"A STUDY ON RECRUITMENT AND SELECTION PROCESS AT TECHFORCE ENGINEERING SERVICE INDIA PVT. LTD."

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Abstract
Human Resource Management is the backbone of any organization and its success mainly depends on the manpower. The ability and potential of the personnel must match with the requirement of the positions in the organization. Thus the recruitment and selection is a very important aspect of the HR department. The quality of the employees is determined by the effectiveness of the recruitment and selection process in an organization. The present study is an attempt to understand the recruitment and selection process in an organization, to find the perception of employees towards the same and suggesting appropriate changes to make the appraisal process more effective.

1.0 Introduction to Human Resource Management
According to Decenzo and Robbins,"Human Resource Management (HRM) is concerned with the people dimension" in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organization objectives. This is true regardless of the type of organization-government, business, education, health or social action".

Simply put, human resource management (HRM) is a management function that helps manager's recruit, select, train and develops members for an organization obviously; HRM is concerned with the people's dimension in organizations.

1.1 Recruitment
According to Bergman and Taylor, "Recruitment is a process of locating, identifying and attracting capable application.

In simple terms, recruitment is understood as process of searching for and obtaining applicants for jobs, from among whom the right people can be selected.Recruitment is defined as a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce.

The objectives of recruitment are:
- To attract people with multidimensional skills and experiences that suit the present and future organizational strategies
- To induct outsiders with a new perspective to lead the company.
- To infuse fresh blood to all levels of the organization.
- To develop an organizational culture that attracts competent people to the company.
- To devise methodologies for assessing psychological traits.

1.2 Recruitment Strategies
The recruitment strategies formulated by the companies include:
- In sourcing or outsourcing: companies recruit the candidates, employ them train and develop and utilize the human resources of these candidates. This strategy is called 'in-sourcing'. Companies formulate and implement this strategy when the corporate strategy is stable growth.
- Some organizations employ and develop the candidates with a view to provide the human resources to other companies, which concentrate on manufacturing, servicing and such other activities. This strategy is called 'outsourcing'.

- Vast and fast source: the fast developing IT industry and high technology oriented industries invariably require vast human resources within the short span of time. The best strategy to get vast human resources immediately is Internet.

1. 3 Factors Influencing Sources of Recruitment
There is various Factors influence Source of Recruitment as follows:-

1.3.1 Internal Source
- **Size:** The organization size is an influencing factor. Larger organizations find recruitment less problematic than smaller size units.
- **Policy:** The policy of recruitment by the organization, whether recruitment is from internal source of from external sources also affecting the recruitment process. Generally, recruiting through internal sourcing is preferred in view of cost consideration, familiarity and in easily finding most suitable.
- **Image:** Image of the organization is another internal factor influencing recruitment. Managerial actions like good public relations, rendering public services like building roads, public parks, hospitals and schools help to earn image or goodwill for the organization.
- **Image of Jobs:** Better remuneration and working conditions are considered the characteristics of good image of a job. Besides –promotion and career development programs of the organization also attract potential candidates.

1.3.2 External Factors
- **Demographic factors:** Demographic factors such as sex, age, literacy, economic status etc, have influence on recruitment process.
- **Labour markets:** Lobour market conditions, that is, supply labour is of particular importance in affecting recruitment process. If the demand for a specific skills requirements is high relative to its supply, recruiting employees will involve more efforts. On the contrary, if supply is more than demand for particular skill, recruitment will be relatively easier.
- **Unemployment Situation:** The rate of unemployment is yet another external factor having its influence on the recruitment process. When the unemployment rate in a given area is high, recruitment process tends to be simpler.

1.4 Sources of Recruitment
The sources of recruitment are broadly divided into internal sources and external sources. Internal sources are the sources within the organizational pursuits.

1.4.1 Internal Source
- **Present employees**: Promotions and transfer from among the present employees can be good source recruitment. Promotion implies upgrading of an employee to a higher position carrying higher status, pay and responsibilities
- **Former employees:** Former employees are another source of applicants for vacancies to be filled up in the organization. Retired of or retrenched employees may be interested to come back to the company to work on a part-time basis. Some former employees who left the organization for any reason, may again interested to come back to work.
- **Employee referrals:** The existing employees refer their family members, friends and relatives to the company as potential candidates for the vacancies to be filled up most effective methods of recruiting people in the organization because employees refer to those potential candidates who meet the company requirement by their previous experience.
- **Previous applicants:** Those who applied previously and whose applications though found good was not selected for one reason or other may be considered at this point of time. Unsolicited applications may also be considered.
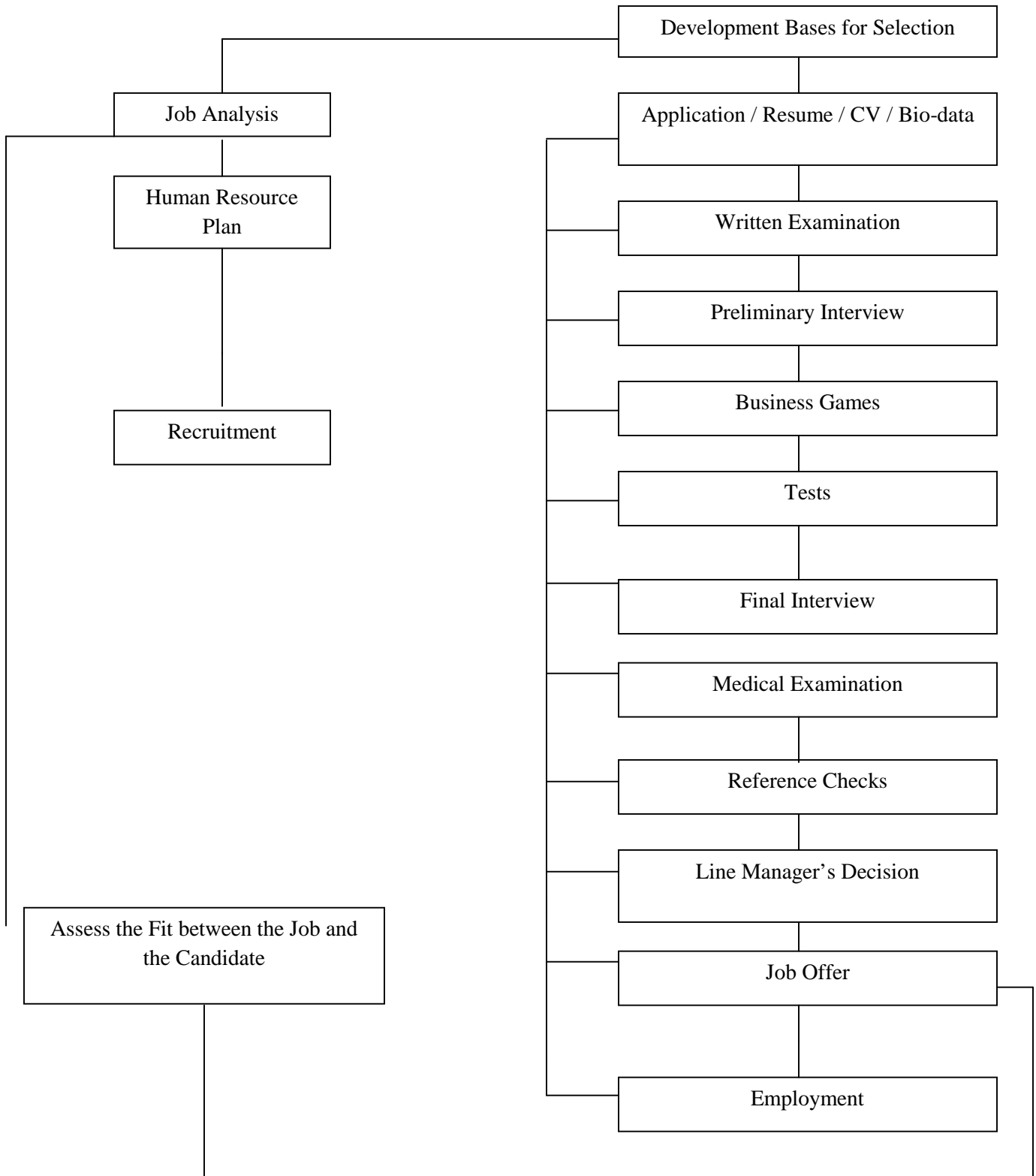
1.4.2 External Sources

- **Employment exchange:** After India's independence, National Employment Service was established to bring employees and job seekers together. In response to it, the Compulsory Notification of Vacancies Act of 1959 (Commonly called Employment Exchange Act) was enacted which became operative in 1960. Employments are particularly useful in recruiting blue-collar, white collar and technical workers.

- **Employment agencies:** In addition to the government agencies, there are a number of private employment agencies who register candidates for employment and furnish a list of suitable candidates from their data bank as and when sought by prospective employers. The main function of these agencies is to invite applications and short list the suitable candidates for the organization. Of course, the final decision on selection is taken by the representative of the organization. The representatives of the employment agencies may also sit on the panel for final selection of the candidates.

- **Advertisement:** Advertisement is perhaps the most widely used method for generating many applications. This is because is reach is very high. This method of recruitment can be used for jobs like clerical, technical and managerial. While preparing advertisement, lot of care has to be taken to make it clear and to the point. It must ensure that some self-selection among applicants takes place and only qualified applicant's response to the advertisement. Advertisement copy should be prepared very well to answer AIDA. That is advertisement should arrest attention, gain interest, arouse desire and result in action.

- **Professional Associations:** Very often recruitment for certain professional and technical positions is made through professional associations. Institute of engineers, Indian Medical Association, All India Management Association etc provide placement services for their members. For this, the professional associations prepare either list of job seekers or publish or sponsor journals or magazines containing advertisement for their members.

- **Campus recruitment:** This is another source of recruitment. This is gaining popularity in India
  - Most of the eligible candidates are available at one place.
  - The interviews are arranged in a short notice.
  - The teaching faculty can also be consulted.
  - Gives opportunity to sell the organization to a large student's body who would be graduating subsequently.

- **Deputation:** Yet another source of recruitment is deputation i.e. sending an employee another organization for a short duration of two or three years. This method of recruitment is in vogue in Government Departments and public sector organizations. This method provides ready expertise and the organization does not have to incur the initial cost of induction and training.

- **Word of mouth:** Some organization in India practices "the word of mouth" method of recruitment. In this method, the word is passed around the possible vacancies or openings in the organization. Another form of word of mouth recruitment is "employee-pinching" i.e. the employees working in another organization are offered on attractive offer by the rival organizations. This method is economic both in terms of time and money.

- **Raiding or Poaching:** Raiding or Poaching is another method of recruitment whereby the rival firms by offering better terms and conditions, try to attract qualified employees to join them. This raiding is a common feature in the Indian organization.

1.5 Selection

Selection of personnel to man the organization is a crucial, complex and continuing function. The ability of an organization to attain its goals effectively and to develop in a dynamic environment largely depends upon the effectiveness of its selection programme.

1.5.1 Steps in Scientific Selection Process

Development Bases for Selection

Job Analysis

Application / Resume / CV / Bio-data

Human Resource Plan

Written Examination

Preliminary Interview

Recruitment

Business Games

Tests

Final Interview

Medical Examination

Reference Checks

Line Manager's Decision

Assess the Fit between the Job and the Candidate

Job Offer

Employment

1.6 Literature Review

Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitment practice, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

Smith et al. (1989) argue that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

According to Odiorne, (1984) one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in 48 reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labor turnover. A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employees recruited.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. The study reviewed five studies in which average labor turnover of those recruited by advertising was 51 percent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 percent. One hypothesis proposed to account for this was the "best information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects.

1.7 Tech force Engineering Service Pvt Ltd Overview

Tech Force is an established technology services company providing complete System-on-Chip (SoC) design services ranging from RTL to GDSII to several fables semiconductor, IDM and system companies.

Our expertise lies in providing Onsite Consulting Services and setting up Offshore Design Centers (ODC) comprising of experienced engineers dedicated to the customers. Tech Force's proven business model helps its customers in providing efficient, expert and economical solutions.

In order to maintain our position as one of the leading Global Design Services Company, we strive for continuous improvement. We believe in investing in the most talented engineers, and provide focused development in tools and techniques that address the design issues.

At TechForce, we offer challenging assignments on cutting-edge technologies, latest tools, and more importantly opportunities to learn & grow. You will have an opportunity to work on interesting projects with leading semiconductor companies, whose challenging demands will help you enhance your skills, acquire new knowledge, and experience every day.

1.8 Objectives of The Study

To study the existent Recruitment and Selection programs of TechForce
- To find out performance of existing Workforce.
- To offer findings and recommendations.
- To know whether the employees are aware of the Roles and Responsibility

1.9 Research Plan

An analytical study was carried out to evaluate the Recruitment and selection procedures and its impact on Workforce efficiency in TechForce. To accomplish the objectives of the study, collection of data was of utmost importance and thus the interview was conducted with a set of structured questionnaire

1.10 Findings

These are findings which are found during the study of recruitment and selection process.
- Half of the respondents are not aware of the recruitment policy.
- Maximum of the respondents came to know about the opening through consultants and employees.
- Interview timings are informed to the candidates on time.
- Major part of the candidates got placed in the post they apply for.
- TechForce recruits candidates through internally and externally in equal proportions.
- Internally recruited candidates are usually buddy referrals and IJP's.

1.11 Suggestions

Following are the suggestions given to improve the process to and to optimize on time, cost and effectiveness .and enhance productivity.
- Training should be given to resource consultants about the technology to have a better work environment.
- Companies should have a tie-up with major search engines.
- Suggestions from the employees can also be taken to improve the process.
- Identification of training needs is very important at the time of interview process.

1.12 Conclusions

TechForce Engineering Service Pvt. Ltd has become an integral part of its commitment for quality of their operation to becoming a major entity of Semiconductor family. They are also looking forward to grab more opportunities and assignments from outside clients. With the support of TechForce with its vast resources will become one of their largest Semiconductor industry outsourcing business groups in the near future.

The shared values, traits and behaviors have contributed to the success of the organization, Key findings of the study shows that the high class recruitment policies of TechForce helped them in grabbing success from competitors. The corner stone of superior performance lies in the synergy created by a close fit with the work group with organization culture. No process is complete without proper evaluation of its success and problems.

1.13 References

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