



WILL THE PROPER RECRUITMENT PROCEDURES LEAD TO ORGANIZATIONAL DEVELOPMENT? - EMPIRICAL EVIDENCES FROM MANUFACTURING COMPANIES IN CHENNAI, KANCHEEPURAM AND THIRUVALLUR DISTRICTS

V.Sridevi * Dr.C.Vatchala**

**Research Scholar, PhD in Commerce (Full Time), Pachayappa's College, Chennai.*

***Associate Professor and Research Guide, Department of Commerce, Pachayappa's College, Chennai.*

Introduction

Any HRM practices have its successful inception from the procedures of recruitment and selection of employees for any organisation. Since it is essential to select the right employees for right assignment of job, organizations have very meticulous care to recruit the more suitable and advantageous employees for their companies. Recruitment and selection is a tedious process for companies as well as the employees. It has several stages namely, announcement of selection, downsizing the application, selecting the appropriate candidate, conducting rigorous interviews, written test and at last they are selecting the suitable candidate. These tedious and cumbersome process helps the organisations directly or indirectly to acquire best human resources with high knowledge and requirement competence.

The main aim of materializing successful recruitment process is to achieve high organisation development. The individual employees shall be selected in a appropriate recruitment process and this process drastically increase the organisational efficiency. The organisational development consists of three components namely employee development, employer development and customer satisfaction. Several studies argued that organisational development is directly or indirectly correlated with customer satisfaction or end users satisfaction. Best organisational development entirely leans upon the successful employees and their transcendental involvement in their job. Ensuring conducive environment always stand testimony for the existence of organisational development. These arguments clearly need the existence of relationship between recruitment and selection of employees and organisational development. The present study intends to prove the above mentioned statements relating to recruitment and selection and organisational development through statistical derivations of empirical evidences.

Literature Reviews

Anna.B.Holmes (2012) argued that the identification of required employees is a major task to be accomplished .E mail communication plays a major role in communicating the applicants. The four stages of recruitment phases namely identification, attracting the applicants, processing advertisements, screening the applications and communicating the candidates ensure the successful recruitment in the organization.

Charles .H.Levine (1972) found that the policies of the government in the employment opportunities affects the recruitment process in the organizations in the jurisdiction. Some government policies are unclear and hinder the process of recruitment with in the stipulated time. It is further found that discriminations in the government policies severely affect the development of organizations.

Dane .K.Peterson (2017) innovatively identified that the motivation and recruitment strategies are inter related. The volunteer programs are also playing a vital role for the performance evaluation. The strategic recruitment process in the organization continuously motivates the employees to participate in the organizational activities. They also participate in the corporate volunteer programs to increase the reputation of the organization.

Diane vnder Broek (2003) ascertained that the inappropriate recruitment causing adhoc employees in the organization. It reduces their involvement and exclude their union activities. The study also meticulously observed the direct correlation between recruitment and union activities. These intensified and sophisticated recruitment process automatically avoid the union sympathies.

E.Burke Rochord Jr (1980) found that the recruitment strategies create an optimistic ideology for perfection and development. It is further identified in the study that there is an optimistic relationship between recruitment strategies and service orientation of the employees. The exploitation of members based on the opportunities give the strong ideology and development of the organization.



Guvec G. Alpandes (1970) argued that the recruitment is not a unique phenomenon but it is the combination of four strategies namely requirement, attracting, accommodating and assignment of jobs. It is also found that the transformation stage is from requirement of employees to successful organizational development.

Gaps in the Literature

After reviewing national and international literature pertaining to recruitment and selection of employees and organizational developments, the researcher identified two important lacunae still remain unaddressed.

1. No serious study was done in establishing the relationship between recruitment and selection and organizational development.
2. If there is a relationship between the above mentioned entities, then what is the degree of intensity in conjectured relationship? Therefore the present research attempts to answer the above mentioned research gaps.

Objectives of the study

1. To study the recruitment and selection factors in the manufacturing companies.
2. To find the relationship between the recruitment and selection process and organizational development.

Hypothesis: There is no relationship between recruitment and selection of employees and the organisational development.

Methodology

The researcher selected the three districts namely Chennai, Kancheepuram and Thiruvallur districts. These three districts are known for their contribution to GDP at the manufacturing level. All these three districts have the SIPCOT and industrial estates. Totally, these three districts consists more than 5000 large and medium scale manufacturing companies. These companies are known for their effective recruitment policies and organizational development strategies. The researcher selected six large scale and six medium scale companies. In each district, the researcher selected two companies. In all the 12 companies, the researcher is able to obtain ten respondents to give the sample survey of 120. The researcher applied convenient sampling methods to collect the 120 responses without flaws.

Data Analysis: After collecting the 120 responses the researcher used linear multiple regression analysis and correlation analysis to test the hypothesis.

Analysis and Discussion

In this section, the researcher considered the total average scores of 4 sectors of recruitment and selection namely interview, interaction, pay package negotiation, positioning and probationary period and the two dependent factors employee competencies and organisational efficiency. In this scenario, the researcher applied linear multiple regression analysis and the following report are obtained.

Table 1. Regression Scores Showing the Influence on Employee Competencies

Factors	B-value	T-value	Sig.	R2	F-value	Sig
1. Interview interaction	0.394	5.492	0.000			
2. Pay package negotiation	0.231	3.916	0.000	0.392	455	0.000
3. Posting area	0.322	5.411	0.000			
4. Probationary period	0.341	5.331	0.000			

Dependent value: Employee competencies

From the above table, it is found that the recruitment selection process factors are found to influence the employee competencies for the organisational development. Among them, it is analysed interview interaction during recruitment develops the employees ability to acquire competencies and motivate them to contribute for the organisation development (B-value = 0.394). Similarly, The following regression reveals the influence of recruitment and selection on the another factor of organisational development.

Table 2. Regression Scores Showing the Influence on Organizational Efficiencies

Factors	B-value	T-value	Sig.	R2	F-value	Sig
1. Interview interaction	0.291	3.942	0.000			
2. Pay package negotiation	0.234	3.814	0.000	0.314	3.917	0.000
3. Posting area	0.117	2.916	0.000			
4. Probationary period	0.281	2.888	0.000			

Dependent variable: organization efficiency



From the above table, it can be inferred that all the four factors of recruitment and selection of employee found to influence the organisational efficiency factor. Among the four factors of recruitment, the interview interaction revealed that the good employees are easily identified through the interview process itself. The best employee selected always participates in the increase of the efficiency of the organisation. They make the efforts for the total development of the organisation. Hence the hypothesis is rejected at 5 percent level and concluded that there is a deep relationship between recruitment and selection and organisational development.

Findings and conclusions

The researcher found that the recruitment and selection and organisational development are entwined in the manufacturing companies. The selection of competent employees ensures the development of the organisation with in short span of time. It is concluded that organizational development depends upon individual efficiency of the employees and increase in the organizational efficiency. It is also concluded the rigorous recruitment process are found useful for the organisation to extract best human responses to extract their full potentiality in the development activities of manufacturing companies. There is a strong bond between recruitment and selection as well as organisational development.

References

1. Anna B. Holm (2012) E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management. German Journal of Research in Human Resource Management, Jahrg. 26, H. 3, Electronic Human Resource Management: Transformation of HRM? pp. 241-259.
2. Charles H. Levine (1972) Black Entrepreneurship in the Ghetto: A Recruitment Strategy. Land Economics, Vol. 48, No. 3 (Aug., 1972), pp. 269-273, University of Wisconsin Press.
3. Dane K. Peterson (2004) Recruitment Strategies for Encouraging Participation in Corporate Volunteer Programs: Journal of Business Ethics, Vol. 49, No. 4 (Feb., 2004), pp. 371-386.
4. Diane van den Broek (2003) Recruitment Strategies and Union Exclusion in Two Australian Call Centres: Department des Relations Industrial's, University Laval Vol. 58, No. 3 , pp.515-536.
5. E. Burke Rochford, Jr.(1982) Recruitment Strategies, Ideology, and Organization in the Hare Krishna Movement - Social Problems, Vol. 29, No. 4 , pp. 399-410.
6. Guvenc G. Alpander(1970) A Study of Recruitment Methods in Canada's Largest Industrial Concerns Vol. 25, No. 2 (April 1970), pp. 268-283.