

INTERNSHIP

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By

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DECLARATION

I hereby declare that the report have been done by myself under the guidance of Vikrant Naik.

This work has not been submitted at any time to any other university or Institute for award of certificate or diploma/degree.

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SECTION 1

1. Company Analysis

1.1 Introduction to ACGL



Automobile Corporation of Goa Ltd.

Organisation name: - Automobile Corporation Of Goa Limited

Established: - 1980

Establisher: - EDC, Goa Government

Company; - Public Ltd

Area served:- Domestic and International Market

Website: - www.acglgoa.com

Automobile Corporation of Goa Ltd (ACGL), the major engineering unit to be the set up in Goa, a tiny but picturesque state of India, was jointly promoted in 1980 by Tata Motors Ltd (formerly known as Tata Engineering & Locomotive Co. Ltd.), the largest automobile manufacturer in the country and EDC Ltd (formerly known as Economic Development Corporation of Goa, Daman & Diu Ltd).

Automobile Corporation of Goa Limited manufactures and sells sheet metal components, assemblies, and bus coaches in India. It operates through two segments, sub-assemblies and assemblies for various ranges of automobiles. Promoters of this company are Tata Motors Ltd, Tata International Limited and EDC. They have two distinct business segments viz. the pressing division (SMD) and the bus body division (BBD).

The Pressing segment manufactures pressed parts, components, and sub-assemblies for various automobiles. This segment offers sheet metal pressed components.

The Bus Body Building segment manufactures bus bodies and component parts for bus bodies. This segment provides luxury buses, standard buses, mini buses, and utility vehicles. The company serves original equipment manufacturers in the automobile sector.

Automobile Corporation of Goa Limited was founded in 1980 and is based in Sattari, India.

❖ **Bus Body Division**

The Bus Body Division sold 1651 buses during the year under review as against 1293 buses during the previous year. There was a clear shift in the product mix in favour of high-end buses and demand from international Business division of Tata Motors outstripped capacity towards the end of the year. The division also turned out a string of new models of buses for the Fully Built Vehicles division of TML for its foray into the domestic bus market. The cost erosion exercise was pursued aggressively resulting in savings of Rs. 205 Lakhs and royalties from units to which technology has been provided. earned Rs.88 Lakhs for the year. Considering the ambitious plans of TML to substantially increase its volumes in the Fully Built Vehicles segment, steps are being taken to scale up capacities to 8 buses day during the current year. The Company will also seek to upgrade technologies during the current year.

The BBD fabricates bus bodies on the entire range of commercial vehicles from the LCVs to the MCVs. There are two types of buses made – via chassis mounted buses and the monocoque (integral) buses. In the chassis mounted buses, the bus shells fabricated independent of the chassis are painted and then aggregated with the chassis by welding the body cross members with the long members of the chassis. The bus shell is then trimmed with all the fitments such as windows, electrical, windshields, seats and other trimmings.

In the monocoque bus, the bus is made in a complete vehicle form with the chassis aggregates such as the engine, gear box, transmission etc. integrated in the full bus shell built in-house without the need for a chassis. As of now, ACGL manufacture these buses on the front and rear chassis modules supplied by TML. In both the chassis built and the integral buses, a large variety of buses in terms of both size and fitments are done depending on customer choice. The basic difference consists of type of chassis, door and window configurations and a wide variety of fitments from the standard bus to

high end luxury coach.

The key features which differentiate company buses consist of the design and technology which A C G L have acquired from company Japanese collaborators. The design aims at optimizing weight without compromising on the strength by Finite Element Analysis (FEA). The manufacturing technology for chassis built buses aims at building a semi-integral bus body independent of the chassis and then integrating it with the chassis by aggregating the body shell with chassis by welding. Special techniques of web-welding are used to weld on the chassis neutral axis so that the road shocks do not get transferred directly to the body.

❖ Sheet Metal Divisions

The Sheet Metal Divisions is involved in the production and sale of pressed sheet metal parts, sub-assemblies and assemblies for a broad range of automobiles. Over the past five years, the SMD has taken a series of steps such as refurbishing of plant and equipment, installation of higher quality systems and most importantly, vigorous steps involving and training the human resource, which has resulted in a vastly superior operational performance. Notwithstanding the steep logistics costs and stiff competition from units located close to the OEMs, A C G L have demonstrated company ability to overcome many hurdles.

The restructuring of the component business over the last four years has resulted in improvements in quality and productivity and steps are being taken to further improve operational efficiencies by implementation of TS 16949 in FY 2006. The division has also bagged a prestigious and long term order from K omatsu Cummins Engine Co. Ltd. Japan for supply of an engine component. A C G L are drawing up plans to move closer to company main customer (Tata Motors Limited) by shifting pressings operations from Goa to Pune.

The principal products are Pressings, Sub-assemblies and Assemblies for Commercial Vehicles. Pressings include in both the Cold Rolled (CR) and Hot Rolled (HR) Steel such as Instrument Panels, Mud Guards, Bonnets, Covers etc., as also Engine Cross Members, Brackets etc. Sub-Assemblies and Assemblies are Pressings using higher end assembly operations such as welding, plating, painting and fitment of other pressings or bought-out parts.

❖ LOGO OF ACGL



Automobile Corporation of Goa Ltd.

BOARD OF DIRECTORS



SHRINIVAS DEMPO
Chairman



STEVEN PINTO
Director



GIRISH WAGH
Director



YATIN KAKODKAR
Director



DR VAIJAYANTI PANDIT
Director



ABHAY BAWALE
Director



ROHIT SRIVASTAVA
Director



O V AJAY
CEO & EXECUTIVE
DIRECTOR

1.2 Analysis of Vision, Mission and Objectives

❖ Vision

- To enhance and maintain Human Capital which will make the organisation, a world class player and further the interest of all stake holders.

❖ Mission

- Source, develop and maintain human capital which wide ride the culture of customer focus, high performance and seamlessness.
- Create, learn and implement best in class HR practices and processes in pursuit of excellence.
- Retain and attract the talent by improving and brand through employees delight and loyalty.
- Improve community friendliness.

❖ Objectives

- To identify and encourage and promote the economic growth of companies of ancillary development unit.
- To carry out the business of manufacturing automobile components, both machines and pressed, to cater the various needs of Tata Motors Ltd and Automobile Corporation of Goa Ltd.
- To carry out business of pressing and fabrication of bus body structures on job work.

2. PRODUCTS OF ACGL COMPANY

1. LUXURY BUS



Features (provide bus) of Luxury Bus:

- 1) Pleasant & Spacious interiors
- 2) Luxurious Reclining Seats
- 3) ABS hat rack with AC Duct & Service Sets.
- 4) Luxury high back seats
- 5) Mobile charging points
- 6) Roof Mounted LCD
- 7) Refrigerator box

Comfort EX Intercity

A luxury bus is designed with long-distance travel needs in mind. With the ideal blend of luxury, style, technology and comfort, perfect for inter-city travel. Equipped with several new features, designed to withstand the rigors of Indian roads and highways. With superior cooling and noise reduction, the buses ensure comfort for travellers making even the longest journeys pleasurable.

2. STAFF APPLICATION BUS



Features of Staff Application Bus:

- 1 High back seat
- 2 Full drivers Partition
- 3 Foldable co-driver seats
- 4 Ergonomic driver work station

The Staff Application Buses provide ultimate comfort for commuters travelling to office or back home, enhancing the aesthetic appeal and safety of travel. Features like air-conditioning ensure that you stay fresh even after a tiring day. Long distances seem shorter as you reach your destination in peace-mostly used by corporates as the most

preferred mode of transport for their employees. The overall structure has been developed to resist the conditions of Indian roads.

3. SLEEPER BUS



Features of Sleeper Bus:

1. spacious passenger cabin layouts
2. Shoe rack & luggage space below berth
3. Elegant saloon lighting & entertainment provision
4. Lower & upper spacious berths with side guard, luggage rack & sleek AC

duct*

Designed with long-distance travel needs in mind. With the ideal blend of luxury, style, technology & comfort, perfect for inter-city travel, this coach is equipped with several new features, designed to withstand the rigors of Indian roads and highways. With superior cooling and noise reduction, these coaches ensure comfort for travellers making even night journeys pleasurable. Sleeper bus is only available in AC models.

4. AIRPORT APPLICATION BUS



Features of Airport Application Bus:

1. Provision for wheelchair
2. Spacious saloon area
3. Sofa seats

The fully air-conditioned airport coaches are high on style, passengers enjoy maximum comfort before and after the flight, complete safety is certified through several features

and quality. Featured with Low Entry and Semi Low floor options and sufficient space for standees as well as for luggage. An ideal choice for airline companies. In 2013 this bus manufacture in Photoshop

5. CITY AND MOFUSSIL BUSES



Features of City & Mofussil

Buses:

1. Provision for wheelchair
2. BRTS doors
3. Aluminium flooring
4. Plastic Moulded seats

Designed whilst keeping in mind the comfort of city commuters, low floor and broad doors enable quick and easy boarding cum alighting for passengers, making every day travel hassle free. The Ultra-Low Floor options are also built for convenience of people who are differently-abled. These buses are spacious, providing optimum comfort for even those who are standing. Modern in looks, yet making intra-city travel convenient and more dignified than even before.

6. SCHOOL APPLICATION BUS



guards

A favourite ride for every child is a trip to school and back home. An ACGL school bus is especially suited to meet the safety and comfort needs of youngsters. That is precisely why the school buses have been combined with numerous essential features that ensure a safe journey. Tooth-guards, semi-sliding windows, door with alarm, anti-skid floors... the list of child-safety features is extensive and does not leave any scope for worry.

Features of School Bus

1. School bus exclusive identifications
2. Lowered hand straps
3. Notice board/ first aid box, 2 fire extinguishers
4. School seats with under seat, storage for bags & tooth

7. SPECIAL APPLICATION BUS



Special Application bodies range from mobile training coaches mobile libraries, medical/ dental vans to hop in-hop off tour buses.

These coaches are entirely customized to suit specific requirements. There are many buses of special bus: Mobile Blood Blank Mobile Library,

Training Coach, Ambulance, etc.

Features of Special Application Bus:

1. Ambulance interiors
2. Blood Donor chair

- 3. Generator
- 4. Wash Basin
- 5. Library
- 6. Revolving chairs

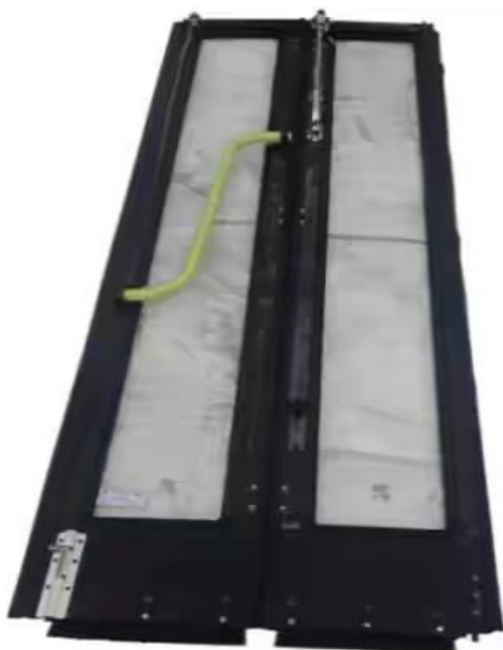
❖ SHEET METAL PRODUCTS



This part is developing in Photoshop in Plant II in ACGL. They first develop in 2013. This part is use for bus for front floor and also supply to Tata Motors.



Emergency Door and passenger door





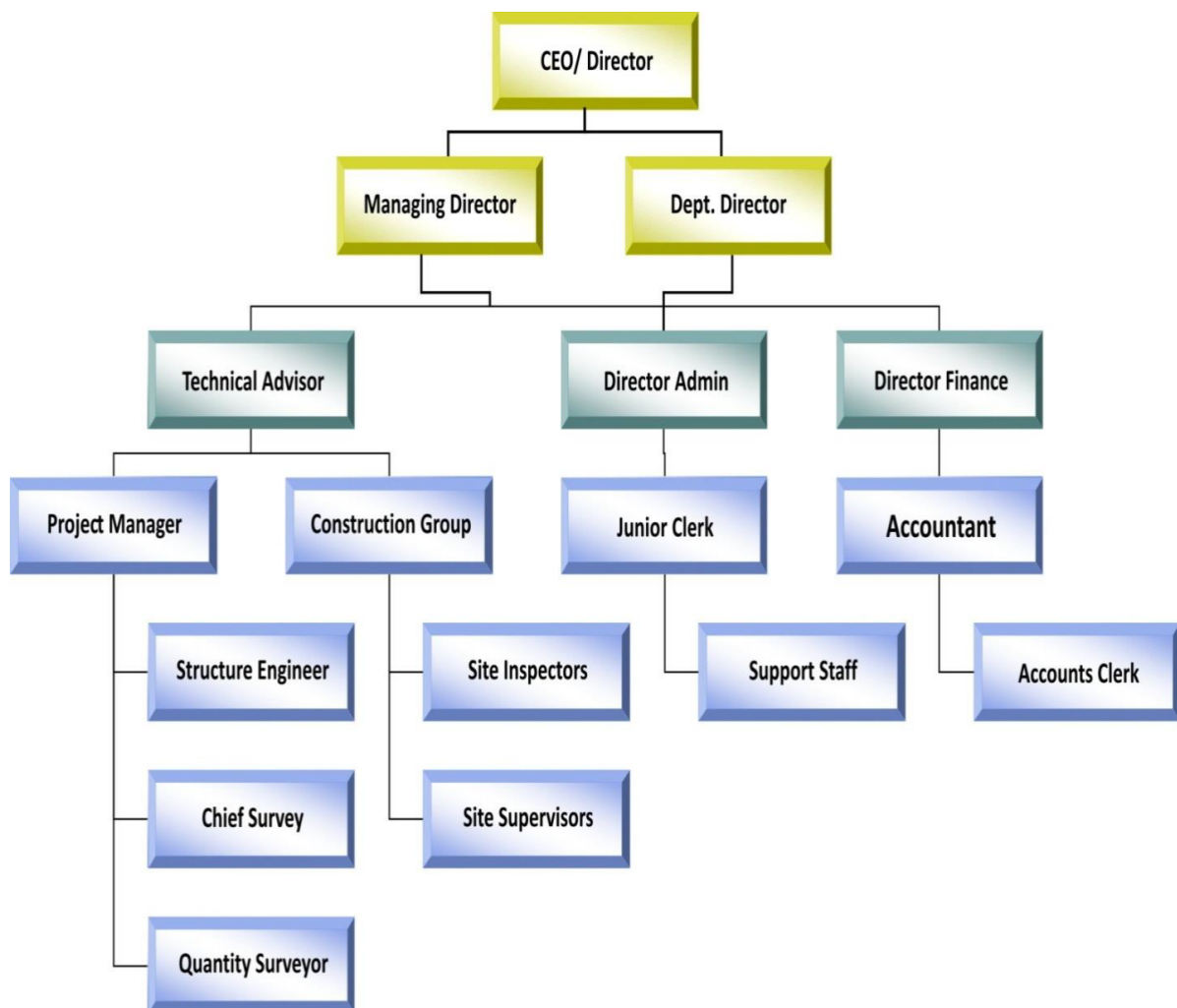
❖ Driver Door

This part is developing in Photoshop in Plant II in ACGL Company. They develop in 2012. Only Passenger Door is supply to Marco polo Company.

❖ MARKETS FOR ACGL

- Africa Country
- 95 % Gulf Countries
- Middle East
- Brazil-sheets
- Qatar
- Kuwait
- Dubai
- Russia

3. ORGANISATION STRUCTURE



4. SWOT ANALYSIS

1. STRENGTHS

- Low-cost, skilled engineering manpower, leading to superior cost structure across processes, particularly those requiring significant design and engineering inputs.
- Low-cost product development capabilities.
- Low capital cost, attributable to ability to develop machine tools, robotics, and tools fixture at competitive cost in house.
- The presence of strong component industry and relatively high levels of integration. .
- Best designs of buses as compare to Marco polo and other competitors.
- Foreign collaborations

2. WEAKNESSES

- Inadequate and expensive infrastructure
- Manpower cost
- Lack of understanding in few departments.

3. OPPORTUNITIES

- Sizeable local market potential, mainly at the utilitarian end with specific local requirement, offers Indian companies an opportunity to build scale and upgrade gradually with the market
- Global markets-both through direct export and outsourcing opportunities.
- Global markets- More demand as the buses are with the best design.

4. THREATS

- Global majors resorting to predatory pricing in order to penetrate the Indian market
- Any paradigm shifts in technology could increase technology gap considerably.
- Changes in the rules and regulation of government policy.
- Other competitors.

This is the SWOT Analysis of ACGL.

5. VRIO ANALSES

VRIO, which stands for “Valuable, Rare, Inimitable and organised”. It's a framework which was developed by Birger Wernerfelt in the 1980s, and it offers a powerful way to evaluate your value proposition in light of the competition.

• VRIO Analysis of ACGL Company

RESOURCES/ CAPABILITIES	VALUABLE	RARE	IMITABLE	ORGANISED	COMPETITIVE ADVANTAGE
Positive market reputation	Yes, as the company have global collaboration.	no	Yes, as there are chances of uncertainties while exporting.	Yes	Long term competitive advantage
Leadership team	Yes	no	No	Yes	Strong competitive advantage
Awareness of brand	Yes	Yes, because in some part there are less awareness of brand	no	no	Sustainable competitive advantage
High customer rating	yes	Yes	Yes	no	Strong competitive advantage

The resource/capabilities view argues that valuable, rare, inimitable and non-suitable

leads to competitive advantages. The positive market reputation of the company has a valuable in the market and can have a long term competitive advantage.

The leadership teams have a great valuable in the company as the leader is more concern of the company and his decision can very suitable for the company and that leads to the strong competitive advantage.

The ACG L have a great logo and have good brand awareness in the market but there are chances and opportunities that the company can aware the brand in other market where there are less awareness of the company.

The ACG L Company provides high customer services to their public which leads to the strong competitive advantage compare to the company.

SECTION 2

2.1. Introduction to the Industry

The Indian Automobile industry includes two-wheelers, trucks, cars, buses and three-wheelers which play a crucial role in growth of the Indian economy. India has emerged as Asia's fourth largest exporter of automobiles, behind Japan, South Korea and Thailand. The country is expected to top the world in car volumes with approximately 611 million vehicles on the nation's roads by 2050.

The Economic progress of this industry is indicated by the amount of goods and services produced which give the capacity for transportation and boost the sale of vehicles. There is a huge increase in automobile production with a catalyst effect by indirectly increasing the demand for a number of raw materials like steel, rubber, plastics, glass, paint, electronics and services.

The automotive industry in India is one of the largest in the world with an annual production of 23.96 million vehicles in FY (fiscal year) 2015–16, following a growth of 2.57 per cent over the last year.

The automobile industry accounts for 7.1 per cent of the country's gross domestic product (GDP). The Two Wheelers segment, with 81 per cent market share, is the leader of the Indian Automobile market, owing to a growing middle class and a young population. Moreover, the growing interest of companies in exploring the rural markets further aided the growth of the sector. The overall Passenger Vehicle (PV) segment has

13 per cent market share.

India is also a prominent auto exporter and has strong export growth expectations for the near future. In FY 2014–15, automobile exports grew by 15 per cent over the last year. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the Two Wheeler (2W) and Four Wheeler (4W) market in the world by 2020.

In the last few years, the passenger vehicle industry was largely driven by strong economic growth. However, a host of domestic factors such as increasing fuel prices, the weakening rupee and prolonged high interest rates led to rising vehicle financing costs, leading to a slowdown in the demand for cars.

While the demand for micro or small SUVs provided a boost to India's passenger vehicle market, passenger car sales fell during FY 2013 for the first time in a decade. Though manufacturers offered attractive repayment options and huge discounts to boost sales, the car industry faces the worst slowdown in a decade.

To keep pace with slowing demand and bridge the gap between sales and output, leading OEMs scaled back their production recently and block closures have become a regular theme in India. The market performance in India during 2009 and 2010 was underpinned by natural demand driven by the country's economic performance, growing middle class and low levels of vehicle ownership.

However, over the last couple of years, slow economic growth, rising petrol prices and high interest rates, have created strong headwinds for the Indian vehicle market. To make matters worse, the increase in excise duty on utility vehicles has dealt body blow on the growing SUV segment.

Considering these macro-economic challenges, PwC Auto facts has revised the long-term outlook for the Indian light vehicle market. The market is now expected to reach nearly 6 million by 2019, since

India still faces significant hurdles on the road to greater levels of motorisation, which are likely to be resolved over a 10- to 20-year planning horizon.

2.2 PEST Analysis

- **Political Factors**

The state regulation of public transport sector presents many limitations and has possible negative impact on public transport industry.

The Indian automobile industry has attracted many investors. All these are pooled in three main regions despite the expensive size of the country. This is due to the fact that these areas are more developed as compared to other regions. The government has a hand in this because it has invested in the development of these regions. Politically speaking, the automobile industry has greatly benefited from the government of India. The government has set up bodies which help the automobile industry in carrying out research and development. These bodies also maintain a monitoring system for the automobile industry.

- **Economic Factors**

Increase in number of people, who own private cars possible negative impact on the public transport industry. Consumer confidence has decreased as a result of economic downturn and people are seeking savings in their everyday life possible positive impact on the public transport industry. Petrol prices have on average been increasing and they are likely to grow until the petrol runs out possible positive impact on the public transport industry. Increase in the average disposable income of both families and individuals indicates that more people can afford to buy and use a private car possible negative impact on the public transport industry.

India has also been experiencing economic growth at an average 6% and the automobile

industry contributes 22% to the GDP of the country. This makes it a very important income generating activity for the country. This growth has rippled its way to create consumers as there is a huge growing middle class in India. This class of people is increasingly purchasing automobiles and this is evident in the increased sales of certain vehicles in the past decade.

Without economic growth, India would not be able to attract as many foreign investors in the automobile industry. It is thus important for the country to sustain this upward growth as it will affect all its manufacturing industries. Additionally, the price of certain crucial commodities has also influenced the automobile. Crude oil and petroleum products always affect the automobile industries. Rise in the world market price of these products makes things expensive and this trickles down to automobile manufacture as well as maintenance.



- **Social Factors**

Greater focus on environmental issues and sustainable development puts environmentally and friendly electric trains in an advantageous position possible positive impact on the public transport industry. Growing population and numbers of visitors/tourists/immigrants imply increasing demand for transport services possible positive impact on the public transport industry.

People seek the convenience, personal comfort and social status that mainly private cars or to a certain degree, taxis can offer possible negative impact on the public transport industry. People have less time and seek efficient ways of transport in the city, where public transport possesses advantages such as rail and bus lanes that avoid traffic jams possible positive impact on the public transport industry.

India is fast becoming an automobile industry hub because of its large population. This forms a bustling market for the manufacturers. The tastes of the populations may vary but manufacturers always take note of the fast selling automobiles and create appropriate designs. For instance, in the past three years, there has been a surge of two-wheeler vehicles because of their convenience in the country. Many automobile industries have created these vehicles for domestic consumers.

- **Technological Factors**

Rapid development in communication and computer technologies, for example: increasing use of teleworking and the internet enables people to work from home and not have to commute to office i.e. ATAC (Australian Telework Advisory Committee), 2005 possible negative impact on the public transport industry.

The automobile industry has grown because there are several technological inventions. These are used not only in manufacture of the vehicles but also to reduce expenses for the vehicle buyers. The government is also helping in research and development to ensure that both producers and consumers are happy and encouraged to invest in the automobile industry.

2.3 PORTER'S FIVE (5) FORCES MODEL

Porter Five (5) Forces Model was proposed by Michael E. Porter in 1970. The purpose was to assess and evaluate the competitive positioning and strengths of business organisations.

The model has three Horizontal competitive forces (Threat of substitute Products or services, the threat of new entrants and rivalry among existing firms) and two vertical forces (Bargaining power of buyers and Bargaining power of Suppliers).

1. INDUSTRY RIVALRY: LOW

- Low numbers of firm in the market
- Businesses quickly adapt to the growth of the market leaving no room for their competitors.
- There are easier and longer-term opportunities in other markets.

2. THREAT FOR NEW ENTRY: LOW

- High start-up costs e.g. vehicles, maintenance, insurance, design, etc.
- Competitions economies of scale, leading to higher switching costs if another firm enters the market.
- Governmental environmental policies to adhere to.

3. THREAT FROM SUBSTITUTES: HIGH

- Substitute service performance and qualities is equal/superior to buses e.g. uber and taxis will offer a better and quicker service than a bus.
- Substitutes services prices are lower or equal
- Buses may struggle to maintain their customer base.

4. THREAT FROM SUPPLIERS: LOW

- Buyer purchases product supplies in volume.
- Buses employ vehicle engineer specialists to ensure they get the correct products and the most for their money.

5. THREAT FROM CUSTOMERS: HIGH

- Substitutes are available e.g. uber, taxis and bike
- Buyers purchase their bus tickets in high volume e.g. monthly, quarterly and yearly bus savers.
- Important for the company to provide high standards.
- Important to ensure customer satisfaction and retention.



CHAPTER 3

PROJECT TITLE

**A STUDY ON RECRUITMENT AND SELECTION PROCESS OF
ACGL**



EXECUTIVE SUMMARY

I opted for this particular topic named “Recruitment & Selection” because recruitment and selection procedures have taken a dramatic change in the industry. Human resource is responsible for giving birth to human embalmers. The core function of an organization is Recruitment and Selection because the organization doesn’t want to be a bad recruiter by selecting manpower that might have the potential to spoil the long earned goodwill or corporate image and also incur heavy recruitment costs on them.

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. For some components of the recruitment process, mid- and large-size organizations often retain professional recruiters or outsource some of the process to recruitment agencies. It is the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force. The main objective of the recruitment process is to expedite the selection process.

Selection on the other hand, is the process of picking individuals who have relevant qualifications to fill jobs in an organization. The purpose of selection is to pick up the most suitable candidate who would meet the requirements of the job in an organization best, to find out which job applicant will be successful, if hired. To meet this goal, the company obtains and assesses information about the applicants in terms of age, qualifications, skills, experience, etc. the needs of the job are matched with the profile of candidates.

However, Recruitment is an important part of an organization’s human



resource planning and their competitive strength. Competent human resources at the right positions in the organization are a vital resource and can be a core competency or a strategic advantage for it.

The objective of the recruitment process is to obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives. With the same objective, recruitment helps to create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool.

I have also applied few research tools in the project such as the questionnaire, interview method to obtain views of the respondents and thereby, have analysed the factor by applying columnar, bar & pie charts. However, I faced a few limitations --- such as sample constraint, time constraint, respondents didn't take the questionnaire method seriously and so were very reluctant in answering the questions. Thus, I would like to conclude that from my project I have definitely understood that employee recruitment & selection is the basics of an organization.

ABSTRACT

Better recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the research paper entitled Recruitment and Selection has been prepared to put a light on Recruitment and Selection process. The main objective is to identify general practices that organizations use to recruit and select employees and, to determine how the recruitment and selection practices affect organizational outcomes at AUTOMOBILE CORPORATION OF GOA LIMITED. The main objective of this Project is to identify general practices that organizations use to recruit and select employees. The study also focus its attention to determine how the recruitment and selection practices affect the organizational outcomes and provide some suggestions that can help. Data analysis has been done with statistical tools like tables, graphs, pie charts, bar diagrams.

Keywords: Recruitment, Selection, Reference, Interview, qualification, reference.



3.1 STATEMENT OF PROBLEM

❖ PROJECT PROBLEM

After having an insight in the ACGL unit II it has been observed that recruitment and selection are failing to provide a specific job description. Also failing to give recruitment the right amount of time. It has come to a notice that the company is using same recruitment process as earlier.



3.2. INTRODUCTION

Successful human resource should identify human resource needs in the organization. Recruitment is the discovering of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking job. The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. It should also provide information so that unqualified applicants can self-select themselves out of job candidacy; this is, a good recruiting program should attract the qualified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.

According to Edwin B Flippo : - Recruitment as “the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.”

According to Yoder : - Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce.



❖ Recruitment

- Recruitment is the process of attracting prospective employees and stimulating them for applying job in an organization.
- Recruitment is the process of hiring the right kinds of candidates on the right job
Recruitment and selection activity is predominantly dealt with in two fields:
- A generally prescriptive human resource management or personnel management viewpoint and a very technical psychology literature that focuses on the validity (absolute and relative) of different forms of recruitment techniques, such as competency modelling, interviews and various types of psychometric testing
Methods of Recruitment

There are various methods of recruitment but for the sake of simplicity, they have been categorized under two broad headings.

- Internal Recruitment
- External Recruitment

❖ **Benefits and Importance of Recruitment:**

- Helps to create a talent pool of potential candidates for the benefits of the organization
- To increase the pool of job seeking candidates at minimum cost.
- It helps to increase the success rate of selection process by decreasing the no of visits of unqualified or over qualified job applicants.
- Helps in identifying and preparing potential job applicants who will be the appropriate candidature for the job.
- Finally it helps in increasing organization and individual effectiveness of various recruiting techniques and for all the types of job applicants.

❖ Selection:

- Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization.
- Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires.

❖ Importance of Selection:

Selecting the right employees is important for three main reasons: performance, costs and legal obligations

Performance: Employees with right skills will do a better job for any company and for the owner. Employees without these requisite skills or who are abrasive would not perform effectively and the company performance will suffer to a great extent. So there is a time to screen out undesirables and to choose the better and perfect candidate that can effectively contribute to company success.

Cost: It is important because it is costly to recruit and hire employees so cost-benefit ratio have to be considered while hiring of employees in order to avoid any unnecessary wastage of money and the valuable resources .The total cost of hiring a manager could easily be 10 times as high as once one add search fees, interviewing time, reference checking, and travel and moving expenses.

❖ Recruitment and Selection Process

1. Folder in the system
2. Approval of manpower acquisition form
3. Interview assessment form
4. Job offer
5. Documentation- at the time of joining
6. Updating of new employees data in SAP system.
7. Joining announcing
8. Appointment letter
9. Probationary – confirmation approval note
10. Confirmation letter
11. Updating in SAP system of confirmation.

❖ The difference between recruitment and selection:

Recruitment is identifying and encouraging prospective employees to apply for a job and Selection is selecting the right candidate from the pool of applicants.

3.2 REVIEW OF LITERATURE

ARTICLE: EFFECTIVE RECRUITMENT BY REFERENCE CHECK METHOD

AUTHOR: NGO VINET

SOURCE: http://EzineArticles.com/?expert=Ngo_Vinet

OBJECTIVE: TO STUDY THE PURPOSE OF USING REFERENCE CHECK METHOD IN THE RECRUITMENT PROCESS

SUMMARY: Checking candidates' information via reference is an essential step in a recruitment process. However, many companies do not pay much attention to such an important thing.

Recruiters should check candidates' information like achievements, behavior in their previous companies.

Information that needs checking is:

- Candidates' behaviour/ habits that can badly affect your department or company's activities.
- Achievements which candidates mention to be theirs but in fact, those achievements belong to the whole team. Awfully, some candidates make up such achievements.
- Reasons why candidates do not work for the previous companies.
- Candidates' salary in their previous companies.
- Relationship among candidates and their colleagues or managers.

Recruiters can easily check such information by calling referees. The more important the position is, the more carefully they have to check the reference. In any circumstances, recruiters should highly appreciate and focus on the reference check. By 2-3 minute calls, it is quite difficult to know much about candidates' achievements or problems. So they should spend at least 20 minutes for the call plan. The questions they will ask referees about candidates are

1. How long have you worked with him? What is his ability?



2. What are the main strengths and weaknesses of him?
3. What do you think in general about his competence and what are his main achievements?
4. Could you please tell me the relationship between him and his managers, inferior or colleagues?
5. Do you know why he wants to change his job at this time?

Recruiters had better say thanks to the referees for spending time talking to them and ensure that they will keep secret about the talks.

Sometimes, referees do not want to share negative information about candidates. If the recruiters are professional and clever when talking, referees will agree to share with them the information they need. Recruiters should talk to the most appropriate people like candidates' direct managers, co-workers or inferior is the best way. The ones who know candidates at present are more suitable than the ones who knew them 10 years ago. Normally the recruiters just need to find information from 3 recent companies that candidates have worked. The recruiters must remember that candidates' past achievements are the best mirror reflecting their future achievements.

RELEVANCE TO THE PROJECT: This article helps us to understand that Reference check in recruitment process is a simple step that does not take so much time but can help to save money and take some more information that is not mentioned in the candidates' applications or interviews.



ARTICLE: SETTING UP A FORMAL RECRUITMENT AND HIRING PROCESS

AUTHOR: JEROME BALADAD (WEB CONTENT WRITER AND EX-HR PRACTITIONER)

SOURCE: http://EzineArticles.com/?expert=Jerome_Balada

OBJECTIVE: TO STUDY THE INFLUENCE TO THE DIRECTIONS ON HOW RECRUITMENT AND SELECTION IS DONE IN ANY ORGANISATION

SUMMARY: Some organizations called the process "recruitment and selection." But there is consensus among credentialed HR Practitioners on how to best put in place the most effective recruitment and hiring process to help accomplishing the goals of the organization. The author has culled from his many years of experience doing HR recruitment and hiring work to suggest steps that he believes would be helpful to those interested in having formal recruitment and hiring process in place.

On the over-all, the following steps are followed when one would like to put in place a formal recruitment and hiring process:

- 1) First, define and clarify the strategy of the organization related to Human Resource (HR) management. This strategy has to come from the top-level leaders and managers of the organization, following the size.
- 2) Depending on the size of the organization there has to be someone responsible to take charge for recruitment and hiring activities in the organization. He will also be empowered to make decisions related recruitment and hiring. This person has to be a direct report of the CEO and the Chief HR Executive in the meantime.
- 3) Assign who else will be involved in the recruitment and hiring process. This can be a standing committee of leaders and managers or a separate group..
- 4) Come up with "organizational chart," the job descriptions, and the pay scale and its different grades.
- 5) The responsible person who is empowered to do recruitment and hiring will have to identify the vacancies, or the jobs that have not been filled up, or without incumbents.
- 6) The Chief HR Executive will decide how the vacancies will be filled up. From the

most critical positions that have to be filled up to the less critical one. This can be done by using in-house recruitment or by posting an online or print advertisement or by hiring a professional recruiter.

7) The group referred to in number "3" will then be tasked to accept applications. He / She will have to read, evaluate and study all applications received within a certain time frame. It's suggested to consider candidates who are most qualified and ready to do the job at once. From these applications received, a tentative short list will be made. In case of in-house recruitment, a tentative short-list will have to be drawn up. This list will be made up of the applicants to be considered for interview.

8) The recruiter will then have to start getting in touch with the tentative shortlisted candidates by fixing a schedule for an initial interview with each one of the candidates, or a group interview.

9) Conduct the initial interview. During the interview date, the candidates will fill up application form if you have one to "get to know each other" the first time with the purpose of feeling out each other if both parties can work together in the organization.

10) The recruiter will then have to decide who among the candidates are worth taking a more serious look by using certain tools like Psychological testing

11) Come up with a definite short list for final interview.

12) If nobody qualifies, or no one can be included in the shortlist, then the recruiter can repeat step number "6," or study other recruitment options. Or announce for referrals of applicants from other employees in the organization. Or put on hold the recruitment process, and continue at a more appropriate time.

13) If there's a strong shortlist, the recruiter can proceed with the hiring process with approval and finality by the. The CEO will make his / her decision depending on the recommendations of the Chief HR executive and the members of the group referred to in number "3"

14) Make a job offer. Confirm if the candidate will accept the offer. If there's a negotiation on the compensation package, then this has to be clarified and completed first. Have the hiree submit the required legal documents to be able to start working with the organization. Agree on which date to start with the job.

15) make sure the desk or place of work has been cleaned out and ready for the next employee a day or two before the start of employment. Prepare all the tools, office supplies that will be used by the new hire.

16) Announce the name and relevant job details of the new hired with the rest of the organization to ensure that everyone has been told about changes that may be brought about by the joining of a new hired.

17) make sure you have someone to spend at least two hours with the new hired on the first day of on the job. Or even spend lunch time or break time with the new hired, as soon as possible. This can be either the direct supervisor, or even one of the other employees of the organization. He / She buddies up with the new hired to better explain about the culture of the organization.

RELEVANCE TO THE PROJECT: This article helps to understand the steps of formal recruitment and hiring process that would be helpful in making a company's efficiency, development and profit. It helps in assessing the employees for their integration & retention and also influences the existing employees & the organization's performance.

ARTICLE: RECRUITMENT AS THE MOST IMPORTANT ASPECT OF HUMAN RESOURCE MANAGEMENT

AUTHOR: JONES, DAVID A.; SHULTZ, JONAS W.; CHAPMAN; DEREK S. (2006)

SOURCE: RECRUITING THROUGH JOB ADVERTISEMENT: THE EFFECT OF COGNITIVE ELABORATION ON DECISION MAKING INTERNATIONAL JOURNAL OF SELECTION AND ASSESSMENT, VOLUME 14, NUMBER 2, pp. . . . 167-179(13)

OBJECTIVE: TO STUDY THE RECRUITMENT AND SELECTION PROCESS AS THE MOST IMPORTANT ASPECT OF HUMAN RESOURCE MANAGEMENT

SUMMARY: Human Resource Management theories focus on methods of recruitment and selection and highlight the advantages of interviews, general assessment and psychometric testing as employee selection processes. The recruitment process could be internal or external or could also be online and involves the stages of recruitment policies, advertising, job description, job application process, interviews, assessment, decision making, legislation selection and training. Successful recruitment methods include a thorough analysis of the job and the labour market conditions and interviews as well as psychometric tests to determine the potentialities of applicants. Various techniques of selection include various types of interviews, in tray exercise, role play, group activity, etc.

Recruitment is almost central to any management process and failure in recruitment can create difficulties for any company including an adverse effect on its profitability and inappropriate levels of staffing or skills, labour shortages, or problems in management decision making. The recruitment process could itself be improved by following management theories like Rodgers seven point plan, Munro-Fraser's five-fold grading system, psychological tests, personal interviews, etc.

Recruitment requires management decision making and extensive planning to employ the most suitable manpower. The selector's aim is to recruit only the best candidates who would suit the corporate culture, ethics and climate specific to the organization. Management would specifically look for potential candidates capable of team work. The process of recruitment does not end with application and selection of the right people

but involves maintaining and retaining the employees chosen. Theories of HRM may provide insights on the best approaches to recruitment although - 14 - companies will have to use their in house management skills to apply generic theories within specific organizational contexts.

RELEVANCE TO THE PROJECT: This article helps us to understand that Competition among business organizations for recruiting the best potential has increased focus on innovation, and management decision making and strategic planning. We can also understand that Human Management resource approaches within any business organization are focused on meeting corporate objectives and realization of strategic plans through training of personnel to ultimately improve company performance and profits.



3.3 HISTORICAL DEVELOPMENT OF RECRUITMENT AND SELECTION

In the earliest stages of an intervention, recruitment decisions often get made on the basis of who is standing in the right place at the right time with the right look on his/her face. As the situation matures, we have to think more carefully about picking the right people for longer-term roles including middle and senior management. The integrity of the recruitment and selection process helps to ensure sustainability by building a strong and balanced team, demonstrating the Organization's neutrality, promoting its good name and serving as an example for partners. You may find that one of the first roles you need to fulfil is a HR administrator to help achieve these goals.

Here are the major stages in this cycle:

1. Defining the Requirement

Decide what vacancy you have. If you need to fill a new role quickly you might find it helpful to adapt one of the models provided here:

Task analysis:

Draw up a detailed list of tasks that the person will have to do. This helps in determining the qualities and qualifications genuinely required for the job.

Job description:

Produce an outline of the broad responsibilities (rather than detailed tasks) involved in the job.

Person specification:

Decide what skills, experience, qualifications and attributes someone will need to do the job as defined in the task analysis and job description.

2. Attracting applications

Your file of previous applicants can be a good place to start.

Advertising: phrase your announcement in a way that makes clear what the job involves and the type of person needed. Avoid any stipulations, which could be seen as discriminatory e.g. - 19 - applying an age restriction, which is not necessary. You can display a notice internally and/or at your gate, in the local newspaper or with a message on the local radio station.

Application Form: a well-designed form can elicit information about the person's ability and willingness to do the job. Do not ask for irrelevant information. Make it clear on the form that applicants should consider the points in the job description and person description when applying. Allow enough space on the form for applicants' answers, and indicate whether continuation sheets can be used. State clearly on the form the closing date for applications. For senior positions a supporting letter or CV may also be required; if this is the case indicate the kind of information sought.

Background information:

Provide applicants with clear, up-to-date and accurate information about the organization, its work, its priorities and the job. Clearly indicate the closing date for applications and the short listing and interview dates.



3. Selection

Select your candidate. Be objective and unbiased. Choose the person who best fits your person specification.

Short listing: assess applications on the basis of the person specification (standard forms can be very helpful at this stage). Guard against bias and discrimination - ensure that you select for interview those who match the specifications, regardless of age, sex, race etc., and that the specifications are not themselves discriminatory.

Interviews: Interview your short-listed candidates. Remember that your job is not only to assess the best candidate for the job, but also to create a great impression of your organization. The amount and quality of the information that you establish will be largely due to the effectiveness of your questions. Use open questions (e.g. tell me about...how you...why did you...talk me through... are do) and probe from the general to the specific. Avoid any questions, which could be considered discriminatory eg: asking only female candidates who looks after their young children. If you think such a question is relevant - ask it of all candidates who have children.



4. Candidate assessments:

The interview will provide you with some information but check it out before offering a job. Ways in which you could do this include:

Ask the candidate to show you examples of previous work, do a presentation, a case study, some tests or full assessment. Tests can be done before the interview or after the interview. It depends on the number of candidates being interviewed and the type of job.

Taking up references: You must have the specific permission of the applicant to do so, particularly if you wish to contact their current employer. If you need them quickly, try phoning.

5. Making a Job Offer: - If you think you have found the right candidate, it's time to make the job-offer. For your successful candidate:

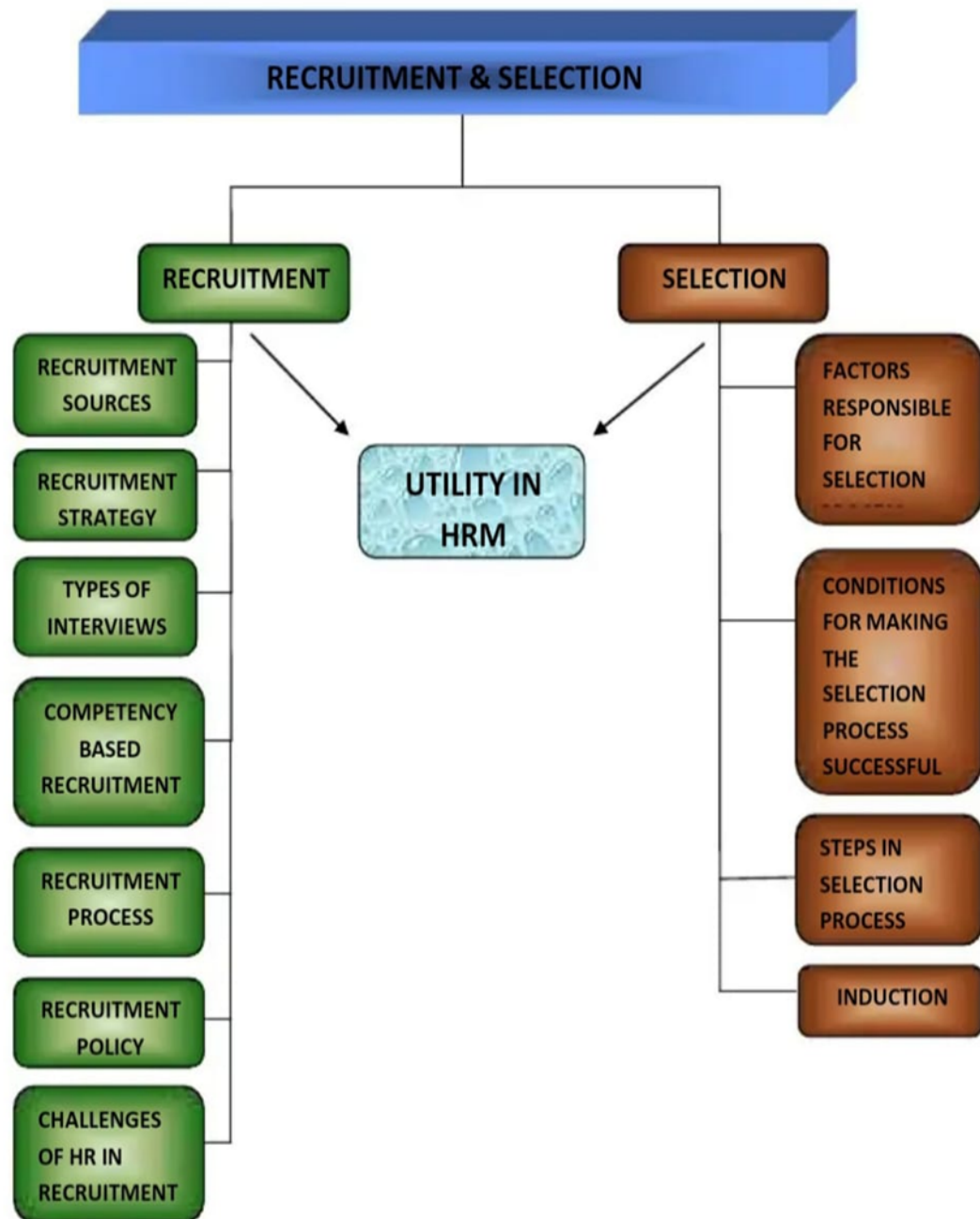
- Prepare and send the appropriate documentation
- Make up the employee's personnel file; and
- Arrange the induction plan.

6. Induction:-

Help your new recruit to settle in quickly and become productive as soon as possible.



ROADMAP OF FACTOR ANALYSIS



CHAPTER 4

RESEARCH METHODOLOGY

❖ Definition of Research

Research is an organized and systematic way of finding answers to questions.

SYSTEMATIC because there is a definite set of procedures and steps which you will follow. There are certain things in the research process which are always done in order to get the most accurate results.

ORGANIZED because there is a structure or method in going about the research. It is a planned procedure, not a spontaneous one. It is focused and limited to a specific scope.

FINDING ANSWERS is the end of all research. Whether it is the answer to a hypothesis or even a simple question, research is successful when we find answers. Sometimes the answer is no, but it is still an answer.

QUESTIONS are central to research. If there is no question, then the answer is of no use. Research is focused on relevant, useful, and important questions. Without a question, research has no focus, drive, or purpose.

❖ THE OBJECTIVES OF RESEARCH

To gain familiarity with a phenomenon or to achieve new insights into it – Exploratory or Formulative Research.

To portray accurately the characteristics of a particular individual, situation or a group



– D escriptive R esearch.

To determine the frequency with which something occurs or with which it is associated with something else – D iagnostic R esearch.

To test a hypothesis of a causal relationship between variables – Hypothesis-Testing R esearch.



❖ RESEARCH GAPS

Study have been done after reviewing several articles based on research topic that is “**recruitment and selection process**” , identify gaps related to recruitment and selection Example, is A C G L fulfilling recruitment and selection with respect to their interest and requirements which they are looking from management in the process of R ecruitment.

Many studies related to same topic have covered external research such as factors affecting recruitment rate by comparing financial security with other companies, concentrating other companies' sources with respect to recruiting and selecting rate. They have examined factors internal factors which likely to improve first. Internal factors such as employee selection process.



❖ RESEARCH INFORMATION

II. Objectives

1. The primary objective of the study is to analyse the process of Recruitment and Selection in the industries.
2. To make a study on the most preferably used recruitment source in the companies. (internal/external) whether is it in case of junior, middle or senior level.
3. To understand the recruitment strategies followed by the companies.
4. To identify the types of interviews conducted by the companies.
5. To understand the steps of recruitment procedure followed by the companies.
6. To study the importance of the factors that influences the recruitment policy.
7. To analyse the challenges the countered by the HR of the companies.
8. To make a study on the crucial factors responsible for the selection process.
9. To assess the conditions responsible for making the selection procedure successful.
10. To know the steps of the selection process followed by the companies.
11. To know whether induction is carried on by the companies.
12. To assess the importance of both recruitment & selection in HRM.
13. To study the employee satisfactory level with the existing recruitment policy in the industry.
14. To find the reasons for accepting the offer in the respective selected industries.

❖ NEED OF THE STUDY

Recruitment and selection process in an organization is important in order to attract an effective and talented workforce. This is important because it would ultimately determine the success of the business and would affect the whole organization operation.

The study conducted in the AUTOMOBILE CORPORATION OF GOA LIMITED is to find the recruitment and selection process.

❖ Scope of the Study

The present study on Recruitment and selection process helps to get clear picture about the employee Recruitment and selections.

This in turn helps the management to Formulate suitable policy to recruit the employees which helps for developing

Organization by increasing their productivity level It helps the employees to get more Interested towards their work by Improving their self-development.

❖ CHARACTERISTICS OF RESEARCH

- Research is directed towards the solution of a problem.
- Research is based upon observable experience or empirical evidence.
- Research demands accurate observation and description.
- Research involves gathering new data from primary sources or using existing data for a new purpose.
- Research activities are characterized by carefully designed procedures.
- Research requires expertise i.e., skill necessary to carryout investigation, search the related literature and to understand and analyse the data gathered.
- Research is objective and logical – applying every possible test to validate the data collected and conclusions reached.
- Research involves the quest for answers to unsolved problems.
- Research requires courage.
- Research is characterized by patient and unhurried activity.
- Research is carefully recorded and reported.

PROJECT NAME

- A STUDY ON RECRUITMENT AND SELECTION PROCESS OF ACGL

COMPANY NAME

- AUTOMOBILE CORPORATION OF GOA LIMITED

◆ RESEARCH DESIGN

Research design can be thought of as the structure of research -- it is the "glue" that holds all of the elements in a research project together. The elements of a research design include:

- Observations or Measures:

These are symbolized by an 'O' in design notation. An O can refer to a single measure (e.g., a measure of body weight), a single instrument with multiple items (e.g., a 10-item self-esteem scale), a complex multi-part instrument (e.g., a survey), or a whole battery of tests or measures given out on one occasion. If you need to - 25 - distinguish among specific measures, you can use subscripts with the O, as in O₁, O₂, and so on.

- Treatments or Programs:

These are symbolized with an 'X' in design notations. The X can refer to a simple intervention (e.g., a one-time surgical technique) or to a complex hodgepodge program (e.g., an employment training program). Usually, a no treatment control or comparison group has no symbol for the treatment (some researchers use X⁺ and X⁻ to indicate the treatment and control respectively). As with observations, you can use subscripts to distinguish different programs or program variations.

- Groups: Each group in a design is given its own line in the design structure. If the design notation has three lines, there are three groups in the design.

- Assignment to Group:

Assignment to group is designated by a letter at the beginning of each line (i.e., group) that describes how the group was assigned. The major types of assignment are:

R = random assignment

N = non-equivalent groups

C = assignment by cut-off

- Time: Time moves from left to right. Elements that are listed on the left occur before elements that are listed on the right.

❖ Steps in the Research Design Process

The steps in the design process interact and often occur simultaneously. For example, the design of a measurement instrument is influenced by the type of analysis that will be conducted. However, the type of analysis is also influenced by the specific characteristics of the measurement instrument.

Step 1: Define the Research Problem:

Problem definition is the most critical part of the research process. Research problem definition involves specifying the information needed by - 26 - management. Unless the problem is properly defined, the information produced by the research process is unlikely to have any value. The basic goal of problem clarification is to ensure that the decision maker's initial description of the management decision is accurate and reflects the appropriate area of concern for research. If the wrong management problem is translated into a research problem, the probability of providing management with useful information is low.

Step 2: Estimate the Value of the Information:

A decision maker normally approaches a problem with some information. If the problem is, say, whether a new product should be introduced, enough information will normally have been accumulated through past experience with other decisions concerning the introduction of new products and from various other sources to allow some preliminary judgments to be formed about the desirability of introducing the product in question. There will rarely be sufficient confidence in these judgments that additional information relevant to the decision would not be accepted if it were available without cost or delay. There might be enough confidence, however, that there would be an unwillingness to pay very much or wait very long for the added information.

Step 3: Select the Data Collection Approach:

There are three basic data collection approaches in marketing research: (1) secondary data, (2) survey data, and (3) experimental data. Secondary data were collected for some purpose other than helping to solve the current problem, whereas primary data are collected expressly to help solve the problem at hand.

Step 4: Select the Measurement Technique:

There are four basic measurement techniques used in marketing research: (1) questionnaires, (2) attitude scales, (3) observation, and (4) depth interviews and projective techniques.

Primary Measurement Techniques

- I. Questionnaire – a formalized instrument for asking information directly from a respondent concerning behaviour, demographic characteristics, level of knowledge, and/or attitudes, beliefs, and feelings.
- II. Attitude Scales – a formalized instrument for eliciting self-reports of beliefs and feelings concerning an object(s).
 - A. Rating Scales – require the respondent to place the object being rated at some point along a numerically valued continuum or in one of a numerically ordered series of categories.
 - B. Composite Scales – require the respondents to express a degree of belief concerning various attributes of the object such that the attitude can be inferred from the pattern of responses.
 - C. Conjoint analysis – derive the value an individual assigns to various attributes of a product.
- I. Observation – the direct examination of behaviour, the results of behaviour, or physiological changes.
- II. Projective Techniques and Depth Interview – designed to gather information that respondents are either unable or unwilling to provide in response to direct questioning.
 - A. Projective Techniques – allow respondents to project or express their own feelings as a characteristic of someone or something else.
 - B. Depth Interviews – allow individuals to express themselves without any

fear of disapproval, dispute, or advice from the interviewer.

Step 5: Select the Sample: Most marketing studies involve a sample or subgroup of the total population relevant to the problem, rather than a census of the entire group.

Step 6: Select the Model of Analysis: It is imperative that the researcher select the analytic techniques prior to collecting the data. Once the analytic techniques are selected, the researcher should generate fictional responses (dummy data) to the measurement instrument.

Step 7: Prepare the Research Proposal / Report: The research design process provides the researcher with a blueprint, or guide, for conducting and controlling the research project.

RESEARCH HYPOTHESIS

➤ Alternate Hypothesis (H1) :

If employees' recruitment and selection process is satisfied, then there could be chances of good performance by the employees.

➤ Alternative hypothesis (H2) :

If employees' recruitment and selection process is not satisfied, then there will be no better performance by the employees.

➤ Alternative hypothesis (H1)

If recruitment and selection process is increasing, then time and process of selection will be late.

➤ Alternative hypothesis (H2)

If recruitment and selection process is not done proper, then the company won't get the better candidate who is entitled to perform the job well.

IV. 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.

V. Data Sources

There are two types of data sources available to the research processes.

1. Primary data.

2. Secondary data.

1. 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 the industries. We know relatively little on a systematic basis about how or why organizations choose to use different combinations of these strategies, though some of the results reported in the study of recruitment and selection and in large firms offers some pointers that are worthy of further exploratory research, particularly among small and medium sized organizations.

Nowadays employees suggests that personality tests are now being routinely used for some occupations in 19 per cent of workplaces, and performance tests are being used in Recruitment and selection in 46% of workplaces. Personality testing seems to be concentrated in larger workplaces and used upon professional, managerial, and sales staff; and performance testing concentrated again in larger workplaces but used for professional and administrative staff. Among the sample of large employers the overall relative ranking of importance of different skill/suitability Assessment methods was as follows:

1. Interview

2. Work experience

3. Performance/competency test

4. Qualifications

5. Assessment centre

6. Personality/aptitude test.

2. Secondary Data:-

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

❖ LIMITATIONS

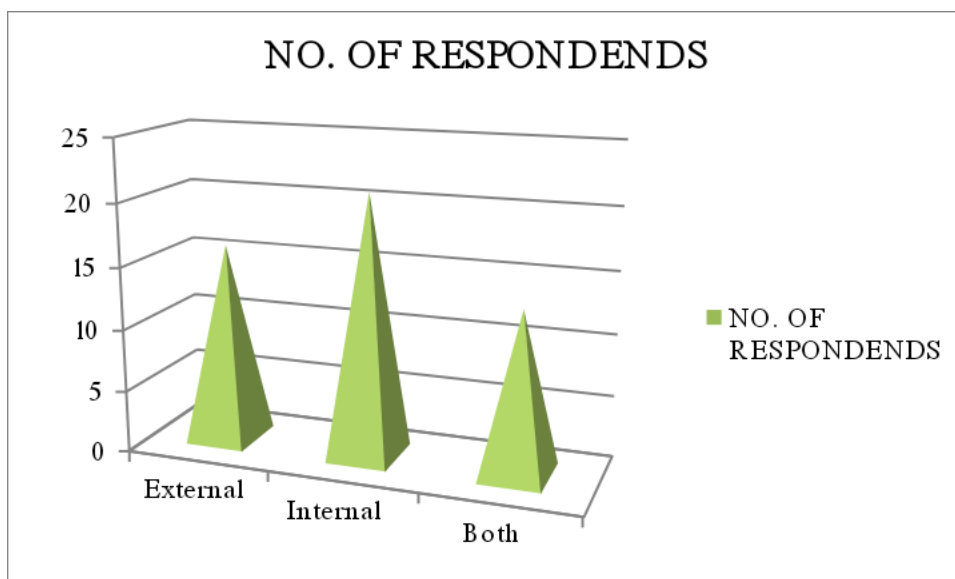
- 1) Sample constraint.
- 2) Time constraint.
- 3) Respondents did not take the questionnaire method seriously.
- 4) Respondents were very much reluctant in answer the question.



DATA ANALYSES AND INTERPRETATION

1. Analysis about the source of recruitment in the company?

PARTICULARS	NO. OF RESPONDENTS
External	16
Internal	21
Both	13
Total	50

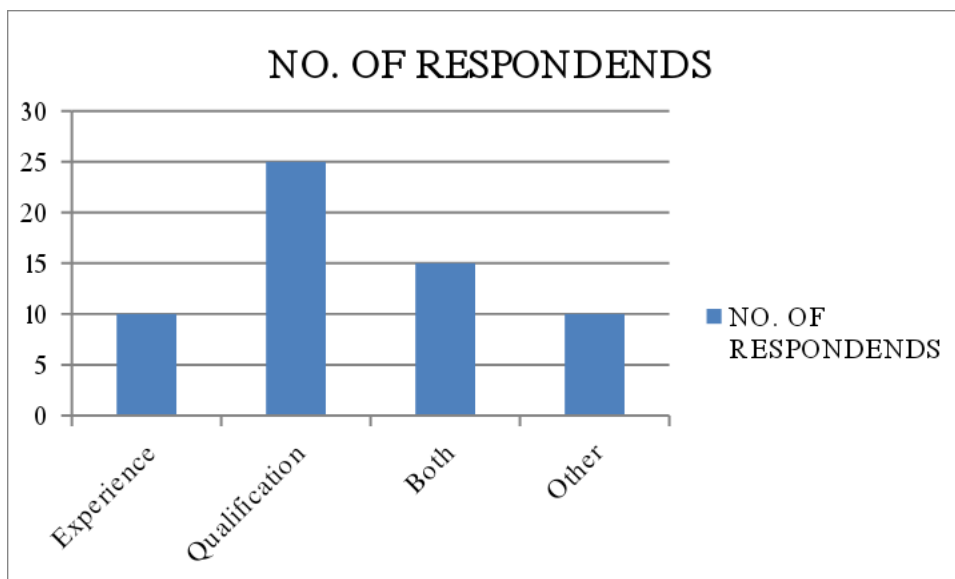


Interpretation:

From the above table and graph it is observed that, 16 respondents have accepted that the company is following external recruitment sources and 21 respondents have accepted their company is following internal recruitment sources and 13 respondents have expressed that their company is adopting both internal and external recruitment sources.

2. Analysis about the attributes taken in to preference for recruitment and selection procedure.

PARTICULARS	NO. OF RESPONDENDS
Experience	10
Qualification	25
Both	15
Other	10
Total	50

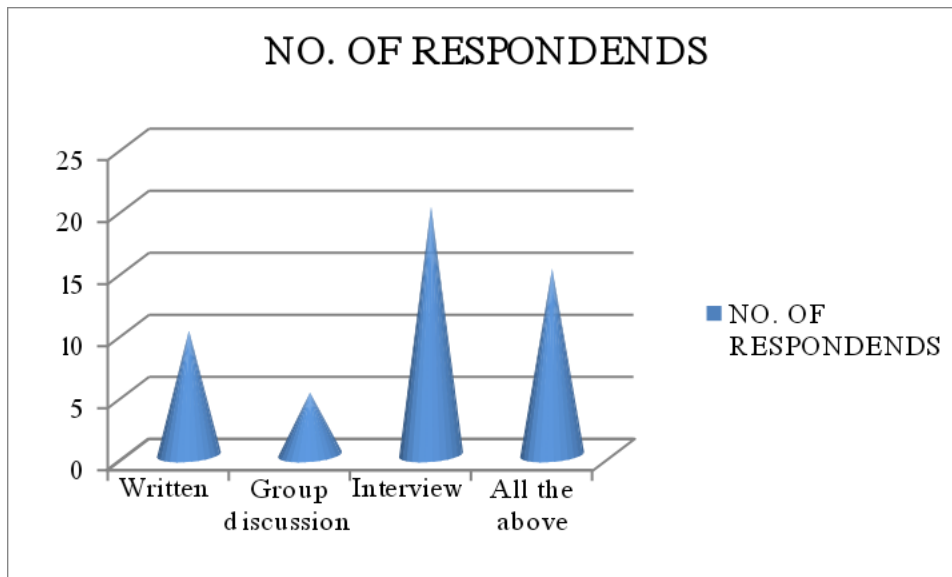


Interpretation:

It is observed that, 10 members expressed that, their company gives preference to experienced candidates. 25 members expressed that, their company gives preference to qualified candidates. 15 members expressed that, their company is giving preference to both experience and qualification candidates and 10 members are accepted that their company gives preference to other criteria.

3. Analysis about the main sources of selection of ACGL?

PARTICULARS	NO. OF RESPONDENDS
Written	10
Group discussion	5
Interview	20
All the above	15
Total	50

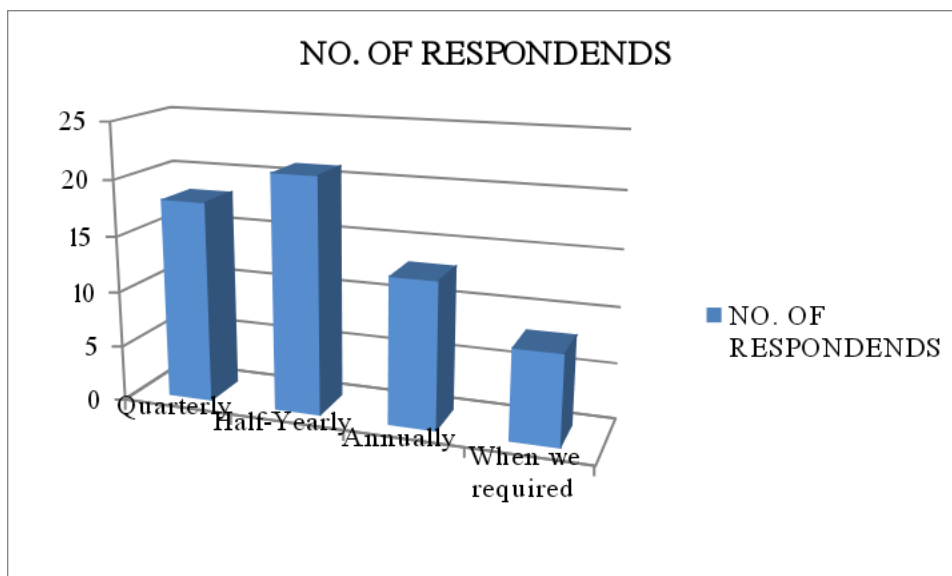


Interpretation:

It is observed that 10 members of the total respondents have expressed that, their company is following written tests 5 members of the total respondents have expressed that, their company is following group discussions, 20 members of the total respondents have expressed that, their company is following interview, 15 members of the total respondents have expressed that, their company is following all the above tests as main source of selection.

4. Analysis about the period of recruitment of the organization.

PARTICULARS	NO. OF RESPONDENDS
Quarterly	18
Half-Yearly	21
Annually	13
When we required	8
Total	50



Interpretation:

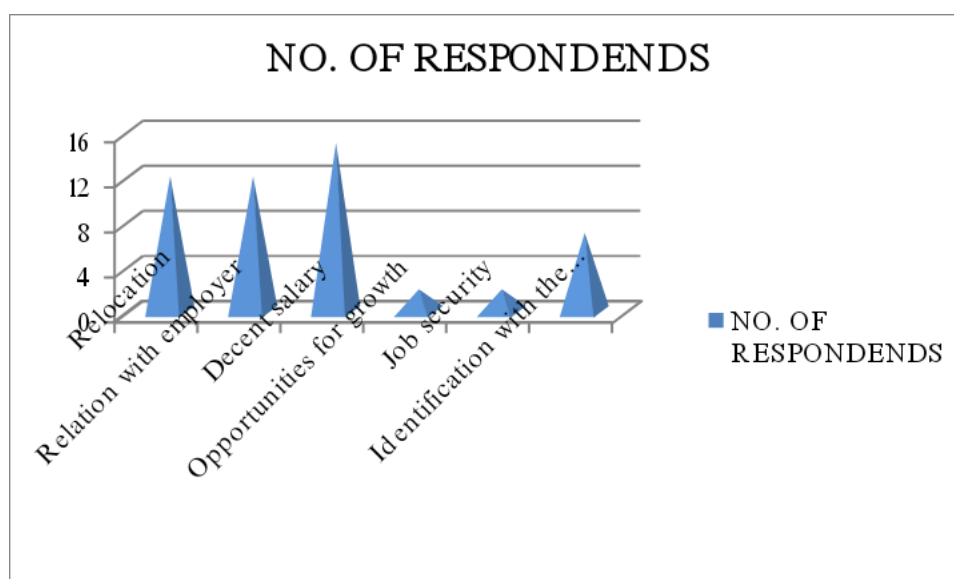
It is observed that 18 members have responded that the company recruits employees quarterly. 21 members of total respondents have expressed that the company recruits employees half-yearly, 13 members of total respondents have expressed that the company recruit employees annually, and 8 members of total respondents have

expressed that the company recruit employees whenever they required.



5. Analysis about the reason for accepting the offer in the organization.

PARTICULARS	NO. OF RESPONDENDS
Relocation	12
Relation with employer	12
Decent salary	15
Opportunities for growth	2
Job security	2
Identification with the company	7
Total	50

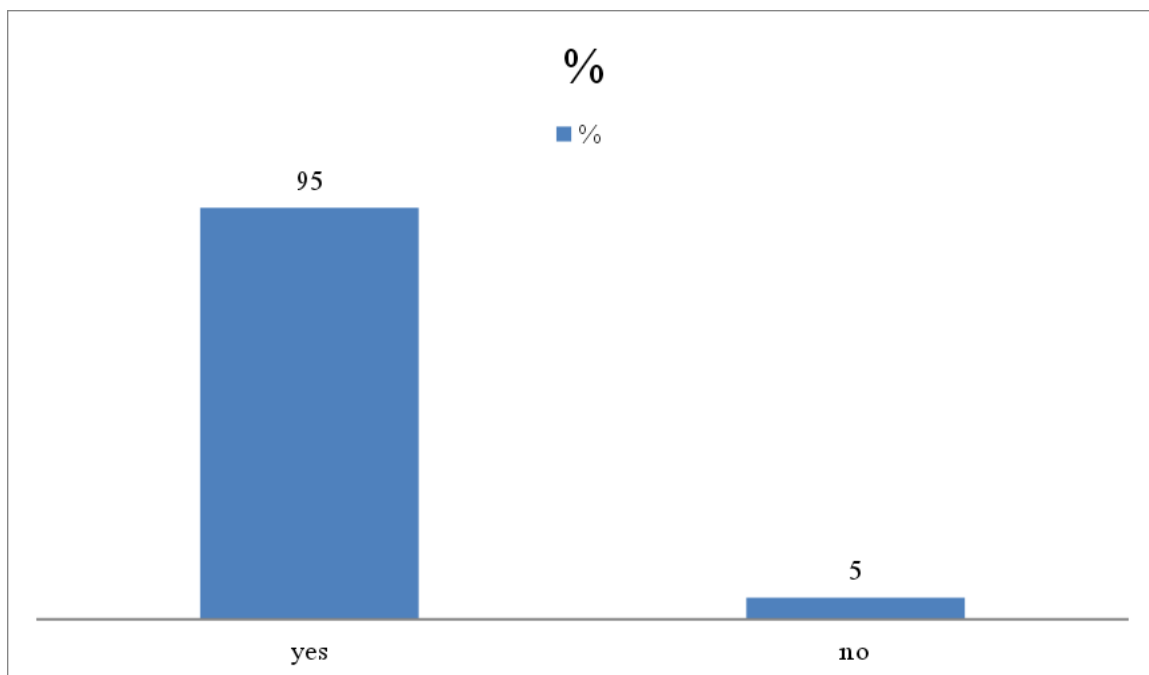


Interpretation:

From the above graph, we can understand that 12 members of total respondents are selected this organization for relocation 12 members of total respondents are selected this organization for the reason of Relationship with employer ,15members of total respondents are selected this organization for decent salary,2 members of total respondents are selected this organization for security, 7 members of total respondents are selected this organization for growth,2 members of total respondents are selected this organization for identification.

6. Recruitment procedure followed by the Companies.

Recruitment procedure followed by the Companies.	%
Centralized	40
D ecentralized	60
total	100



Interpretation:

Every Company has its own criteria of enumerating recruitment procedure which depends upon the company's capacity & financial ability.

Observation: Respondents from the Companies Surveyed has responded in the following way: The most preferred recruitment procedure is centralization. The reason behind such cause is company's capacity & financial ability.

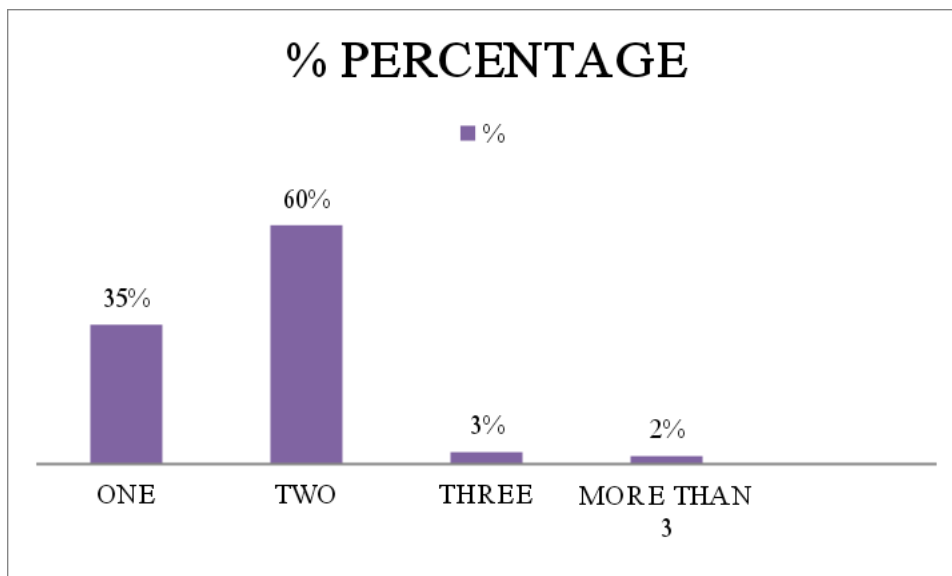
Conclusion: As observed earlier 60% of the employees of ACG L are in favour of the centralization as it keeps them under the contact of with the headquarters.

I wish to suggest that the companies should pay attention to follow the decentralized procedure as it enable the company to expand itself & at the same time it releases the pressure on the top level management.



7. Type of interviews to be conducted to provide offer letter.

18) What are the types of interviews conducted in your company?	%
a)Panel interview	8
b)stress interview	2
c)group interview	11
d)one-on-one interview	65
e)telephonic interview	14



Interpretation:

Every Company has its own criteria of enumerating the types of interviews to be taken into consideration while recruiting employees.

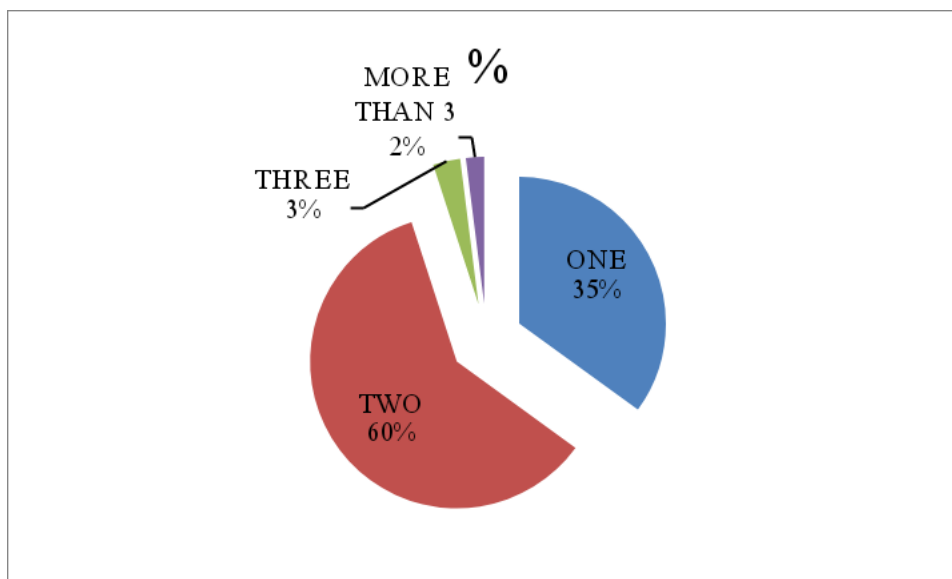
Observation: Respondents from the Companies Surveyed has responded in the following way: The most preferred interview is one-to-one interview, followed by telephonic interview, group interview, panel interview & stress interview.

Conclusion: As observed earlier 65% of the employees of ACGL are in favour of the

„one-to-one interview“ to be taken into consideration while recruiting an employee. I wish to suggest that the individual supporting the „one-to-one“ interview indicates that they want to face seldom pressure as possible. Companies should pay attention to the stress interview where an individual’s stress facing can be exposed.

8: Number of interviews to be conducted to provide offer letter.

PARTICULARS	%
ONE	35%
TWO	60%
THREE	3%
MORE THAN 3	2%



Interpretation:

Every Company has its own criteria of enumerating the number of interviews to be taken into

consideration while recruiting employees.

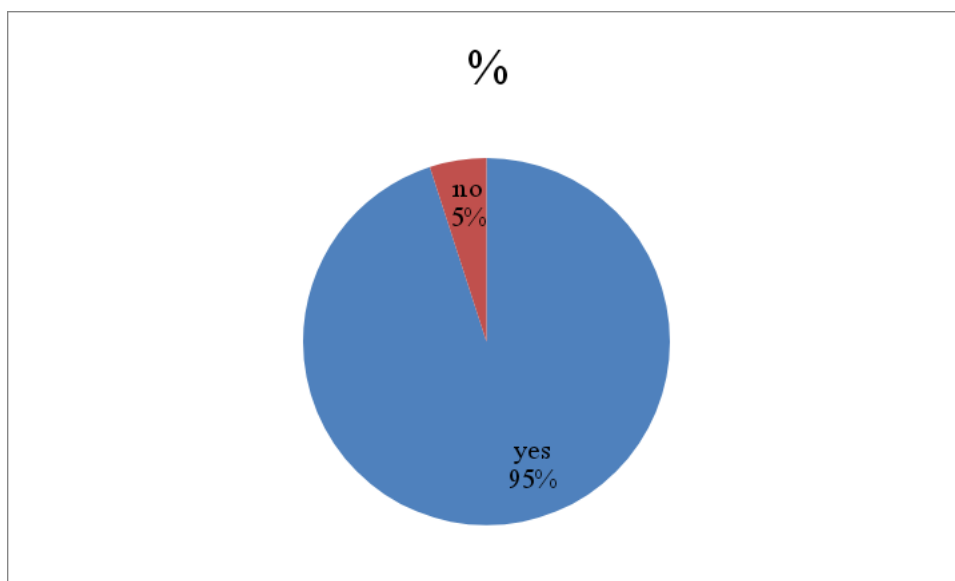
Observation: Respondents from the Companies Surveyed has responded in the following way: The most preferred number of interviews is two, followed by one, three & more than three.

Conclusion: As observed earlier 60% of the employees of ACGL are in favour of the number of interviews to be taken into consideration while recruiting an employee is two. I wish to suggest that the individuals supporting the two numbers of interviews denote that they want to face seldom number of interviews as possible. Companies should limit

the numbers of interviews to three in order to decrease the recruitment & at the same time reduce the pressure on the selected employee/s.

9. Should induction procedure be carried on?

Should induction procedure be carried on?	%
Yes	95
No	5
Total	100



Interpretation:

Every Company has its own criteria of enumerating the induction procedure.

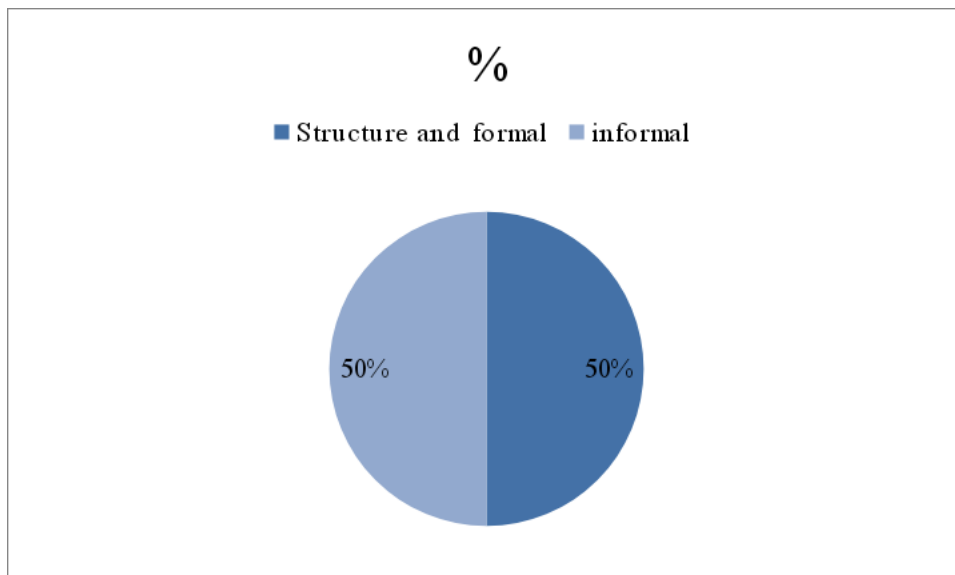
Observation: Respondents from the Companies Surveyed has responded in the following way: 95% of the respondents have voted for the induction procedure & surprisingly 5% are against such procedure which is very much useful for a new comer. One thing is to be mentioned here is that 5% includes mainly the top level employees.

Conclusion: As observed earlier 95% of the employees of ACG L are in favour of the induction procedure. I wish to suggest that the individuals supporting the induction denote that it helps them to get accustomed with the working environment, subordinates & the immediate supervisor. As mentioned that top level employees (5%) are against it as the company has to bear a certain degree of cost.



10. Form of induction procedure.

PARTICULARS	%
Structure and formal	50%
informal	50%



Interpretation:

Every Company has its own criteria of enumerating the form of induction procedure.

Observation: Respondents from the Companies Surveyed has responded in the following way: 50% of the respondents have voted for the informal induction procedure & surprisingly 50% are against such procedure which is very much helpful for a new comer.

Conclusion: As observed earlier 50% of the employees of ACGL are in favour of the informal induction procedure. I wish to suggest that the individuals supporting the informal induction denote that it helps them to get accustomed with the working

environment, subordinates & the immediate supervisor quickly in comparison to formal induction.



❖ FINDINGS

The findings from the analysis including charts, bars, and graphs are listed as follows:-

1. The company considered portals as the most important medium of hiring employees and then employee references are also act as the important source of recruiting people.
2. The employees consider the employee references are one of the most reliable source of hiring the new employees and also to some extent portals, but before hiring from portals the references provided there are need to be confirmed as I did during my training period.
3. The most important feature in company's recruitment & selection policy is that we need to take in consideration the ratio between the turn-up and line-up candidates, and after analysis I found it most of the employees are also holding the same opinion.
4. After analysis of the company selection procedure I found out the company is using quite effective method of doing selection of candidates and they always take in consideration the cost-benefit ratio which is quite important from the long perspective of hiring employees.
5. The ratio of selected candidates to joining candidates is quite effective and highest in number as the employees being selected are also of the view that they are analysed properly and effectively.
6. The employee thinks and they prefer job portal websites as a source of recruitment
7. Recruitment and selection should be effective in the organization.
8. Most of the candidate are attending interview and they have been taken 3 rounds so its enlarge helping them productivity of the company.
9. Training and development method are effectively organized towards excellence so its shows good output in organization personal performance.
10. HR policies, procedures, and HR manager are contributing positive favour for

helping the organization climate & culture.

11. Most of the employees in the organization are satisfied the current recruitment method.



❖ Assignments/Tasks undertaken

Objectives

To develop, learn and improve new sets of skills. In ACGL, I get a good experience of work.

Work Done HR department

- In HR department, my job was to check the gratuity form, PF Nominee forms, etc. The files needed proper checked and putting them in accordance to the ticket number.
- To upload the time and attendance data as per the date on the site called as SAVIOR .To keep the record of employees.
- To type the names of all the employees who are going out by taking out going pass and also half day names of employees.
- To remove print outs and how to scan and also how to Xerox.
- Writing letters for employees who have some problems or any issue.



❖ Contribution to the firm

My mentor Mr Sachin Naik sir asked me to find out problems and the solution for the problems within four months in the departments. I had find out a major problems they areas follow:-

In Canteen: 1) Lot of food is being wasted every day.

2) The water coolers are not working properly.

3) The seaters are in very bad condition.

4) The Cameras which are there in canteen are in wrong direction

5) Daily wag woman's are there to clean they just keep wasting their time.

In HR Department:-

1) No proper understanding between the officers as compare to other departments.

2) Want quick results without proper work.

3) Lack of understanding.

This all problems I faced in the company and my solution for the problems are as follow.

In Canteen: -

1) Food should be per pair only as per the need.

2) Water coolers should repair.

3) In canteen new seaters should but.

4) Cameras should be in proper position where food is prepaid Instead of where food is being eaten.

5) Must keep watch on the woman's working in garden and Canteen.

HR Department:-HR department is a place where there should be a good understanding between the employees so they must forget their personal differences and improve their relationship.

My feedback: - My Mentor Mr Sachin Naik sir appreciate my work and said he will look into the problems and try to solve problems he was happy with my performance offered me to join as a Apprenticeship and said study hard choose HR as your specialisation and come back in A C G L.



❖ Learning

It was a great learning experience working with ACGL. Undergoing 16 weeks of training has made me self-confident. During my Bachelor of Business Administration course I was taught theoretical meanings of concepts. But working in the company has enabled me to understand these concepts through practical tasks assigned to me. I attained knowledge and experience during my internship through the tasks I performed at work. As well as I learned the management procedure of the company.

I got exposure to various other work related tasks. This internship has added value to my life in terms of growth and development as an individual. And the trust of the mentor on me while performing the work made me more confident to perform the task assigned to me. For first year only exposure to doing big works like welding operating machine, scanning, Xerox, uploading the attendance status on site called as Saviour etc. was a very good experience for me. Performing and completing the task with the given period was a stress element in 8 weeks of training of Internship.

During my 16 weeks of internship I observed that there is good relationship and coordination between the employees and the employer. But in some cases they need to improve their relationship. There is understanding between the staff as well as the worker which helps in smooth functioning of the company.

Last but not the least it was a very good experience specially a company like ACGL and got to learn many things in practical which will help me in building my future endeavours. Internship in ACGL taught me a very big lesson that is:- Before taking any decision in a company as well as in personal life we should think twice and must give time to the situation and find the solution to the problem as early as possible.

❖ CONCLUSION

The main thing that I want to conclude firstly is that with the help of analysis, feedback generated through questionnaire I found that the company is following an effective Recruitment and Selection process to maximum extent. As per my study, out of the various methods of sourcing candidates, the best one is – getting references via references and networking. In the process, I came across various experiences where the role of an HR and the relevant traits he finds in the candidates were displayed. Company should focus on long term consistent performance rather than short term. The emphasis towards training and enhancing skills of recruiters needs to be more and also consistent. Even though an HR manager has many challenges to face in order to ensure that the human resource department contributes to the bottom-line and emerges as a strategic partner in the business, it is “Talent acquisition”, that is the key determining factor in how well and Human resource department contributes towards the achievement of the overall objective of the organization and therefore is a daunting task for any HR manager.



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APPENDIX

Questionnaire on recruitment & selection:-

Name of the Respondent:

Age:

Department:

Designation:

Tenure in service:

1. Analysis about the source of recruitment in the company?

PARTICULARS	NO. OF RESPONDENTS
External	
Internal	
Both	
Total	

2. Analysis about the attributes taken in to preference for recruitment and selection procedure.

PARTICULARS	NO. OF RESPONDENTS
Experience	
Qualification	
Both	
Other	
Total	

3. Analysis about the main sources of selection of ACGL?

PARTICULARS	NO. OF RESPONDENTS
Written	
Group discussion	
Interview	
All the above	
Total	

4. Analysis about the period of recruitment of the organization.

PARTICULARS	NO. OF RESPONDENTS
Quarterly	
Half-Yearly	
Annually	
When we required	
Total	

5. Analysis about the reason for accepting the offer in the organization.

PARTICULARS	NO. OF RESPONDENTS
Relocation	
Relation with employer	
Decent salary	
Opportunities for growth	
Job security	
Identification with the company	
Total	

6. Recruitment procedure followed by the Companies.

Recruitment procedure followed by the Companies.	%
Centralized	
Decentralized	
total	

7. Type of interviews to be conducted to provide offer letter.

18) What are the types of interviews conducted in your company?	%
a) Panel interview	
b) stress interview	
c) group interview	
d) one-on-one interview	
e) telephonic interview	

8. Number of interviews to be conducted to provide offer letter.

PARTICULARS	%
ONE	
TWO	
THREE	
MORE THAN 3	

9. Should induction procedure be carried on?

Should induction procedure be carried on?	%
Yes	
No	
Total	

10. Form of induction procedure.

PARTICULARS	%
Structure and formal	
informal	

THANK YOU FOR YOUR TIME