A Study On Recruitment & Selection Process In Manufacturing & Service Sector's

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ABSTRACT
Every organization starts with an ultimate goal of attaining anticipated profit in future. The success of business enterprise depends on his human resource .The right employees can take a business anew height the wrong one can be the cause of . Finding the right man for the job and developing him into valuable resources is an indispensable requirement of every organization. Proper recruitment helps the line managers to work most effectively in accomplishing the primary objective of the enterprise. In order to harness the human energies in the service or organizational goals, every HR manager is expected to pay proper attention in recruitment and selection activities in the organization. The data was collected through the preparation of recruitment manual for the company by determining each and every activity in recruiting process and the Roles and Responsibilities of the managers engaged in all the activities.
Key words: *Recruitment Manual, Sourcing, on boarding recruitment policy .*

I.   INTRODUCTION

Human resource management is the essential function of organizations. Among the HR practises recruitment is the basic function where employees are entry into the organizations. Recruitment is the next step in the procurement function of human resources of the organization. Recruitment is the set of activities that an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objective .it is due to globalization all over the world, organization that attract quality applicants are the more selective in their hiring decisions achieve a huge competitive advantage .it is not only the matter of satisfying an organizations need but it is a activity which influences the shape of the organization's future because the success and failure of any organization is dependent on the potential of the employees working therein, because it is the people inside the organizations who develop products and processes ,makes decisions and executes programs, human resource is the vital to the success of an organization.

Human resource is the most important asset of a company. The success of a company depends much on the human resource. Those human resource were brought into the company through the proper and purposeful recruitment process.

The following giving the most important preference for the Human Resource starts from the ancient period. The army engaged in conquering the empires was inbuilt with an activity of identifying the bravest and courageous soldiers, this activity is the point where the process of recruitment starts. This can be explained with a better example of Roman army. In the collections of the British Museum, there is a decree signed by Julius Caesar in 55 B.C., promising a reward of 300 sestertii (Roman silver coin) to any soldier who brought another to join the Roman army. This is the first known example of an employee-referral program. And, it"s a generous one at that: The amount represented a third of a soldier"s annual pay. It reflected how serious the Romans were about finding soldiers.They had the first known recruiters and faced many of the same challen[\lges we have today. Keeping this huge organization staffed up was no small task, since wars were common, turnover was high, and there was a constant need for soldiers and other personnel. In addition to soldiers, the army needed engineers, medical staff, surveyors, carpenters, veterinaries, hunters, and armorers, even soothsayers. As a consequence,the Romans created many of the practices we have today to get the best talent.

Finding soldiers was no easy task, as the Romans had high standards, were saddled with many arcane requirements in hiring, and had plenty of competition for talent. This are the homomorphism of procedures to be carefully followed in the recruitment that the selecting candidate should be the best in performing his/her job according to the organization needs.

Anyone joining the army had to be a Roman citizen; capable of marching 18 miles while wearing the full uniform, armour, and weapons; and carry 60 pounds of supplies. This reflects the job specification (i.e.) Qualities required for the job. So, sources travelled the length and breadth of the Empire to find suitable candidates.For a long time, all hiring for the army was directed from Rome at the direction of the Consul or leader of the Senate. Provincial governors and commanders in the field had no authority to recruit anyone. That changed*Vol-3 Issue-4 2017 IJARIIE-ISSN(O)-2395-4396*6496 www.ijariie.com 3342 around 50 B.C., when they

were allowed to hire locally. Giving the "hiring managers" the authority to pick their own employees made recruitment faster and more efficient, and also made them more responsible for their own successes or failures. Loyalty of the soldiery was transferred from Rome itself to its commanders, the men who could provide them with the loot. This made the army more effective, since the soldiers had been chosen for the tasks their commanders were entrusted with and without regard to consideration for rules imposed by bureaucrats in Rome. Here the Hiring managers are today named as HR managers from the HR department engaged in recruiting the potential qualified candidate for the job. Two thousand years later, how little things have changed. The most significant is that recruitment practices were developed and changed to meet the Empire"s needs for human capital. They are rooted in conditions and practices that, while not entirely having disappeared, are no longer as relevant today as they were when those laws were enacted. It requires knowledge of sources, creativity, and a willingness to make the changes necessary
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OBJECTIVES OF THE STUDY
To determine the each and every activities in the recruitment process and to identify the roles and responsibilities of the managers involved in the selection of the candidate.

II.   REVIEW OF LITERATURE
Recruitment is the next step in the procurement function of human resources of the organization. Recruitment is the set of activities that an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objective . According to Decenzo and Robbins "Recruijgtment is the process of discovering potential candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity of bringing together those with jobs to fill and those seeking jobs."

Schel Ahmed & Roger G. Schroeder (2002) have discussed the behavioural traits of employees can play an important role in the success of total quality management. Empirical research of observation have been exists in this study. It reveals that quality management practices positively impact complete competitiveness. Management should pay close attention to potential employees" behavioural traits. M. Susan Taylor & Thomas J.Bergman (1978) have measured a correlational design and a field setting in assessing applicant"s reactions to five-stage recruitment program. Primary data have been collected. Perceived comparability job offers, applicant"s work experience and their labour market opportunities plays a significant role in assessing applicant"s reaction.

Anna B. Holm investigated the effect of e-recruitment on the design of the recruitment process. Data have been collected through case studies in three large organization in Denmark . It indicates that e-recruitment transforms the traditional recruitment process into a time and space independent, collaborative hiring process. Richard D. Arvey & Michel E. Gordon (1975) have measured the time line for recruitment process and the problem of time lag in selection process. Primary data have been collected by interviewing the candidates. Time lag between initial application and subsequent psychological testing represents a significant barrier in hiring.

Alderfer Clayton.P(1970) have investigated the perceived interviewer traits, behaviours& attitudes on job candidate"s interview evaluation, it is based on 112 samples of master degree students. Both primary data and secondary data have been collected. Candidates with higher interpersonal needs tended to perceive the interest and concern of interviewers. Janet Babich Blank & Peggy MannenCawthan & J.Philip Johnson (2005) presented multi-centre observation study on osteoporotic fractures in Men (Mros) , recruited 5995 participants over 25 month period. Collective approaches were used and key methods of mailing included. It states that original recruitment strategy material should adopt refining recruitment strategy to complete recruitment schedule. Gary N. Powell (1984) presented a study to examine the impact of job attributes & recruiting practices. This study includes Path analysis and it has been conducted on college students. The result stated that they have been swayed by recruiting practices because of lack of work experience and emphasized on recruitment practices as determinant of applicant decisions. Alan M.Saks (1994) have measured the study to examine the psychological

processes for the effects of recruitment source and organization information on newcomer"s job survival. Hypotheses have been developed for the effects of information accuracy from recruitment sources. The path analyses have proved that employees recruited from internal sources have an greater survival.

Chen-Fu chien& Li-Fei(2008)Chen have undertaken a study to fill the gap by developing a data mining framework based on decision –tree & association rules to generate useful rules for personnel selection. An empirical study was conducted in a semi-conductor company for supporting their hiring process. As a result, based on discussion among domain experts and data mine, specific recruitment and HRM strategy were created from the results. Mitchll G. Rothstein& Richard D. Goffin (2006) have measured main trends that have contributed to the increasing use of personality assessment in personnel selection. The study includes analyses of personality, mediator effects and moderator effects. Internet based assessment of personality will be a

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

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

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III. RESEARCH METHODOLOGY

This chapter includes details of research process, design and methodology. The chapter starts with definitions of the key terms used in the study. This is followed by the problem statement, objectives, and hypotheses. It details with the sampling and data collection techniques including the data analysis methods. It also explains the term 'Erecruitment' for this study. It also explains the methods that are carried out with the help of exploratory and confirmatory factor analysis. The focus while choosing the research design and methods was to achieve the research objectives in the best possible manner within the scope of the study and limitations.

Research methodology is a method to solve the research problem systematically. It involves gathering data, use of statistical techniques, interpretations and drawing conclusions about research data. Keeping in view the objectives of the study, data is collected from different sources.

The purpose of this section is to describe the methodology carried out to complete the work. The methodology plays a dominant role in any research work. The effectiveness of any research work depends upon the correctness and effectiveness of the research methodology.
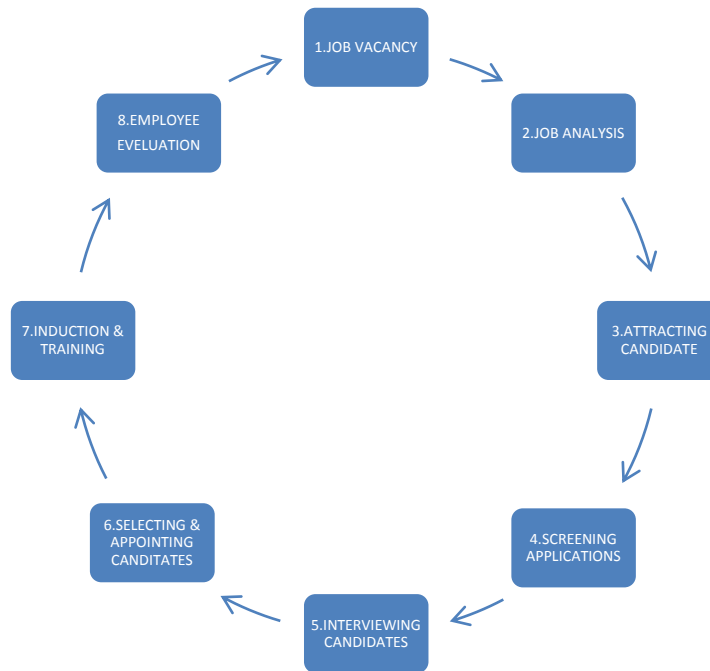
The study in this project is based on observation (i.e.) OBSERVATIONAL STUDY.Observational studies can involve naturalistic observation or laboratory observation. Naturalistic observation would involve observing behaviours in the natural environment. Laboratory observation involves observing behaviours in a research laboratory**.** The researcher has been taken place in the 5 different manufacturing industry in Delhi. The observational study of all the manufacturing industry reveals that they recruits the candidates based on the

actual and anticipated manpower planning (i.e.) to make ensure that the organization has the right number and the right kind of people who are capable enough to achieve the organizational objectives.

The policy reflects that recruitment process is time consuming activity to select the qualified candidate according to the job description which is the outcome of job analysis. The recruitment process should benefits the business units through its proper recruitment procedures.The selected candidate should act as a long term human asset to the organization.It is very important to determine the candidate"s attrition in the previous organization for precaution of employee turnover.

FLOW CHART OF RECRUITMENT PROCESS

Recruitment process is a time consuming activity, where the entire process starts from the point of requirement rising in the company and comes to end when that requirement gets fulfilled. This study includes the flowchart which includes each and every activity of recruitment and flow of chain of such activities. Flowchart of recruitment process comprises the entire activities engaged in the recruitment and selection. It helps to understand where the actual recruitment process starts and where it ends. Once the job requirement have been found by the line manager, it should be received by the HR manager as a job requisition, the next level is that country manager should approved, then the chain of flow to be continued within a certain time by the HR managers. The next activity of sourcing the profiles sometimes falls in the hands of Job consultancies. Line managers will be handling the Technical round of interview to analyse the technical skills of the candidate. Finally it will be ends with the On Boarding the candidate into the company.

RECRUITMENT & SELECTION PROCESS

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        1.JOB VACANCY
   8.EMPLOYEE          2.JOB ANALYSIS
   EVELUATION

7.INDUCTION &              3.ATTRACTING
 TRAINING                   CANDIDATE

   6.SELECTING &       4.SCREENING
   APPOINTING          APPLICATIONS
   CANDITATES
        5.INTERVIEWING
         CANDIDATES
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HIRING AUTHORIZATION REQUEST
The entire recruitment process of manufacturing industry starts with the present and future manpower planning in the organization by the line managers of the particular department.

- Line managers send a job request to the HR manager which is approved by the country manager
- Job requisition should be made along with the JD (job description) to the HR manager.

INTERNAL RECRUITMENT
Candidates may be identified from internal database / External database

- Through the **HRIS (HUMAN RESOURCE INFORMATION SYSTEM**) of Manufacturing company, with all the details of the employee''s suitable candidate for the job can be selected for the required job.

INTERNAL SOURCING
- HR manager source the profiles through the job portals(**Naukri.com)**
- Sourcing should be done, keeping in mind the job description which include
  (KSE) Knowledge, Skill and Experience required for the job.
- The previous organization where the candidate worked or still working should have an important role in sourcing.
- As it a Gear motor manufacturing company, the sourcing should be focused on the profiles which have a link with gear and Transmissions.
- The matching profiles should be saved and HR executives should create a **Tracker** in **MS-Excel** for their references.
- The candidates profile in tracker will be contact by the HR executive to know the interest of the candidate to joining Manufacturing Company.

JOB CONSULTANCIES
- Sending job description to the consultancy agencies
- Sourcing the suitable profiles through the discussion with the consultancy agency HR manager andlisting the screened profiles.

SHORLISTING PROFILES
- Creating a snap shot of the profiles with the details of their previous job profile, experience, Skills and Notice period.
- Shortlisting the profiles by discussing between the HR manager with the line managers.
- Selecting the list of the candidates for the interview by contacting them and determining their interest level.

INTERVIEWS
Interview is a process, where the well qualified candidates can be viewed internally regarding their actual interest and knowledge about the job.
- Following up the shortlisted candidates and scheduling their appointment for the interview.
- If two candidates have been shortlisted, then each candidate should be interviewed on different days.

LINE MANAGER INTERVIEW/TECHNICAL INTERVIEW
- Line managers will be conducted the technical interview for determining their Candidates skills, knowledge for the particular job.
It should be thoroughly verified that the skills which he have been mentioned in the   job portal and the curriculum vitae are same and true.

PSYCHOMETRIC TESTS
- As a part of the recruitment process, to assess the aptitude and technical intelligence of the candidate as the jobs in Manufacturing I is based on technical field, psychometric tests will be takes place.
- This test consists of numerical reasoning, verbal reasoning and diagrammatic reasoning should helps in the personality and psychological assessment in the interview process.

Numerical Reasoning Test
The numerical reasoning test is designed to measure not so much the mathematical ability but more the ability to quickly and accurately analyse numerical data, interpret graphic data, identify critical issues, and logically draw conclusions from numerical data.

OTHER TESTS
- **Wiesan Test of Mechanical Aptitude (WTMA)**
This test is used for positions that operate, maintain, and repair machinery and equipment of any kind.The WTMA does not test mechanical knowledge, but instead measures general mechanical aptitude,and so predicts the candidate"s ability to learn about machinery and equipment, and to apply that
knowledge appropriately.

- **Criteria Basic Skills Test (CBST)**
This test is for the selection of machine operators and other production personnel. The CBST score report contains specific suggested score ranges for manufacturing and production positions.
- **Workplace Productivity Profile(WPP)**
The test is also used by manufacturers to help them select reliable, hard-working employees, and toassess the risk that applicants will engage in counterproductive work behaviours or pose a safety risk.

HR MANAGER INTERVIEW
- Second level of interview will be conducted by the hr manager where the candidate is to get the (RJP) Realistic Job Preview.
- Personality and communication of the candidate should be tested
- HR manager will let the candidate to make clear about the organizational environment.

COUNTRY MANAGER INTERVIEW
- if two candidates are well qualified, the country manager should select out of one in respect of all the aspects of the jobs.

CANDIDATES FROM CAMPUS RECRUITMENT
Manufacturing Company also recruits students through the campus recruitment. The interview level and tests will be quite different from the general recruitment process. As the candidates are fresher"s, their skills will be determined in an simple way than complicated process.

APTITUDE TEST

Aptitude test for the students in campus interview is based on psychometric test which includes Logical reasoning, General English grammar, Mathematical knowledge etc.,

GROUP DISCUSSION (GD)

The student"s level of confidence should be tested as they are new to the organizational environment. Theposition they used to sit, Gestures, Body language, the way of responding to others will be identified as it plays a major role in organizational behaviour.

TECHNICAL / PANEL INTERVIEW

Technical skills of the candidates will be tested by framing the questions technically (eg.) Questions related to the Unigraphic NX, Auto CAD, Design, JIT, Kanban etc.

ROLES AND RESPONSIBILITIES

The process of recruitment not only deals only with the HR manager, Each and every authority in the company should know their responsibility in filling the vacancies in the organization. They should identify who is responsible for the particular activity and who is accountable to whom and who is to be informed and who is to be consulted for completing the recruitment process. This study tabulated the roles and responsibilities of each and every managers involved in the recruitment process. Successful recruitment takes place only when all the managers works with their responsibility.

ACTIVITIES	LINE MANAGER	HR MANAGERS	COUNTRY MANAGERS
Hiring authorization Job reruisition	R/A		R/A
Approval of the job request	A	R	
In house/consultancies		R	
Sourcing profile		R/A	
Short listing profiles	C	C	
Scheduling interviews		R	
Line manager interview & psychometric test	R/A	I	
HR Manager interview	I	R/A	
Country Manager interview	I	I	R/A
Selection &background verification	C	R/A	
Salary negotiation	I	R/A	
Offer letter & pre employment medical checkup		R	
Acceptance of offer letter by the candidate	I	R/A	
On boarding	R/A	I	

R: Responsible –Responsible to recommend an answer to the decision
A: Accountable –Authorized to approve an answer to the decision**.**
C: Consulted – Those whose opinions are sought and with whom there is a two –way c
Communication.

I: Informed – Those who are informed after the decision is made and with whom there is a -one way communication. In this study the roles and responsibilities of the managers have been keenly observed in the each and everylevel of recruitment and selection process.

Line managers : Line managers are the department managers of the particular line in the manufacturing industry,(i.e) Industrial engineering manager, Production planning managers, Research and Development, Design engineering etc.

HR Managers: HR managers will analyse the description and specification of the particular requirement in the particular department.HR managers plays the vital role in selecting the right suitable candidate for the right job. Once the line managers gave the job description, the Hr recruiter starts to source the candidates and will make an selection confirmation with the country manager.

Country manager: Country managers plays most important role in finalising the selection of the candidate for the particular job. The country manager will be located all over India.

ROLES OF MANAGERS IN EACH LEVELS

Hiring authorization job requisition - In this process, Line managers are responsible responsible to identify the job requirements in their process and accountable to the HR managers.

Approval of the job request – HR managers are responsible to approve the job request from the Line managers.
Inhouse/consultancies – HR managers are responsible to refer job consultancies for the purpose of sourcing profiles.

Sourcing profile – HR recruiters responsible for sourcing the profile of the candidates and accountable to answer the line managers.

Shortlisting profiles – Line managers and HR managers are to be consulted each other while shortlisting the candidates.

Scheduling interviews – HR managers are responsible for scheduling interviews for the candidates.
Line manager interview & psychometric test- Techincal round of interview where the line managers are responsible for conducting the psychometric test and all other test to analyse the technical skills of the candidate.HR managers are to be informed about the decision of the line managers.

HR Manager Interview-HR managers are responsible and accountable in selecting the candidates and to inform the feedback of the employee''s performance to the line managers.

Country Manager interview- Country managers are responsible and accountable for the final selection of the candidates and to inform the Line managers and HR managers about the decision.

REJECTION
- In manufacturing industry, the selection process is the discrete selection process, where the candidates will not be rejected in between any levels of interview. This is because, the candidate will not be good in one aspect but he/she will be good in other all aspects. The information of rejection will be passed only after the final interview.
- It is the duty of the HR Manager to give feedbacks to those candidates, who are not selected with some motivational speech. It is mandatory because the company''s reputation will be reflected in its selection process.

SELECTION
- The HR manager will follow up the selected candidate and make them to ready for further proceedings.
- The rejected candidate should be given feedback and the company''s image should be prevented by motivating them and sending off.

SALARY NEGOTIATION
- Discussion should be made with the selected candidates regarding the salary package depends upon their experience.

- Identify and implement cost savings and safety initiatives.
- Adapt machine or equipment design to factory and production conditions.
- Design arrangement of machines within plant facilities to ensure most efficient and productive layout.

BACKGROUND VERIFICATION
- Verification about the selected candidate by the HR manager through the references (i.e) there previous employers, whom the employee mentioned in interview application form.
- The candidate''s behaviour in the previous organization and their reason for leaving the organization
- Two or Three references should be given by the candidate.

OFFER LETTER
- HR manager should issue the offer letter to the candidate
- Appointment date, venue and all other allowances should be mentioned.
- It will also include the salary package, Superior authority to whom the candidate should report, tasks, rules and regulations of the company.

PRE-EMPLOYMENT MEDICAL TEST
- The selected candidates should be send for Medical examination
- Physical fitness, eye sight and eligibility to perform the job should be determined and it should be filed.

CONFIRMATION FROM THE CANDIDATE
- HR manager should follow up the candidate through the telephonic calls and to get the confirmation of acceptance of offer through the mail.

ONBOARDING (END OF RECRUITMENT)
- Induction program made up by the HR manager
- Making the candidate to be socialized into the organization.

In simple words, On boarding is the reporting of the candidate to the job. It paves the way   for socialization

IV. DISCUSSION

Each and every activities engaged have been clearly determined with the help of the flowchart in the preparation of recruitment manual.Roles and responsibilities of Line Managers,HR managers and country managers have been defined by the preparation of the Tabulation of Rols and Responsibilities of Authorities in the organization.. Shortlisting strategy of „Division of Group" have been identified through this project in . Dividing the profiles of the Candidate according their qualification is found to be helpful in filling up immediate vacancies in organization.This study helps in the shape of RECRUITMENT MANUAL that explains the roles and responsbilities of each and every managers in the manufacturing industry and to get clear picture about the flow of recruitment and selction process.

V. CONCLUSION

From this project of Recruitment and selection process of , I conclude that Recruitment of a candidate is purely a time consuming process where each and eveery activity should be carefully gone through. There is no fixed timeline for all the activities, it changes according to the availability of the candidates for the vacant position .Without a clear view of the recruitment flow, it is important Thus, the human asset of the company is identified effectively through the recruitment process.

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