A Study on Recruitment and Selection Process at Capgemini India Pvt Ltd

Dr. Sunita Shah

Assistant Professor, SKNCOE, Pune, Maharashtra, India

ABSTRACT

Today, in every organisation personnel planning as an activity is necessary. It is an important part of an organisation. Human Resource Planning is a vital ingredient for the success of the organisation in the long run. There are certain ways that are to be followed by every organisation, which ensures that it has right number and kind of people, at the right place and right time, so that organisation can achieve its planned objective.

The objectives of Human Resource Department are Human Resource Planning, Recruitment and Selection, Training and Development, Career planning, Transfer and Promotion, Risk Management, Performance Appraisal and so on. Each objective needs special attention and proper planning and implementation.

For every organisation it is important to have a right person on a right job. Recruitment and Selection plays a vital role in this situation. Shortage of skills and the use of new technology are putting considerable pressure on how employers go about Recruiting and Selecting staff. It is recommended to carry out a strategic analysis of Recruitment and Selection procedure.

With reference to this context, this project is been prepared to put a light on Recruitment and Selection process. This project includes Meaning and Definition of Recruitment and Selection, Need and Purpose of Recruitment, Evaluation of Recruitment Process, Recruitment Tips. Sources of Recruitment through which an Organisation gets suitable application. Scientific Recruitment and Selection, which an Organisation should follow for, right manpower.

Job Analysis, which gives an idea about the requirement of the job. Next is Selection process, which includes steps of Selection, Types of Test, Types of Interview, Common Interview Problems and their Solutions. Approaches to Selection, Scientific Selection Policy, Selection in India and problems.

Recruitment and Selection are simultaneous process and are incomplete without each other. They are important components of the organisation and are different from each other. Since all the aspect needs practical example and explanation this project includes Recruitment and Selection Process of CAPGEMINI INDIA PVT LTD.

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KEYWORDS: Recruitment, selection, job analysis, career planning

INTRODUCTION

Recruitment and selection are two of the most important functions of personnel management. Recruitment precedes selection and helps in selecting a right candidate. Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of efficient

personnel. Staffing is one basic function of management. All managers have responsibility of staffing function by selecting the chief executive and even the foremen and supervisors have a staffing responsibility when they select the rank and file workers. However, the personnel manager and his personnel department is mainly concerned with the staffing function. Every organisation needs to look after recruitment and selection in the initial period and thereafter as and when additional manpower is required due to expansion and development of business activities.

Right person for the right job" is the basic principle in recruitment and selection. Ever organisation should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise.

Every business organisation/unit needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates are essential. Human resource management in an organisation will not be possible if unsuitable persons are selected and employment in a business unit.

REVIEW OF LITERATURE
Edwin Flippo defines Recruitment and selection process as "A process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization."

Work by Korsten (2003) and Jones et al. (2006):
According to Korsten (2003) and Jones et al. (2006), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2003).

Jones et al. (2006) suggested that examples of recruitment policies in the healthcare, business or industrial sector may offer insights into the processes involved in establishing recruitment policies and defining managerial objectives.

Successful recruitment techniques involve an incisive analysis of the job, the labour market scenario/ conditions and interviews, and psychometric tests in order to find out the potentialities of job seekers. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility. Other approaches to selection outlined by Jones et al. (2006) include several types of interviews, role play, group discussions and group tasks, and so on

Work by Alan Price (2007):
Price (2007), in his work Human Resource Management in a Business Context, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. There existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company (Price 2007). This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position (Price 2007).

Work by Hiltrop (1996):
Hiltrop (1996) was successful in demonstrating the relationship between the HRM practices, HRM-organizational strategies as well as organizational performance. He conducted his research on HR manager and company officials of 319 companies in Europe regarding HR practices and policies of their respective companies and discovered that employment security, training and development programs, recruitment and selection, teamwork, employee participation, and lastly, personnel planning are the most essential practices (Hiltrop 1999). As a matter of fact, the primary role of HR is to develop, control, manage, incite, and achieve the commitment of the employees. The findings of Hiltrop's (1996) work also showed that selectively hiring has a positive impact on organizational performance, and in turn provides a substantial practical insight for executives and officials involved. Furthermore, staffing and selection remains to be an area of substantial interest.

OBJECTIVES:
This chapter is intended to familiarize you with the real objectives of conducting this study and the methodology used for it. This part starts with the aim

and the objective of research. Next the research will discuss the method used for successfully completing this project and finally about the practical limitation which have been faced during the process of this research.

➢ To study the current Recruitment and Selection Process.
➢ To suggest changes or Updates if any in the Current Recruitment and Selection Practice.

Research Methodology
1. Data Collection
Data refers to a collection of organized information, usually the results of experience, observation or experiment, or a set of premises. This may consist of numbers, words, or images, particularly as measurements or observations of a set of variables.

2. Data Sources
There are two types of data sources available to the research processes.
1. Primary data. 2. Secondary data.

3. Primary Data:-
The primary data is collected by using primary methods such questionnaires, interviews, observations etc.

For this study questionnaires are used to collect primary data from the employees of Capgemini

4. Secondary Data:-
Secondary data is collected from various Journals, books, websites, Government reports, Newspapers, and other research reports.

5. Population:-
Population of the model of which I was a part was around 300-350 employee

6. Sample Size:
A sample of 40 employees is selected and analysis has been done

7. Technique:
Convenience Sampling Technique was selected for data analysis

8. Sampling Tool:
Questionnaire

RESEARCH DESIGN
The research design in my case was exploratory research design, which is also known Formulative Research Design.

The main purpose of my study was getting the opinion of people regarding the Current Recruitment and Selection Process.

The research design in my study was flexible to provide opportunities for considering different aspects of the problem under study.

Scope of the Study
The scope of study is limited to department of Human Recourse at CAPGEMINI INDIA Pvt Ltd PUNE.

Data Analysis And Interpretation
Q1.Are the current recruitment and selection practices helping you to develop your skills?
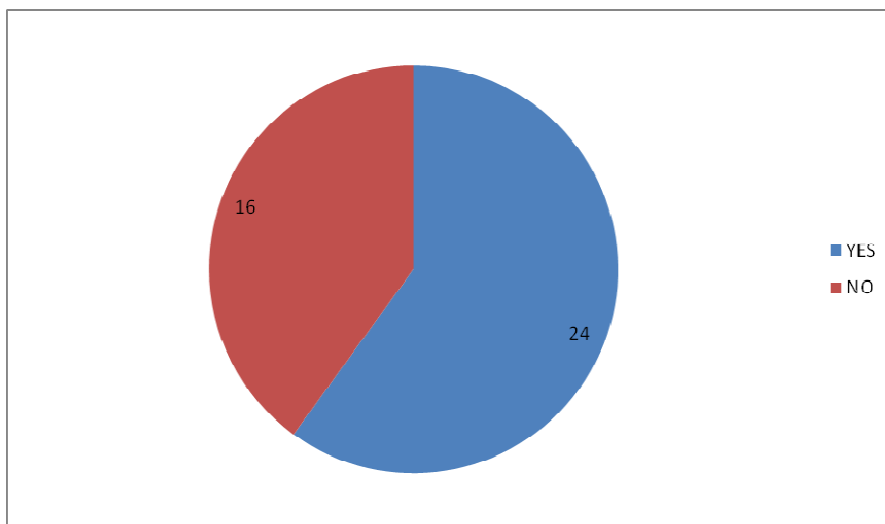a. YES   b. No

Total Respondents	YES	NO
40	32	8

INTERPRETATION: 80% candidates think the process helped them develop certain skills

Q2. Do you think the Current Recruitment and Selection Process is up to mark?
a. YES   b. NO

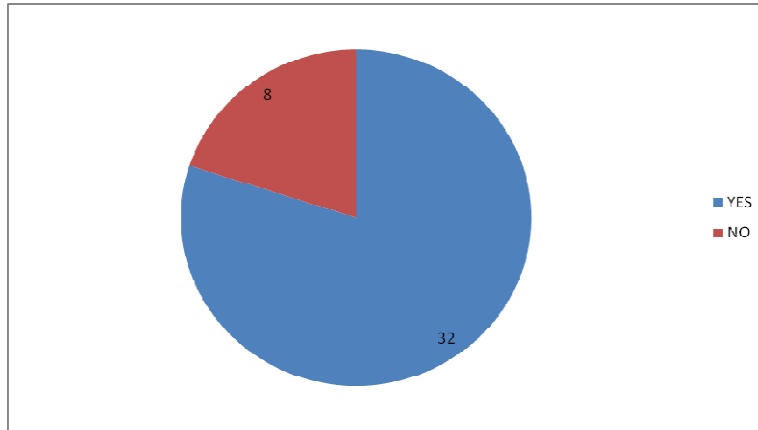| Total Respondents	YES	NO
40	24	16

INTERPRETATION: 60% candidates think the Recruitment and Selection process is upto mark

Q3.Does The Company Provide Timely Results after the Selection Process?

a. Highly Agree   b. Agree   c. Neutral   d. Disagree

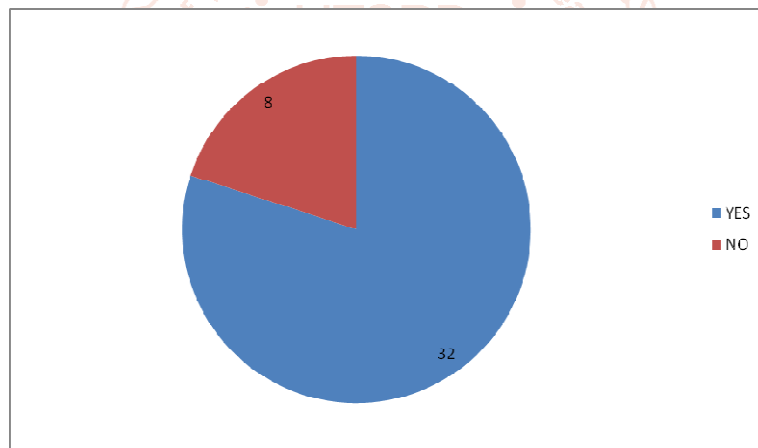| Total Respondents	Highly Agree	Agree	Neutral	Disagree
40	20	7	3	10

RESPONSES

INTERPRETATION: 80% candidates think the Company Provides Timely Results after the Selection Process

Q3.Does The Company Provide Timely Results after the Selection Process?

a. Highly Agree   b. Agree   c. Neutral   d. Disagree

| Total Respondents	Highly Agree	Agree	Neutral	Disagree
40	20	7	3	10

INTERPRETATION: 80% candidates think the Company Provides Timely Results after the Selection Process

Q6.Do you think the Recruitment and Selection Practice is Quite Rigid in terms of Eligibility Criteria?

a. Highly Agree   b. Agree   c. Neutral   d. Disagree

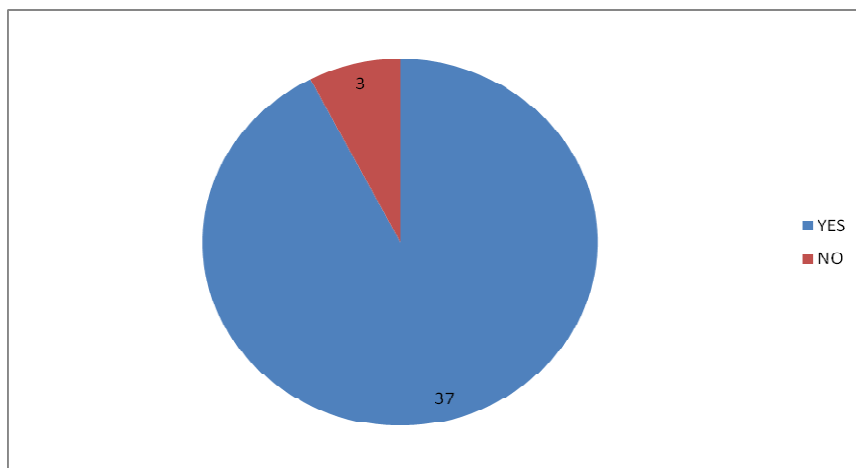| Total Respondents	Highly Agree	Agree	Neutral	Disagree
40	26	7	2	5
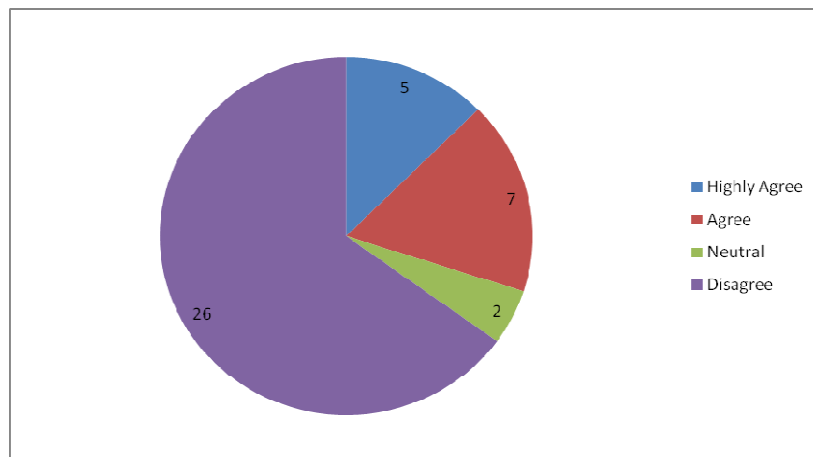
INTERPRETATION: 65% candidates think the Company is Quite Rigid in terms of Eligibility Criteria.

Q7.Is Job Definition Important in Recruitment and Selection Process?
a. Yes   b. No

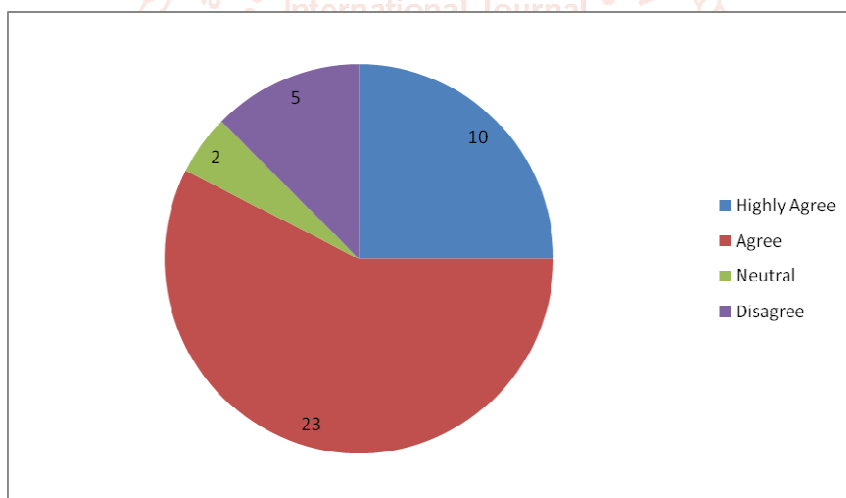| Total Respondents	YES	NO
40	37	3

INTERPRETATION: 92% candidates think that Job Definition is Important

Q8.Would you Recommend Employment in CAPGEMINI?
a. Highly Agree   b. Agree   c. Neutral   d. Disagree

Total Respondents	Highly Agree	Agree	Neutral	Disagree
40	10	23	2	5

INTERPRETATION: 57% candidates think they could Recommend Employment in CAPGEMI NI

FINDINGS:-
➤ Most of the Candidates think the Process helped them Develop Their Skills

➤ Majority of the Candidates think that the Recruitment and Selection is up to mark

➤ Majority of the Candidates think the Company Provides timely Results after completion of the Process

➤ Most Candidates were Interviewed under Panel of 4 Members

➤ 75% employees think that the duration of the Process was Less than Expected

➤ 65% candidates think the Company is Quite Rigid in terms of Eligibility Criteria

➤ 92% candidates say that Job Definition is Important

➤ 57% candidates think they could Recommend Employment in CAPGEMINI INDIA PVT LTD

➤ Almost 75% candidates were informed well in Advance about the steps in Selection Process

➤ 70% candidates think that the Intimation Time for Interview was too short

SUGGESTIONS:-

Based on the survey analysis and suggestions from the Respondents, the following are the proposed recommendations to improve the existing system and practices of recruitment and selection process.

➢ New Modern Techniques should be implemented in the Recruitment and Selection process

for e.g. *E_Recruitment:* The technological revolution in telecommunications helped the organizations to use internet as a source of recruitment. Organizations advertise the job vacancies through the world wide web (www). The job seekers send their applications through e-mail using the internet.

➢ Intimation for Interview schedule should be given to Candidates Well in advance

➢ Candidates Should be Informed about the Selection Process

CONCLUSION

The human element of organization is the most crucial asset of an organization. Taking a closer perspective -it is the very quality of this asset that sets an organization apart from the others, the very element that brings the organization's vision into fruition.

Thus, one can grasp the strategic implications that the manpower of an organization has in shaping the fortunes of an organization. This is where the complementary roles of Recruitment and Selection come in. The role of these aspects in the contemporary organization is a subject on which the experts have pondered, deliberated and studied, considering the vital role that they obviously play.

The essence of recruitment can be summed up as „the philosophy of attracting as many applicants as possible for given jobs". The face value of this definition is what guided recruitment activities in the past. These days, however, the emphasis is on aligning the organization's objectives with that of the individual's. By making this a priority, an organization safeguards its interests and standing. After all, a satisfied workforce is a stable workforce which also ensures that an organization has credible and reliable performance. Ina bid to underscore this subtle point, the project examines the various processes and nuances one of the most critical activities of an organization.

The end result of the recruitment process is essentially a pool of applicants. Next to recruitment, the logical step in the HR process is the selection of qualified and competent people. As such, this process concentrates on differentiating between applicants in order to identify – and hire- those individuals whose abilities are consistent with the organization's requirements.

The reader will do well to note that the transition between the 2 activities is not stringent. The 2 activities basically have one aim- to yield a perfect employee for the organization.

Nor are these activities typecast. Every organization tailors the processes keeping in mind the nature of the organization, its needs and constraints.

In this project, we examine this angle through Questionnaire, through which we learnt their perceptions towards recruitment and selection.

In the end, this project endeavours to present a comprehensive picture of Recruitment and Selection Process in CAPGEMINI INDIA PVT LTD

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