



PROJECT REPORT

Recruitment & Selection



VISHWANAND PARAB (EM-1804)

AT OPTEL VISION INDIA PVT LTD

PROJECT REPORT

RECRUITMENT & SELECTION

BY

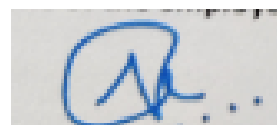
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DECLARATION

I declare that the project report entitled “Recruitment & Selection, Training & Development, Competency Mapping” has been submitted in the partial fulfilment of the requirement of the degree “Masters In Business Administration”. This is my original work not submitted for the award of any other degree, diploma, fellowship or any other similar title or prize.



Vishwanand Parab

Date: 10.03.22

Place: Margao-Goa

ACKNOWLEDGEMENT

I acknowledge the deep gratitude to all those who have made organization study successful and helped in preparing the report.

I would like to express my sincere thanks to Ar. Guruprasad Mantravadi Sir, Futuristic Habitat, Goa for his valuable support and constant guidance throughout the project.

I am grateful to, Dr. Nirmala, HOD of the Department of MBA of Goa Business School, Goa for her constant motivation and inspiration.

I would like to sign off by thanking all the employees of Optel Vision India PVT Ltd & all my fellow MBA colleagues for helping & guiding me throughout my journey in these 3 years.

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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.

Conclusion

As I have come to the end of my study, I have had the following experiences while conducting this study.

- It was a very enlightening experience for me as I got to learn many new things through this study.
- Various visits to the companies (Optel Vision India Pvt Ltd) and ample interaction with the people has broaden my horizon and taught me as to how are the HR policies in such big organizations are made. I will thus always keep in mind the basic points necessary in our day-to-day life and thank all the people who have helped me in the completion of my project.

COMPANY PROFILE

MISSION

To be a socially and environmentally responsible leader that influences and helps citizens, businesses, and public institutions globally to build a better world together by leveraging transformative technologies.

VISION

A connected world, powered by OPTEL's Intelligent Supply Chain (ISC) platform, that provides full transparency and optimized performance, earning the trust of consumers while encouraging social and environmental responsibility and accountability.

OUR VALUES

- Social and Environmental Responsibility
- Agility
- Respect for Others and Collaboration
- Responsibility for Professional Behaviour
- Pride in One's Work

OPTEL VISION STORY

Louis Roy founded OPTEL in 1989 after graduating in electrical engineering and physics. In 2017, Louis was named Canada's EY Entrepreneur of the Year following the increased global impact of OPTEL and its commitment to building a better world. That same year, OPTEL was named a Certified B Corporation, making it part of a worldwide movement of companies dedicated to using the power of business to make a positive difference.

Under Louis's leadership, OPTEL has also developed engagement technologies to encourage employees and citizens to adopt more sustainable lifestyles and consumption habits, with the aim of bringing supply chain transparency to the consumer. Louis has successfully woven sustainability into the company's DNA, offering its employees myriad opportunities to practice sustainable and eco-friendly activities.

DIGITAL TRACEABILITY EXPERTISE

A partner of some of the world's leading brands, OPTEL deploys its expertise in digital traceability and vision systems to multiple industries such as pharmaceuticals, consumer packaged goods, food and beverages, medical devices, metals and mining.

OUR KEY DIFFERENTIATORS

- Complete, end-to-end technology stack
- Long-term client partnerships based on trust
- Strong track record with a proven platform
- Renowned client onboarding and 24/7 customer service

OPTEL IS PROUD TO BE CERTIFIED B CORPORATION

At OPTEL, our goal is to develop and use traceability technologies to build a better world, but as individuals sharing a fragile planet with our fellow human beings, we strive to do so much more.

From our purchasing policies to our choice of partners, and from encouraging our employees to volunteer in the community to the cultivation of our rooftop garden, everything we do reflects who we are as Certified B Corporation, part of a global movement of companies that use the power of business to do good in the world.

OTHER CERTIFICATIONS AND PARTNERS



SWOT ANALYSIS

It is a technique undertaken to study the strength, weakness, opportunities, and threats of the individual or an organization.

1. STRENGTH

- Recognize their services in the Market or in the Real world.
- Information about the client company and Technologies.
- Their marketing strategies and promotion tools.
- Cost effective applications for SME sectors.
- Software used for developing application.

2. WEAKNESS

- As they are expanding their business, they are in short of employees.
- Very few clients are available, as they focus only on SME's, and they use only free technologies or they won't spend money on technology.
- They lack in full time permanent employees.

3. OPPORTUNITIES

- Utilization of latest technologies will help to attract customers from different streams apart from SME's.
- AI is currently trending and they have chance to build their business, as their core is on AI
- Long term relationship with the customers can help in getting more and more projects (Inter-linking).

4. THREATS

- Competition from other companies.
- Convincing the SME client to accept for the proposal.
- Managing the employees (Because they are paid very less).
- Controlling the Attrition rate.
- Changing Technologies.

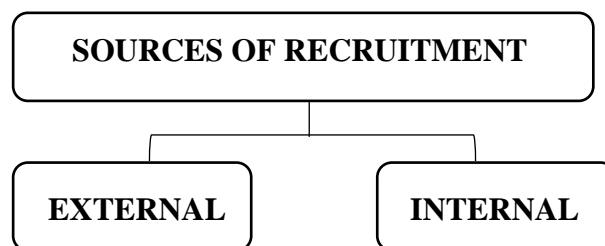
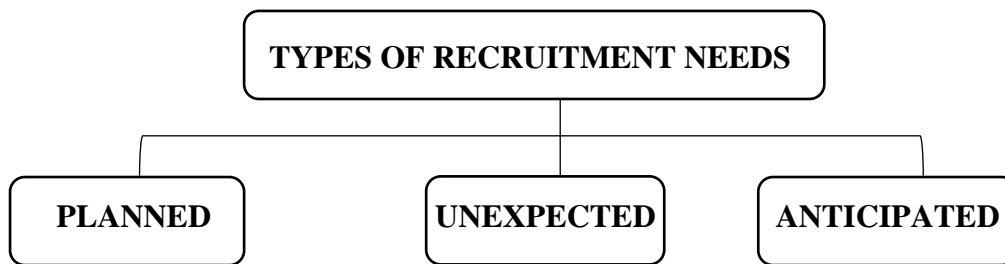
BACKGROUND AND LITERATURE REVIEWS

Recruitment is the process of identifying and filling the vacancies in the company. It is identifying the potential employees for the role.

The process of Recruitment is as follows:

1. JA (Job Analysis) which includes Job Description and Job Specification.
 1. KSA (Knowledge, Skills and abilities) required for the position.
2. Sourcing.
 - 2.1 Selecting few candidates amongst many for the position (Segregating).
3. Screening & Selection.
 - 3.1. Taking interviews and selecting a candidate for the vacant position.

There are three different types of recruitment needs in an organization as shown below,



A) **EXTERNAL SOURCE OF RECRUITMENT**

It is the process of recruiting the people outside the organization, though it is time taking and cost incurring, new talents can be found for the organization, which helps in maintaining the balance in a firm.

The external recruitment sources are:

1. Newspaper or Television or Radio Advertisement.
2. Consultancies.
3. Employee Exchange.
4. Wanted Signboards.
5. Campus Recruitment.
6. Search on Internet.
7. Job Fair.
8. Referrals.
9. Unsolicited applicants.

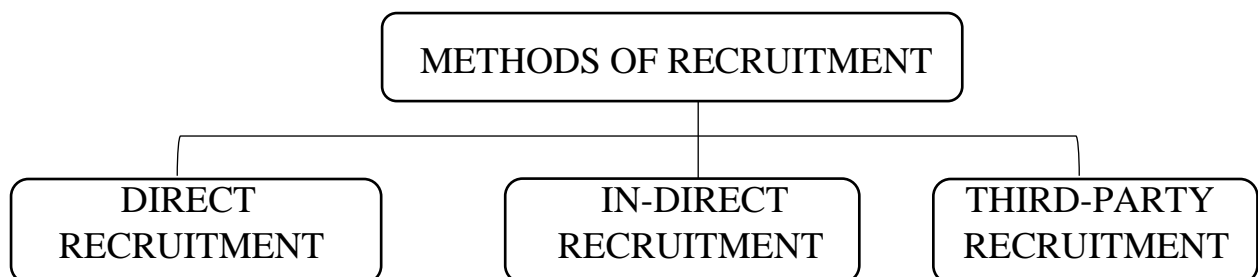
B) **INTERNAL RECRUITMENT SOURCES**

It is the process of searching and filling the vacant position of the organization internally (within the organization). It is time saving as well as cost saving.

The internal recruitment sources are:

1. Transfers.
2. Promotions.
3. Ex-employees.
4. Circulars.
5. Intranet and Advertisement.
6. Employee Referral.
7. Dependents of diseased, retired, disabled and present employees.

METHODS OF RECRUITMENT



STAGES OF RECRUITMENT

There are two stages of recruitment,

1. Pre- recruitment.
2. Post-recruitment.

There are various steps in pre-recruitment, and they are as follows:

- Sourcing the profiles of the position.
- Screening.
- Informing the candidates about the interview.
- Arranging an interview for the candidates.
- Sending the interview call letter to the candidates.
- Conducting the interview.

It consists of various rounds-

- Aptitude,
- Group Discussion,
- Personal Round,
- Technical Round,
- HR round and
- Managerial round.

Similarly, Post-recruitment also have certain steps:

- Selection of candidate,
- Issuing offer letter,
- Completing the joining formalities,
- Induction program,
- Internal System and Email ID creation,
- Issuing ID cards and visiting passes
- Monitoring their performance.

SELECTION CRITERIA

1. Education.
2. Past Experience in any organization.
3. Physical Characteristics of the candidate.
4. Personality Characteristics of the candidate.

METHODS OF SELECTION

1. Testing (Aptitude).
2. Gathering Information about the candidate.
3. Interviewing the candidate.

RECRUITMENT PROCESS OF Optel Vision India Pvt ltd

1. Technical Positions
 - Personal interview.
 - Written technical test on SQL, HTML and SDLC.
2. Non-Technical Positions
 - Personal Interview.
 - Written test on Business Management topics.

PRE- RECRUITMENT PROCESS AT Optel Vision India Pvt ltd

CAMPUS RECRUITMENT PROCESS

For Details about Optel Vision India Pvt Ltd

Campus Recruitment Drive:

- No. of Candidates: Min.50 to Max.2000 (Please inform us the approx. no. of Candidates 2 days prior of the actual event).
- All Candidates must carry their latest resumes with passport size photographs.
- Arrangement Required: Place should have LCD Projector, Computer System with Internet connection, White board and Markers.
- Minimum 5 Volunteers amongst Candidates (Number of Volunteers depends on the No. students).

The event schedule could be as follows:

1. Preplacement Talk with Optel introduction presentation

- Compulsory Attendance for all candidates appearing for the recruitment drive.
- Candidates NOT present for placement talk will not be allowed to appear for recruitment rounds.

1. Recruitment Process Rounds

Technical Positions	Round 1 (30 min)	Written Test on SQL, HTML, & SDLC
	Round 2	Personal Interview
Non-Technical Positions	Personal Interview	

1. Rules for Written Test

- Answers must be written on the BACKSIDE of the CV's or Resumes.
- No scribing or rough work on the question paper.
- Start Time and End Time should be mentioned on the BACKSIDE of the CV where answers are written.

2. Rules for Personal Interview

- Compulsory Language-English
- Candidates must WRITE on their Backside of the CV's
 1. Name of the Position.
 2. The qualities which they possess for the position they apply. Only the words not the essays.

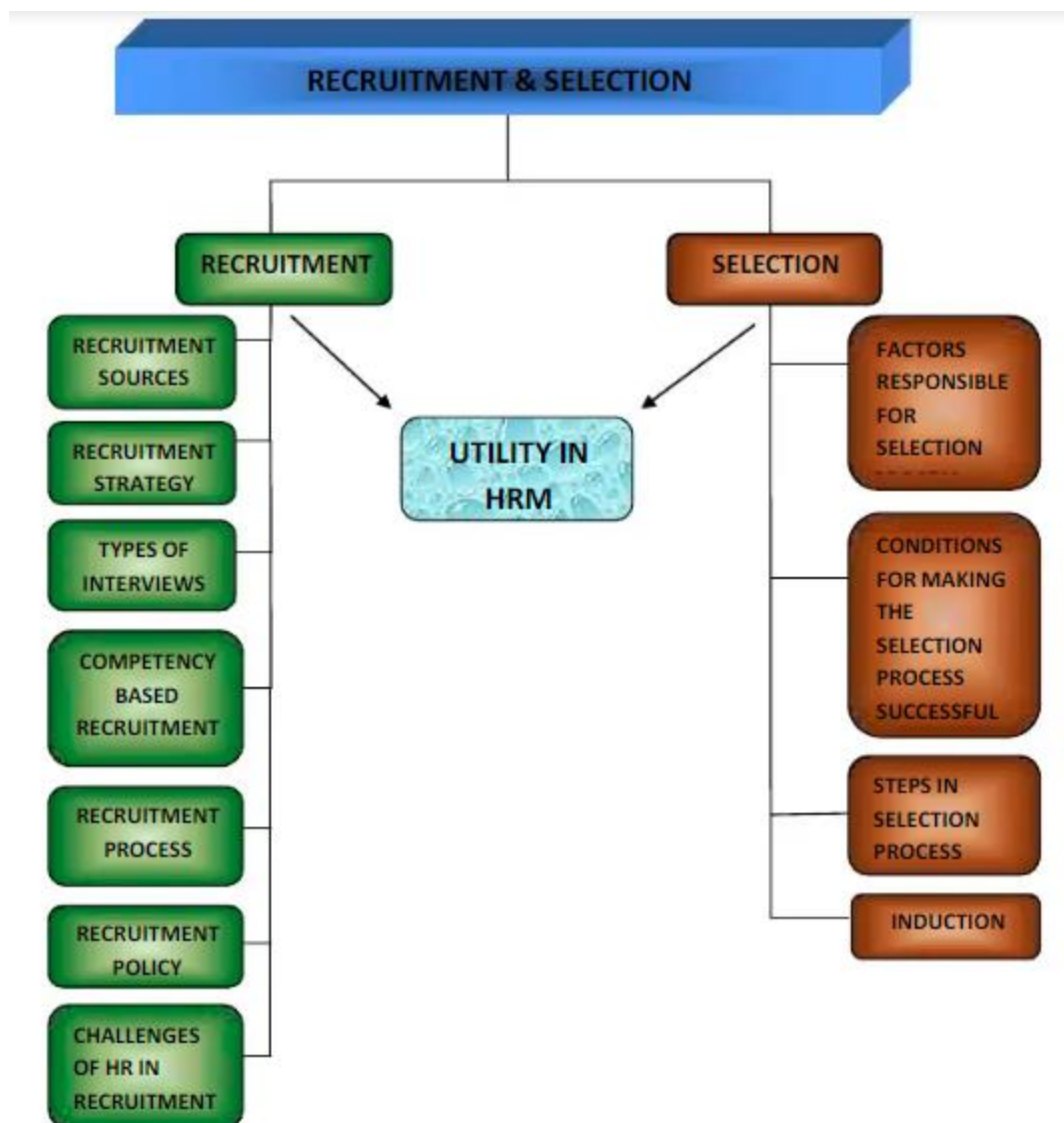
POST SELECTION ON BOARDING PROCESS AT Optel Vision India Pvt Ltd

Type of Employment	Full Time
Roles and Responsibilities	As per Position offered and mentioned in JD provided. To be spelled out in Job Offer Letter
Minimum Period to be served	1 Year
Reporting location	Nearby Regional Office/ College Incubation Centre
Joining Formalities	1. Discussion about Salary package & Responsibilities in college or regional office. 2. Once clear about Role & responsibilities, signing of Employee Undertaking with Joining Assurance Amount (Rs.15,000/-). The amount will be refunded once the candidate completes 3 months' probation period. 3. Document Submission with Joining Assurance Amount payment by candidates depending on the type of employment. 4. Confirmation of Joining Dates and Assigning of Reporting head to respected Reporting Location.
Documents to be Submitted	1. Identity Proof with Photo (College ID, Aadhaar Card, Pan Card, etc.) – 2 Photocopies. 2. Address Proof – 2 Photocopies. 3. Academic proof. (Recent mark sheet and NOC letter from college) – 2 Photocopies. 4. Employee Undertaking (Original and Photocopy). 5. Character Certificate from Regional Police Station (Original and Photocopy). 6. 3 Passport Size Photographs.
Joining Formalities Deadline	30 Days from Date of Result Declaration
Joining Date	Within 6 Months of Result Declaration
Probation Period	3 to 6 Months
Appraisal	Every 3 months
Training Period	On Job Training till service period continues

The positions in Optel Vision India Pvt Ltd are:

1. A.I.M.S. Software Developer.
2. A.I.M.S. Implementation Engineering.
3. Franchisee Business Co-Ordinator.
4. Client Co-Ordinator.
5. Human Resource Co-Ordinator.
6. Business Development Executive.
7. A.I.M.S Trainer.

Roadmap of Factor Analysis



OBJECTIVES

1. 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.
2. To understand the recruitment strategies followed by the companies.
3. To identify the types of interviews conducted by the companies.
4. To take into consideration the different types of competency-based practices 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.

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.

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 – Descriptive Research.
- To determine the frequency with which something occurs or with which it is associated with something else – Diagnostic Research.
- To test a hypothesis of a causal relationship between variables – Hypothesis-Testing Research.

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.

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:

1. **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 distinguish among specific measures, you can use subscripts with the O, as in O₁, O₂, and so on.
2. **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.
3. **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.
4. **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
5. **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 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 management. Unless the problem is properly defined, the information produced by the research process is unlikely to have any value. The basis 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 measurements techniques used in marketing research:

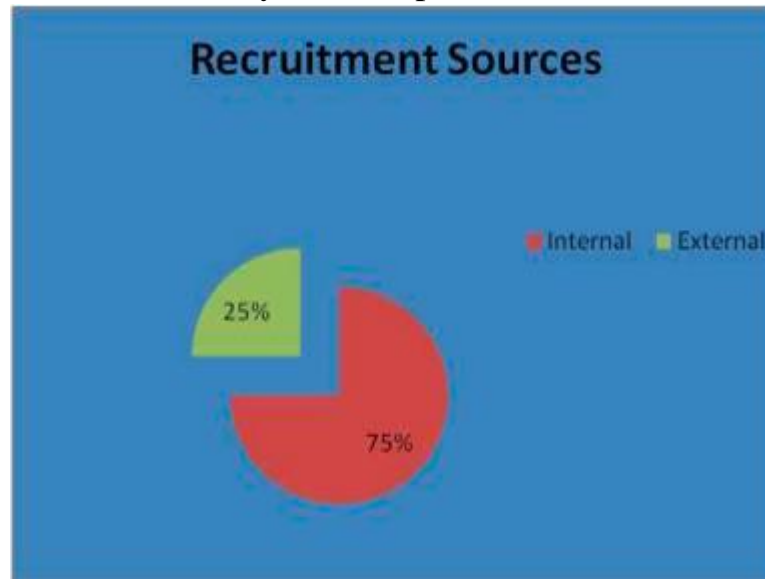
(1) questionnaires, (2) attitude scales, (3) observation, and (4) depth interviews and (5) projective techniques.

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 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

Factor Analysis

Factor 1: Recruitment sources used by the Companies.



Every Company has its own criteria of enumerating recruitment sources which are in favour of the employees and also supports the organization in the long run.

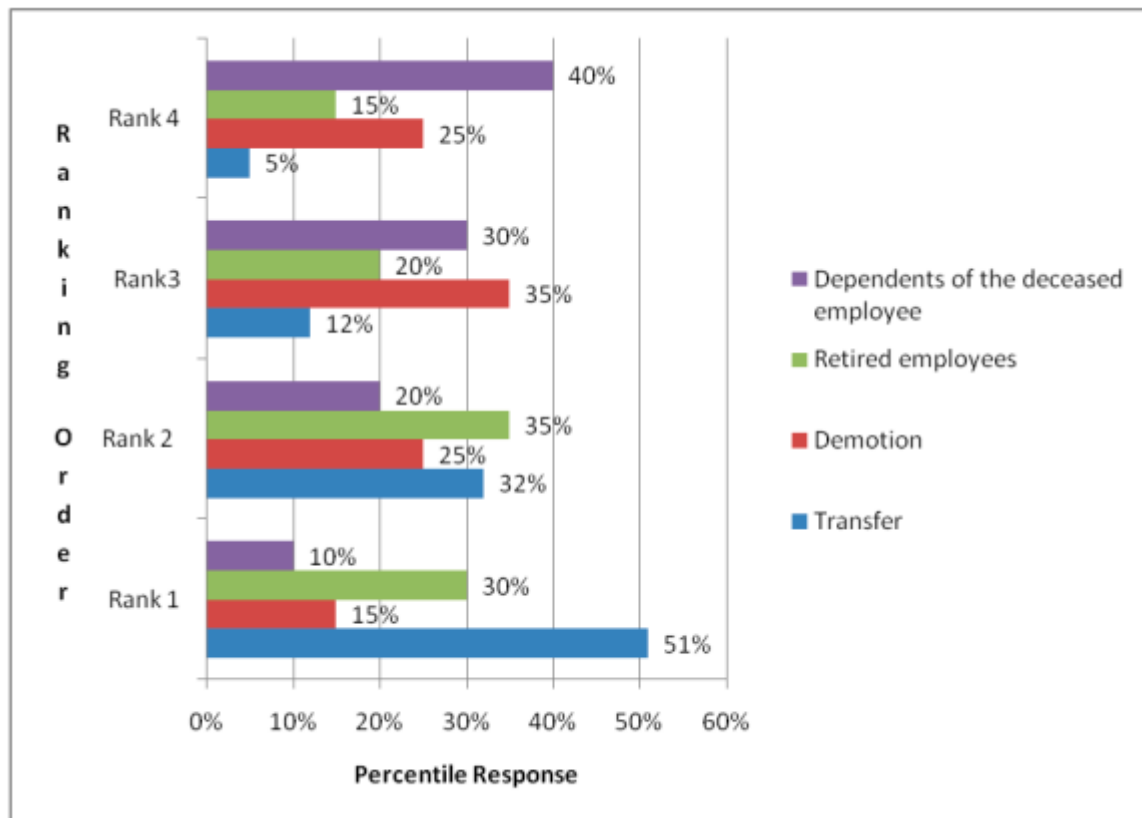
Observation:

Respondents from the Company Surveyed has responded in the following way:
75% of the respondents reflected that they are in favour of internal recruitment while 25% of the respondents" supports external recruitment.

Conclusion: As observed earlier 75% of the employees of Optel Vision India Pvt Ltd are in favour of the internal recruitment.

I wish to suggest that the share of the percentage of respondents who are agreeing to the internal recruitment denotes that they are satisfied with the jobs as internal recruitment provides them the opportunity of career growth. Companies should take care of those individuals who are supporting the external recruitment as external recruitment brings additional cost for the organization.

Factor 2: Internal recruitment sources that support junior/entry level.



Every Company has its own criteria of enumerating internal recruitment sources which are in favour of the employees and also supports the organization in the long run.

Observation:

Respondents from the Company Surveyed has responded in the following way:

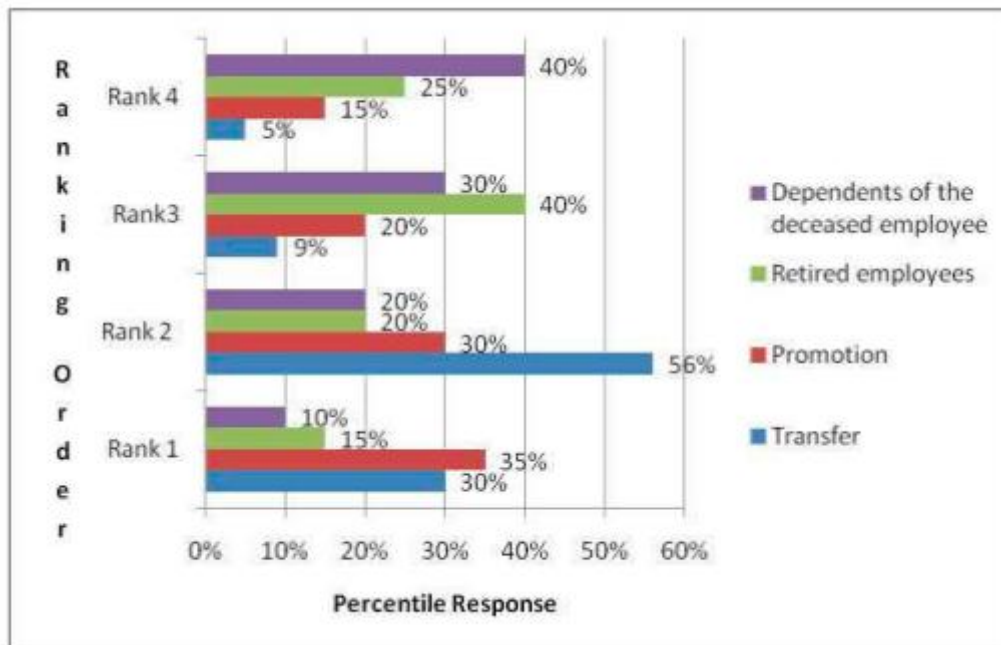
Transfer is the most preferred source of internal recruitment, followed by inclusion of retired employees, demotion & dependents of the deceased employee.

Conclusion:

As observed earlier 51% of the employees of Optel Vision India Pvt Ltd are in favour of the internal recruitment source, i.e. transfer.

I wish to suggest that the share of the percentage of respondents who are agreeing to the transfer denotes that they are satisfied with the jobs as it provides them the opportunity to be placed in a better prospective area. Companies can take into consideration the option of inclusion of the deceased employee"s dependents as it would enhance the companies" reputation.

Factor 3: Internal recruitment sources that support middle level.



Every Company has its own criteria of enumerating internal recruitment sources which are in favour of the employees and also supports the organization in the long run.

Observation:

Respondents from the Company Surveyed has responded in the following way:

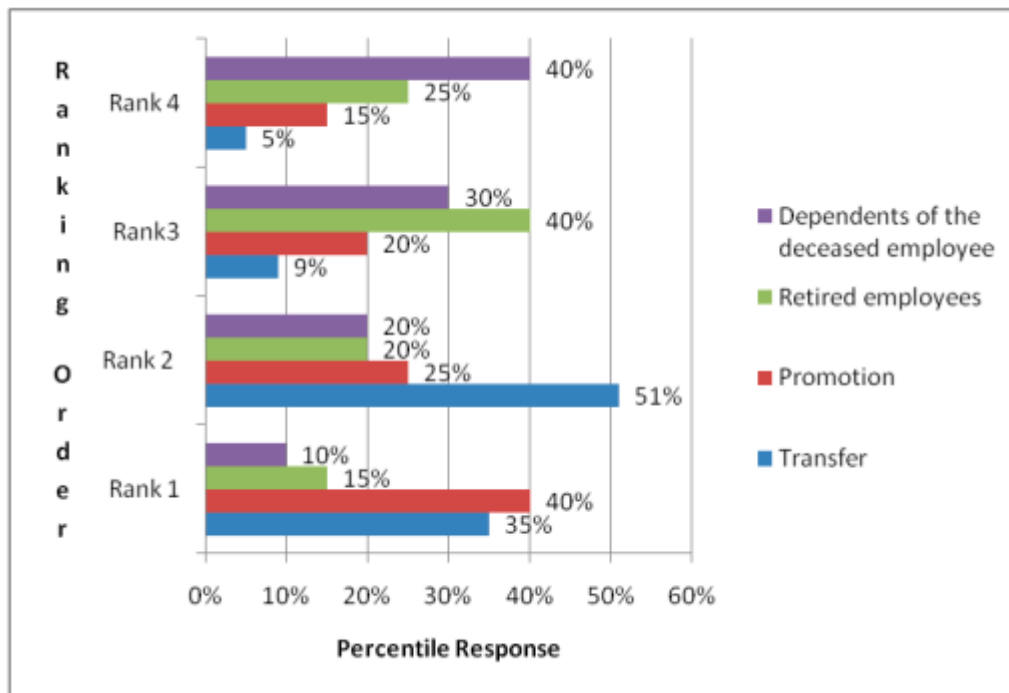
Promotion is the most preferred source of internal recruitment, followed by transfer, inclusion of retired employees & dependents of the deceased employee.

Conclusion:

As observed earlier 35% of the employees of Optel Vision India Pvt Ltd are in favour of the internal recruitment source, i.e. promotion.

I wish to suggest that the lion share of the percentage of respondents who are agreeing to the promotion denotes that they are satisfied with the jobs it provides them the reward & recognition of their hard work. Companies can take into consideration the option of inclusion of the deceased employee"s dependents as it would enhance the companies" reputation.

Factor 4: Internal recruitment sources that support senior level.



Every Company has its own criteria of enumerating internal recruitment sources which are in favour of the employees and also supports the organization in the long run.

Observation:

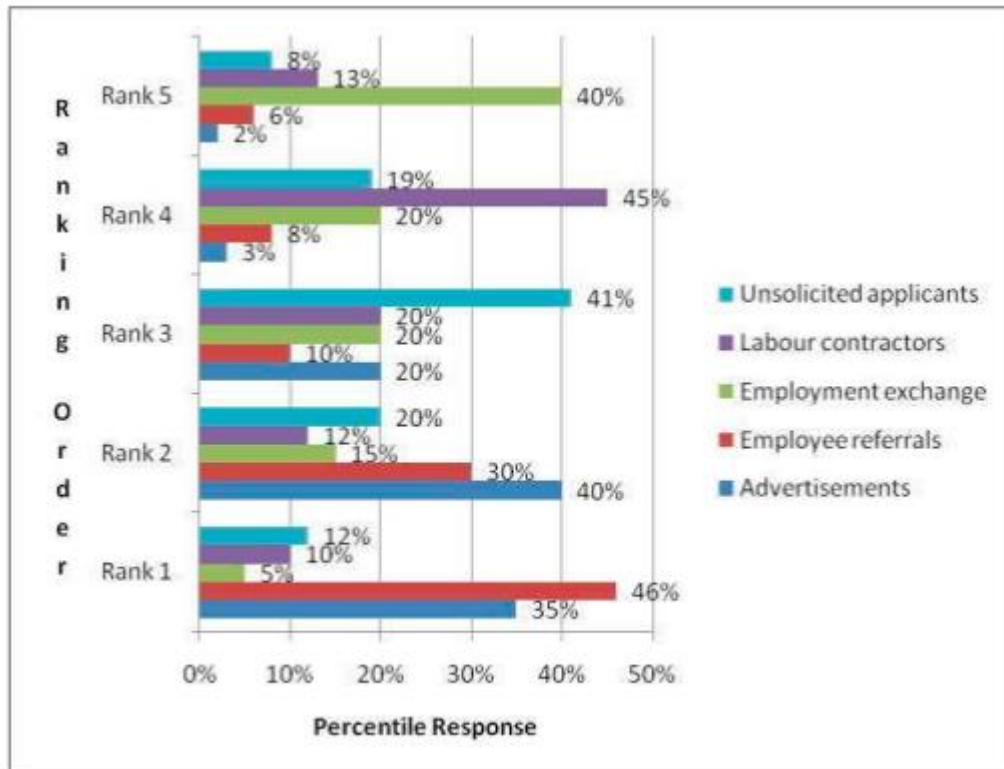
Respondents from the Company Surveyed has responded in the following way: Promotion is the most preferred source of internal recruitment, followed by transfer, inclusion of retired employees & dependents of the deceased employee.

Conclusion:

As observed earlier 40% of the employees of Optel Vision India Pvt Ltd are in favour of the internal recruitment source, i.e. promotion.

I wish to suggest that the lion share of the percentage of respondents who are agreeing to the promotion denotes that they are satisfied with the jobs it provides them the reward & recognition of their hard work. Companies can take into consideration the option of inclusion of the deceased employee's dependents as it would enhance the companies' reputation.

Factor 5: External recruitment sources that support junior/entry level.



Every Company has its own criteria of enumerating external recruitment sources which are in favour of the employees and also supports the organization in the long run.

Observation:

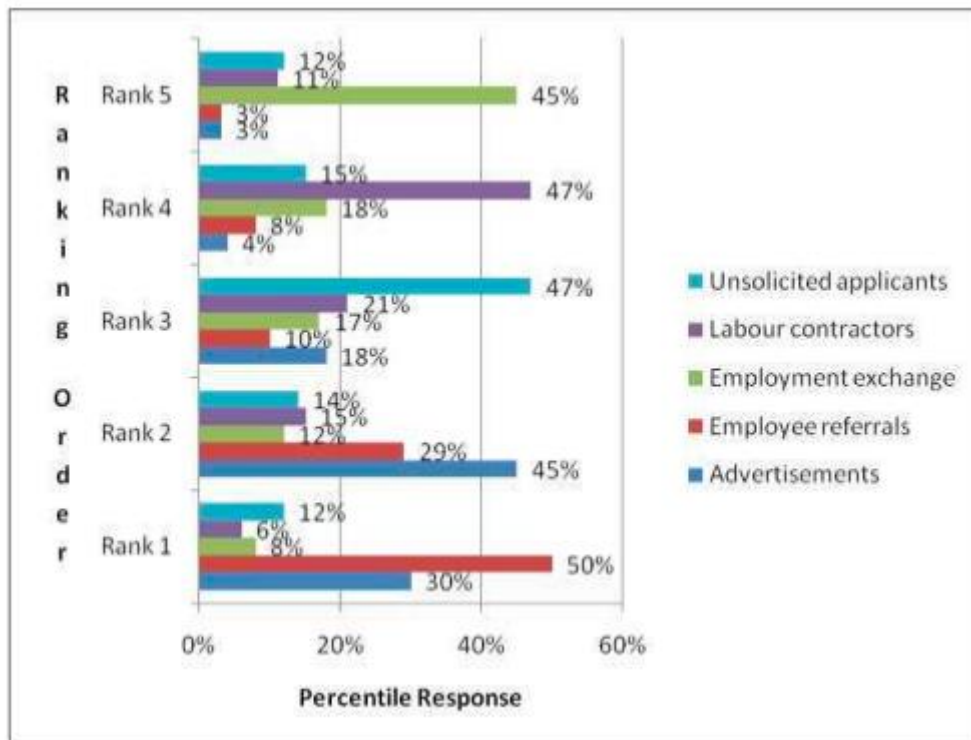
Respondents from the Company Surveyed has responded in the following way: Employee referrals are the most preferred source of external recruitment, followed by advertisements, unsolicited applicants, labour contractors & employment exchange.

Conclusion:

As observed earlier 46% of the employees of Optel Vision India Pvt Ltd are in favour of the external recruitment source, i.e. employee referrals.

I wish to suggest that the lion share of the percentage of respondents who are agreeing to the employee referrals denotes that the company has complete faith & believe on the employees. Companies should also pay attention to unsolicited applicants.

Factor 6: External recruitment sources that support middle level.



Every Company has its own criteria of enumerating external recruitment sources which are in favour of the employees and also supports the organization in the long run.

Observation:

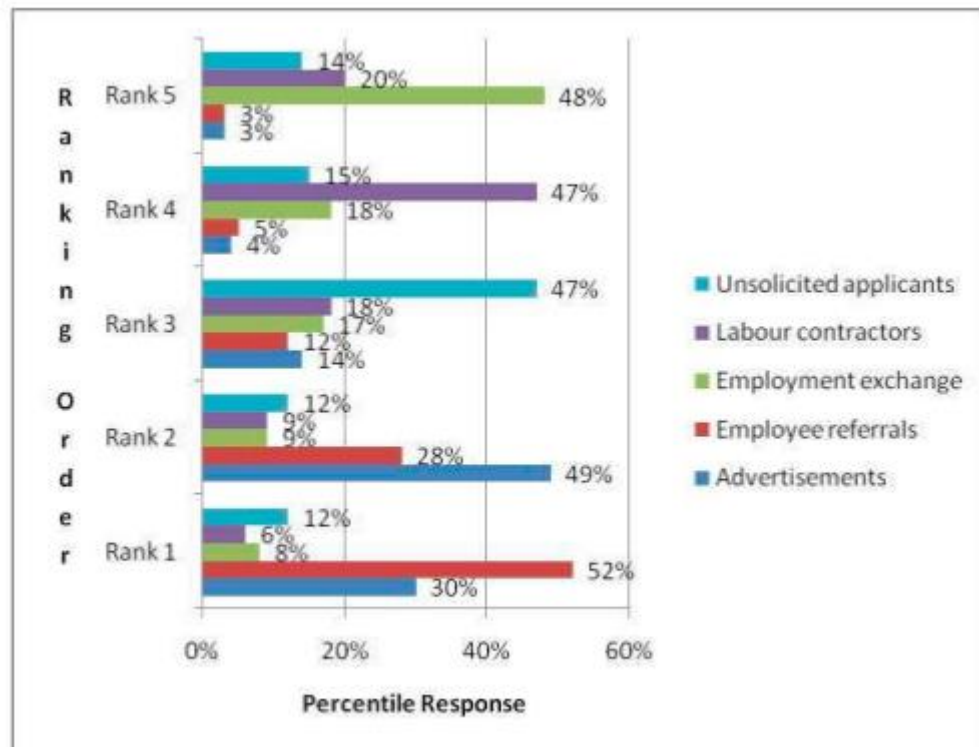
Respondents from the Company Surveyed has responded in the following way: Employee referrals are the most preferred source of external recruitment, followed by advertisements, unsolicited applicants, labour contractors & employment exchange.

Conclusion:

As observed earlier 50% of the employees of Optel Vision India Pvt Ltd are in favour of the external recruitment source, i.e. employee referrals.

I wish to suggest that the lion share of the percentage of respondents who are agreeing to the employee referrals denotes that the company has complete faith & believe on the employees. Companies should also pay attention to unsolicited applicants.

Factor 7: External recruitment sources that support senior level.



Every Company has its own criteria of enumerating external recruitment sources which are in favour of the employees and also supports the organization in the long run.

Observation:

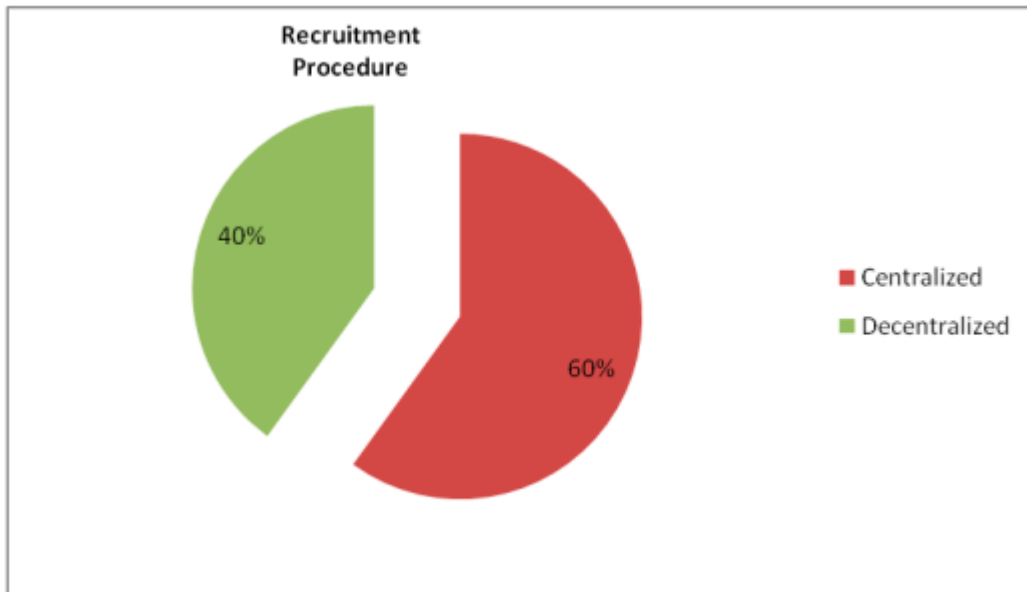
Respondents from the Company Surveyed has responded in the following way: Employee referrals are the most preferred source of external recruitment, followed by advertisements, unsolicited applicants, labour contractors & employment exchange.

Conclusion:

As observed earlier 52% of the employees of Optel Vision India Pvt Ltd are in favour of the external recruitment source, i.e. employee referrals.

I wish to suggest that the lion share of the percentage of respondents who are agreeing to the employee referrals denotes that the company has complete faith & believe on the employees. Companies should also pay attention to unsolicited applicants.

Factor 8: Recruitment procedure followed by the Companies.



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

Observation:

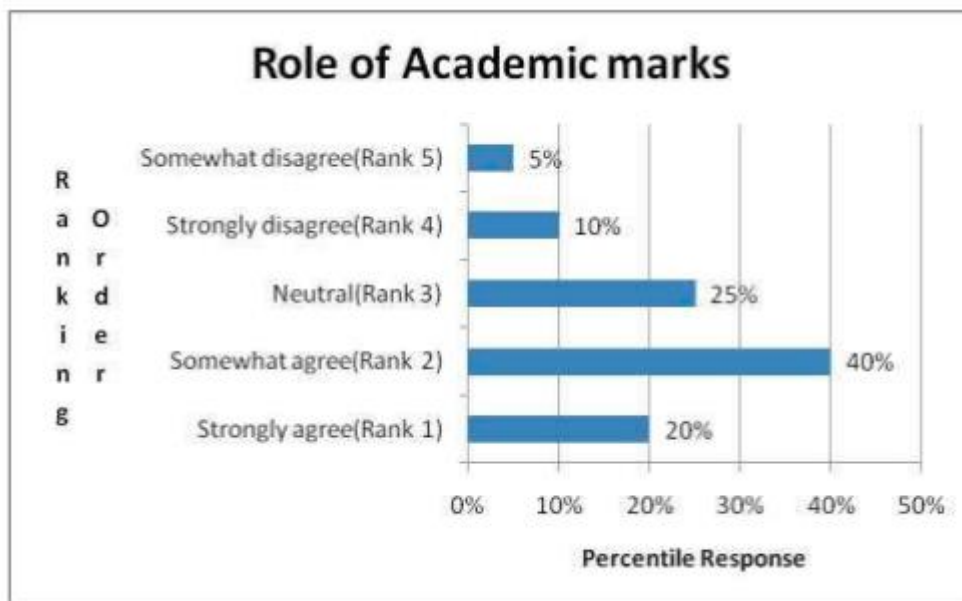
Respondents from the Company Surveyed has responded in the following way: The most preferred recruitment procedure is centralization. The reason behind such cause is company's capacity & financial ability.

Conclusion:

As observed earlier 60% of the employees of Optel Vision India Pvt Ltd are in favour of the centralization as it keeps them under the contact of with the head quarters.

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.

Factor 9: Role of academic marks in recruitment procedure.



Every Company has its own criteria of enumerating the role of academic marks in the recruitment procedure.

Observation:

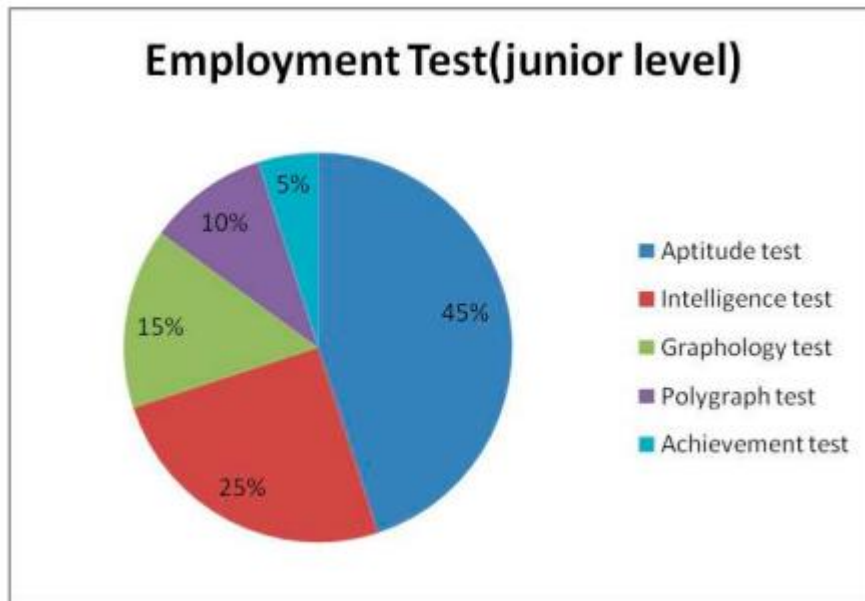
Respondents from the Company Surveyed has responded in the following way: 85% of the respondents had given their vote to either somewhat/strongly agree or remain neutral. Surprisingly 15% have not given their vote in favour of academic marks.

Conclusion:

As observed earlier 85% of the employees of Optel Vision India Pvt Ltd are in favour of the academic marks.

I wish to suggest that the companies should pay attention to those individuals who are against the favour of use of academic marks & understand the reason why they are against the company's recruitment strategy.

Factor 10: Employment test to be conducted in junior level.



Every Company has its own criteria of enumerating employment test which depends upon the company's decision & to a certain degree company's financial stability.

Observation:

Respondents from the Companies Surveyed has responded in the following way:

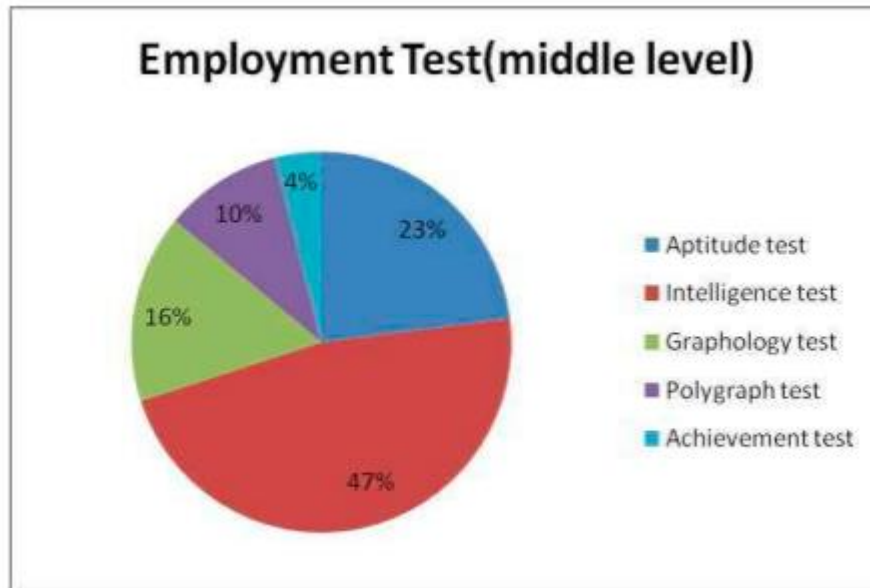
The most preferred employment test is aptitude test, followed by intelligence test, graphology test, polygraph test & achievement test.

Conclusion:

As observed earlier 45% of the employees of Optel Vision India Pvt Ltd are in favour of the aptitude test as it enables them to prove their suitability for the job.

I wish to suggest that the companies should also pay attention to the achievement test as it will enable a fresher to showcase his achievement in the academic area.

Factor 11: Employment test to be conducted in middle level.



Every Company has its own criteria of enumerating employment test which depends upon the company's decision & to a certain degree company's financial stability.

Observation:

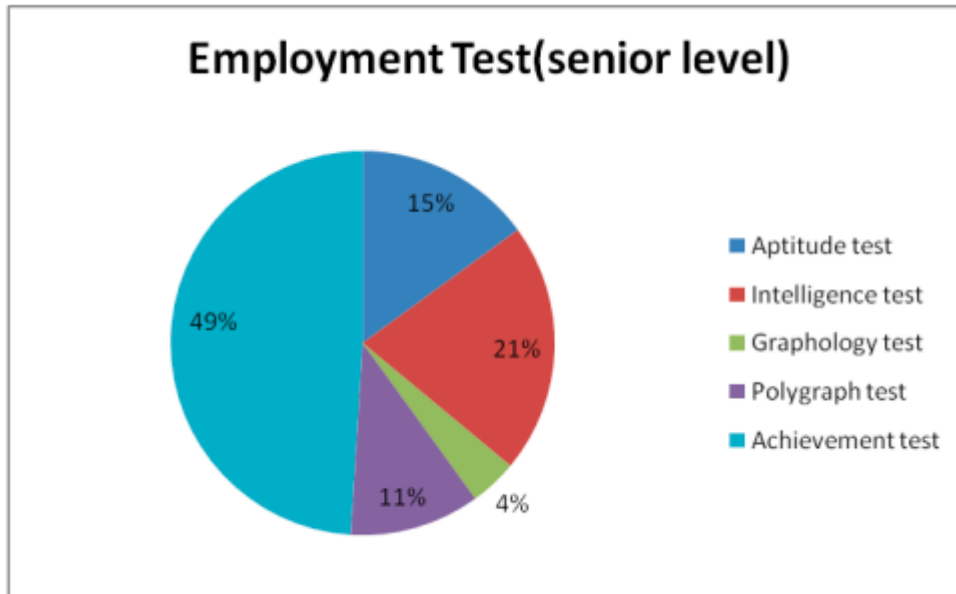
Respondents from the Company Surveyed has responded in the following way: The most preferred employment test is intelligence test, followed by aptitude test, graphology test, polygraph test & achievement test.

Conclusion:

As observed earlier 47% of the employees of Optel Vision India Pvt Ltd are in favour of the intelligence test as it enables them to apply their experience & handle a critical situation.

I wish to suggest that the companies should also pay attention to the achievement test as it will enable an employee to showcase his achievement in the academic & corporate area.

Factor 12: Employment test to be conducted in senior level.



Every Company has its own criteria of enumerating employment test which depends upon the company's decision & to a certain degree company's financial stability.

Observation:

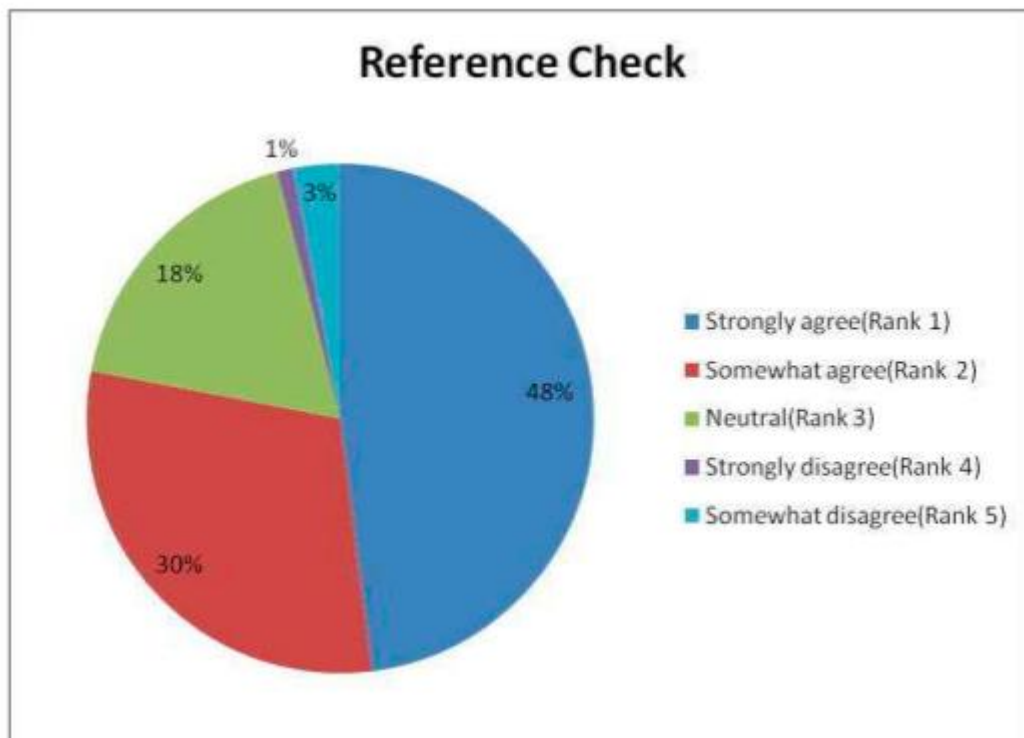
Respondents from the Company Surveyed has responded in the following way: The most preferred employment test is achievement test, followed by intelligence test, aptitude test, polygraph test & graphology test.

Conclusion:

As observed earlier 49% of the employees of Optel Vision India Pvt Ltd are in favour of the achievement test as it enables them to showcase their achievement in the corporate sector.

I wish to suggest that the companies should also pay attention to the intelligence test as it will enable an employee to use the experience to handle a critical situation.

Factor 13: Should reference check be an integral part of recruitment procedure?



Every Company has its own criteria of enumerating the role of reference check in the recruitment procedure.

Observation:

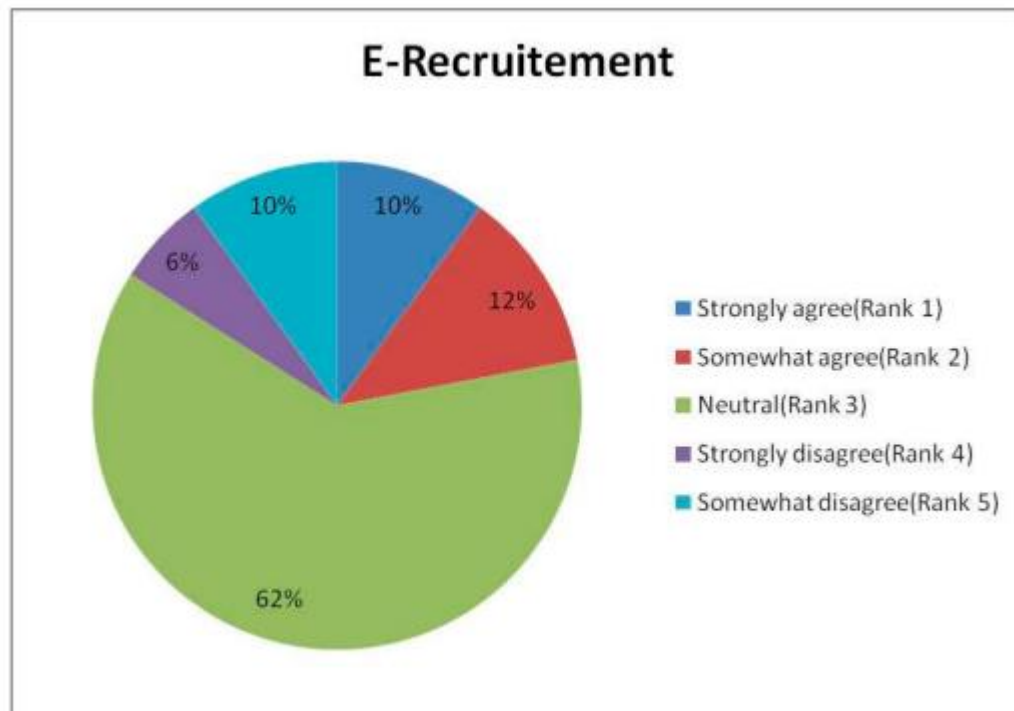
Respondents from the Company Surveyed has responded in the following way: 96% of the respondents had given their vote to either somewhat/strongly agree or remain neutral. Only 4% have not given their vote in favour of academic marks.

Conclusion:

As observed earlier 96% of the employees of Optel Vision India Pvt Ltd are in favour of the academic marks.

I wish to suggest that the companies should pay attention to those individuals who are against the favour of use of reference check & understand the reason why they are against the company's recruitment strategy.

Factor 14: Is e-recruiting a suitable way of recruiting?



Every Company has its own criteria of enumerating the usage of e-recruitment in the recruitment procedure.

Observation:

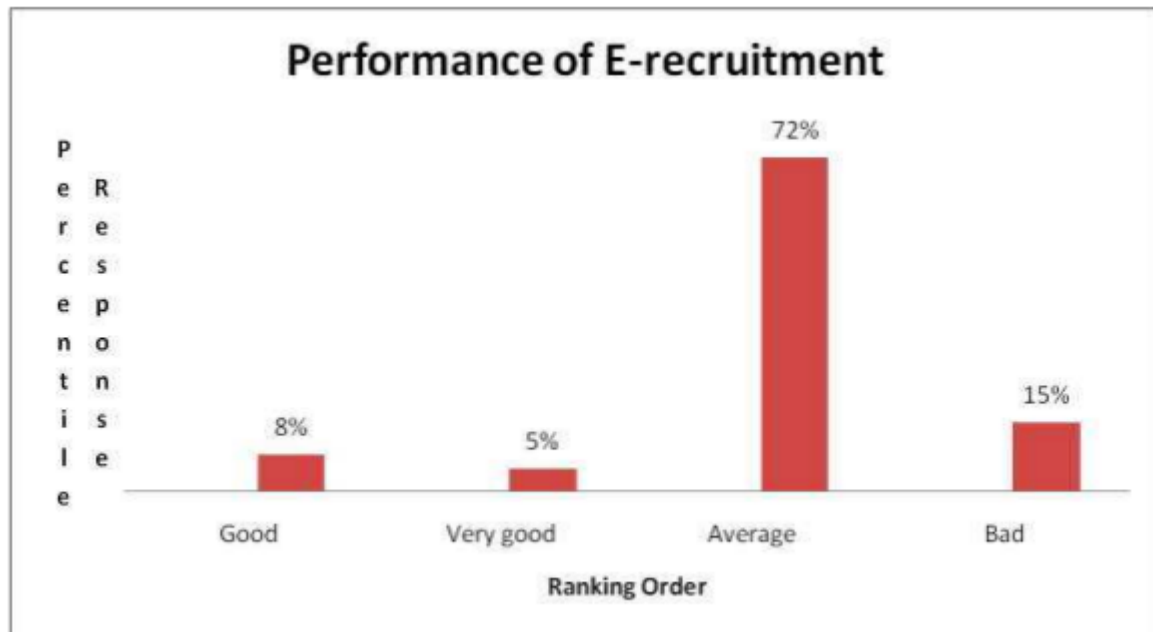
Respondents from the Company Surveyed has responded in the following way: Surprisingly 62% of the respondents remain neutral.16% has given their vote against such type of recruitment.

Conclusion:

As observed earlier 62% of the employees of Optel Vision India Pvt Ltd are in a neutral position.

I wish to suggest that the companies should make this form of recruitment more popular & aware to the employees.16% against such recruitment should also be taken into consideration to know the reason of not supporting the company"s recruitment strategy.

Factor 15: Performance of e-recruitment.



Every Company has its own criteria of enumerating the measurement of the performance of e-recruitment.

Observation:

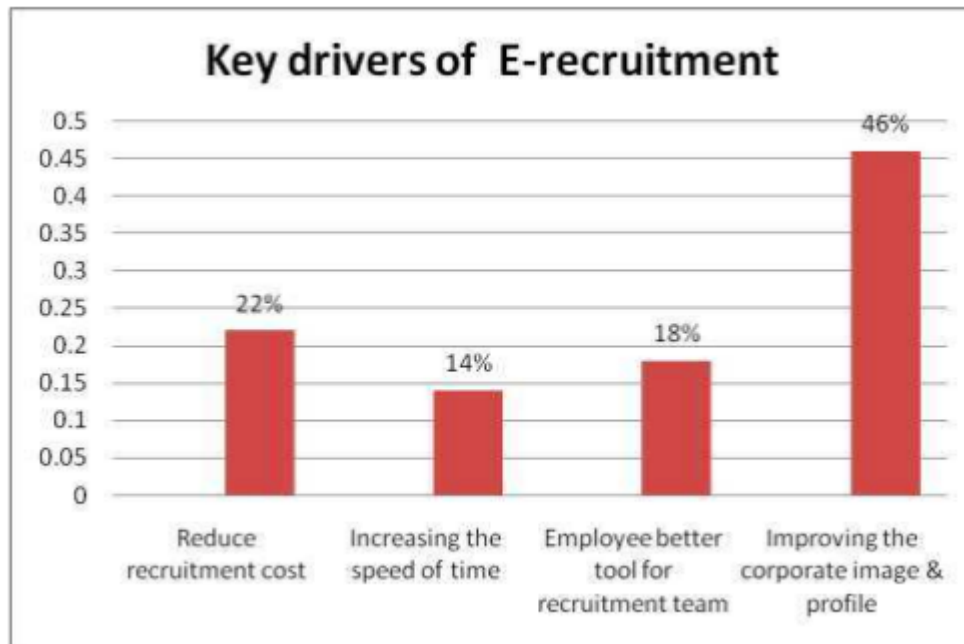
Respondents from the Company Surveyed has responded in the following way:
Surprisingly 72% of the respondents have voted for average & 15% for bad.

Conclusion:

As observed earlier 87% of the employees of Optel Vision India Pvt Ltd had opted for average & bad performance in e-recruitment.

I wish to suggest that the companies should make this form of recruitment more popular & aware to the employees. 80% supporting the below performance of such recruitment should also be taken into consideration to know the reason of not supporting the company's recruitment strategy.

Factor 16: Key drivers of e-recruitment.



Every Company has its own criteria of enumerating the key drivers of e-recruitment in the recruitment procedure.

Observation:

Respondents from the Company Surveyed has responded in the following way:

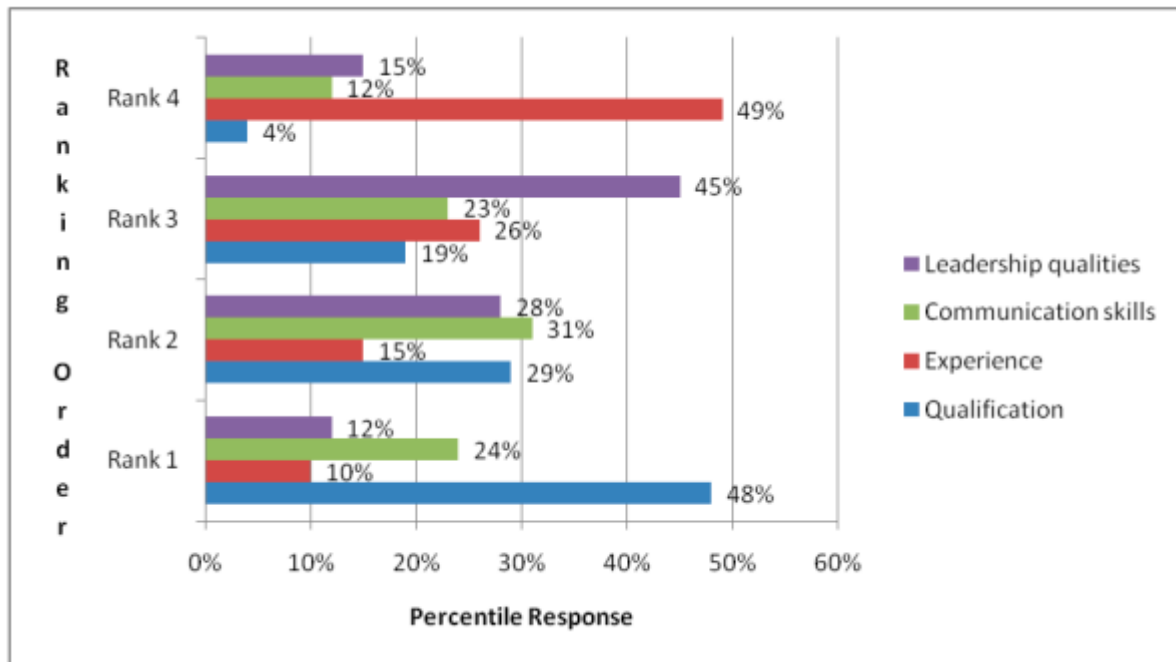
Improvement of the corporate image & profile is the most preferred key driver of e-recruitment, followed by reduction of recruitment cost, employee better tool for recruitment team & increasing the speed of time.

Conclusion:

As observed earlier 46% of the employees of Optel Vision India Pvt Ltd are in favour in the improvement of corporate image & profile.

I wish to suggest that the individuals supporting the corporate image & profile denotes their loyalty & satisfaction towards their company & job respectively. Employees should also takes into consideration the matter of reduction in recruitment cost which will also benefit the companies at large.

Factor 17: Importance given to the factors while recruiting the junior level.



Every Company has its own criteria of enumerating the factors to be taken into consideration while recruiting the junior level.

Observation:

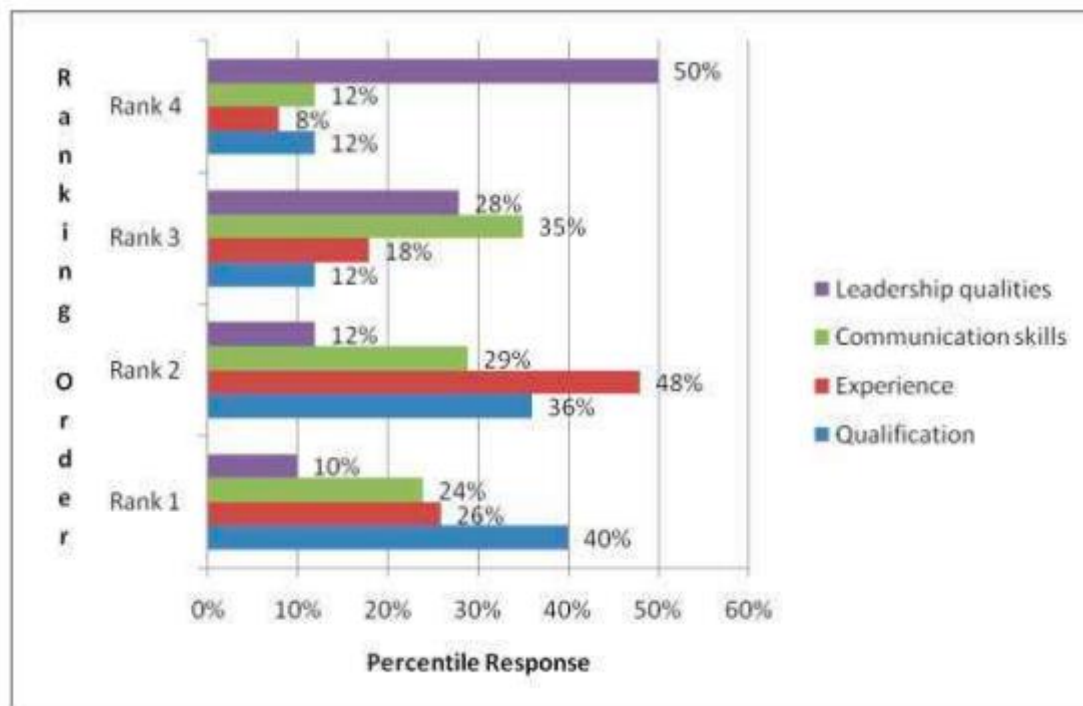
Respondents from the Company Surveyed has responded in the following way:
Qualification is the most preferred factor to be taken into consideration while recruiting a fresher, followed by communication skills, leadership qualities & experience.

Conclusion:

As observed earlier 48% of the employees of Optel Vision India Pvt Ltd are in favour of the qualification factor to be taken into consideration while recruiting a fresher.

I wish to suggest that the individuals supporting the qualification factor denotes they are favoring a fresher's academic achievements. Companies should also value the fresher's communication skills equally with that of qualification factor as it is very much associated with qualification.

Factor 18: Importance given to the factors while recruiting the middle level.



Every Company has its own criteria of enumerating the factors to be taken into consideration while recruiting the middle level employees.

Observation:

Respondents from the Company Surveyed has responded in the following way:

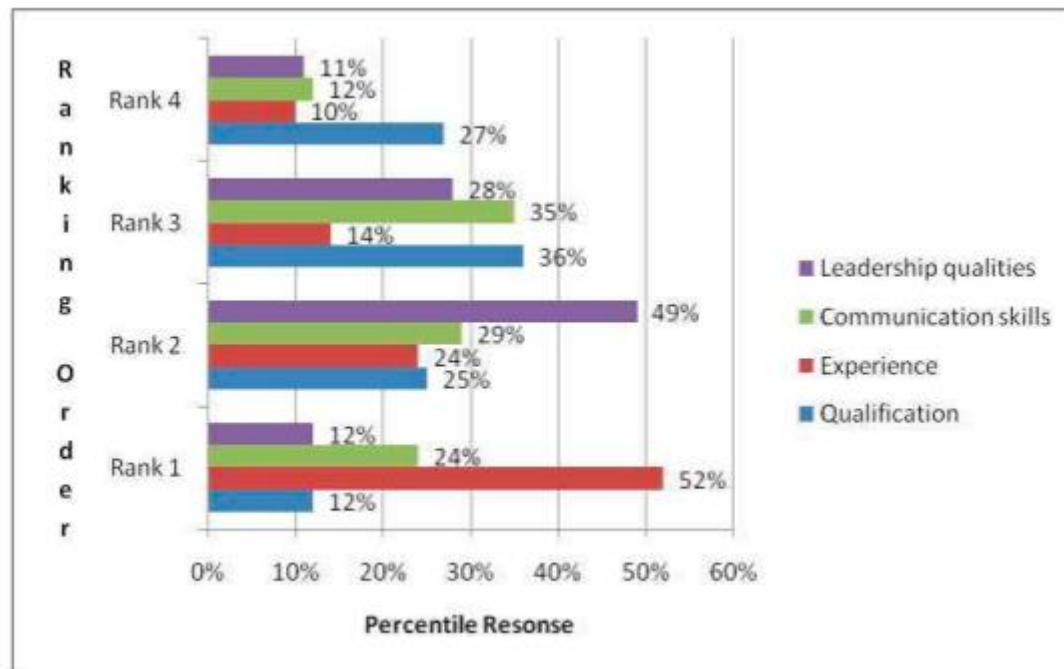
Qualification is the most preferred factor to be taken into consideration while recruiting a middle level employee, followed by, experience, communication skills & leadership qualities.

Conclusion:

As observed earlier 40% of the employees of Optel Vision India Pvt Ltd are in favour of the qualification factor to be taken into consideration while recruiting a middle level employee.

I wish to suggest that the individuals supporting the qualification factor denotes they are favoring a middle level employee's academic achievements. Companies should also value the employee's experience higher than that of qualification factor as a middle level employee adds value to the organization by means of experience not by academic achievements.

Factor 19: Importance given to the factors while recruiting the senior level.



Every Company has its own criteria of enumerating the factors to be taken into consideration while recruiting the senior level employees.

Observation:

Respondents from the Company Surveyed has responded in the following way:

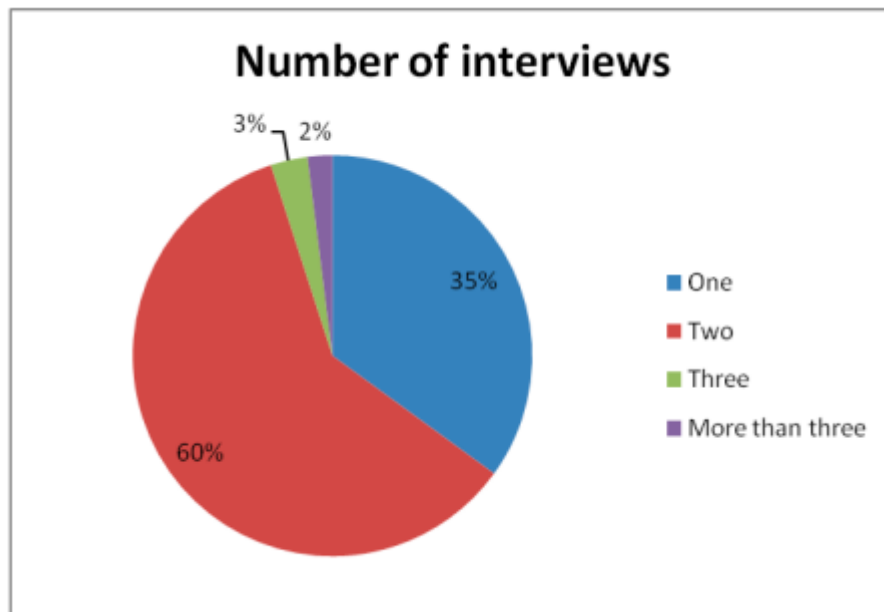
Experience is the most preferred factor to be taken into consideration while recruiting a senior level employee, followed by, leadership qualities, and qualification & communication skills.

Conclusion:

As observed earlier 52% of the employees of Optel Vision India Pvt Ltd are in favour of the qualification factor to be taken into consideration while recruiting a senior level employee.

I wish to suggest that the individuals supporting the experience factor denotes they are favoring a senior level employee's corporate achievements. Companies should also value the employee's communication skills higher than that of qualification factor as a senior level employee adds value to the organization by communication skills not by academic achievements.

Factor 20: Number of interviews to be conducted to provide offer letter.



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

Observation:

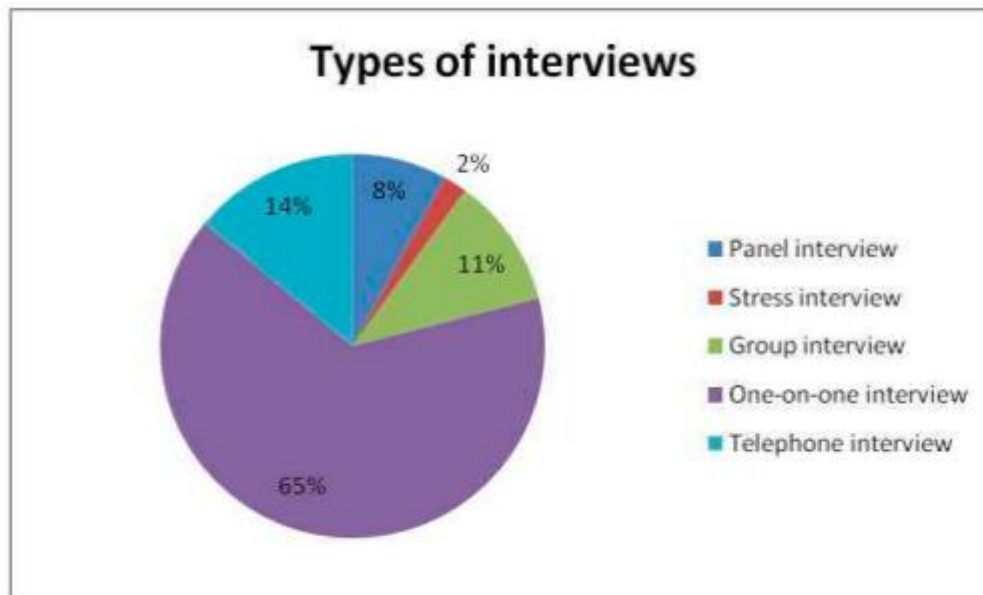
Respondents from the Company Surveyed has responded in the following way:
The most preferred number of interviews is two, followed by one, three & more than three.

Conclusion:

As observed earlier 60% of the employees of Optel Vision India Pvt Ltd 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.

Factor 21: Type of interviews to be conducted to provide offer letter.



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

Observation:

Respondents from the Company Surveyed has responded in the following way:

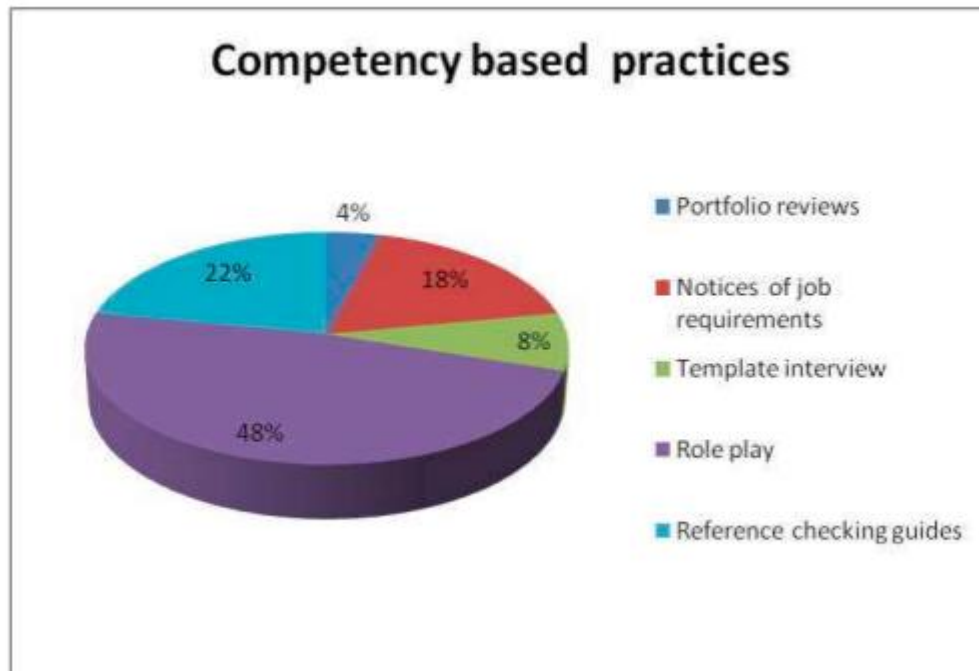
The most preferred interview is one-to-one interview, followed by telephonic interview, group interview, panel interview & stress interview.

Conclusion:

As observed earlier 65% of the employees of Optel Vision India Pvt Ltd 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.

Factor 22: Type of competency based practices.



Every Company has its own criteria of enumerating the types of competency based practices to be carried on.

Observation:

Respondents from the Company Surveyed has responded in the following way:

The most preferred competency based practices is role play, followed by reference checking guides, notices of job requirements, template interview & portfolio reviews.

Conclusion:

As observed earlier 48% of the employees of Optel Vision India Pvt Ltd are in favour of the role play to be practiced in organizations.

I wish to suggest that the individual supporting the role play indicates that they want to keep themselves ready for any role they have to face, if needed. Companies should also practice the notices of job requirements so that individuals can be kept informed by the organization-a two way communication.

Factor 23: Reasons for vacancy identification.



Every Company has its own criteria of enumerating the reasons of vacancy identification.

Observation:

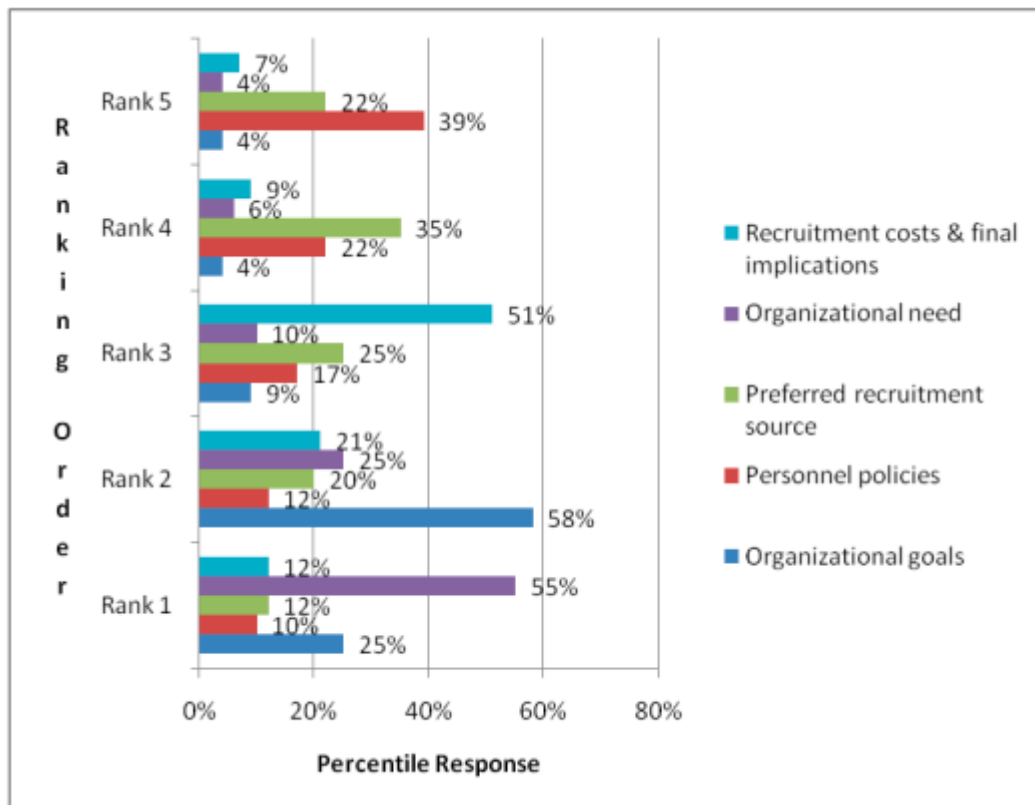
Respondents from the Company Surveyed has responded in the following way: The most preferred reason for vacancy identification is the duties to be performed, followed by posts to be filled, number of persons required & qualification required.

Conclusion:

As observed earlier 75% of the employees of Optel Vision India Pvt Ltd are in favour of the duties to be performed.

I wish to suggest that the individual supporting the duties to be performed indicates that they are laying more stress on the duty from where they can derive job satisfaction. Companies should look at the qualification required as it would reduce the number of unwanted applicants to apply for the vacancy.

Factor 24: Factors affecting recruitment policy.



Every Company has its own criteria of enumerating the factors affecting the recruitment policy.

Observation:

Respondents from the Company Surveyed has responded in the following way:

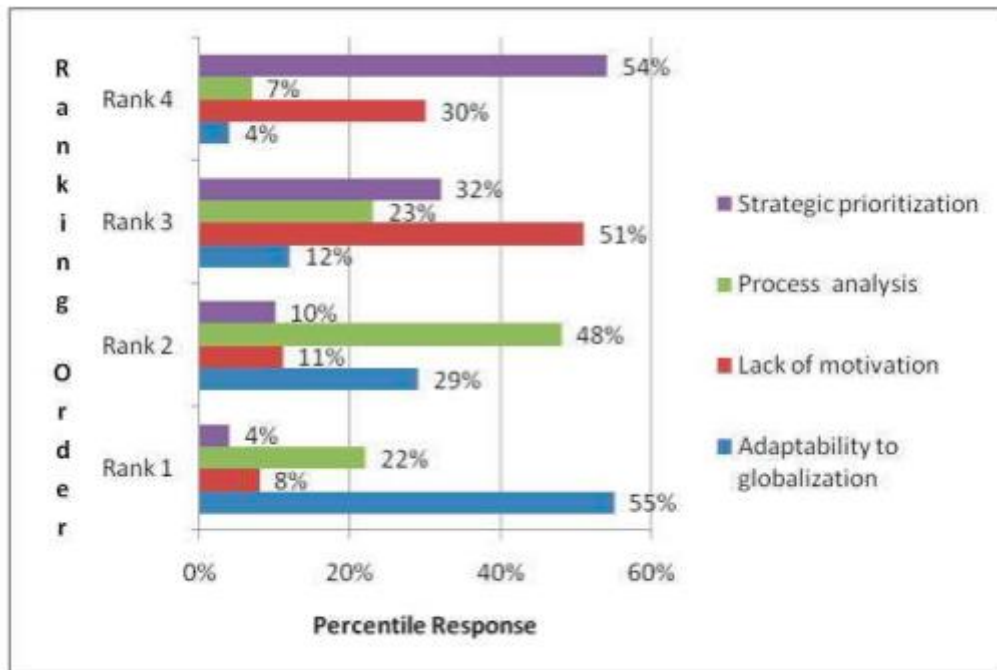
The most preferred factor affecting the recruitment policy organizational need followed by organizational goals, recruitment costs, preferred recruitment source & personnel policies.

Conclusion:

As observed earlier 55% of the employees of Optel Vision India Pvt Ltd are in favour of the organizational need.

I wish to suggest that the individuals supporting the organizational needs indicates that the working environment is good as they are keeping their individual needs behind organizational need. Companies should also pay attention to recruitment source as adoption of internal recruitment will cost less than the external recruitment.

Factor 25: Major challenges faced by HR in recruitment.



Every Company has its own criteria of enumerating the challenges faced by HR in recruitment.

Observation:

Respondents from the Company Surveyed has responded in the following way:

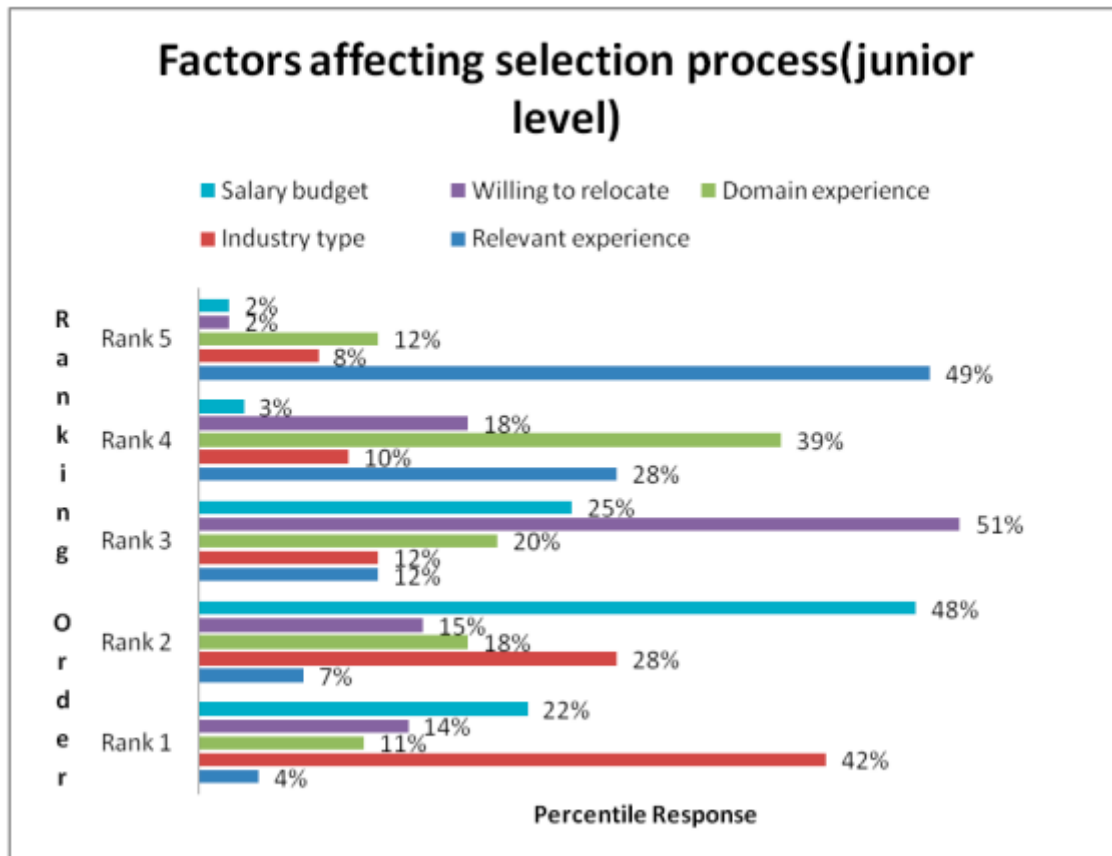
The most preferred challenge faced by a HR in recruitment is adaptability to globalization, followed by process analysis, lack of motivation & strategic prioritization.

Conclusion:

As observed earlier 55% of the employees of Optel Vision India Pvt Ltd are in favour of the adaptability to globalization.

I wish to suggest that the individuals supporting the adaptability to globalization denote their inability to come in terms with changing global environment. So the companies should train those individuals & make them habituated with the changing environment.

Factor 26: Factors affecting selection process (junior level).



Every Company has its own criteria of enumerating the factors affecting the selection process (junior level).

Observation:

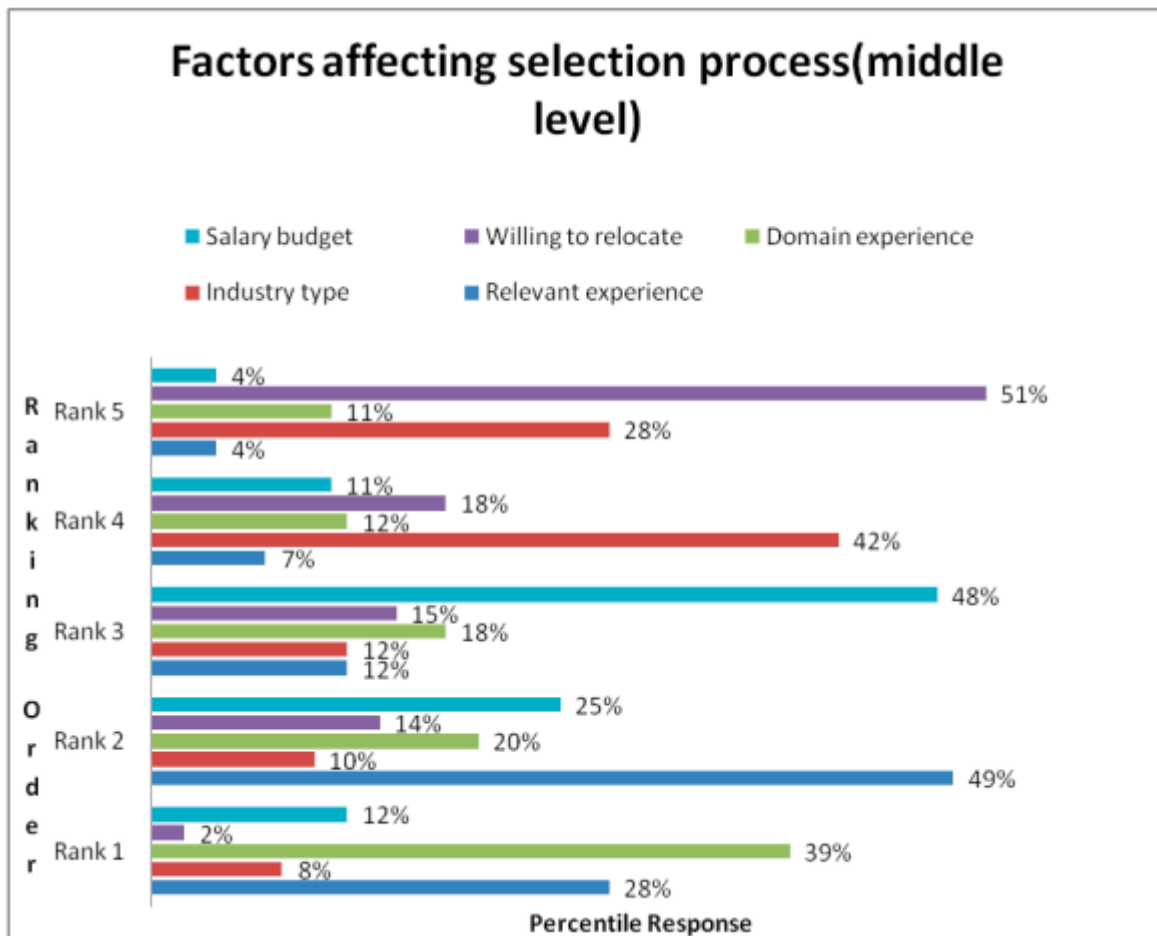
Respondents from the Company Surveyed has responded in the following way: The most preferred factor affecting the selection process (junior level) is the industry type, followed by salary budget, willing to relocate, domain experience & relevant experience.

Conclusion:

As observed earlier 42% of the employees of Optel Vision India Pvt Ltd are in favour of the industry type.

I wish to suggest that the individuals supporting the industry type indicates that Organizations are unwilling to take individuals from different industry. Employees should also rate the salary factor equivalent to the industry type.

Factor 27: Factors affecting selection process (middle level).



Every Company has its own criteria of enumerating the factors affecting the selection process (middle level).

Observation:

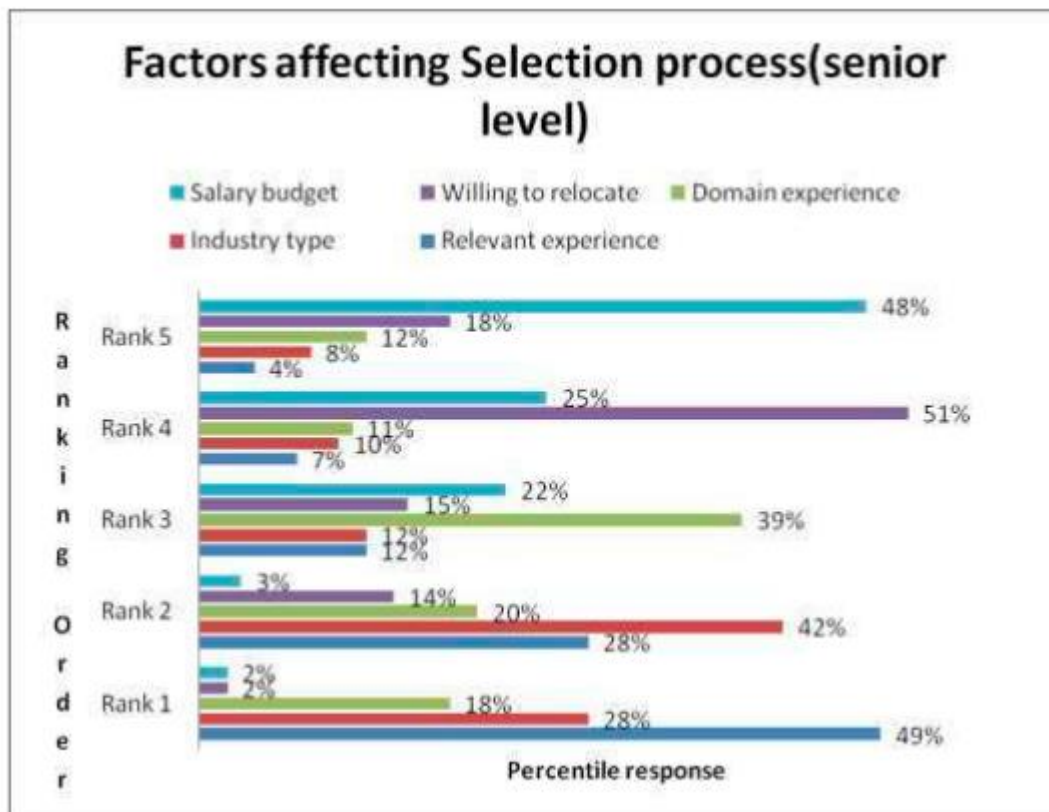
Respondents from the Company Surveyed has responded in the following way: The most preferred factor affecting the selection process (middle level) is the domain experience, followed by relevant experience, salary budget, industry type & willing to relocate.

Conclusion:

As observed earlier 39% of the employees of Optel Vision India Pvt Ltd are in favour of the domain experience.

I wish to suggest that the individuals supporting the domain experience indicates that Organizations are unwilling to take individuals from different domain. Employees should also rate the salary factor equivalent to the domain experience.

Factor 28: Factors affecting selection process (senior level).



Every Company has its own criteria of enumerating the factors affecting the selection process (senior level).

Observation:

Respondents from the Company Surveyed has responded in the following way:

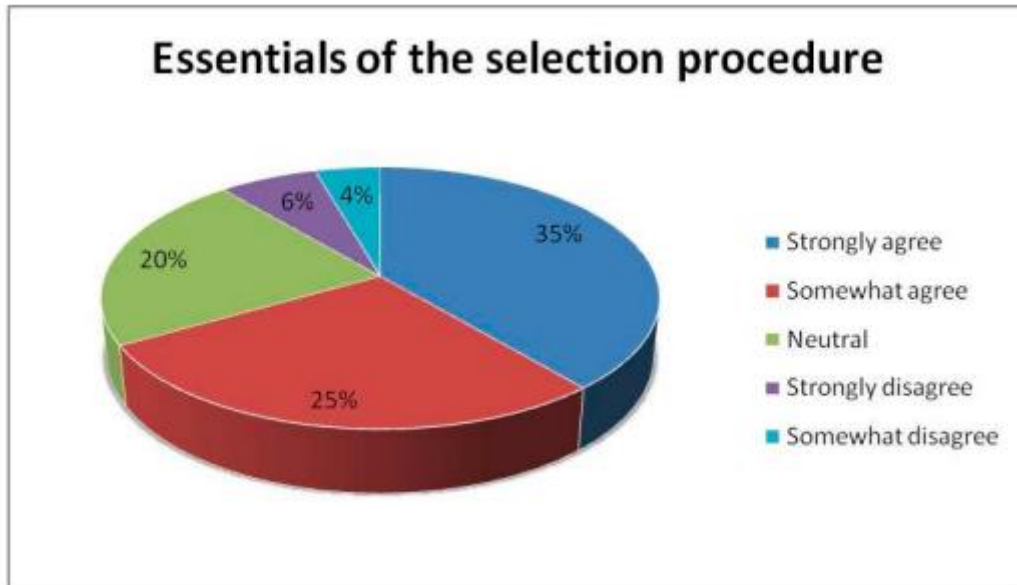
The most preferred factor affecting the selection process (senior level) is the relevant experience, followed by industry type, domain experience, willing to relocate & salary budget.

Conclusion:

As observed earlier 49% of the employees of Optel Vision India Pvt Ltd are in favour of the relevant experience.

I wish to suggest that the individuals supporting the relevant experience indicate that Organizations are unwilling to take individuals from different domain. Employees should also rate the salary factor equivalent to the relevant experience.

Factor 29: Essentials to make the selection procedure successful.



Every Company has its own criteria of enumerating the essentials of the selection procedure.

Observation:

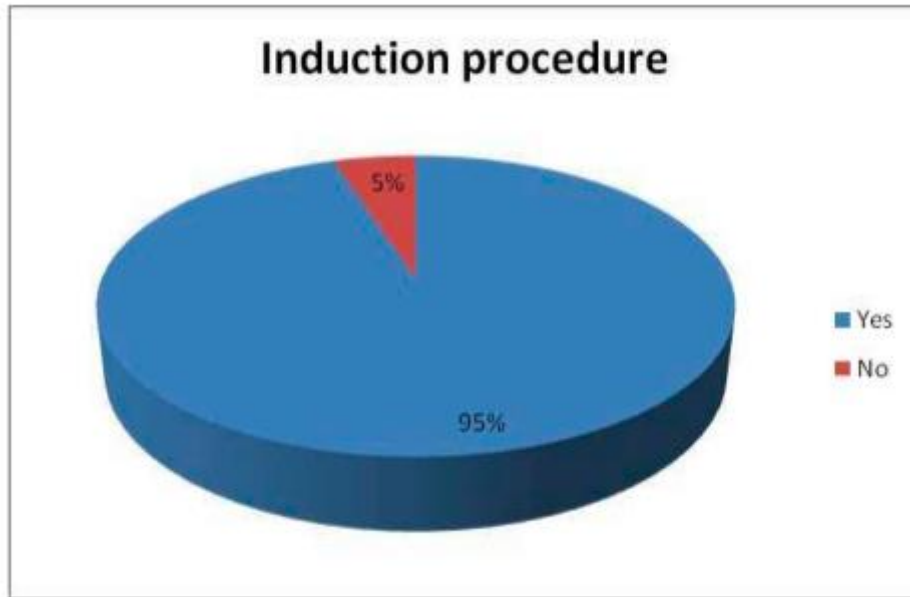
Respondents from the Company Surveyed has responded in the following way:
60% of the respondents have voted for strongly/somewhat agree but 20% have gone for neutral. Surprisingly 10% of the respondents are against it.

Conclusion:

As observed earlier 60% of the employees of Optel Vision India Pvt Ltd are in favour of the essentials (having the authority to select, job description & job specification, availability of sufficient number of applicants) of the selection procedure.

I wish to suggest that the individuals supporting the essentials indicate that they are very much satisfied with the organization. According to me, if the duties to be performed are also included the 10% of rejection would decrease.

Factor 30: Should induction procedure be carried on?



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

Observation:

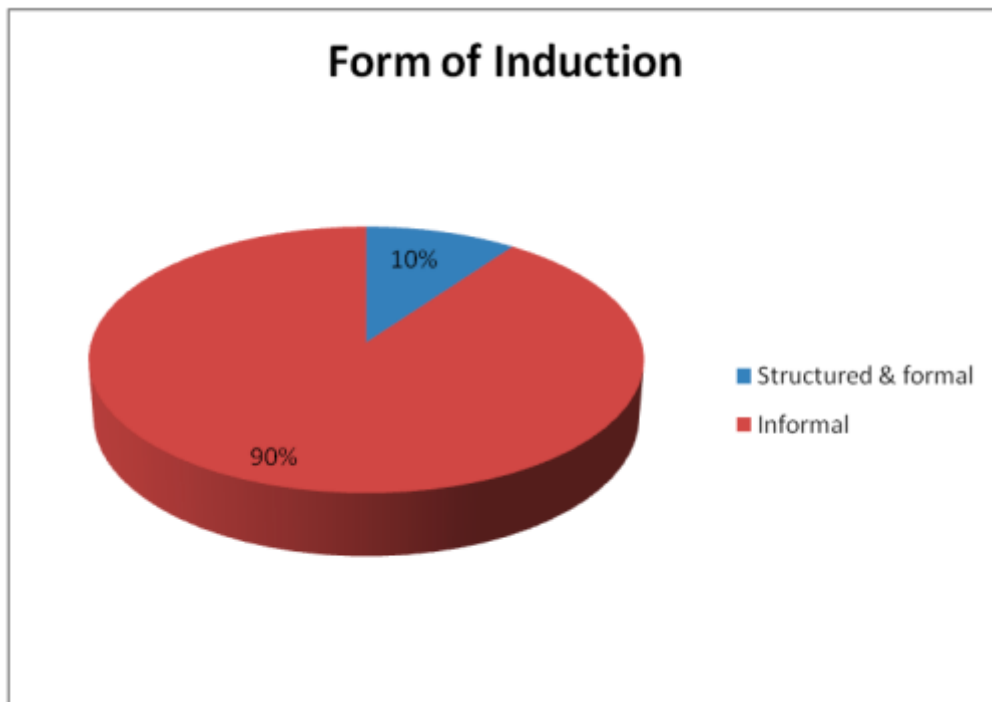
Respondents from the Company Surveyed has responded in the following way: 95% of the respondents have voted for the induction procedure & surprisingly 5% are against such procedure which is very much useful for a new comer. One thing is to be mentioned here is that 5% includes mainly the top level employees.

Conclusion:

As observed earlier 95% of the employees of Optel Vision India Pvt Ltd 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.

Factor 31: Form of induction procedure.



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

Observation:

Respondents from the Company Surveyed has responded in the following way:

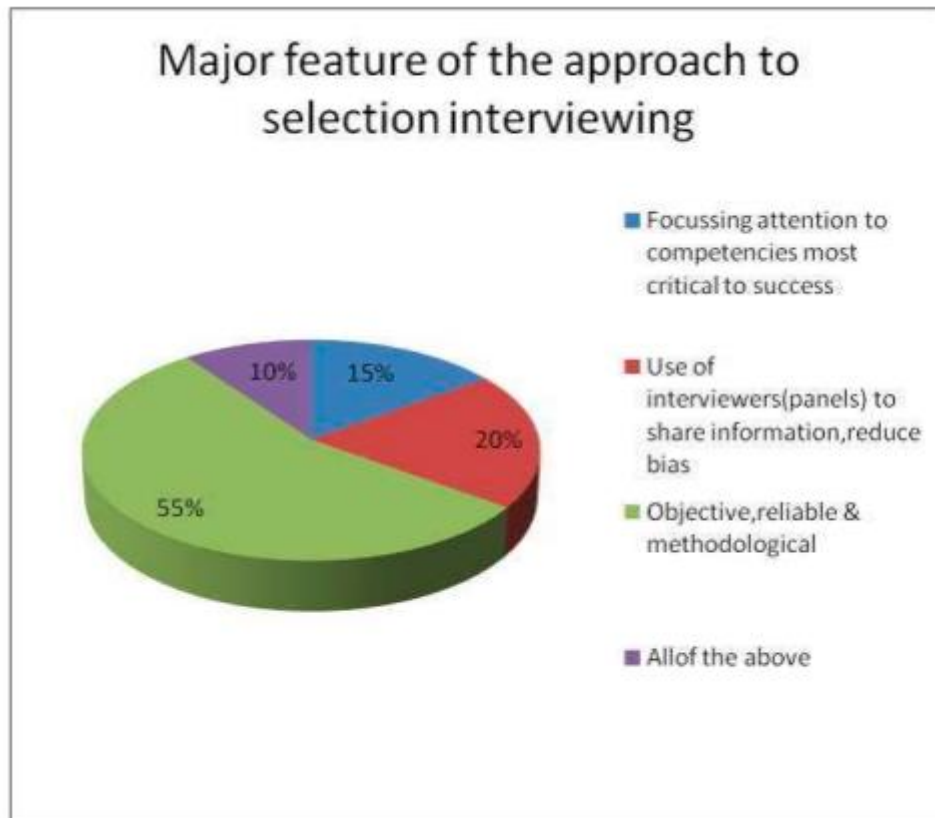
90% of the respondents have voted for the informal induction procedure & surprisingly 10% are against such procedure which is very much helpful for a new comer. One thing is to be mentioned here is that 10% includes mainly the top level employees.

Conclusion:

As observed earlier 90% of the employees of Optel Vision India Pvt Ltd 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. As mentioned that top level employees (10%) are against it as they believes that being formal enables an employee to get accustomed with formal corporate culture quickly.

Factor 32: Major feature of the approach to selection interviewing.



Every Company has its own criteria of enumerating the major feature of the approach to selection interviewing.

Observation:

Respondents from the Company Surveyed has responded in the following way:

The most preferred feature of the approach is objective-reliable-methodological, followed by use of panels to share information & reduce bias, focusing attention to competencies most critical to success & all of them

Conclusion:

As observed earlier 55% of the employees of Optel Vision India Pvt Ltd are in favour of being objective, reliable & methodological.

I wish to suggest that the individuals supporting the objective, reliable & methodological indicate that they want to face as much as objective questions as possible in comparison to elaborate ones.

OBSERVATIONS

1. 75% of the employees of **Optel Vision India Pvt Ltd** are in favour of the internal recruitment.
2. 51% of the employees of **Optel Vision India Pvt Ltd** are in favour of the internal recruitment source, i.e. transfer (junior level).
3. 35% of the employees of **Optel Vision India Pvt Ltd** are in favour of the internal recruitment source, i.e. promotion (middle level).
4. IV) 40% of the employees of **Optel Vision India Pvt Ltd** are in favour of the internal recruitment source, i.e. promotion (senior level).
5. 46% of the employees of **Optel Vision India Pvt Ltd** are in favour of the external recruitment source, i.e. employee referrals (junior level).
6. 50% of the employees of **Optel Vision India Pvt Ltd** are in favour of the external recruitment source, i.e. employee referrals (middle level).
7. 52% of the employees of **Optel Vision India Pvt Ltd** are in favour of the external recruitment source, i.e. employee referrals (senior level).
8. 60% of the employees of **Optel Vision India Pvt Ltd** are in favour of the centralization as it keeps them under the contact of with the head quarters.
9. 85% of the respondents had given their vote to either somewhat/strongly agree or remain neutral. Surprisingly 15% have not given their vote in favour of academic marks.
10. 45% of the employees of **Optel Vision India Pvt Ltd** are in favour of the aptitude test as it enables them to prove their suitability for the job (junior level).
11. 47% of the employees of **Optel Vision India Pvt Ltd** are in favour of the intelligence test as it enables them to apply their experience & handle a critical situation (middle level).
12. 49% of the employees of **Optel Vision India Pvt Ltd** are in favour of the achievement test as it enables them to showcase their achievement in the corporate sector (senior level).
13. 96% of the respondents had given their vote to either somewhat/strongly agree or remain neutral. Only 4% have not given their vote in favour of academic marks.

14. 62% of the employees of **Optel Vision India Pvt Ltd** are in a neutral position in case of e-recruitment.
15. 87% of the employees of **Optel Vision India Pvt Ltd** had opted for average & bad performance in e-recruitment.
16. 46% of the employees of **Optel Vision India Pvt Ltd** are in favour in the improvement of corporate image & profile.
17. 48% of the employees of **Optel Vision India Pvt Ltd** are in favour of the qualification factor to be taken into consideration while recruiting a fresher.
19. 40% of the employees of **Optel Vision India Pvt Ltd** are in favour of the qualification factor to be taken into consideration while recruiting a middle level employee.
20. 52% of the employees of **Optel Vision India Pvt Ltd** are in favour of the qualification factor to be taken into consideration while recruiting a senior level employee.
21. 60% of the employees of **Optel Vision India Pvt Ltd** are in favour of the number of interviews to be taken into consideration while recruiting an employee is two.
22. 65% of the employees of **Optel Vision India Pvt Ltd** are in favour of the „one-to-one interview“ to be taken into consideration while recruiting an employee.
23. 48% of the employees of **Optel Vision India Pvt Ltd** are in favour of the role play to be practiced in organizations.
24. 75% of the employees of **Optel Vision India Pvt Ltd** are in favour of the duties to be performed.
25. 55% of the employees of **Optel Vision India Pvt Ltd** are in favour of the organizational need.
26. 55% of the employees of **Optel Vision India Pvt Ltd** are in favour of the adaptability to globalization.
27. 42% of the employees of **Optel Vision India Pvt Ltd** are in favour of the industry type.
28. 39% of the employees of **Optel Vision India Pvt Ltd** are in favour of the domain experience.

29. 49% of the employees of **Optel Vision India Pvt Ltd** are in favour of the relevant experience.
30. 60% of the employees of **Optel Vision India Pvt Ltd** are in favour of the essentials (having the authority to select, job description & job specification, availability of sufficient number of applicants) of the selection procedure.
31. 95% of the employees of **Optel Vision India Pvt Ltd** are in favour of the induction procedure.
32. 90% of the employees of **Optel Vision India Pvt Ltd** are in favour of the informal induction procedure.
33. 55% of the employees of **Optel Vision India Pvt Ltd** are in favour of being objective, reliable & methodological.

SUGGESTIONS & RECOMMENDATIONS

- 1) I wish to suggest that the lion share of the percentage of respondents who are agreeing to the internal recruitment denotes that they are satisfied with their jobs as internal recruitment provides them the opportunity of career growth. Companies should take care of those individuals who are supporting the external recruitment as external recruitment brings additional cost for the organization.
- 2) I wish to suggest that the lion share of the percentage of respondents who are agreeing to the transfer denotes that they are satisfied with the job as it provides them the opportunity to be placed in a better prospective area. Companies can take into consideration the option of inclusion of the deceased employee's dependents as it would enhance the companies' reputation.
- 3) I wish to suggest that the lion share of the percentage of respondents who are agreeing to the promotion denotes that they are satisfied with the job as it provides them the reward & recognition of their hard work. Companies can take into consideration the option of inclusion of the deceased employee's dependents as it would enhance the companies' reputation.
- 4) I wish to suggest that the lion share of the percentage of respondents who are agreeing to the promotion denotes that they are satisfied with the job as it provides them the reward & recognition of their hard work. Companies can take into consideration the option of inclusion of the deceased employee's dependents as it would enhance the companies' reputation.
- 5) I wish to suggest that the lion share of the percentage of respondents who are agreeing to the employee referrals denotes that the company has complete faith & believe on the employees. Companies should also pay attention to unsolicited applicants.
- 6) I wish to suggest that the lion share of the percentage of respondents who are agreeing to the employee referrals denotes that the company has complete faith & believe on the employees. Companies should also pay attention to unsolicited applicants.
- 7) I wish to suggest that the lion share of the percentage of respondents who are agreeing to the employee referrals denotes that the company has complete faith & believe on the employees. Companies should also pay attention to unsolicited applicants.
- 8) 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.

- 9) I wish to suggest that the companies should pay attention to those individuals who are against the favour of use of academic marks & understand the reason why they are against the company's recruitment strategy.
- 10) I wish to suggest that the companies should also pay attention to the achievement test as it will enable a fresher to showcase his achievement in the academic area.
- 11) I wish to suggest that the companies should also pay attention to the achievement test as it will enable an employee to showcase his achievement in the academic & corporate area.
- 12) I wish to suggest that the companies should also pay attention to the intelligence test as it will enable an employee to use the experience to handle a critical situation.
- 13) I wish to suggest that the companies should pay attention to those individuals who are against the favour of use of reference check & understand the reason why they are against the company's recruitment strategy.
- 13) I wish to suggest that the companies should make this form of recruitment more popular & aware to the employees. 16% against such recruitment should also be taken into consideration to know the reason of not supporting the company's recruitment strategy.
- 14) I wish to suggest that the companies should make this form of recruitment more popular & aware to the employees. 80% supporting the below performance of such recruitment should also be taken into consideration to know the reason of not supporting the company's recruitment strategy.
- 16) I wish to suggest that the individuals supporting the corporate image & profile denotes their loyalty & satisfaction towards their company & job respectively. Employees should also takes into consideration the matter of reduction in recruitment cost which will also benefit the companies at large.
- 17) I wish to suggest that the individuals supporting the qualification factor denotes they are favoring a fresher's academic achievements. Companies should also value the fresher's communication skills equally with that of qualification factor as it is very much associated with qualification.
- 18) I wish to suggest that the individuals supporting the qualification factor denotes they are favoring a middle level employee's academic achievements. Companies should also value the employee's experience higher than that of qualification factor as a middle level employee adds value to the organization by means of experience not by academic achievements.

- 19) I wish to suggest that the individuals supporting the experience factor denotes they are favoring a senior level employee's corporate achievements. Companies should also value the employee's communication skills higher than that of qualification factor as a senior level employee adds value to the organization by communication skills not by academic achievements.
- 20) 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.
- 21) 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.
- 22) I wish to suggest that the individual supporting the role play indicates that they want to keep themselves ready for any role they have to face, if needed. Companies should also practice the notices of job requirements so that individuals can be kept informed by the organization-a two way communication.
- 23) I wish to suggest that the individual supporting the duties to be performed indicates that they are laying more stress on the duty from where they can derive job satisfaction. Companies should look at the qualification required as it would reduce the number of unwanted applicants to apply for the vacancy.
- 24) I wish to suggest that the individuals supporting the organizational needs indicates that the working environment is good as they are keeping their individual needs behind organizational need. Companies should also pay attention to recruitment source as adoption of internal recruitment will cost less than the external recruitment.
- 25) I wish to suggest that the individuals supporting the adaptability to globalization denote their inability to come in terms with changing global environment. So the companies should train those individuals & make them habituated with the changing environment.
- 26) I wish to suggest that the individuals supporting the industry type indicates that Organizations are unwilling to take individuals from different industry. Employees should also rate the salary factor equivalent to the industry type.
- 27) I wish to suggest that the individuals supporting the domain experience indicates that Organizations are unwilling to take individuals from different domain. Employees should also rate the salary factor equivalent to the domain experience.

- 28) I wish to suggest that the individuals supporting the relevant experience indicate that Organizations are unwilling to take individuals from different domain. Employees should also rate the salary factor equivalent to the relevant experience.
- 29) I wish to suggest that the individuals supporting the essentials indicate that they are very much satisfied with the organization. According to me, if the duties to be performed are also included the 10% of rejection would decrease.
- 30) 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.
- 31) 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. As mentioned that top level employees (10%) are against it as they are of the belief that being formal enables an employee to get accustomed with formal corporate culture quickly.
- 32) I wish to suggest that the individuals supporting the objective, reliable & methodological indicate that they want to face as much as objective questions as possible in comparison to elaborate ones.

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.

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APPENDIX

Questionnaire on recruitment & selection

Name of the Respondent:

Age:

Department:

Designation:

Tenure in service:

1) During the time of recruitment, among the given below sources, which one is most preferable for your company?

a) Internal source b) External source.

2) Kindly mention the preferable internal & external sources used by your company for entry / junior level recruitment? [Rank them accordingly as per your preference]

Internal source	Rank 1	Rank 2	Rank 3	Rank 4
Transfer				
Demotion				
Retired employees				
Dependents & relatives of deceased employees.				

External source	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Advertisements					
Employee referrals					
Employment exchange					
Labour contractors					
Unsolicited applicants					

3) Kindly mention the preferable internal & external sources used by your company for middle level recruitment? [Rank them accordingly as per your preference]

Internal source	Rank 1	Rank 2	Rank 3	Rank 4
Transfer				
Promotion				
Retired employees				
Dependents & relatives of deceased employees.				

External source	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Advertisements					
Employee referrals					
Employment exchange					
Labour contractors					
Unsolicited applicants					

4) Kindly mention the preferable internal & external sources used by your company for middle level recruitment? [Rank them accordingly as per your preference]

Internal source	Rank 1	Rank 2	Rank 3	Rank 4
Transfer				
Promotion				
Retired employees				
Dependents & relatives of deceased employees.				

External source	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Advertisements					
Employee referrals					
Employment exchange					
Labour contractors					
Unsolicited applicants					

5) Which of the following recruitment procedure is followed by your company?

a) Centralized recruitment b) Decentralized recruitment

6) Do you think that academic marks play a vital role in the recruitment procedure?

a) Strongly agree b) Somewhat agree c) Neutral
d) Strongly disagree e) Somewhat disagree.

7) What kind of employee tests is conducted in junior level recruitment?

- a) Intelligence test b) Aptitude test c) Graphology test
d) Polygraph test e) Achievement test.

8) What kind of employee test is conducted in middle level recruitment?

- a) Intelligence test b) Aptitude test c) Graphology test
d) Polygraph test e) Achievement test.

9) What kind of employee test is conducted in higher level recruitment?

- a) Intelligence test b) Aptitude test c) Graphology test
d) Polygraph test e) Achievement test.

10) Do you consider the reference check as an integral part of recruitment?

- a) Strongly agree b) Somewhat agree c) Neutral
d) Strongly disagree e) Somewhat disagree.

11) Do you accept e-recruiting as a suitable way of recruiting?

- a) Strongly agree b) Somewhat agree c) Neutral
d) Strongly disagree e) Somewhat disagree.

12) Which of the following is considered to be the key drivers for e-recruitment in your company?

- a) Reduce recruitment cost b) Increasing the speed of time
c) Employee better tool for recruitment team d) Improving corporate image & profile.

13) How is the performance of online recruitment over response of candidates?

- a) Good b) Very good c) Average d) Bad.

14) Rank the following according to importance given while recruiting junior level employees?

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
♦ Qualification					
♦ Experience					
♦ Communication skills					
♦ Leadership qualities					

15) Rank the following according to importance given while recruiting middle level employees?

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
♦ Qualification					
♦ Experience					
♦ Communication skills					
♦ Leadership qualities					

16) Rank the following according to importance given while recruiting higher level employees?

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
♦ Qualification					
♦ Experience					
♦ Communication skills					
♦ Leadership qualities					

17) How many rounds of interviews are conducted before a candidate is offered offer letter?

- a) One b) Two c) Three d) More than three.

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) Telephone interview.

19) Which types of competency-based practices are carried on in your organization?

- a) Portfolio reviews b) Notices of job requirements
c) Template interview d) Reference checking guides e) Role play.

20) During the time of vacancy identification, which of the reasons are taken into consideration?

- | a) Posts to be filled | b) No. of persons |
|---------------------------|-----------------------------|
| c) Duties to be performed | d) Qualifications required. |

21) Given below are the steps of recruitment procedure. Rank them as per their occurrence.

	1	2	3	4	5	6	7
Short listing							
Conducting interview & decision making							
Managing response							
Arrange interviews							
Advertise the vacancy							
Identify Vacancy							
Prepare job description							

22) As per your company, what are the factors that affect the recruitment policy?

[Rank them as per their importance]

	1	2	3	4	5
Organizational goals					
Personnel policies					
Preferred recruitment source					
Need of the organization					
Recruitment costs & final implications					

23) What are the major challenges faced by the HR in recruitment?

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Adaptability to globalization					
Lack of motivation					
Process Analysis					
Strategic Prioritization					

24) What are the crucial factors of selection process in case of junior level?

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Relevant experience					
Industry type					
Domain experience					
Willing to relocate					
Salary budget					

25) What are the crucial factors of selection process in case of middle level?

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Relevant experience					
Industry type					
Domain experience					
Willing to relocate					
Salary budget					

26) What are the crucial factors of selection process in case of higher level?

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Relevant experience					
Industry type					
Domain experience					
Willing to relocate					
Salary budget					

27) Do you think that „one having the authority to select, comprehensive job specification & job description, availability of sufficient number of applicants“ are the essentials to make the selection procedure successful?

- a) Strongly agree b) Somewhat agree c) Neutral
d) Strongly disagree e) Somewhat disagree.

28) Below given are some of the steps involved in selection process. Rank them as per occurrence.

	1	2	3	4	5	6	7
Job analysis							
Tests							
Written exam							
Recruitment							
Final interview							
Application blank							
Group discussion							

29) Does your company follow the induction procedure?

- a) Yes b) No.

30) If the answer of the above given question is yes, then what type of induction procedure is that?

- a) Structured & formal.
- b) Informal.

31) What, according to you, are the major features of the approach to selection interviewing?

- a) Focusing attention to competencies most critical to success.
- b) Use of interviewers (panel) to share information, reduce judgment bias.
- c) Objective, reliable & logical methodological.
- c) All of the above.