



A STUDY ON RECRUITMENT & SELECTION -HDFC LIFE

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ABSTRACT

“**Recruitment** is 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 working force.” A formal definition of **Recruitment** is: it is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted.

The process of **Recruitment** involves planning, strategy development, searching, screening, and control. The sources of recruitment are categorized as internal and external sources.

According to YODER, “**Selection** is the hiring process is of one or many’ go, no go gauges. Candidates are screened by the application of these tools. Qualified applicants go on to the next hurdle, while the unqualified are eliminated.” **Selection** is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization.

The essentials of selection are first, the nature of selection, whether faulty or safe and second, the policy of the company and the attitude of the management and third, the length of the probationary or the trial period. The different types of selection tests are Ability tests, Aptitude tests, Personality test, Interest tests, Graphology tests, Medical tests, and Genetic screening. The final decision has to be made

from the pool of the individual who pass the tests, interviews, and reference checks and also the HR manager plays the crucial role in the final selection process.

1. INTRODUCTION:

RECRUITMENT & SELECTION

Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates to a one or more jobs within an organization, either permanent or temporary. The term may sometimes be defined as incorporating activities which take place ahead of attracting people, such as defining the job requirements and person specification, as well as after the individual has joined the organization, such as induction and on boarding. Recruitment can also refer to processes involved in choosing individuals for unpaid positions, such as voluntary roles or training programmes.

Depending on the size and practices of the organization, recruitment may be undertaken in-house by managers, human resource generalists and/or recruitment specialists. Alternatively, parts of the process may be undertaken by public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies.

The use of internet-based services and computer technologies to support all aspects of recruitment activity and processes has become widespread and has revolutionized recruitment activities ranging from recruitment agencies sourcing candidates through online job boards and social media, or human resource



professionals using assessment or job simulation programs as part of the selection process.

Recruitment is the process of identifying that the organization needs to employ someone up to the point at which application forms for the post have arrived at the organization. Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill a post. Training consists of a range of processes involved in making sure that job holders have the right skills, knowledge and attitudes required to help the organization to achieve its objectives. Recruiting individuals to fill particular posts within a business can be done either internally by recruitment within the firm, or externally by recruiting people from outside.

The advantages of internal recruitment are that:

1. Considerable savings can be made. Individuals with inside knowledge of how a business operates will need shorter periods of training and time for 'fitting in'.
2. The organization is unlikely to be greatly 'disrupted' by someone who is used to working with others in the organization.
3. Internal promotion acts as an incentive to all staff to work harder within the organization.
4. From the firm's point of view, the strengths and weaknesses of an insider will have been assessed. There is always a risk attached to employing an outsider who may only be a success 'on paper'.

The disadvantages of recruiting from within are that:

1. You will have to replace the person who has been promoted
2. An insider may be less likely to make the essential criticisms required to get the company working more effectively
3. Promotion of one person in a company may upset someone else.

NEED OF STUDY:

The purpose of study is to learn the practical applicability of the theoretical knowledge gained about recruitment and selection process.

- To gain knowledge about, the process of recruitment and selection in **HDFC STANDARD LIFE INSURANCE**
- To know the effectiveness or ineffectiveness of the process of recruitment and selection in **HDFC STANDARD LIFE INSURANCE.**

Objective of the study

The purpose of the study is to learn the practical applicability of the theoretical knowledge gained about recruitment and selection process.

- To gain knowledge about the process of recruitment and selection
- To know the effectiveness or ineffectiveness of the process of recruitment and selection
- To provide suggestions if any, for having an effective recruitment and selection process
- To prepare the employees to move higher in their jobs.
- To impart new entrants with basic HRD skills and knowledge.
- To develop the potentialities of the employees for the next level job.

SCOPE OF THE STUDY:

The study covers **HDFC STANDARD LIFE INSURANCE** in Hyderabad consisting of 100 employees.

2. RESEARCH METHODOLOGY:

DATA COLLECTION METHODS:

The data for the study was collected through primary and secondary METHODS

Primary Data;

Primary methods are those methods that provide first hand information. The methods followed



were interview methods and questionnaire method

(a) Interview method:

By this method the employees and managers of the **HDFC STANDARD LIFE INSURANCE** were asked questions regarding the recruitment and selection process, its effectiveness and the relevant or required changes they intended to have in the present recruitment and selection process of the company. The managers of different departments were the majority to be interviewed in the entire sample taken.

Secondary Data:

Secondary methods are those methods that provide already existing information of the past, also called as second hand information. The information was obtained from the different HR journals published by the organization for various purposes like HR 'department personal use, reference by any other department about the performance of various activities that have been started by the HR department, to know about the performance appraisal system or the bonus system etc.

PERIOD OF THE STUDY:

Since so many years **HDFC STANDARD LIFE INSURANCE** Hyderabad has been following the same procedure of appraisals for their executives and employees and for the study of my project last on-year data has collected on Selection process.

Sampling technique:

Sampling technique is adopted in multi stages.

Stage 1:

Company is selected from particular region only.

Stage 2:

A Sample of 100 is selected through

convenient random sampling.

Population Size: 487.

Sample Size: 100

LIMITATIONS OF THE STUDY:

There are certain limitations of the concept of empowerment. It may be cost consuming in selecting personnel, training costs and labor costs may be high, it may result in slower or inconsistent services and poor use of the technique of empowerment.

At the outset, Managers must also accept the fact that not all employees want to be empowered. Many workers just work better in jobs that are clearly defined and closely supervised. Once both employees and managers have received proper training, the next step is to give employee's control of the resources needed to make the improvements in their job and work processes.

By giving employees information, resources and training and by following with measurements and reinforcement, Human Resources can create an empowered environment. But Empowerment should be continuous process like quality improvement and it is like a race without a finish line. Those companies that take the first step by creating an environment conducive to empowerment will be at the head of the pack

- As the period of study is limited for 45 days the data collected is very limited.
- Due to time constraints, data is collected from limited number of employees of the Company.
- As the data is collected in the working hours of the employees, they are busy they could not give the complete response.
- Unable to obtain proper feed back because of the limited time period & busy schedule of the employees.



➤ Problem with the confidential information.

3. MODERN METHODS OF RECRUITMENT:

A number of modern recruitment sources are being used by the corporate sector in addition to traditional sources. The sources are divided into internal and external sources.

Internal sources:

(a) Employee referrals:

Present employees are well aware of the qualifications, attitudes, experience and emotions of their friends and relatives. They are also aware of the job requirements and organizational culture of their company. As such, they can make preliminary judgments regarding the match between the job and their friends or relatives. Hence, the HR Managers of the company depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and the time required for recruitment. Further this source enhances the effectiveness of recruitment.

External sources:

(a) Walk in interviews and tests:

The busy and rapidly changing organizations do not find time to perform various functions of recruitment. Therefore, they advise the potential candidates to attend for an interview directly and without a prior application on specified date, time and at a specified place.

(b) Consult in:

The busy and dynamic companies encourage the potential job seekers to approach them personally and consult them regarding the jobs. The companies select the suitable candidates from among such candidates through the selection process.

(c) 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 Internet. Alternatively job seekers place their CV's in the worldwide web/ Internet, which can be drawn by the prospective employers depending upon their requirements. For eg: Monsterindia.com, timesjobs.com, naukri.com, Chckjobs.com

(d) Outsourcing:

Some organizations recently started developing human resources pool by employing the candidates for them. These organizations do not utilize the human resources instead they supply HRs to various companies based on their needs on temporary or ad-hoc basis. Various companies, rather than employing HRs draw HRs from these organizations on commission basis.

4. DATA ANALYSIS AND INTERPRETATION

1) How do you find the recruitment process in Lakshmi Hyundai?

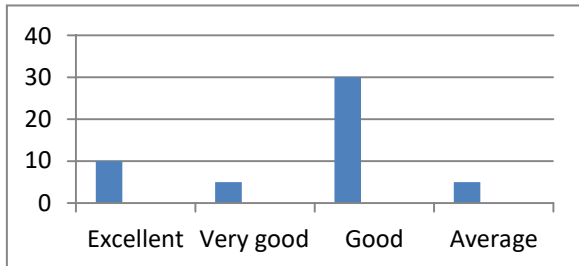
- (a) Excellent (b) very good
- (c) Good (d) Average.

Group	Percentage (%)	No of Respondents
Excellent	20%	10
Very good	10 %	5
Good	60%	30
Average	10%	5
Total	100	50

Analysis:



20% of the employees feel that the recruitment process is excellent in Lakshmi Hyundai solutions. 70% of employees feel that the recruitment process is good, and 10% feel that the recruitment process is average.



Interpretation: The above data shows that the recruitment process is good.

Recruitment Process

2) Fitness test is necessary for all the employees at regular intervals?

- (a) Strongly agree
- (b) Agree
- (c) Disagree
- (d) strongly disagrees.

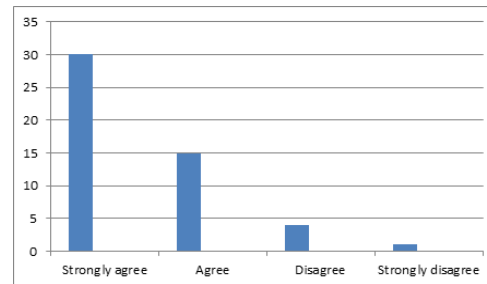
Group	Percentage (%)	No of Respondents
Strongly agree	60%	30
Agree	30%	15
Disagree	8%	4
Strongly disagree	2%	1
Total	100	50

Analysis:

90% of the employees agree that fitness test is necessary for all the employees at regular intervals. 10% of employees disagree that fitness test is necessary.

Interpretation: The above data shows that fitness test is necessary for the employees.

Fitness test



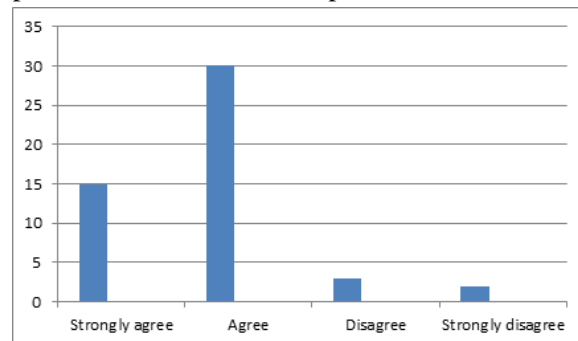
3) The screening process of candidates is very impressive?

- (a) Strongly agree
- (b) Agree
- (c) Disagree
- (d) strongly disagrees.

Group	Percentage (%)	No of Respondents
Strongly agree	30%	15
Agree	60%	30
Disagree	6%	3
Strongly disagree	4%	2
Total	100	50

Analysis:

90% of the employees agree that screening process of candidates is very impressive and 10% of employees disagree that screening process of candidates is impressive.



Interpretation: The above data shows that screening process is impressive in Lakshmi Hyundai *Screening Process of Candidates*

(4) The general intelligence level of each individual during selection is tested?

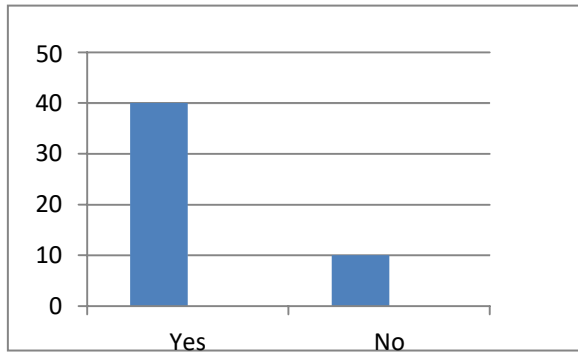
- (a) Yes
- (b) No.



Group	Percentage (%)	No of Respondents
Yes	80%	40
No	20%	10
Total	100	50

Analysis:

80% of the employees agree that the general intelligence is tested during selection and 20% of the employees disagree that the general intelligence is tested during selection.



Interpretation: The above data shows that the general intelligence of the individual is tested during selection process.

Intelligence level of testing

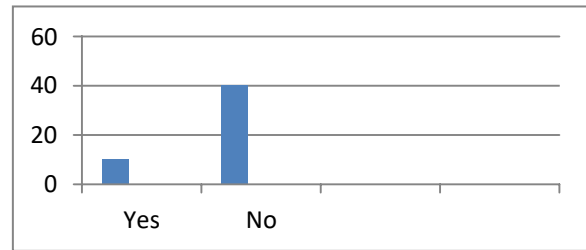
(5) Internal employees are given more preference for referring candidates?

- (a) Yes
- (b) No

Group	Percentage (%)	No of Respondents
Yes	20%	10
No	80%	40
Total	100	50

Analysis:

20% of employees say that they are given preference for referring the candidates and 80% of employees say that they are not given preference for referring the candidates.



Referring Candidates

Interpretation: The above data shows that the employees are given less preference for referring the candidates

5. FINDINGS

- Recruitment and selection process Lakshmi Hyundai includes
 - (a) Written test
 - (b) Group discussion
 - (c) Interview.
- Qualification Experience
Personal traits are the things which are valued the most in the applied Candidates profile during the interview.
- Time taken for the entire recruitment and selection process in Lakshmi Hyundai is more than 3 weeks.
- Communications and subject knowledge are important for an employee before recruiting into the job.
- Internal employees are not given more preference for referring Candidates.
- The impact of induction in employee’s life is good.
- Interviews are conducted by a group of people from different departments.
- The Recruitment and selection process in this organization is good.
- The Recruitment process helps to maintain adequate manpower to fill up the vacancies.
 - 50% of respondents were recruited by internal method and remaining 50% by external methods.



- The percentage of usage of different internal methods of recruitment like employee referrals, interdivisional and promotion followed by the organization is 70%, 20% and 10% respectively
- The information regarding the preference of the external methods of recruitment like HR consultancy; Newspaper advertisements followed by the organization are 75% and 25% respectively.
- 55% of respondents agreed direct call for an interview and 15% call to attend the test and the remaining 30% by direct appointment
- 15% of respondents attended technical test 15% of respondents attended situation test and 70% of respondents appeared for subject test.
- 75% respondents faced formal interview, and the remaining 25% stress and board interview
- 20% of respondents faced HR manager round 20% of respondents faced 3-member committee and 60% respondents faced head of department round.
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SUGGESTIONS

- 1) While it is a fact that Lakshmi Hyundai is deploying a good number of recruitment methods. What is important is that the traveling public should further explore and install such recruitment methods, which go to improve public

handling methods especially by Marketing Executives. It is suggested a sensitivity training method tailored to enable dealing with commuters should be evolved in consultation with management experts and social psychologists.

- 2) Employees who are on 'long sick', 'or long absent' should be included in the recruitment need analysis. They should be directed to undergo training at the training college. This is all the more important when it is realized that Work is skill oriented and time on and off the job has its impact on the effectiveness or otherwise of the working performance.
- 3) The top management should consider giving strict instructions to the management to relieve the employees due for refresher recruitment as per the she duke drawn up.
- 4) Hyundai cars are one of the important public utility vehicles, the requirements of the customers should be taken periodically and that they are factored into the training programmers. This is all the more important that the traveling public as a customer of the organization can always bank up on the assistance and guidance of the consumer protection councils.

6. CONCLUSIONS

Recruitment and selection process in Hyundai includes

- (a) Written test
- (b) Group discussion
- (c) Interview.
- D) Qualification
- E) Experience



Personal traits are the things which are valued the most in the applied Candidates profile during the interview.

- Communications and subject knowledge are important for an employee before recruiting into the job
- Interviews are conducted by a group of people from different departments before recruiting into the job.
- The Recruitment process helps to maintain adequate manpower to fill up the vacancies.

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