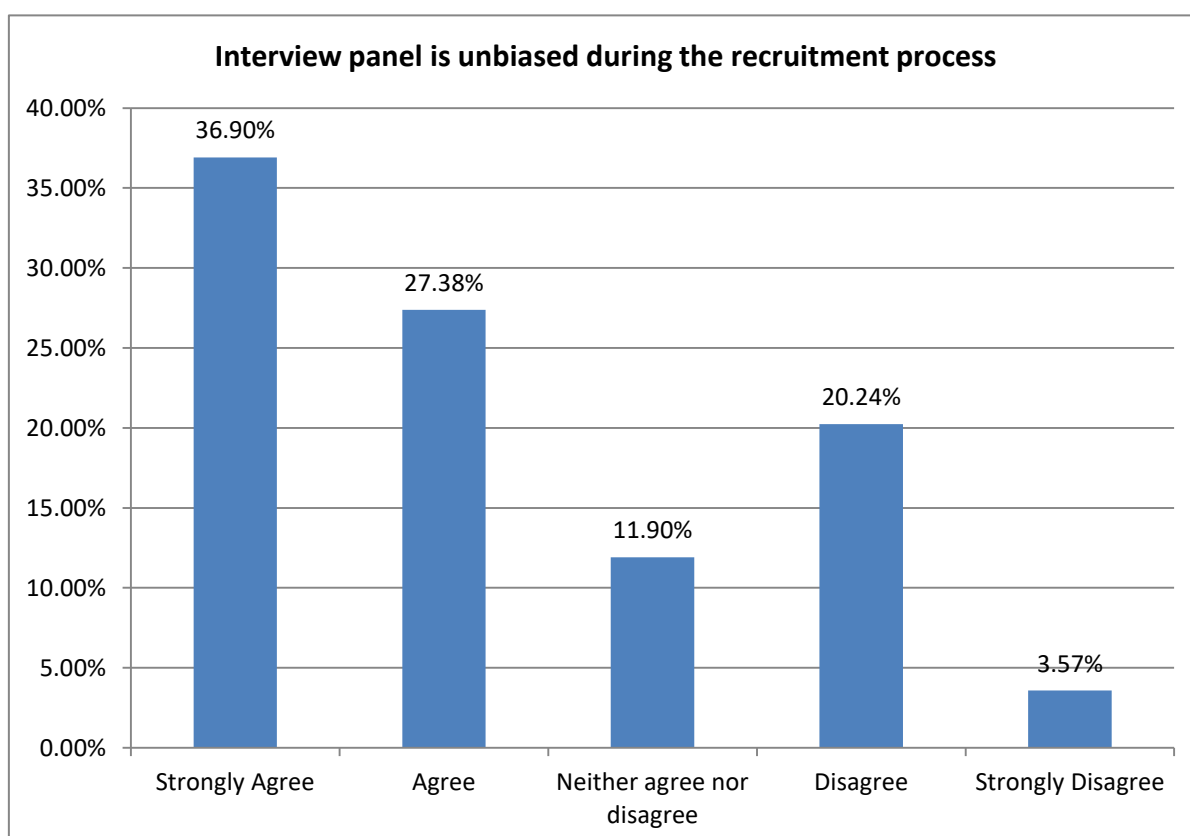


Chart 4.19: Interview panel is unbiased during the recruitment process

Interpretation

From the above table it is interpreted that 36.90% of respondents strongly agree, 27.38% of them agree, 11.90% of them neither agree nor disagree, 20.24% of them disagree, 3.57% of them strongly disagree.

Inference

Majority (36.90%) of the respondents strongly agree.

Table 4.20: It was easy to contact HR team during the entire recruitment process.

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	47	55.95
2	Agree	30	35.71
3	Neither agree nor disagree	6	7.14
4	Disagree	1	1.19
5	Strongly Disagree	0	0.00
Total		84	100.00

Source: Primary data.

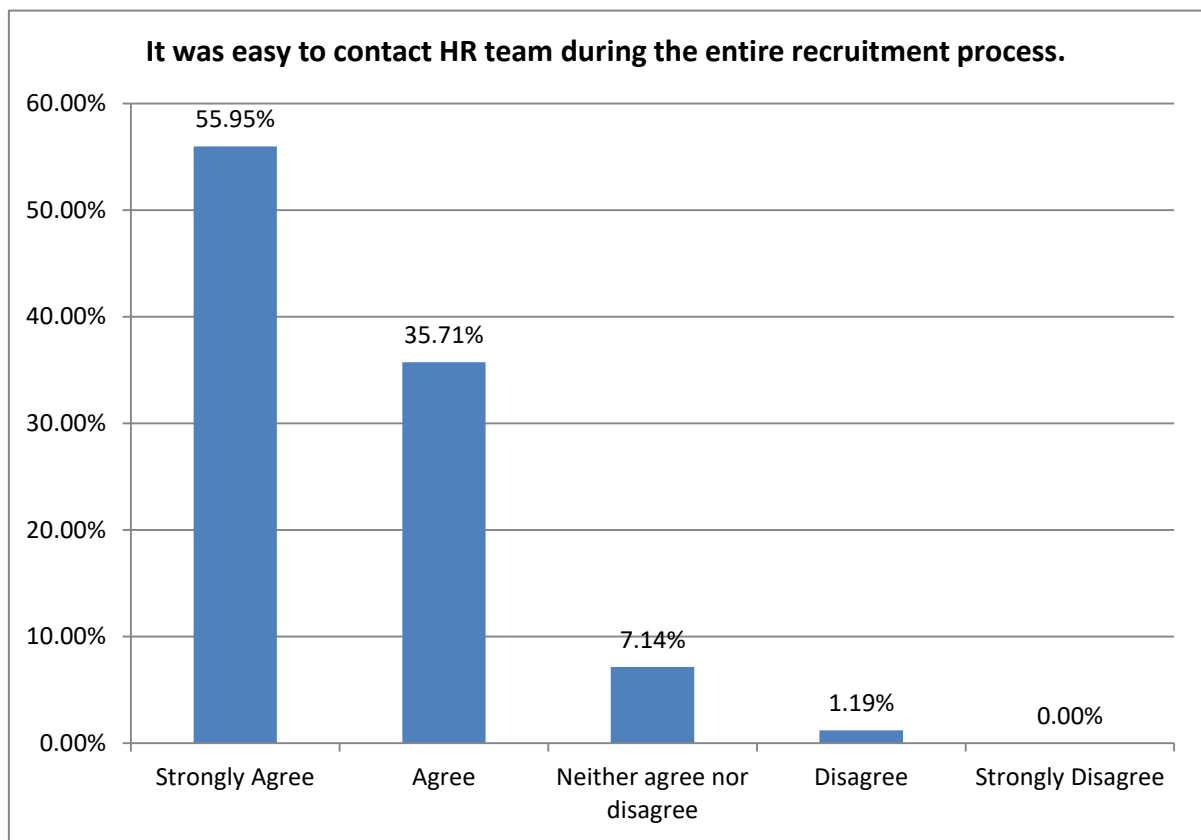


Chart 4.20: It was easy to contact HR team during the entire recruitment process.

Interpretation

From the above table it is interpreted that 55.95% of respondents strongly agree, 35.71% of them agree, 7.14% of them neither agree nor disagree, 1.19% of them disagree, 0.00% of them strongly disagree.

Inference

Majority (55.95%) of the respondents strongly agree.

Table 4.21: The response provided by the HR team for any query during the recruitment process

S.No	Particulars	No. of Respondents	Percentage
1	Highly Satisfied	43	51.19
2	Satisfied	39	46.43
3	Neither Satisfied nor Dissatisfied	2	2.38
4	Dissatisfied	0	0.00
5	Highly Dissatisfied	0	0.00
Total		84	100.00

Source: Primary data.

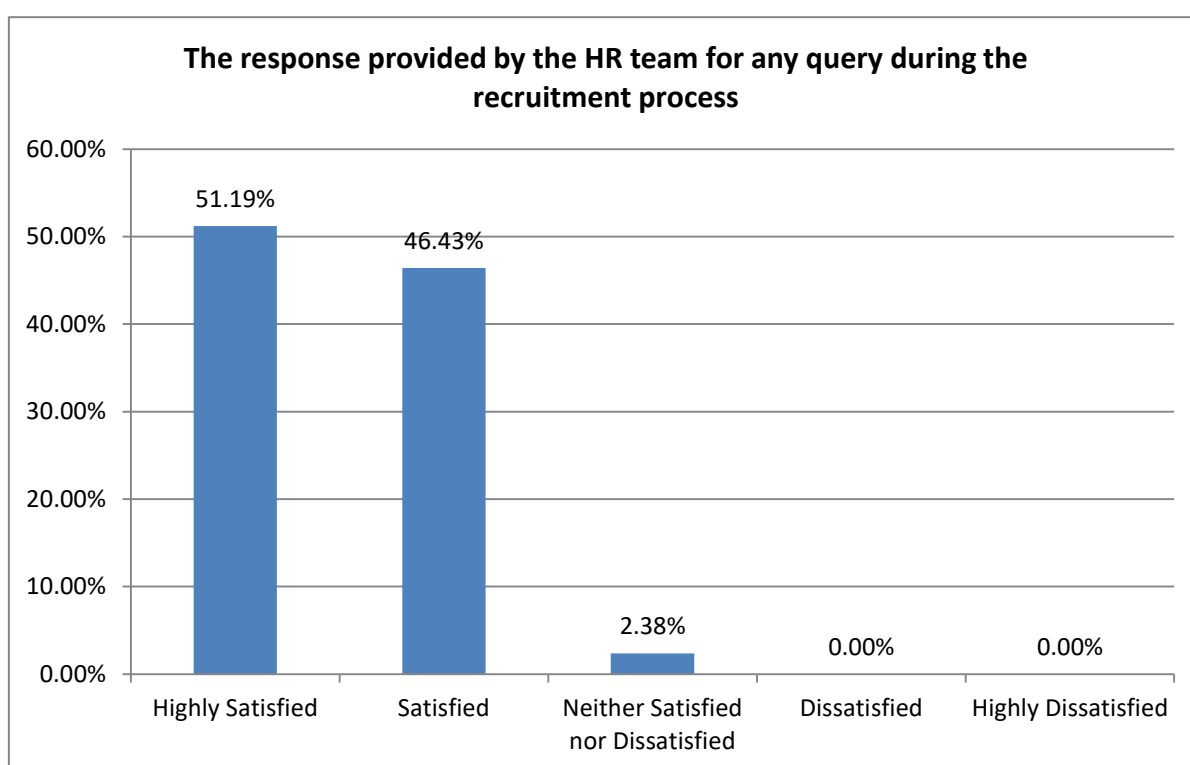


Chart 4.21: The response provided by the HR team for any query during the recruitment process

Interpretation

From the above table it is interpreted that 51.19% of respondents are highly satisfied, 46.43% of them are satisfied, 2.38% are neither satisfied nor dissatisfied, 0.00% are dissatisfied, 0.00% are strongly dissatisfied.

Inference

Majority (51.19%) of the respondents are highly satisfied.

Table 4.22: The set of roles and responsibilities were explained clearly by the interview panel

S.No	Particulars	No. of Respondents	Percentage
1	Highly Satisfied	33	39.29
2	Satisfied	41	48.81
3	Neither Satisfied nor Dissatisfied	5	5.95
4	Dissatisfied	5	5.95
5	Highly Dissatisfied	0	0.00
Total		84	100.00

Source: Primary data.

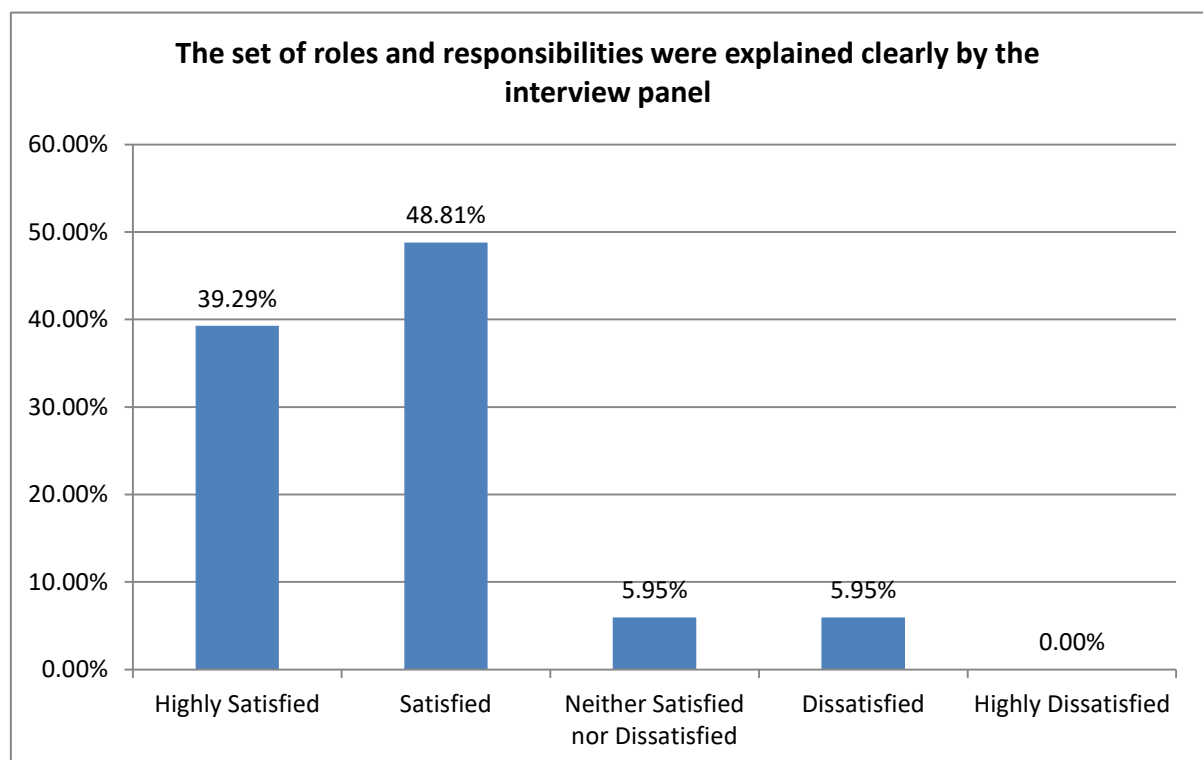


Chart 4.22: The set of roles and responsibilities were explained clearly by the interview panel

Interpretation

From the above table it is interpreted that 39.29% of respondents are highly satisfied, 48.81% are satisfied, 5.95% are neither satisfied nor dissatisfied, 5.95% are dissatisfied, 0.00% are highly dissatisfied.

Inference

Majority (48.81%) of the respondents are satisfied.

Table 4.23: The health and safety measures followed by the company during the interview process

S.No	Particulars	No. of Respondents	Percentage
1	Excellent	52	61.90
2	Very good	23	27.38
3	Good	9	10.71
4	Fair	0	0.00
5	Poor	0	0.00
Total		84	100.00

Source: Primary data.

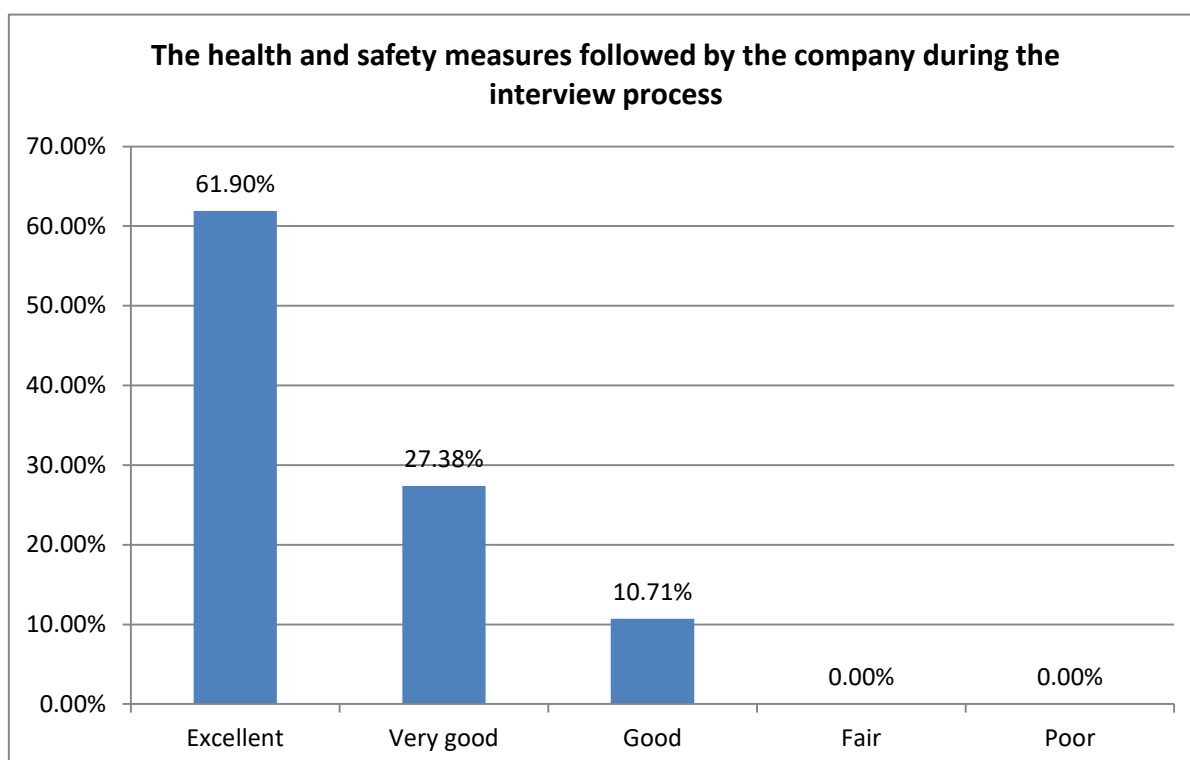


Chart 4.23: The health and safety measures followed by the company during the interview process

Interpretation

From the above table it is interpreted that 61.90% of the respondents identified as excellent, 27.38% of them identified as very good, 10.71% of them identified as good, 0.00% of them identified as fair, 0.00% of them identified as poor.

Inference

Majority (61.90%) of the respondents identified as excellent.

Table 4.24: The recruitment process at Valeo India Pvt Ltd

S.No	Particulars	No. of Respondents	Percentage
1	Highly Satisfied	41	48.81
2	Satisfied	40	47.62
3	Neither Satisfied nor Dissatisfied	3	3.57
4	Dissatisfied	0	0.00
5	Highly Dissatisfied	0	0.00
Total		84	100.00

Source: Primary data.

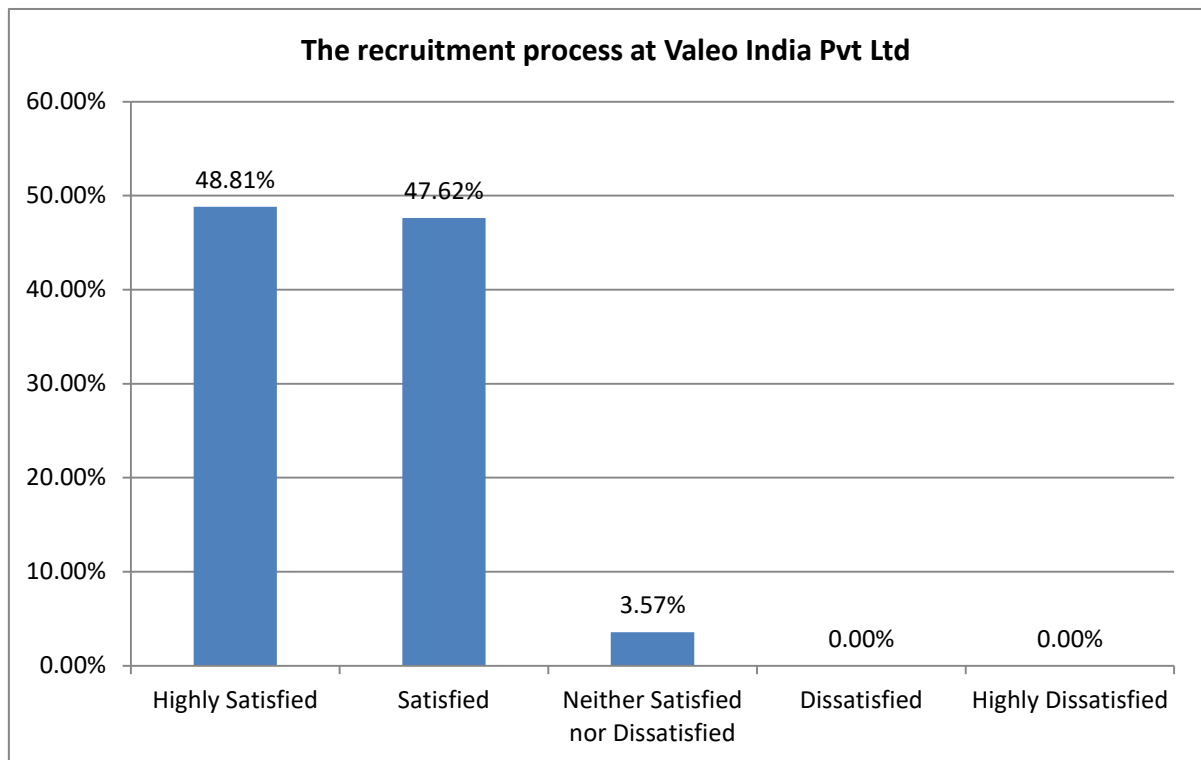


Chart 4.24: The recruitment process at Valeo India Pvt Ltd

Interpretation

From the above table it is interpreted that 48.81% of the respondents are highly satisfied, 47.62% are satisfied, 3.57% are neither satisfied nor dissatisfied, 0.00% are dissatisfied, 0.00% are highly dissatisfied.

Inference

Majority (48.81%) of the respondents are highly satisfied.

Table 4.25: Respondents will recommend their relatives/friends to apply for a job in Valeo India Pvt. Ltd

S.No	Particulars	No. of Respondents	Percentage
1	Strongly Agree	41	48.81
2	Agree	38	45.24
3	Neither agree nor disagree	4	4.76
4	Disagree	1	1.19
5	Strongly Disagree	0	0.00
Total		84	100.00

Source: Primary data.

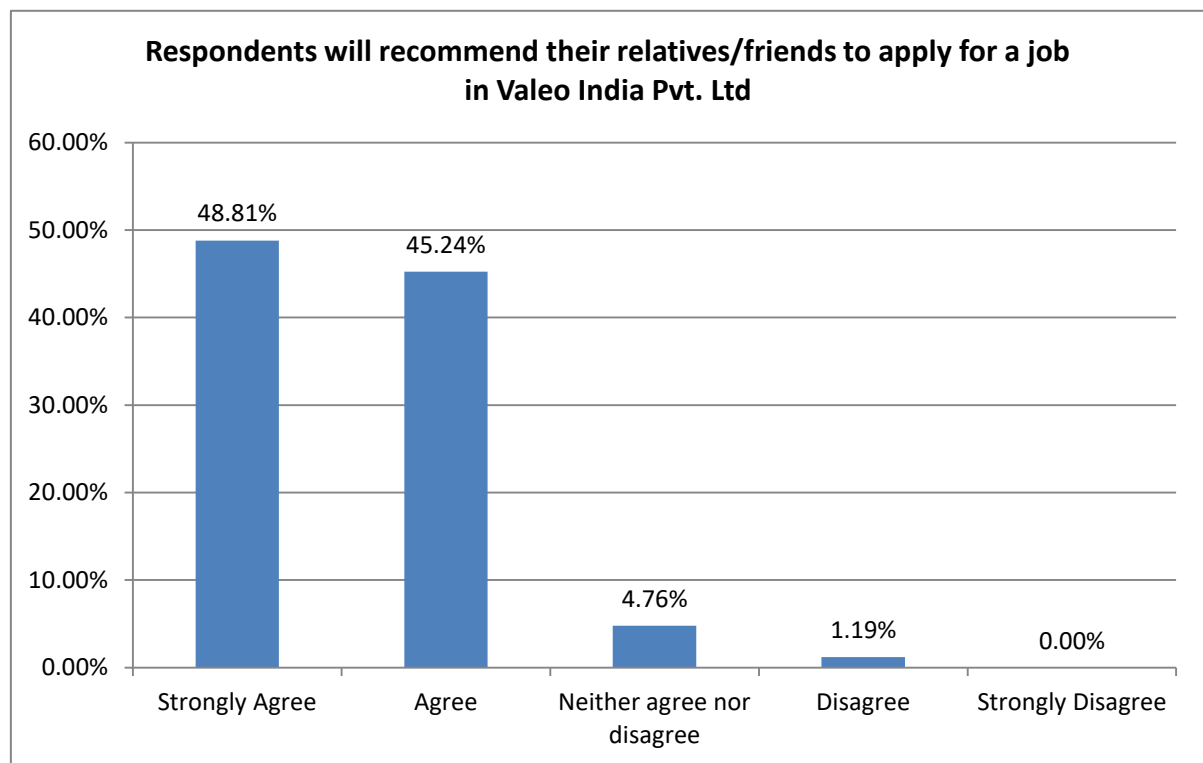


Chart 4.25: Respondents will recommend their relatives/friends to apply for a job in Valeo India Pvt. Ltd

Interpretation

From the above table it is interpreted that 48.81% of respondents are highly satisfied, 45.24% are satisfied, 4.76% are neither satisfied nor dissatisfied, 1.19% are dissatisfied, 0.00% are highly dissatisfied.

Inference

Majority (48.81%) of the respondents are highly satisfied.

4.2 Chi-square

Table 4.2.1: Table showing the significant difference between marital status and channel of recruitment to know the job vacancy.

Null Hypothesis (H0) – There is no significant difference between marital status and channel of recruitment to know the job vacancy.

Alternative Hypothesis (H1) - There is significant difference between marital status and channel of recruitment to know the job vacancy.

MARITAL STATUS * How did you come to know about the vacant position in this company?									
Crosstabulation									
Count									
		How did you come to know about the vacant position in this company?							Total
		Company website	Employee Referral	Linkedin	Naukri	Others(Shared by friend)	Recruitment team from Valeo	Walk - in	
MARITAL STATUS	Married	0	4	3	9	0	8	1	25
	Single	3	6	17	12	1	20	0	59
Total		3	10	20	21	1	28	1	84

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.383 ^a	6	.211
Likelihood Ratio	9.730	6	.136
N of Valid Cases	84		
a. 7 cells (50.0%) have expected count less than 5. The minimum expected count is .30.			

Source: Primary data.

INTERPRETATION:

Since p value is higher than 0.05, we accept the null hypothesis and reject the alternate hypothesis. Therefore, there is no significant difference between marital status and channel of recruitment to know the job vacancy.

Table 4.2.2: Table showing the significant difference between educational qualification and satisfaction level of the recruitment process.

Null Hypothesis (H0) – There is no significant difference between educational qualification and satisfaction level of the recruitment process.

Alternative Hypothesis (H1) - There is significant difference between educational qualification and satisfaction level of the recruitment process.

EDUCATIONAL QUALIFICATION * How much satisfied are you with the recruitment process in Valeo?					
Crosstabulation					
Count					
		How much satisfied are you with the recruitment process in Valeo?			Total
		Highly Satisfied	Neither Satisfied nor Dissatisfied	Satisfied	
EDUCATIONAL QUALIFICATION	Diploma	0	0	1	1
	PG	6	1	1	8
	UG	35	2	38	75
Total		41	3	40	84

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.471 ^a	4	.167
Likelihood Ratio	6.873	4	.143
N of Valid Cases	84		
a. 7 cells (77.8%) have expected count less than 5. The minimum expected count is .04.			

Source: Primary data.

INTERPRETATION:

Since p value is higher than 0.05, we accept the null hypothesis and reject the alternate hypothesis. Therefore, there is no significant difference between educational qualification and satisfaction level of the recruitment process.

CHAPTER 5

5.1 FINDINGS

- 1) Majority (89.29%) of the respondents are in the age category of 20 to 30 years.
- 2) Majority (94.05%) of the respondents are male.
- 3) Majority (89.29%) of the respondents are undergraduates.
- 4) Majority (70.24%) of the respondents are single.
- 5) Majority (55.95%) of the respondents are between 1 to 5 years of experience.
- 6) Majority (48.81%) of the respondents are influenced by job description.
- 7) Majority (33.33%) of the respondents came to know about the vacant position through the recruitment team from Valeo.
- 8) Majority (88.10%) of the respondents didn't prefer any other method to share their profile apart from the existing method.
- 9) Majority (98.81%) of the respondents didn't require any additional information in the job posting / announcement.
- 10) Majority (58.66%) of the respondents have undergone less than 3 rounds of interview.
- 11) Majority (45.24%) of the respondents agree to the statement "The job posting/announcement was clear and contained all the information about the job role"
- 12) Majority (53.57%) of the respondents agree to the statement "The job posting/announcement contained instructions on how to apply"
- 13) Majority (46.43%) of the respondents strongly agree to the statement "Interview procedure was explained clearly."
- 14) Majority (59.52%) of the respondents strongly agree to the statement "All your queries were addressed by HR during the entire recruitment process."
- 15) Majority (45.24%) of the respondents strongly agree to the statement "The interview was completed within the scheduled timeslot."
- 16) Majority (45.24%) of the respondents strongly agree to the statement "The interview process was very challenging"
- 17) Majority (39.29%) of the respondents disagree to the statement "There was a delay in conducting interview compared to scheduled time."

- 18) Majority (51.19%) of the respondents strongly agree to the statement “The questions during the interview process were relevant to the job description.”
- 19) Majority (36.90%) of the respondents strongly agree to the statement “Interview Panel is unbiased during the recruitment process.”
- 20) Majority (55.95%) of the respondents strongly agree to the statement “It was easy to contact HR team during the entire recruitment process.”
- 21) Majority (51.19%) of the respondents are highly satisfied for the response provided by the HR team for any query during the recruitment process
- 22) Majority (48.81%) of the respondents are satisfied for the explanation given by interview panel related to roles and responsibilities.
- 23) Majority (61.90%) of the respondents identified as excellent about the health and safety measures followed by the company during the interview process
- 24) Majority (48.81%) of the respondents are highly satisfied for the recruitment process in Valeo
- 25) Majority (48.81%) of the respondents are highly satisfied for recommending any of their relatives/friends to apply for a job in Valeo India Pvt.Ltd

5.2 SUGGESTIONS

- The overall analysis shows that the applicants have a positive perception towards the recruitment process at Valeo. Majority of applicants prefer social media like LinkedIn and naukri to know about the job updates. The company website might be used extensively to divert the perception of applicants to prefer company website.
- Majority of applicants apply for the job based on job description alone. Furthermore to increase the chances of hire, job description can be sent to selected applicants while sending them the interview call letters.
- Employee referrals need be increased since there are very few applicants through employee referral.

5.3 CONCLUSION

Applicant perception matters a lot while recruiting because how an applicant feels about the company will reflect directly towards his / her interest to work with the company. Selecting the correct recruitment channel is most important to reach the effective applicants. It requires an attractive and informative job posting. Most of the applicants are applying for the job since the job description is relevant to their skillset. Matching the applicant skillset with the position which they have applied is also a vital task in recruitment process.

There are certain challenges in the recruitment process which include applicants looking for work from home based jobs due to Covid 19 Pandemic. Many applicants are not willing to take up the face to face interviews since they are located in other regions. Many applicants who are working cannot allocate time to attend the interview. In such cases they are invited to attend the interview on weekends particularly during Saturday drives

The company also provides free food and travel reimbursement to the applicants who are travelling from far to attend the interview. Based on this study, it is concluded that Valeo India Pvt Ltd has a highly satisfied recruitment process according to applicant's perception. The positive perception of applicants indicates the highly effective recruitment process and eventually leads to organizational success.

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APPENDIX – I (QUESTIONNAIRE)

1. Age Group:
 - a. 20yrs - 30yrs ()
 - b. 31 yrs - 40 yrs ()
 - c. 40 yrs & above ()
2. Gender: Male () Female ()
3. Educational Qualification: Diploma () UG () PG() Ph.D()
4. Marital Status: Married () Single ()
5. Years of Experience: Fresher () 1-5 () 6-10 () Above 10 yrs ()
6. Which factors influenced you to apply for a job in this company?
 - () Job description
 - () Salary
 - () Employee benefits
 - () Company Location
 - () Others _____
7. How did you come to know about the vacant position in this company?
 - () Recruitment team from valeo
 - () LinkedIn
 - () Naukri
 - () Employee Referral
 - () Company website
 - () Walk-in
 - () Others _____
8. Would you prefer any other method to share your profile apart from the existing method?
 - () Yes,(please mention)_____
 - () No
9. The job posting/announcement required any additional information. Choose the appropriate option:
 - () Yes
 - () No

10. Which rounds of interview have you gone through? (Tick which is applicable)

- ☐ Written test
- ☐ Telephonic
- ☐ Tool Test
- ☐ Video discussion
- ☐ Face to face interview

	How would you agree with the below statements. Please put a tick mark (✓) against the appropriate box	Strongly Agree	Agree	Neither agree nor disagreed	Disagree	Strongly disagree
11	The job posting/announcement was clear and contained all the information about the job role					
12	The job posting/announcement contained instructions on how to apply					
13	Interview procedure was explained clearly.					
14	All your queries were addressed by HR during the entire recruitment process.					
15	The interview was completed within the scheduled timeslot.					
16	The interview process was very challenging					
17	There was a delay in conducting interview compared to scheduled time.					
18	The questions during the interview process were					

	relevant to the job description.					
19	Interview Panel is unbiased during the recruitment process.					
20	It was easy to contact HR team during the entire recruitment process.					

21. How much satisfied are you with the response provided by the HR team for any query during the recruitment process?

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very Dissatisfied

22. How much satisfied are you with the following statement: "The set of roles and responsibilities were explained clearly by the interview panel"

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very Dissatisfied

23. How would you rate the health and safety measures followed by the company during the interview process?

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor

24. How much satisfied are you with the recruitment process in Valeo?

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied

() Very Dissatisfied

25. How likely will you recommend any of your relatives/friends to apply for a job in Valeo India Private.Limited?

() Extremely likely

() Very likely

() Somewhat likely

() Slightly likely

() Not at all likely



Applicant's Perception Towards Recruitment Process In An Automotive Industry

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ABSTRACT

Perception may be a process by which individuals select, organise, interpret and answer to information from the planet around them. Applicant perception towards a recruitment process is vital to determine the efficiency of the recruitment process. The applicant perception can be determined through various factors like provision for information, fairness in recruitment process, satisfaction level of the applicant on the grounds of job description, health and safety measures etc.,

Recruitment is one among the most critical human resource functions for organizations. Attracting the proper people, with the proper combination of skills and knowledge into the proper jobs, and aligning this to the organization's overall objectives is crucial to organizational success.

This study is conducted in an automotive industry. The sample size is 84 and a questionnaire with 25 questions was given to the applicants after completing their interview. Job description is the major factor influencing applicants to apply for the job. Most of the applicants feel the process is highly satisfied. The suggestions include sending call letters with attached job descriptions and improving the employee referrals. The results show that the applicants have a positive perception towards the recruitment process.

KEYWORDS: Recruitment, Perception, Recruitment channel.

I. INTRODUCTION

Recruitment is a process of hiring a candidate who is most suitable for a particular job. Selecting a right candidate is extremely important for any organization because it's very difficult to travel through the rigorous process again and again for an equivalent job role, as it includes energy, time, cost, and resources. The recruitment process either internally or externally must be done in a perfect & professional manner.

Whether the economic environment is booming, and attraction and retention of a talented and versatile workforce is important for competitive advantage, or is during a downturn and therefore the survival of the organization depends on the productivity of staff, it's essential that the recruitment function is clearly identified.

To maintain positive impressions and positive perceptions about the organisation, relationship building with the candidates is important. When applicants have a positive experiences with the company's recruitment process, they are more likely to incline towards applying for future job openings and are interested towards working with the company. The applicant's perception depends on various factors like the provision for job related information, perceived fairness, satisfaction level of the recruitment process, provision for timely updates etc.,

It is well known that first impression is the best impression. So when a candidate is attending an interview at any organisation, their first impression must be a good impression. Candidates might already have a perception of the organization when they attend an interview. They will develop their perception of the organisation while attending the interview. So the applicant perception towards recruitment process is important for determining the effectiveness of recruitment process and eventually leading to improve the success rate of any organisation.

STATEMENT OF THE PROBLEM:

The major intention of the research study is to find the applicant's perception towards the recruitment process and also determine the scope for improvement. Various recruitment channels also can be determined and selecting the right channel to approach the effective candidates can be considered as a major insight. Based on the applicant's perception may be positive or negative perception,



changes related to recruitment process can be determined and implemented.

II. OBJECTIVES OF THE STUDY

Primary objective

The Primary objective is to study the applicant's perception towards recruitment process in an automotive industry.

Secondary objectives

- To study the applicant's perception towards fairness of recruitment process.
- To study the applicant's perception of entire recruitment process.
- To determine the different recruitment channels and identify the mostly used.
- To determine the strategies to select various recruitment channels.
- To compare the perception of a fresher and an experienced applicant towards the recruitment process.

III. REVIEW OF LITERATURE

P.Nathiya, D.Ramesh Kumar(2019) states that recruitment means searching the prospective employees and stimulating them to apply for the jobs. Companies make use of internet to reach a large number of job seekers and hire the best talent for the company at a less cost. The author concentrates on the work seekers perception on the E-recruitment process. The collected data was analysed using the percentage analysis and chi-square. The major perception of job seekers is time saving.

V.Rengarajan, V.Vijayanand, S.Thiyagarajan, M.Velavan, A.Shivapriya, K.Niranjani & Dr.M.Sivakumar (2018) states that recruitment is an emerging topic and is studied with differing conceptualizations and has become an important issue among employees and the organization. Here, the author has taken independent factors upon grouping up various factors of employee perception and attempted to find the relationship between independent factors and demographic factors. Out of these various factors it is found that recruitment methods and recruitment evaluation influence the employee perception among the IT sector.

Dr. Shameem & R. Jayan (2017) states that the selection process being the first encounter of the applicant/employee with the hotel and also passes on many messages either intentionally or

otherwise to the applicants/employees about the organization. If the recruitment and selection process does not consider the perceptions of the applicant/employees it might lead to high employee turnover, low employee morale, high absenteeism, low productivity and lack of employee commitment etc. The findings indicate that applicants' reactions to selection procedure in terms of over-all, they believed that the selection procedure employed by the organization was unfair in selecting the people for the jobs. Besides, demographic variables such as age, gender, marital status, educational qualification, and work experience and job tenure affect the applicant's assessment on the fairness of the selection process.

S. Nava Rethna Bala Kumari & Dr. R. Rathiha (2016) states that recruitment is that the process of getting the correct person, within the right place, at the proper time and it's crucial to organizational performance. The study is intended to do Analysis of employees' perceptions as to recruitment and selection process in public sector and private sector banks. With the accurate process of recruitment right kind of financial and nonfinancial incentives are to be followed for selection of employees. The policy and process should be revised.

Md. Atikur Rahaman(2016) states that an efficient work team is important for effective implementation of business and delivery of services. To build an efficient team, HR management must make sure that talented, competent, and committed persons are recruited within the company. While recruiting the candidates the organizations need to map the available human resources carefully because they create a competitive advantage for the organizations.

IV. STATISTICAL TOOL

CALCULATION FROM THE STUDY:

1) Aim: To test the relationship between marital status and channel of recruitment to know the job vacancy.

Null Hypothesis (H0) – There is no significant difference between marital status and channel of recruitment to know the job vacancy.

Alternative Hypothesis (H1) - There is significant difference between marital status and channel of recruitment to know the job vacancy.



MARITAL STATUS * How did you come to know about the vacant position in this company?									
Crosstabulation									
Count									
		How did you come to know about the vacant position in this company?							Total
		Industry website	Employee Referral	Linkedin	Naukri	Others(Shared by friend)	Recruitment team from Industry	Walk - in	
MARITAL STATUS	Married	0	4	3	9	0	8	1	25
	Single	3	6	17	12	1	20	0	59
Total		3	10	20	21	1	28	1	84

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.383 ^a	6	.211
Likelihood Ratio	9.730	6	.136
N of Valid Cases	84		

a. 7 cells (50.0%) have expected count less than 5. The minimum expected count is .30.

RESULT: Since p value is higher than 0.05, we accept the null hypothesis and reject the alternate hypothesis. Therefore, there is no significant difference between marital status and channel of recruitment to know the job vacancy.

Null Hypothesis (H0) – There is no significant difference between educational qualification and satisfaction level of the recruitment process.

Alternative Hypothesis (H1) - There is significant difference between educational qualification and satisfaction level of the recruitment process.

2) Aim: To test the relationship between educational qualification and satisfaction level of the recruitment process.

EDUCATIONAL QUALIFICATION * How satisfied are you with the recruitment process?				
Crosstabulation				
Count				
		How satisfied are you with the recruitment process?		
		Highly Satisfied	Neither Satisfied nor Dissatisfied	Satisfied
EDUCATIONAL QUALIFICATION	UG	1	0	0
	Diploma	0	0	1
	PG	6	1	1
	UG	34	2	38
Total		41	3	40

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.628 ^a	6	.267
Likelihood Ratio	8.412	6	.209
N of Valid Cases	84		

a. 10 cells (83.3%) have expected count less than 5. The minimum expected count is .04.

RESULT: Since p value is higher than 0.05, we accept the null hypothesis and reject the alternate hypothesis. Therefore, there is no significant difference between educational qualification and satisfaction level of the recruitment process.

V. SUGGESTIONS

- The company website might be used extensively to divert the perception of applicants to prefer company website compared to other social media platforms.



- To increase the chances of hire, job description can be sent to the applicants while sending them the interview call letters.
- Employee referrals need be increased since there are very few applicants through employee referral.

VI. CONCLUSION

Applicant perception matters a lot while recruiting because how an applicant feels about the company will reflect directly towards his / her interest to work with the company. Selecting the correct recruitment channel is most important to reach the effective applicants. It requires an attractive and informative job posting. Most of the applicants are applying for the job since the job description is relevant to their skillset. Matching the applicant skillset with the position which they have applied is also a vital task in recruitment process.

There are few challenges in the recruitment process which include applicants looking for work from home based jobs due to Covid 19 Pandemic. Many applicants are not willing to take up the face to face interviews since they are located in other regions. Many applicants who are working cannot allocate time to attend the interview. In such cases they are invited to attend the interview on weekends particularly during Saturday drives

The company also provides free food and travel reimbursement to the applicants who are travelling from far to attend the interview. Based on this study, it is concluded that recruitment process is highly satisfied according to applicant's perception. The positive perception of applicants indicates the highly effective recruitment process and eventually leads to organizational success.

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