

A Pragmatic Study on Recruitment and Selection Process in Pharmaceuticals Industry, India

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ABSTRACT

India is the largest provider of generic drugs globally. The Indian pharmaceutical sector supplies over 50% of global demand for various vaccines, 40% of generic demand in the US and 25% of all medicine in the UK. Globally, India ranks 3rd in terms of pharmaceutical production by volume and 14th by value. The domestic pharmaceutical industry includes a network of 3,000 drug companies and ~10,500 manufacturing units. India enjoys an important position in the global pharmaceuticals sector. The paper aims to study the “recruitment and selection in pharmaceuticals, the concept in today’s highly competitive business environment that placing the right people in the right position is very critical for the success of any organization. The recruitment and selection decision are of prime importance as it is the vehicle for obtaining the best possible person to fit a job that will contribute significantly towards the company’s effectiveness. It is also becoming increasingly important, as the company evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team.

KEYWORDS: Recruitment, Selection, Employee, People

1. INTRODUCTION

Recruitment is concerned with the process of attracting qualified and component personnel for different jobs. This includes the identification of existing sources in the labor market, the development of new sources and the need to attract a large number of potential applications so that good selections may be possible. Recruitment has been regarded as the most important function of personnel administration, because unless the right type of person is hired, even the best plans, organization charts and control systems would not do much good. Good recruitment practices are only one key to generating a pool of top job candidates. Equally important is having a strong basis from which to recruit. If an organization’s policies and practices are unattractive to candidates, the organization’s ability to generate good candidates will be limited regardless of the specific recruitment practices they employ. Financial considerations, supply and demand, and other variables impact the recruitment process. Selection is the process in which candidates for employment are divided into two classes-the application of these tools. Qualified

applicants go on to the next hurdle, while the unqualified are eliminated”. Thus, an effective selection programme is a non-random process because those selected have been chosen on the basis of the assumption that they are more likely to be “better “employees than those who have been rejected.

2. Statement of the Problem

Recruitment and selection factors are critical issues when examining the recruitment and selection process. Some of the key issues that will be examined in this study are cost of recruitment and selection. Identifying the sources of manpower and stimulating them to apply for jobs is the biggest task. Due to over-competition, it’s very difficult to choose the exact skill a person is required in the process.

3. Objectives of the Study

➤ The study aims at understanding the current Recruitment Policies being followed at “Malladi Drugs & Pharmaceuticals Ltd.”

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- To identify the attitude of employees towards the recruitment and selection process.
- To recognize the relationship, whether jobs offered are based on qualifications of the employees in the organization.
- To spot a level of satisfaction in the recruitment & selection procedure.
- To furnish suitable suggestions to improve the recruitment and selection procedure.

4. Limitations of the Study

The results of the research recruitment are based on recruitment and selection procedure conditions perceived by the employees during the study period. The changes in policies of the organization and work circumstances may change their feelings towards the study parameters. The descriptive research design was used in this research, which has its own merits and demerits.

5. Scope of the Study

This study will especially address the present scenario of recruitment and selection procedures in the Malladi Drugs Industries Ltd., and to evaluate the shortcomings of any of their presently used decision-making methodologies, it facilitates and encourages best practice by training those involved to follow a structured and systematic process of recruitment and selection processes, and also analyze and compare the different tools relating to decision making presently used by these industries.

Formula Used

Percentage of respondents = No of Respondents / Total Respondents * 100

$(O_{ij} - E_{ij})^2 / E$ Here, O = Observed Frequency E = Expected Frequency

The sampling unit was taken from the employees of the organization. The sampling technique used was convenience sampling. The sample size is 120 employees

6. Conceptual Frame Work of Recruitment and Selection

After reviewing the above literature, this paper aims to study five fundamental requirements of employees (shown in the Figure below) and when an individual and the company manage these five factors, they give scope to the high profile of organization, quality service, effective relationships & communications, effective managing capabilities at organization level. Methods and Samples: This study followed descriptive research design. The survey method of data was implemented to gather the primary data. The structured questionnaire was adopted to accumulate the primary data from the sample of 120 employees of the pharmaceutical industry, taken from employees of the industry's organization. The primary data collected was organized, edited, tabulated and analyzed using software packages such as IBM SPSS 22.0.

Research Instrument: Research Instrument: A structured questionnaire used as a research instrument for this survey and used a five point-like scale to collect the responses from the employees.

Statistical Tools

- Percentage method
- Chi-square test
- Regression analysis
- Interval estimation

Table 1

Research Design	Descriptive Research
Data source/collection	Primary Data, Secondary Data
Research instrument	Questionnaire
Research approach	Survey
Contact method	Personal Interview
Sample units	Employees at pharmaceutical Industry
Sample size	120

Table 2 Demographic Profile and of the Respondents

S. No	Particulars	Frequency	Percent
1	Age group		
	Up to 20 Years	12	10
	21 - 30 Years	35	30
	31 - 40 Years	34	28
	41 - 50 Years	21	17
	More than 55 Years	18	15

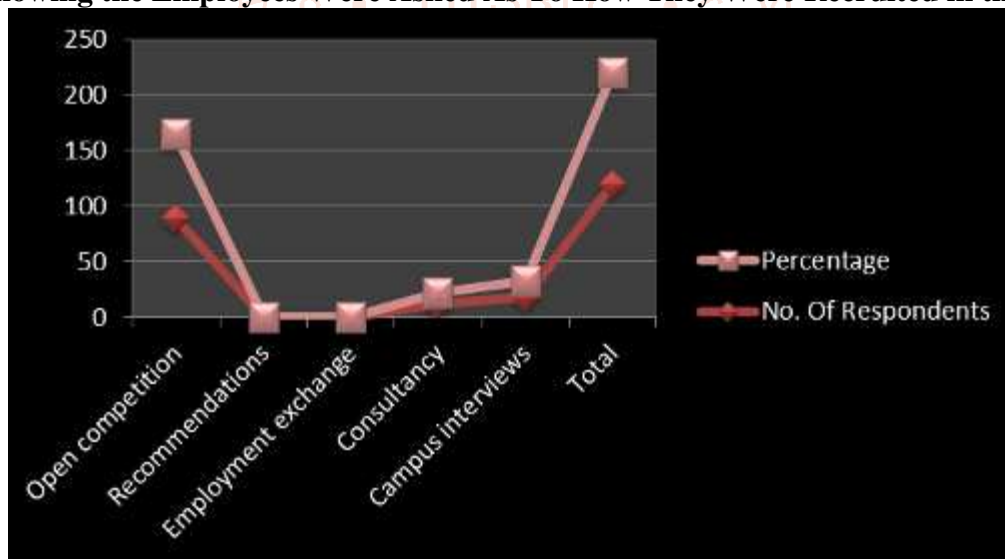
2	Professional Qualification		
	SSLC	5	4
	HSC	17	14
	Diploma	18	15
	UG	56	46
	PG	24	21

Out of the 120 respondents, the age classification of employees is that 30% of respondents belong to 21- 30, 28% of respondents belong to 31-40, 17% of respondents belong to 41-50, 15% of the respondents belong to above 50 and 10% of the respondents below 20. The qualifications for employees are that 46% of respondents belong to UG, 21% of respondents belong to PG, 15% of respondents belong to Diploma, 14% of respondents belong to HSC and 4% of respondents belong to SSLC.

Table 3 Showing the Employees Were Asked As To How They Were Recruited In the Company

Options	No. Of Respondents	Percentage
Open competition	90	75
Recommendations	0	0
Employment exchange	0	0
Consultancy	12	10
Campus interviews	18	15
Total	120	100

Chart 1 Showing the Employees Were Asked As To How They Were Recruited in the Company

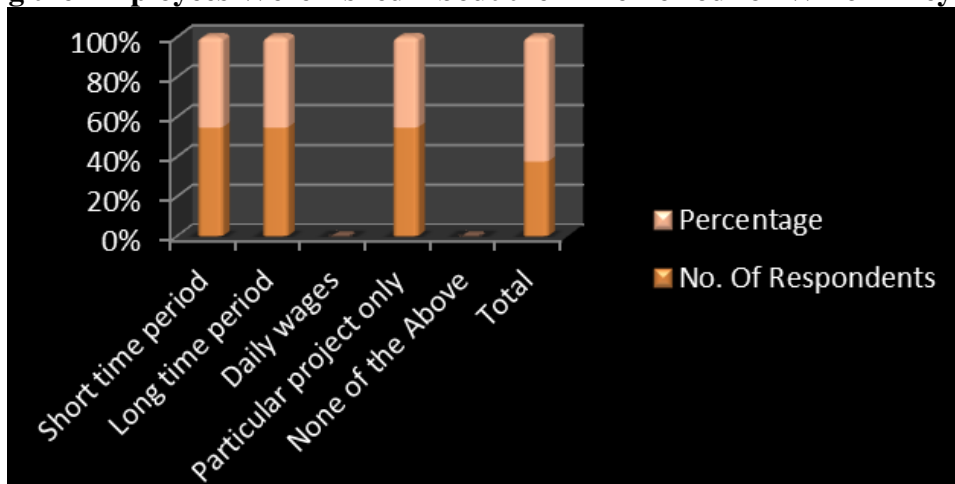


Interpretation: Out of the 120 respondents questioned about their recruitment into the organization 75% of the respondents were recruited through open competition, 10% through consultancy and 15% through campus interviews.

Table 4 Showing the Employees Were Asked About the Time Period, For Which They Were Employed

Options	No. of Respondents	Percentage
Short time period	12	10
Long time period	96	80
Daily wages	0	0
Particular project only	12	10
None of the Above	0	0
Total	60	100

Chart 2 Showing the Employees Were Asked About the Time Period for Which They Were Employed

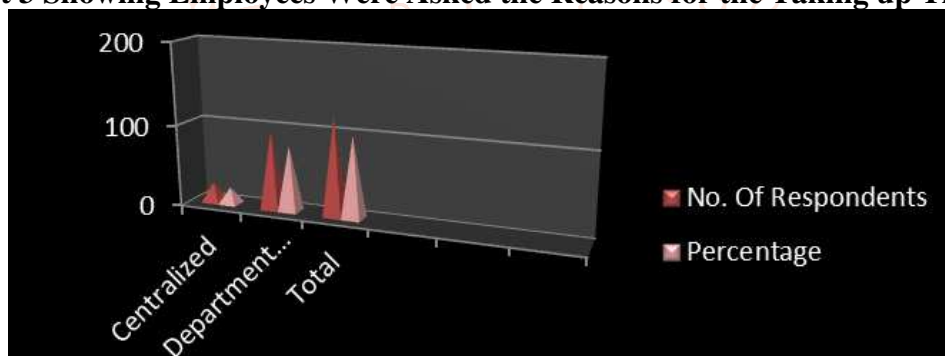


Interpretation: Out of 120 employees who were asked about the time period for which they were recruited, 80% of employees are recruited for a long time period whereas 10% of employees are recruited only for particular projects.

Table 5 Showing Employees Were Asked the Reasons for the Taking up This Job

Options	No. of Respondents	Percentage
Good pay Scale	6	10
More benefits	6	10
Career growth	18	30
Better Appraisal	0	0
All the above	30	50
Total	60	100

Chart 3 Showing Employees Were Asked the Reasons for the Taking up This Job

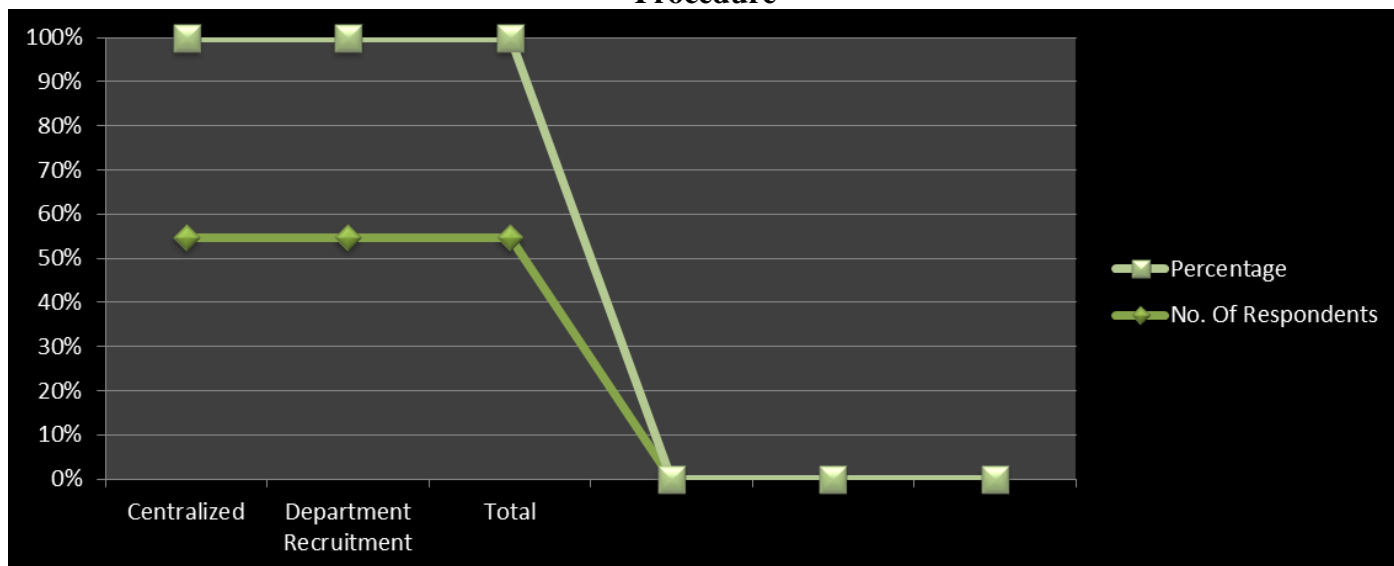


Interpretation: Out of the 120 employees asked about the reason for taking up their respective jobs, for which 30% of the employees said that they took the job for all the reasons like ‘career growth’, ‘good pay scale’ as well as ‘more benefits’. The rest of 10% answered as ‘good pay scale’ was the main reason for taking up the job in MALLADI Ltd.

Table 6 Showing the Employees Were Asked That Their Attitude towards Recruitment and Selection Procedure

Options	No. of Respondents	Percentage
Excellent	12	10
Good	48	40
Average	60	50
Bad	0	0
Very Bad	0	0
Total	120	100

Chart 4 Showing the Employees Were Asked That Their Attitude towards Recruitment and Selection Procedure

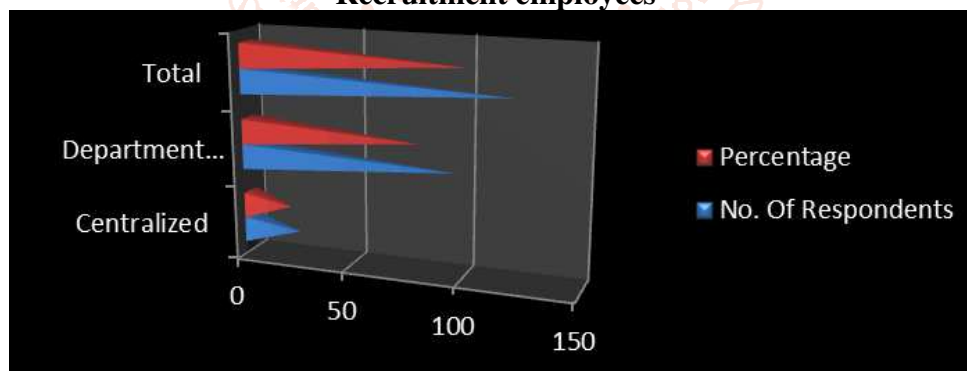


Interpretation: Interpretation: Out of the 120 employees questioned regarding attitude related to recruitment and selection procedure, 10% of the respondents have an excellent attitude related to recruitment and selection procedure, whereas 50% of the respondents have an average attitude related to recruitment and selection procedure.

Table 7 Showing the Employees Were Asked About the Type of Recruitment Methodology Used In Recruitment Employees

Options	No. of Respondents	Percentage
Centralized	24	20
Department Recruitment	96	80
Total	120	100

Chart 5 Showing the Employees Were Asked about the Type of Recruitment Methodology Used in Recruitment employees

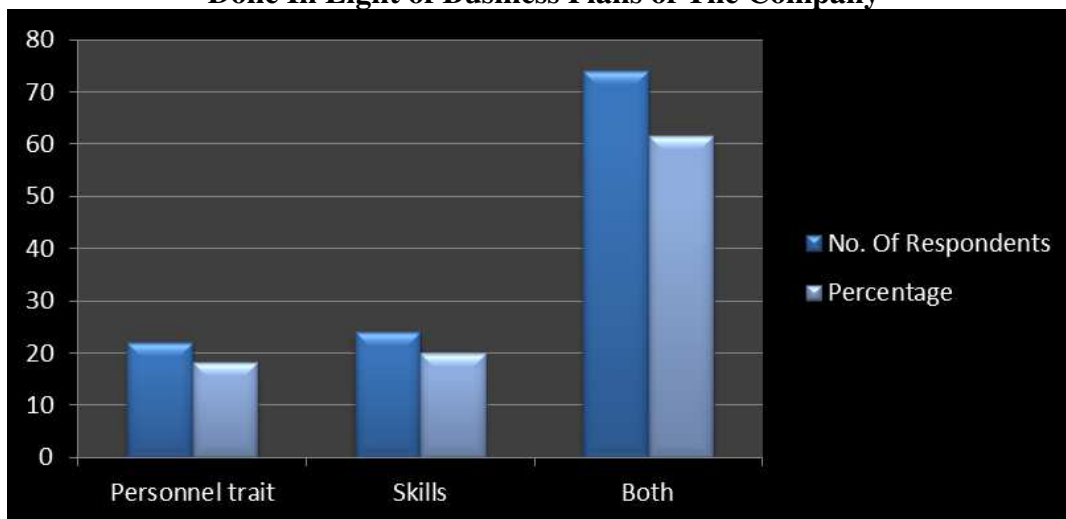


Interpretation: The employees were asked about the type of recruitment methodology which is prevailing in the organization for recruiting employees. 80% of the employees said that departmental recruitment is being followed where each department, in realization of the need for employees, takes up the task of recruiting them. 20% of the employees said that a centralized policy is being in the organization to recruit the employees.

Table 8 Showing the Employees Were Asked Whether the Planning Of Manpower Requirement Is Done In Light of Business Plans of the Company

Options	No. of Respondents	Percentage
Yes	120	100
No	0	0
Total	120	100

Chart 6 Showing the Employees Was Asked Whether the Planning Of Manpower Requirement Is Done In Light of Business Plans of The Company



Interpretation: Out of the 120 employees whose opinion was asked regarding the planning of manpower requirements, all the employees agreed that the planning of the manpower requirement is being done in the light of the business plans of the organization.

Table 9 Showing The employees Were Selected The Company

Options	No. of Respondents	Percentage
Personnel trait	22	18.33
Skills	24	20
Both	74	61.67
Total	120	100

Chart 7 Showing The Employees Were Selected The Company

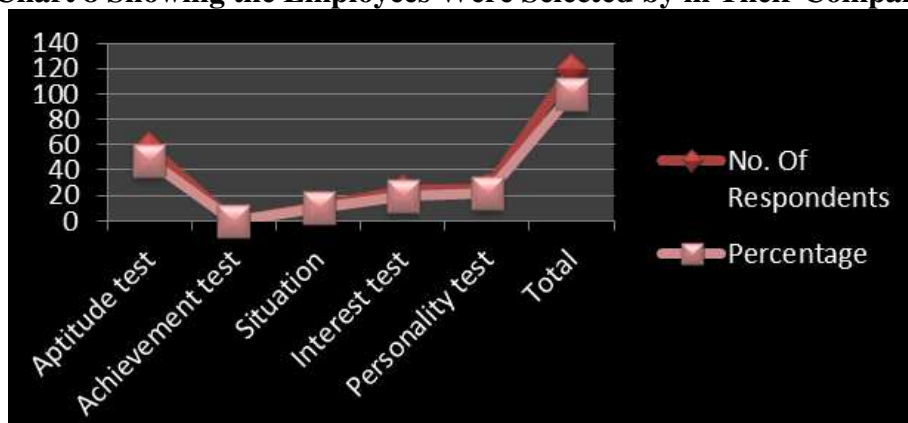


Interpretation: Out of the 120 employees whose opinion was asked regarding the personnel trait, 18.3%, based on 20% and skills and both included 62%, all the employees agreed about personnel and skills are important.

Table 10 Showing the Employees Were Selected By In Their Company

Options	No. of Respondents	Percentage
Aptitude test	58	48
Achievement test	0	0
Situation	12	10
Interest test	24	20
Personality test	26	22
Total	120	100

Chart 8 Showing the Employees Were Selected by in Their Company

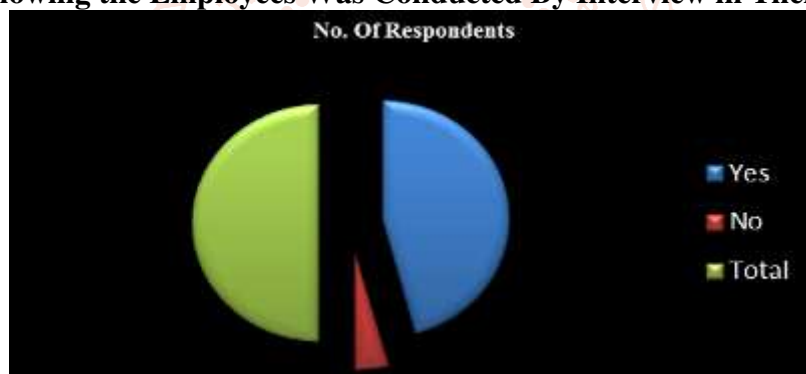


Interpretation: Out of the 120 employees asked about the job selection test at the time of their selection, they were given their respective jobs for which 48% of the employees said that they took an aptitude test, 10% were told that situation test, 20% said that the interest test and 22% of the, were given the response like personality companies so were was taken more employees through aptitude test.

Table 11 Showing the Employees Were Conducted By Interview in Their Company

Options	No. of Respondents	Percentage
Yes	110	92
No	10	8
Total	120	100

Chart 9 Showing the Employees Was Conducted By Interview in Their Company

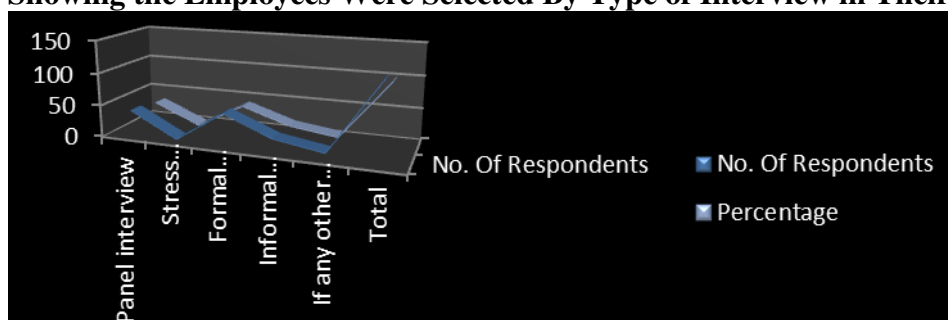


Interpretation: Out of the 120 employees questioned regarding their interview process, 92% of the respondents were recruited through interview, and 8% of the respondents were recruited as management Quota.

Table 12 Showing the Employees Were Selected By Type of Interview in Their Company

Options	No. Of Respondents	Percentage
Panel interview	40	33
Stress interview	2	2
Formal interview	50	41
Informal interview	20	17
If any other specify interview	8	7
Total	120	100

Chart 10 Showing the Employees Were Selected By Type of Interview in Their Company



Interpretation: - Out of the 120 employees, they responded 33% to panel interview, 2% through stress interview, 41% through formal interview, and 17% through informal interview and 7% for other kinds of interview. All the employees agreed for an important interview.

Result and Discussion:

Analysis Using Chi-Square

1. Post Allocated by Employees Vs Period of Employment

Null Hypothesis, H₀ -There is no association between posts allocated by employees and the period of employment

Alternate Hypothesis, H₁ -There are posts allocated by employees and periods of employment.

PARTICULARS		Post allocated by employees		TOTAL
		Yes	No	
Period of Employment	Short time period	8	4	12
	Long time period	78	18	96
	Daily wages	0	0	0
	Particular project only	10	2	12
TOTAL		96	24	120
CHI-SQUARE TESTS				
		Value	Df	Asymp. Sig. (2- Sided)
Chi-Square		12.000	9	0.213

Association between Posts Allocated by Employees Vs Period of Employment

Interpretation:

From the Chi-Square table, it can be seen that the Pearson Chi-Square value is 12.000 with an associated p-value of 0.213, which is greater than the standard p-value of 0.05. There is no association between posts allocated by employees and periods of employment

Post Allocated by Employees Vs Selection Test

Null Hypothesis, H₀ -There is no association between Post Allocated by Employees and Selection Test.

Alternate Hypothesis, H₁ -There is an association between Post Allocated by Employees and Selection Test

PARTICULARS		Post Allocated by Employees		TOTAL
		Yes	No	
Selection Test	Aptitude test	48	18	58
	Achievement test	4	1	6
	Situation	10	2	12
	Interest test	0	0	0
	Personality test	18	6	24
TOTAL		110	10	120
CHI-SQUARE TESTS				
		Value	Df	Asymp. Sig. (2- Sided)
Chi-Square		15.000	12	0.281

Association Between Posts Allocated by Employees Vs Selection Test.

Interpretation: From the Chi-Square table it can be seen that the Pearson Chi-Square value is 15.000 with an associated p-value of 0.281, which is greater than the standard p-value of 0.05. There is no association between posts allocated by employees and the selection test.

Interview conducted by company Vs Type of Interview

Null Hypothesis, H₀ -There is no association between interviews conducted by the company and the type of interview.

Alternate Hypothesis, H₁ -There is an association between interviews conducted by a company and the Vs type of interview.

PARTICULARS		Interview conducted by company		TOTAL
		Yes	No	
Type of Interview	Panel interview	44	14	58
	Stress interview	0	0	0
	Formal interview	10	2	12
	Informal interview	18	6	24
	If any other specify interview	4	1	6
TOTAL		96	24	120
CHI-SQUARE TESTS				
		Value	Df	Asymp. Sig. (2-Sided)
Chi-Square		15.000	12	0.241

Association between Interviews conducted by company Vs Type of interview.

Interpretation: From the Chi-Square table, it can be seen that the Pearson Chi-Square value is 15.000 with an associated p-value of 0.241, which is greater than the standard p-value of 0.05. There is no association between interviews conducted by the company and the type of interview. Showing whether the employees are allotted for the post opted through interval estimation

Options	No. of Respondents	Percentage
Yes	96	80
No	24	20
Total	120	100

$n = 120$

$p = 96/120 = 0.8$

$q = 1 - p = 1 - 0.8 = 0.2$

$Z_{\alpha/2} = 1.96$ at 95% confidence level

Standard error = $\sqrt{pq/n} = \sqrt{((0.8)(0.2))/120}$

Interval Estimation = $[p \pm z_{\alpha/2}(\text{standard error})]$

$= [0.8 \pm (1.96) * (\sqrt{((0.8)(0.2))/120})] = [0.8 \pm 0.0715]$

$= [0.8 - 0.0715, 0.8 + 0.0715] = [0.7285, 0.8715]$

Inference: It is inferred that the respondents are allotted their opted post lies between 72% and 87% table determining the Regression for Types of Test and Types of Interview in the Organization

H0 (Null hypothesis): There is no significant association between types of test and type of interview

H1 (Alternative hypothesis): There is significant association between types of test and type of interview

Type of test	58	0	12	24	26
Type of interview	40	2	50	20	8

Summary Output

Regression Statistics	
Multiple R	0.408664
R Square	0.167006
Adjusted R Square	-1.66667
Standard Error	22.84753
Observations	1

ANOVA

	df	SS	MS	F	Significance F
Regression	5	313.9716	62.79431	0.601467	#NUM!
Residual	3	1566.028	522.0095		
Total	8	1880			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept							-1E-300	2.7E-300
X Variable 1							-1E-300	2.7E-300
X Variable 2							-1E-300	2.6E-300
X Variable 3							-1E-300	2.7E-300
X Variable 4	13.64929	16.80858	0.812043	0.476217	-39.8431	67.14169	-39.8431	67.14169
X Variable 5	0.43128	0.5561	0.775543	0.494542	-1.33848	2.201038	-1.33848	2.201038

Regression value is 0.601467

Value is positive so H1 is accepted.

Inference: There is significant between types of test and type of interview is positive

7. Suggestions

The respondents are found to be satisfactory in malladi drugs & pharmaceuticals ltd., as the recruitment process is based on the qualifications of the employees. So, it is suggested to improve and continue the current recruitment mechanism further. The company had to rewrite the outdated job specifications. The satisfactory level of employees in the organization is monitored by the survey and analysis mechanism, as it provides a detailed report based on age, experience, qualifications, etc. The selection procedure should be changed based on the jobs offered and is based on the qualifications of the employees in the organization. So, it is recommended to maintain the policies and procedures in the organization. The organization should have developed the right recruitment strategy. The company needs to further focus on talent auditions and job fairs. Incentives and contests for employee referrals and the use of web-based resources such as job boards and job distribution services would go a long way in enhancing the recruitment process.

8. Conclusion

Human resource management (HRM) is the strategic and coherent approach to management of organizations' most valued assets, its employees. Personnel working there individually and collectively contribute to the achievement of the objectives of the business. Every organization, regardless of its size and structure, needs to direct its employees in order to accomplish desired business goals and objectives. Accordingly, it develops and implements its own human resource management concepts. The basic functions of human resource management are divided into seven different categories. These are Planning, Recruiting, Selection, Socialization, Training and Development, Performance Appraisal, Compensation, Labor relation, and Motivation function. Recruitment is the art of discovering and procuring potential applicants for current and anticipated organizational vacancies. Accordingly, the purpose of recruitment is to locate sources of manpower to meet job

requirements and job specifications. Recruitment is considered as one of the most important functions in an organization. Unless the appropriate people are hired, even the best plans, organizational charts, and control systems would not yield good results. Decisions regarding employee testing, work policies, programmes, compensation and corporate image all have an impact on recruiting. Recruitment and selection process is very important for every organization to place the right person the right job. From the study it is identified that the overall process of recruitment and selection in a company is good, but they have to adopt new techniques (like scouting, salary & perks, ESOP's) to improve the efficiency of the recruitment process.

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