INTRODUCTION

Human resource management is the essential function of organizations. Recruitment is the basic function among HR practices, where employees are entry into the organizations. Recruitment is a process of finding and attracting potential candidates for the job available. It is a set of activities an organization uses to attract job candidates who have the abilities and attitude needed to help the organization achieve its objectives. Recruitment is the process of searching prospective employees to apply for the job. Selection is the process of choosing an appropriate candidate among the job applicants. Selection process starts after the completion of the recruitment process. Recruitment is the process of attracting best available candidate for the job positions. There are many factors that affect recruitment process like organization culture, working hours, facilities, salary, welfare, brand image, good will, location, Government policies, Personnel policies of other competing organizations, Organisation’s personnel policies. Recruitment sources, Recruitment needs, Recruitment cost, Selection criteria and preference etc.

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

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

Selection is the second step in the in the process of man power planning. Selection is the process of choosing the appropriate candidate which matches the candidate skills and the job requirements (Bhattacharyya, 2010). Selection process will be lengthy for large organizations and will be wider for manufacturing organizations and it differs from one industry to other (Venkatesh, 2008). As this a manufacturing organization its process will be wider in departments and activities. According to the Dale Yoder selection means dividing the total job applicants into two classes as selected and not selected (K.Aswathapa, 2007). There are many factors that are to be considered while selecting a candidate those are like group discussions, employment background, referral background, interviews, medical tests and etc.

**PROCESS OF SELECTION**

Selection is usually a series of hurdles or steps. Each one must be successfully cleared before the applicant proceeds to the next one. The sequence of steps may also vary from job to job and organisation to organisation. For example some organisations may give more importance to testing while others give more emphasis to interviews and reference checks. Similarly a single brief selection interview might be enough for applicants for lower level positions, while applicants for managerial jobs might be interviewed by a number of people.

### 1. Reception

A company is known by the people it employs. In order to attract people with talents, skills and experience a company has to create a favourable impression on the applicants’ right from the stage of reception. Whoever meets the applicant initially should be tactful and able to extend help in a friendly and courteous way. Employment possibilities must be presented honestly and clearly. If no jobs are available at that point of time, the applicant may be asked to call back the personnel department after some time.

### 2. Screening Interview

A initial screening interview is generally planned by large organisations to cut the cost of selection by allowing only eligible candidates to go through the further stages in selection. A junior executive from the Personnel Department may elicit responses from the applicants on important items determining the suitability of an applicant for a job such as age, education, experience, pay expectations, aptitude, location, choice etc. this „Courtesy interview” as it is often called helps the department screen out obvious misfits. If the department finds the candidate suitable, a prescribed application form is given to the applicants to fill and submit.

### 3. Application Blank

Application blank or form is one of the most common methods used to collect information on the various aspects of the applicants” academic, social, demographic, work related background and references. It is a brief history sheet of employee’s background, usually containing the following things:

- Personal data (address, sex, telephone number)
- Marital data
- Educational data
- Employment Experience
- Extra-curricular activities
- References and Recommendations

### 4. Selection Test

Various tests are conducted to judge the ability and efficiency of the candidates. The type of tests depends upon the nature of job. An important advantage of testing is that it can be administered to a large group of candidates at a time and saves time and cost. The various tests are: (a) Personality test, (b) Intelligence test, (c) Performance test, (d) Stress test, etc.

### 5. Selection Interview

It is face to face exchange of views, ideas and opinions between the candidate and interviewer(s). There are various types of interviews such as : (a) Panel Interview, (b) Individual Interview, (c) Group Interview, (d) Stress Interview, (e) Exit Interview.

### 6. Medical Test

Medical examination of the candidates is undertaken before they join the firm in order to –

- Find out whether the candidate is physically fit to carry out duties and responsibilities effectively,
- Ensure the health and safety of other employees,
- Find out whether the candidate is sensitive to certain work place such as in a chemical factory.

### 7. Reference Check

- A candidate may be asked to provide references from those who are willing to supply or confirm about the applicant’s past life, character and experience.
- Reference check helps to know the personal character and family background of the candidate.
- It helps to guard against possible false information supplied by candidate.

### 8. Hiring Decision
The line manager makes the final hiring decision. There must be a good understanding between the line manager and the HR department so that the best candidate is selected. The successful candidate is given a job offer followed by an appointment letter.

**OBJECTIVE OF THE STUDY**

- To find out the satisfaction of the employees with the Recruitment & Selection.
- To identify areas of improvement in design of Recruitment & Selection.

**DATA COLLECTION**

Data is collected from books, magazines, web sites, going through the records of the organisation, etc. The analysis is done to know the current common and different HR practices of Indian MNCs and Foreign MNCs. The analysis required comprehensive research about the policies and procedures prevalent in the companies.

**DATA ANALYSIS**

- **Sources of recruitment and selection**

  **In Indian MNCs:**
  
  About 73% of the managers prefer both internal as well as external source of recruitment and selection where as only 9% go for internal source and 18% go for external sources.

  ![Sources of Recruitment](image)

  **In Foreign MNCs**
  
  About 17% of the manager say that they prefer both internal and external source of recruitment and selection where as only 60% go for internal source and 23% go for external sources.

- **Method of recruitment and selection**

  **Indian MNCs**
  
  About 65% of the mangers go for direct recruitment and selection and 32% go for indirect and only 3 % go for third party recruitment way.

  ![Method of Recruitment](image)

  **In Foreign MNCs**
  
  About 50% of the mangers go for direct recruitment and selection and 24% go for indirect and only 26 % go for third party recruitment way.
**FINDINGS**

Most of the employees feel that the Indian MNC’s HR department is good. About 73% of the managers prefer both internal as well as external source for recruitment and selection whereas in Foreign MNC’s, only 17% managers prefer both internal as well as external source of recruitment and selection.

About 65% of the managers go for direct recruitment and selection in Indian MNC’s and less number for managers prefer indirect or third party. Whereas in Foreign MNC’s 50% of the managers go for direct recruitment and selection.

Companies prefer to go for campus drive and even casual application that are received for recruitment but they hardly prefer placement agencies.

**SUGGESTIONS**

- Company should identify well advance manpower for each department in the company.
- If the manpower requirement is high and the recruitment team of the HR department is alone then help is needed from the placement agencies.
- Time management is very essential and it should not be ignored at any level of the process.
- The recruitment and selection through placement agencies as the last resort and is utilized only when need.
- The recruitment and selection procedure should not to lengthy and time consuming.

**CONCLUSION**

- The recruitment process to some extent is not done objectively and therefore lot of bias hampers the future of the employees. That is why the search of people should be of those whose skill fits into the company’s values.
- Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company.
- Selection process is good but it should also be modified according to the requirements and job profile so that main objective of selecting the candidate could be achieved.

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**REFERENCES**