A STUDY ON THE EFFECTIVENESS OF RECRUITMENT PROCESS IN MULTICULTURAL ORGANIZATION

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1. RECRUITMENT - MEANING

Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for the jobs, from among whom the right people can be selected.

A formal definition states, "It is the process of finding and attracting capable applicants for the employment. The process begins when new recruits are sought and ends when their applicants are submitted. The result is a pool of applicants from which new employees are selected". In this, the available vacancies are given wide publicity and suitable candidates are encouraged to submit applications so as to have a pool of eligible candidates for scientific selection. This empirical paper gives clear idea on the recruitment effectiveness in GVT.

1.1. Definition

According to EDWIN FLIPPO,"Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization."

2. RESEARCH OBJECTIVES

- To study the sources of acquiring talent pool for Recruitment in multicultural environment.
- To study the effectiveness of time management in the Recruitment process as the team is in virtual in nature.
- To study the relationship between the candidates and the Recruitment team.
- To suggest the Recruitment team based on the findings for the improvement in the recruitment process.

3. SCOPE OF THE STUDY

1. The scope of the study is to known vital problem faced in recruitment and selection, which is the basic function in Human Resource Development.

2. This study particularly focuses on U WIN Technology Solutions

3. To study provide a broad idea on systematic recruitment process.

4. LIMITATIONS

The period of study is constrained to 5 months which limits the opportunity to conduct a deep analysis on the destined topic.

   The study is confined at Chennai, Hyderabad, Mumbai, Bangalore for IT Industry and hence it not reflect the statistics functions of the entire populations of U WIN Technology Solutions.

   The data collected for the project is mainly internal in nature.

   The study is restricted to 120 employees comprising 30 in each location.

   The main limitation of the study was the respondents were biased.

5. RECRUITMENT PROCESS

Recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. The process comprises five interrelated stages, viz,

   1. Planning

   2. Strategy development.

   3.   Searching

   4. Screening

   5. Evaluation and control

6. STAGE 1

6.1. Recruitment Planning

The first stage in the recruitment process is planning. Planning involves the translation of likely job vacancies and information about the nature of these jobs into set of objectives or targets that specify the (1) Numbers and (2) Types of applicants to be contacted.

   Numbers of Contact

   Organization, nearly always, plan to attract more applicants than they will hire. Some of those contacted will be uninterested, unqualified or both. Each time a

recruitment Programme is contemplated, one task is to estimate the number of applicants necessary to fill all vacancies with the qualified people.

7. STAGE 2

7.1. Strategy Development

When it is estimated that what types of recruitment and how many are required then one has concentrate in (1). Make or Buy employees. (2). Technological sophistication of recruitment and selection devices. (3). Geographical distribution of labour markets comprising job seekers. (4). Sources of recruitment. (5). Sequencing the activities in the recruitment process.

7.1.1. 'Make' or 'Buy'

Organisation must decide whether to hire le skilled employees and invest on training and education programmes, or they can hire skilled labour and professional. Essentially, this is the 'make' or 'buy' decision. Organizations, which hire skilled and professionals shall have to pay more for these employees.

7.1.2. Technological Sophistication

The second decision in strategy development relates to the methods used in recruitment and selection. This decision is mainly influenced by the available technology. The advent of computers has made it possible for employers to scan national and international applicant qualification. Although impersonal, computers have given employers and ob seekers a wider scope of options in the initial screening stage.

8. STAGE 3

8.1. Searchng

Once a recruitment plan and strategy are worked out, the search process can begin.

9. STAGE 4

9.1. Screening

Screening of applicants can be regarded as an integral part of the recruiting process, though many view it as the first step in the selection process. Even the definition on recruitment, we quoted in the beginning of this chapter, excludes screening from its scope. However, we have included screening in recruitment for valid reasons. The selection process will begin after the applications have been scrutinized and short-listed. Hiring of professors in a university is a typical situation. Application received in response to advertisements is screened and only eligible applicants are called for an interview.

10. SOURCES OF RECRUITMENT

The sources of recruitment can be broadly categorized into internal and external sources.

Internal Sources	External Sources
(1) Promotion	(1) Campus recruitment
(2) Transfers	(2) Press advertisement
(3) Internal notification	(3) Management consultancy service (Advertisement) & private employment exchanges
(4) Retirement	(4) Deputation of personnel or transfer from one enterprise to another
(5) Recall	(5) Management training schemes
(6) Former employees	(6) Walk-ins, write-ins, talk-ins
(7) Miscellaneous external sources	

10.1. Evaluation of External Recruitment

External sources of recruitment have both merits and demerits:

Merits

- The organization will have the benefit of new skills, new talents and new experiences, if people are hired from external sources.
- The management will be able to fulfill reservation requirements in favour of the disadvantaged sections of the society.
- Scope for resentment, heartburn and jealousy can be avoided by recruiting from outside.

Demerits

- Better motivation and increased morale associated with promoting own employees re lost to the organization.
- External recruitment is costly.
- If recruitment and selection processes are not properly carried out, chances of right candidates being rejected and wrong applicants being selected occur.
- High training time is associated with external recruitment

98% of the Organizational success depends on the efficient employee's selection.

11. SELECTION

Selection is defined as the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job.

Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job. The difference between recruitment and selection:

Recruitment is identifying n encouraging prospective employees to apply for a job. And Selection is selecting the right candidate from the pool of applicants.

12. PRELIMINARY INTERVIEW

12.1. Selection Test

- Ability tests:
- Aptitude test:
- Intelligence test:
- Personality Test:
- Projective Test:
- General knowledge Test:
- Perception Test:
- Graphology Test:
- Polygraph Test:
- Medical Test:

13. INTERVIEW

The next step in the selection process is an interview. Interview is formal, in- depth conversation conducted to evaluate the applicant's acceptability. It is considered to be excellent selection device. It is face-to-face exchange of view, ideas and opinion between the candidates and interviewers. Basically, interview is nothing but an oral examination of candidates. Interview can be adapted to unskilled, skilled, managerial and profession employees.

13.1. Objectives of interview

- Helps obtain additional information from the applicants.
- Facilitates giving general information to the applicants such as company policies, job, products manufactured and the like.
- Helps build the company's image among the applicants.

14. REFERENCE CHECK

Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and perhaps, gaining additional background information on an applicant. Although listed on the application form, references are not usually checked until an applicant has successfully reached the fourth stage of a sequential selection process. When the labour market is very tight, organizations sometimes hire applicants before checking references.

Previous employers, known as public figures, university professors, neighbours or friends can act as references. Previous employers are preferable because they are already aware of the applicant's performance. But, the problem with this reference is the tendency on the part of the previous employers to over-rate the applicant's performance just to get rid of the person.

Organisations normally seek letters of reference or telephone references. The latter is advantageous because of its accuracy and low cost. The telephone reference also has the advantage of soliciting immediate, relatively candid comments and attitude can sometimes be inferred from hesitations and inflections in speech.

It may be stated that the information gathered through references hardly influence selection decisions. The reasons are obvious:

1. The candidate approaches only those persons who would speak well about him or her.

2. People may write favorably about the candidate in order to get rid of him or her.

3. People may not like to divulge the truth about a candidate, lest it might damage or ruin his/her career.

15. QUESTIONNAIRE DESIGN

15.1. Open Ended

It refers to the questionnaire in which the respondents are given an unlimited number of alternative responses.

15.2. Close Ended

It refers to the questionnaire in which the respondents are given a limited number of alternative responses.

16. DATA ANALYSIS AND INTERPRETATION

16.1. Proposed Analysis And Interpretation Methodologies

Analysis is carried out to summarize the data in order to crystallize the outcome of the survey. In this manner it enables the researcher to relate critical points with the objectives of the study.

Any research is meaningful only if the data obtained is synergized systematically to provide information. The following are the various phases of analysis in which the options of the respondents have been analyzed and interpreted in detail.

Each table is calculated from the questionnaire which has segregation of employees based on age group their experience etc. The total numbers of questions asked are 22. The survey is taken from 120 Employees.

Data Classification

Sl. No.	Questions	Options	No. of Respondents	Percentage
1.	Age	21-25 yrs	50	41%
		26-30 yrs	30	25%
		31-35 yrs	20	17%
		36-40 yrs	20	17%
2.	Gender	Male	72	60%
		Female	48	40%
3.	Marital Status	Married	15	12%
		Unmarried	105	88%
4.	Educational Qualification:	Post Graduate	30	25%
		Under Graduate	74	62%
		Diploma	16	13%
5.	Total years of work experience	1-2 yrs	29	24%
		2-3 yrs	45	38%
		3-5 yrs	36	30%
		5 & above	10	8%
6.	How did you get the information about the recruitment drive to apply for the interview?	Reference	60	50%
		Consultancies	10	8%
		Advertisement	36	30%
		Portals	14	12%
7.	How long did they take to scrutinize your resume?	1-2 days	51	42%
		3-5 days	49	41%
		1 week	20	17%
		More than a week	0	0%
8.	Overall Interview scheduling process is effective and satisfied	Strongly agree	96	80%
		Agree	19	16%
		Neither agree nor disagree	5	4%
		Disagree	0	0%
		Strongly Disagree	0	0%
9.	Were you informed about the selection process?	Yes	114	95%
		No	6	5%
10.	What do you feel about the selection process?	Too Long	26	22%
		Just Appropriate	34	28%
		Short	60	50%
11.	I was informed about the career path and growth aspects.	Yes	115	96%
		No	5	4%
12.	I was informed about the compensation package during the recruitment process.	Yes	106	88%
		No	14	12%
13.	Did the recruitment team clarify all your question's related to the organization and your job profile?	Yes	107	89%
		No	13	11%
14.	How long it took for you to complete the interview process?	0-1 hours	46	38%
		1-2 hours	47	39%
		2-3 hours	20	17%
		More than 3 hours	7	6%

Sl. No.	Questions	Options	No. of Respondents	Percentage
15.	Rate the time management in the interview process.	Very Good	22	18%
		Good	45	38%
		Satisfied	49	41%
		Bad	4	3%
		Very Bad	0	0%
16.	I was kept adequately informed about the status of my application at all stages of the Selection process.	Strongly agree	42	35%
		Agree	70	58%
		Neither agree nor disagree	8	7%
		Disagree	0	0%
		Strongly Disagree	0	0%
17.	Were the interviewers polite?	Yes	102	85%
		No	18	15%
18	Time taken to receive your offer letter	1-2 days	28	23%
		3-5 days	62	52%
		1 Week	30	25%
		More than a week	0	0%
19.	How far you are satisfied with the over all recruitment process.	Highly Satisfied	19	16%
		Satisfied	41	34%
		Neither Satisfied or Dissatisfied	30	25%
		Dissatisfied	20	17%
		Highly Dissatisfied	10	8%

Table 1
Calculations and Diagrammatic Representation

Age Distribution

| Sl. No.	Age Group	Respondents	Percentage
1.	21-25 yrs	50	41%
2.	26-30 yrs	30	25%
3.	31-35 yrs	20	17%
4.	36-40 yrs	20	17%
	Total	120	100%

Figure 1
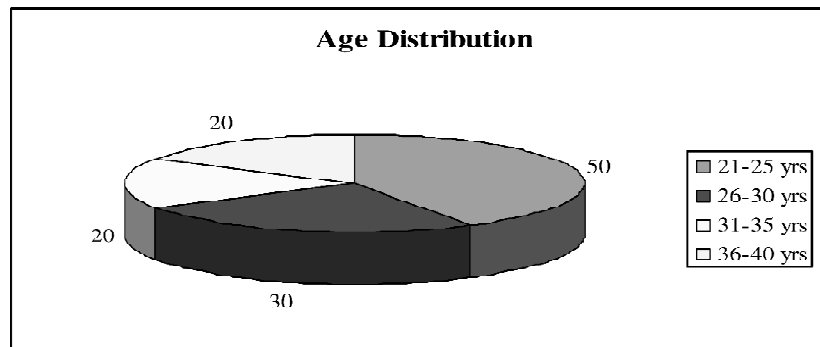
From the Table 1 and Figure 1, we can infer that 41% of the respondents are in the age group of 21 to 25 years, 25% of the respondents are in the age group of 25 to 30 years and 17% of the respondents are in-between the age group of 31-35 years and 36-40 years in U WIN Technology Solutions.

It is clearly evident that 86% of the respondent belongs to the early middle age category.

Table 2
Classification of Gender

Sl. No.	Option	No. of Respondents	Percentage
1.	Male	72	60%
2.	Female	48	40%
	Total	120	100%

Figure 2
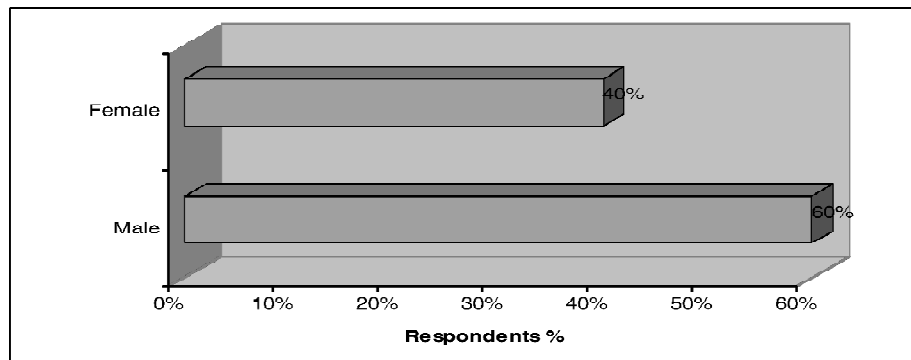
From the Table 2 and Figure 2 we infer that 60% of the respondents are male and 40% of the respondents are female at U WIN Technology Solutions.

It clearly shows that, there is no Gender Discrimination and Females are getting egeal opportunities.
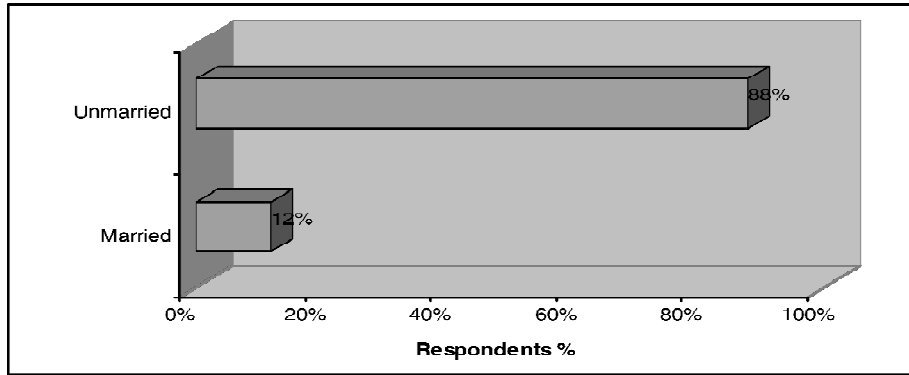
Table 3
Marital Status of Respondents

Sl. No.	Options	No. of Respondents	Percentage
1.	Married	15	12%
2.	Unmarried	105	88%
	Total	120	100%

From the Table 3 and Figure 3 we infer that % of the respondents are unmarried and 12% of the respondents are married in U WIN Technology Solutions
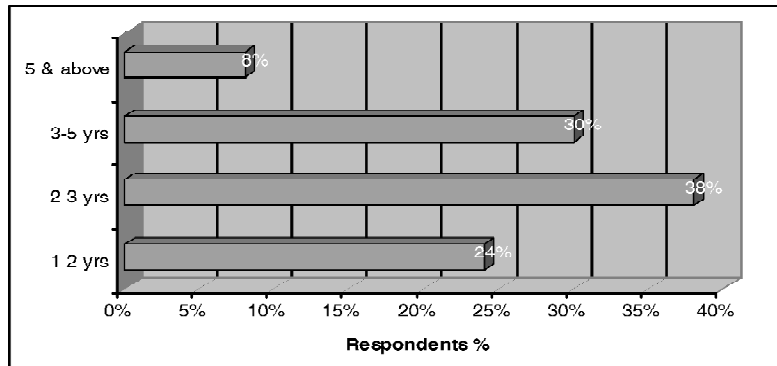
Majority crowed in the U WIN are young Bachelors.

Figure 3

Table 4
Candidates Experience

| Sl. No.	Options	No. of Respondents	Percentage
1.	1-2 yrs	29	24%
2.	2-3 yrs	45	38%
3.	3-5 yrs	36	30%
4.	5 & above	10	8%
	Total	120	100%

Figure 4

From the Table 4 and Figure 4 we infer that, 68% of the respondents are having 2-5 years of experience, 24% of the respondents are 1-2 years of experience and 8% of the respondents are above 5 years of experience at U WIN Technology Solutions.

This evident that U WIN is focus is mainly on recruiting the young talents with less than 5 year of experience.

Table 5
Effectiveness of Scrutinizing Resume

| Sl. No.	Option	No. of Respondents	Percentage
1.	1-2 days	51	42%
2.	3-5 days	49	41%
3.	1 week	20	17%
4.	More than a week	0	0%
	Total	120	100%

Figure 5
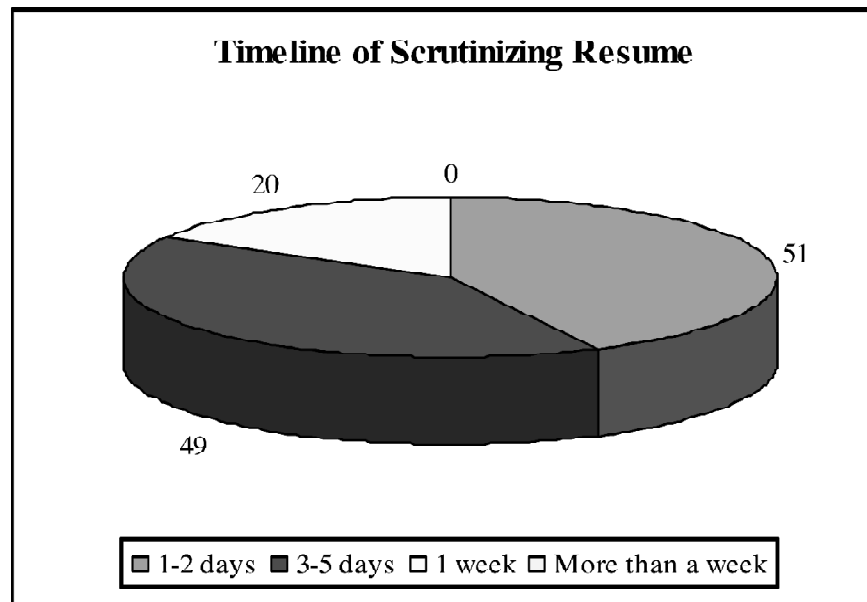
From the Table 5 and Figure 5 we infer that, 42% of the resume has been scrutinized within 1-2 days and 41% of the resume within 3-5 days and 17% of the resume has been scrutinized within a week.

This evident that 100% of the Resumes are scrutinized within a week.

Table 6
Candidates are Informed About the Career Path and Growth during Interview

| Sl. No.	Option	No. of Respondents	Percentage
1.	Yes	115	96%
2.	No	5	4%
	Total	120	100%

Figure 6
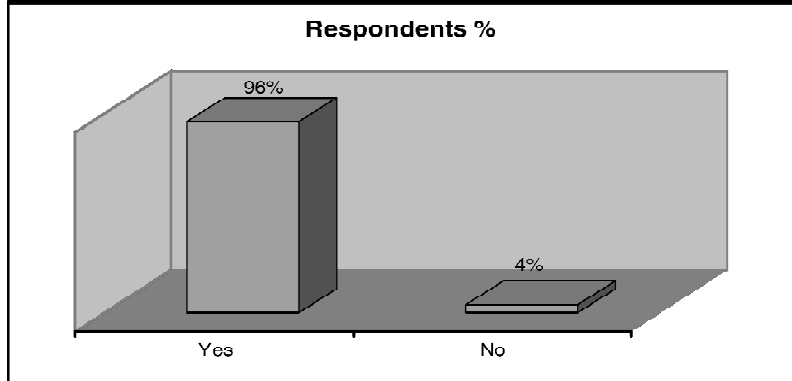
The Table 6 shows 96% of the respondents were informed about the career path and growth prospectus during interview process and 4% of the respondents reveals that they were not clear about the career path and growth prospectus during the interview process.

Table 7
Effectiveness of Time Management

| Sl. No.	Options	No. of Respondents	Percentage
1.	Very Good	22	18%
2.	Good	45	38%
3.	Satisfied	49	41%
4.	Bad	4	3%
5.	Very Bad	0	0%
	Total	120	100%

Figure 7
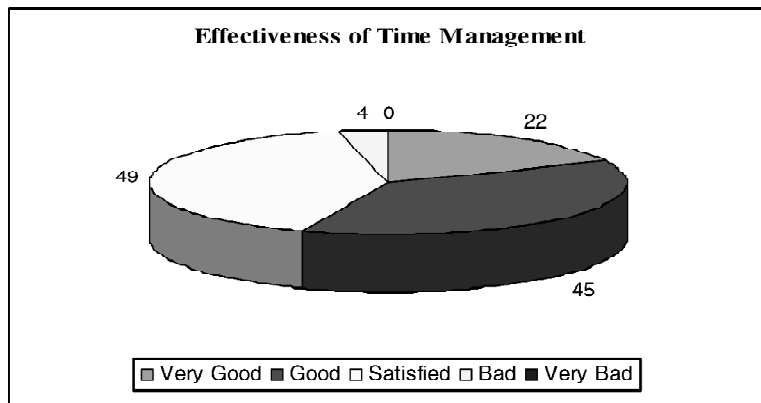
From the Table 7 and Figure 7, we infer that, 18% of the respondents ranked Very good and 38% of the respondents have ranked good for the effectiveness time management in Interview process. 41% have ranked as responded satisfied and 3% has responded has Bad about the effectiveness of time management in interview process at U WIN Technology Solutions India Pvt Ltd recruitment drive.

Table 8
Intimation About the Candidate's Status in the Selection Process

| Sl. No.	Options	No. of Respondents	Percentage
1.	Strongly agree	42	35%
2.	Agree	70	58%
3.	Neither agree nor disagree	8	7%
4.	Disagree	0	0%
5.	Strongly Disagree	0	0%
	Total	120	100%

Figure 8
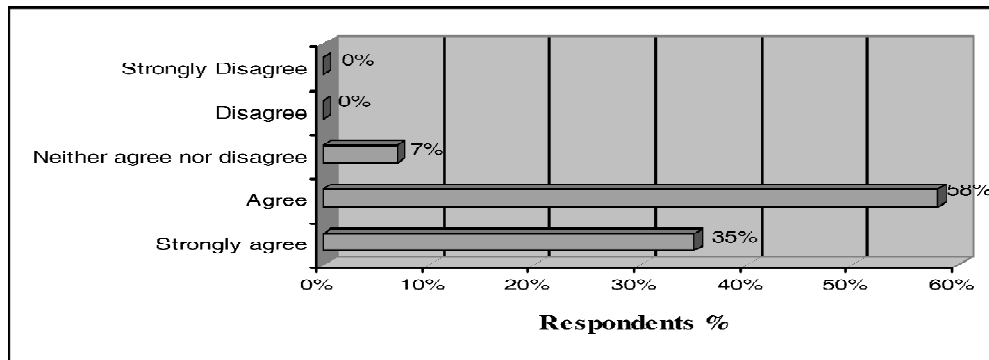
From the above Table 8 and Figure 8, we can observe 58% of the respondents has agreed that they are intimated about their selection status during the selection process are highly satisfied and 35% of the respondent have strongly agreed and 7% of the respondent has neither been agree nor disagree and none of the respondent has disagree with the statement.

Table 9
Issuing Offer Letter

| Sl. No.	Options	No. of Respondents	Percentage
1.	1-2 days	28	23%
2.	3-5 days	62	52%
3.	1 Week	30	25%
4.	More than a week	0	0%
	Total	120	23%

Figure 9
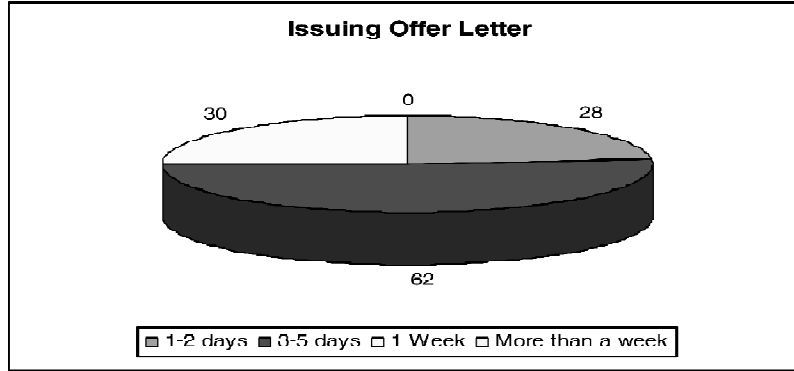
From the Table 9 and Figure 9 we can observe that 23% of the respondents had received their offer letter within 2 days, 52% of the respondents had received their offer letter within 3-5 days and 25% 23% of the respondents had received their offer letter within a week.

This clearly evident that 100% of the offer letter were issued to the candidate within a week at U WIN Technology Solutions.

Table 10
The Effectiveness of Overall Recruitment Process

Sl. No.	Effectiveness	No. of Respondents	Percentage
1.	Highly Satisfied	19	16%
2.	Satisfied	41	34%
3.	Neither Satisfied or Dissatisfied	30	25%
4.	Dissatisfied	20	17%
5.	Highly Dissatisfied	10	8%
	Total	120	100%

Figure 10
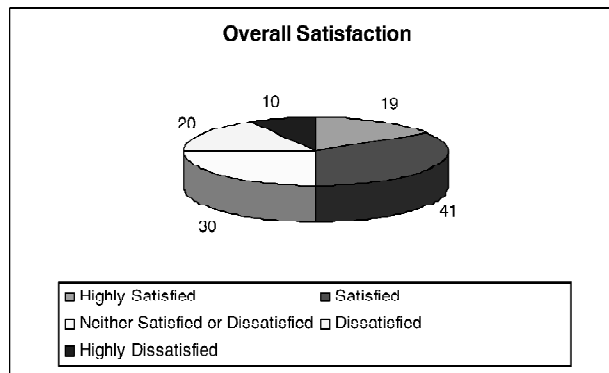
From the Table 10 and Figure 10 we infer that 16% of the candidates have revealed that they are highly satisfied and 34% have revealed that they were satisfied with the Overall selection process at U WIN Technology Solutions 25% of the candidates have revealed that they are neither satisfied nor dissatisfied and 25% have revealed that they are dissatisfied about the interview process.

The below bar diagram shows the efficiency of the management in the overall recruitment process in U WIN Technology Solutions.
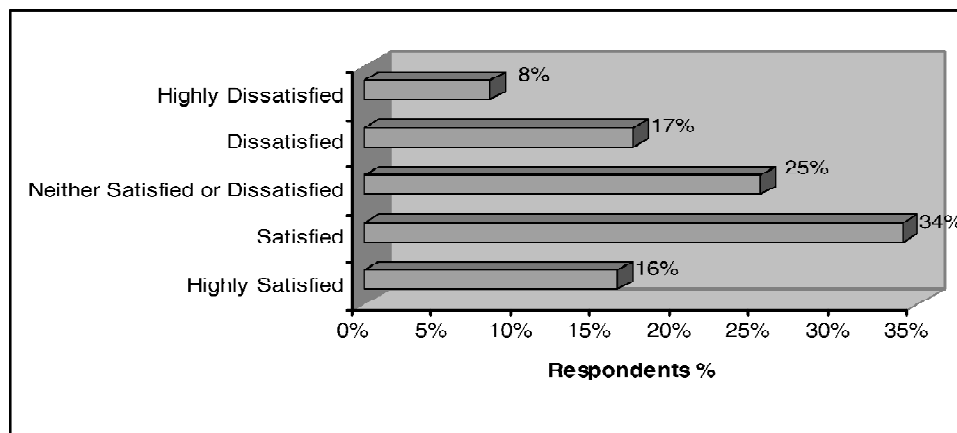
Figure 11

Table 11
Candidates Kept are Informed About the Status of their Application at all Stages of the Selection Process

Sl. No.	Options	No. of Respondents	Percentage
1.	Strongly agree	42	35%
2.	Agree	70	58%
3.	Neither agree nor disagree	8	7%
4.	Disagree	0	0%
5.	Strongly Disagree	0	0%

Table 12

Response Scale	No of Respondents	Percentage	Likert's Point	Likert's value
Strongly Disagree	0	0	1	0
Disagree	0	0	2	0
Neutral	4	7	3	12
Agree	70	58	4	280
Strongly Agree	42	35	5	210
Total	120	100		502

$$Mean\ (X) = \frac{\Sigma fx}{N}$$
$$= 502\ /\ 120$$
$$= 4.\ 18$$

16.2. Likert's Scale

Applying Liker's Scale, it is found that the mean value obtained is 4.18. It is greater than the normal score 3.So it is concluded that the respondents strongly agree to the point that the candidate were informed about the status of their application at all stages of the Selection process.

17. CHI-SQUARE TEST

17.1. Aim

To test the relationship between satisfaction level of the candidates and time management in the interview process.

Ho: There is a relationship between satisfaction level of the candidates and time management in the interview process.

H1: There is no relationship between satisfaction level of the candidates and time management in the interview process.

O: Observed frequency of candidate's response in the survey.

18. OBSERVED FREQUENCY

Table 13

		How satisfied are you with the overall recruitment process at U WIN Technology Solutions India Private Limited					
		Highly Dissatisfied	*Dissatisfied*	*Neutral*	*Satisfied*	*Highly Satisfied*	*Total*
	Very Bad	0	0	0	0	0	0
Rate the time	Bad	1	1	1	1	0	4
management	Satisfied	3	7	14	16	9	49
in the process	Good	4	9	8	17	7	45
of interview	Very Good	2	3	7	7	3	22
Total		10	20	30	41	19	120

Level of Significance = 5%

Table 14
Chi–Square

O	E	O-E	(O-E)^2	(O-E)^2/E
1	0.33	0.67	0.4489	1.360
1	0.67	0.33	0.1089	0.163
1	1	0	0	0.000
1	1.37	-0.37	0.1369	0.100

O	E	O-E	(O-E)^2	(O-E)^2/E
0	0.63	-0.63	0.3969	0.630
3	4.08	-1.08	1.1664	0.286
7	8.17	-1.17	1.3689	0.168
14	12.25	1.75	3.0625	0.250
16	16.74	-0.74	0.5476	0.033
9	7.76	1.24	1.5376	0.198
4	3.75	0.25	0.0625	0.017
9	7.5	1.5	2.25	0.300
8	11.25	-3.25	10.5625	0.939
17	15.38	1.62	2.6244	0.171
7	7.13	-0.13	0.0169	0.002
2	1.83	0.17	0.0289	0.016
3	3.67	-0.67	0.4489	0.122
7	5.5	1.5	2.25	0.409
7	7.52	-0.52	0.2704	0.036
3	3.48	-0.48	0.2304	0.066
				Chi – square value = 5.265

Degrees of freedom = (4-1) (5-1) = 12

Critical value = Table value = 11.34

18.1. Inference

Since the calculated Chi-square value (5.265) is less than the table value (11.34) at 5% level of significance. The null hypothesis is accepted. Therefore we can conclude that there is a relationship between satisfaction level and the time management.

19. FINDINGS, SUGGESTIONS AND CONCLUSION

- It if found that 58% of respondents have responded that company has used the other sources of recruitment like reference and consultancies to lower the cost and improve employee retention and motivation.

- 100%respondents have responded that the recruitment team of the company has effectively scrutinized their resume, and they were short listed within 7 days.

- Majority of the respondents revealed that the recruitment team has effectively scheduled their interview.

- 50% of the respondents have responded that company has got very good selection process.

- Majority of the candidates were clearly informed about their compensation package at the time of recruitment.

- From 89% of respondents it is found that their Queries were clarified by the interviewers in an effective way.

- 94% the respondents feel that the selection process in the organization is very short (less than 3 hours).

- It was found that the company has a goodwill among their employees and candidates, which was reflected in the repose of referral and advertisement.

- 96% of the respondents are happy that they have been informed about the career path and growth at the time of interview, which is essential for candidates.

- Majority of the respondents have responded that their status in the selection process is effectively intimated to them.

- 41% of respondents feel that the recruitment team has effectively utilized their time during the recruitment process.

- Majority of the respondents are happy with the time management in the interview process.

- 75% of the candidates are satisfied that the company is providing the offer letter to them at the earliest.

- It is found that the overall recruitment process carried out in U WIN Technology Solutions India Pvt. Ltd. is satisfied. New innovative techniques can be adapted to make the recruitment process faster and easier for the recruitment team.

20. CONCLUSION

Results from this study indicate that selection tools designed to obtain behavioral and motivational information about candidates contribute to effective selection systems. In the further even more organization plan to use these similar tools more extensively to select employees. Organization realizes that having an effective, legally sound system in place is crucial to help them select the right people for the right jobs.

Finally, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organization recruit and select candidates, the more likely they are to hire and retain satisfied employees.