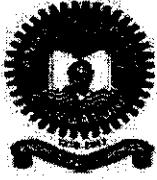


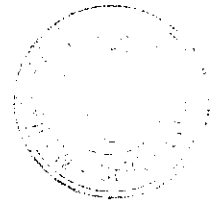
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AN EMPIRICAL STUDY ON END-TO-END RECRUITMENT IN RENTOKIL INDIA

A PROJECT REPORT  
submitted by

S.RAVISHANKAR  
Reg. No. 0720400032



In partial fulfillment of the requirements  
for the award of the degree

of

**MASTER OF BUSINESS ADMINISTRATION**

April, 2009

KCT Business School  
Department of Management Studies  
**Kumaraguru College of Technology**  
( An autonomous institution affiliated to Anna University, Coimbatore)  
Coimbatore-641 006

# CERTIFICATES

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**KCT BUSINESS SCHOOL  
DEPARTMENT OF MANAGEMENT STUDIES  
KUMARAGURU COLLEGE OF TECHNOLOGY  
COIMBATORE -641006**

**BONAFIDE CERTIFICATE**


Certified that this project report titled **“AN EMPIRICAL STUDY ON END-TO-END RECRUITMENT IN RENTOKIL INDIA PRIVATE LIMITED, CHENNAI”** is the bonafide work of **Mr. S. Ravishankar (0720400032)** who carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

  
Project Guide

  
Director

Viva – Voce Examination held on ..... 5/5/09 .....

  
Internal Examiner 5-5-09

  
External Examiner 5/5/09

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### PROJECT COMPLETION CERTIFICATE

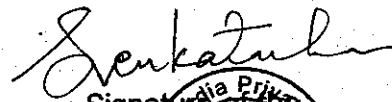
This is to certify that Mr. **S.Ravishankar**, Roll No. 07MBA32, a student of KCT Business School, Kumaraguru College of Technology, Coimbatore had undergone a project entitled "**AN EMPIRICAL STUDY ON END-TO-END RECRUITMENT IN RENTOKIL INDIA**" between 19<sup>th</sup> January 2009 and 17<sup>th</sup> April 2009.

During the tenure, his performance was Very Good.

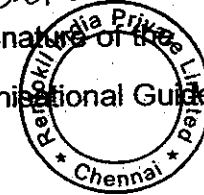
Organisational Guide's

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Signature of the  
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# DECLARATION

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## DECLARATION

I, hereby declare that this project report entitled as “**AN EMPIRICAL STUDY ON END-TO-END RECRUITMENT IN RENTOKIL INDIA PRIVATE LIMITED, CHENNAI**”, has been undertaken for academic purpose submitted to Anna University, Coimbatore in partial fulfillment of requirements for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of **Prof. V.S. Elamurugan**, Lecturer, MBA Department during the academic year 2007-2009.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Date:

Place: Coimbatore

  
**RAVISHANKAR.S**

# ACKNOWLEDGEMENT

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## ACKNOWLEDGEMENT

I am indebted to the powerful **Almighty God** for all the blessings he showered on me and for being with me throughout the study.

At the Outset I am grateful to our honorable Correspondent **Mr. Balasubramanian M**, and other college trust members for allowing me to develop the project in their institution.

I extend my heartfelt thanks to our Principal **Dr. Joseph V Thanikal**, for providing the facilities to do this project.

I would like to express my sincere thanks to **Dr. S V Devanathan**, Director, Department of management studies, **Kumaraguru College of Technology**, who provided me an opportunity to do this project.,

In great honour and with indebt gratitude I think my inspiring guide **Prof. V.S. Elamurugan** who has taken great interest in helping me on and often in the successful pursuit of my project. I am very much fortunate to get such a good guide, who encouraged me constantly with good counsel and helped me to complete the project successfully on time.

I express my sincere gratitude to **Mr. S.Venkatachalam**, Asst. Manager, **Rentokil India Private Limited**, Chennai for giving me the opportunity to carry out the project at his concern and for his valuable guidance all through.

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**RAVISHANKAR.S**



## TABLE OF CONTENTS

CHAPTER NO	CONTENTS	PAGE NO
	Title Page	i
	Bonafide Certificate	ii
	Declaration	iii
	Acknowledgement	iv
	Table of contents	v
	List of tables	vi
	List of charts	vii
	Abstract	viii
<b>1</b>	<b>INTRODUCTION</b>	
	About the study	1
	About the Industry	4
	About the Company	7
<b>2</b>	<b>Main theme of the project</b>	
	Objective of the study	13
	Scope and limitations	13
	Methodology	14
	Review of literature	15
<b>3</b>	<b>ANALYSIS AND INTERPRETATION</b>	<b>17</b>
<b>4</b>	<b>FINDINGS,RECOMMENDATIONS AND CONCLUSIONS</b>	<b>51</b>
	<b>APPENDIX</b>	
	<b>BIBLIOGRAPHY</b>	

## LIST OF TABLES

<b>TABLE NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
1	Distribution of the respondents on the basis of Age	17
2	Distribution of the respondents on the basis of Gender	18
3	Distribution of the respondents on the basis of Designation	19
4	Distribution of the respondents on the basis of Department	20
5	Distribution of the respondents on the basis of Experience	21
6	Distribution of the respondents on the basis of Ranking for Interview round	22
7	Distribution of the respondents on the basis of Attitude round ranking	23
8	Distribution of the respondents on the basis of GD ranking	24
9	Distribution of the respondents on the basis of Strategy presentation round rank	25
10	Distribution of the respondents on the basis of attitude round ranking	26
11	Distribution of the respondents on the basis of the other preferences	27
12	Distribution of the respondents on the basis of the efforts by the organization	28
13	Distribution of the respondents on the basis of the Conversion ratio	29
14	Distribution of the respondents on the basis of the Psychometric test	30
15	Distribution of the respondents on the basis of the Consistent improvement	31
16	Distribution of the respondents on the basis of the Personal recruitment experience	32
17	Distribution of the respondents on the basis of the Back ground check	33
18	Distribution of the respondents on the basis of the Background check in specific level	34
19	Distribution of the respondents on the basis of the usage of survey in the organization.	35

20	Distribution of the respondents on the basis of the Time taken for hiring	36
21	Distribution of the respondents on the basis of the overall satisfaction level	37
22	General information about the strength of the employees	38
23	Age-wise categories of the employees	38
24	Department wise number of employees	39
25	Department wise age of the employees	40
26	Designation wise employee categories	41
27	Service period of the employees	43
28	Gender*Recruitment Experience Cross Tabulation	44
29	Department * Conversion Ratio Cross tabulation	44
30	Department * Time taken Cross tabulation	45
31	Department * Overall Cross tabulation	45
32	Department * Consistent Improvement Cross tabulation	46
33	Designation * Time taken Cross tabulation	46
34	Designation*Consistent Improvement Cross tabulation	47
35	Department * Overall Cross tabulation	47
36	Department * Recruitment rounds Cross tabulation	48
37	Chi-square table for designation and recruitment rounds	49
38	Chi-square table for department and recruitment rounds	50

### LIST OF CHARTS

<b>CHART NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
1	Respondent on the basis of age of the respondents	17
2	Respondent on the basis of gender	18
3	Respondent on the basis of department	19
4	Respondent on the basis of designation	20
5	Respondent on the basis of experience	21
6	Respondent on the basis of interview round	22
7	Respondent on the basis of attitude round	23
8	Respondent on the basis of GD round	24
9	Respondent on the basis of strategy presentation round	25
10	Respondent on the basis of aptitude round	26
11	Respondent on the basis of other rounds	27
12	Respondent on the basis of conversion ratio of the recruitment	29
13	Respondent on the basis of Psychometric test	30
14	Respondent on the basis of consistent improvement in recruitment	31
15	Respondent on the basis of Personal recruitment experience	32
16	Respondent on the basis of back ground check	33
17	Respondent on the basis of Background check in specific level	34
18	Respondent on the basis of Usage of survey in the organization	35
19	Respondent on the basis of Time taken for hiring	37
20	Respondent on the basis of overall satisfaction level	37
21	Respondent on the basis of Age-wise categories of the employees	38
22	Respondent on the basis of Department wise number of employees	39
23	Respondent on the basis of Department wise age of the employees	40
24	Respondent on the basis of Service period of the employees	43

# ABSTRACT

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## **ABSTRACT**

Recruitment is a primary key factor influencing the productivity of the organization; increase in the highly potential labours strength will obviously improves the profitability and efficiency of the organization. Also the recruitment procedures employed are not that much effective. Hence this study is undertaken to arrive at effective strategies leading to employee recruitment.

The study assumes the characteristics of exploratory and descriptive research. The study based on the population of 35 employees of Rentokil India. The main objective of the study is to identify the leads for the recruitment and to understand the effectiveness of recruitment process in the organisation. The study also highlights the influence of demographic variables on the choices of selection rounds and other factors related to it. The findings of the study will enable the management to frame suitable strategies to enhance the rate and effectiveness of the recruitment.

The study also highlights the choice of the recruitment rounds and also to assist organisation in the development of a focused employee recruitment procedure. Analysis regarding the level of satisfaction reveals that the respondents are satisfied with the consistent improvement of recruitment processes. Further it reveals the significant relation between the designation and the choice of the Recruitment rounds.

The study highlights the respondents' decisions are very much dependent on their demographic factors. These findings of the study would enable the management to frame and modify the suitable strategies to enhance the rate of recruitment. Effective Recruitment can be achieved by concentrating on the factors highlighted in the study and also considering the recommendations made to improvise the recruitment procedure. This will lead to enhance the productivity and efficiency of the organization.

# CHAPTER – 1

## INTRODUCTION

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## CHAPTER - 1

### 1.1 ABOUT THE STUDY:

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.

Recruitment acts as a link between the employers and the job seekers and ensures the placement of right candidate at the right place at the right time. Using and following the right recruitment processes can facilitate the selection of the best candidates for the organization.



# RECRUITMENT THE CHALLENGE

In this is competitive global world and increasing flexibility in the labour market, recruitment is becoming more and more important in every business. Therefore, recruitment serves as the first step in fulfilling the needs of organizations for a competitive, motivated and flexible human resource that can help achieve its objectives.

#### RECRUITMENT:

- Process of attracting the best qualified individuals to apply for a given Job.
- Three main stages in recruitment
  - Identify and define the requirements. job descriptions, job specifications
  - Attract potential employees
  - Select and employ the appropriate people from the job applicants



## **Workforce planning**

**Strategic Workforce Planning** is the business process for ensuring that an organization has suitable access to talent to ensure future business success. Access to talent includes considering all potential access sources (employment, contracting out, partnerships, changing business activities to modify the types of talent required, etc. By talent is meant the skills, knowledge, predisposition and ability to undertake required activities including decisions making. Strategic Planning considers the business risks concerning insufficient, disrupted, mis-deployed talent on the organization's business priorities.

Strategic Workforce Planning is analogous to the treasurer role which is concerned with ensuring the organization has suitable access to working capital. This role also looks at multiple sources for access and similar risks to those mentioned above.

One of the more restrictive and potentially dangerous assumptions is that Strategic Planning is only about talent in the form of employees. Hiring is a strategy for accessing talent and will often be the superior one. However, the use of employees to meet talent needs carries with it unique risks that can be mitigated using alternative access sourcing arrangements. Regardless of the access source used, insightful assessment of the strategy's attendant business risk is prudent.

Succession Planning is a subset of Strategic Workforce Planning in that it considers two talent business risk event areas usually in executive roles. First, the sudden loss of an incumbent (illness, resignation, etc.). Second, to meet longer term anticipated turnover by having a "pool" or "designate" ready, willing and able to fill the vacated role. Succession Planning has had a checkered history in business for several reasons. First, holds a static view of the world, it looks at future needs (the second risk above). Unfortunately, necessary roles evolve and change over time, hence the pool or designate can become deficient in some critical talent area or other. Another issue is when the designate approach is taken - this can establish morale and performance issues that unnecessarily feed the organization's politics. Also, it is quite common that when a role is vacated, the organization wants to test the broader market place for talent and often shows a preference for external hires. If this happens frequently enough it too can lead to disruptive effects within the organization. On balance, Succession Planning can be very effective as a "contingent" plan when a vacancy appears. This provides the organization time to think through its longer term needs.

The process for starting out Strategic Workforce Planning is link with the organization's strategy. This means identifying the critical talent needs that if not met can materially

adversely impact business success. Once the business risks are fully appreciated then attention turns to schedule and timing. Assessing current internal capability and assessing its relative position when it will be called upon in the future. Speculating on future sourcing options and identifying the preferred sourcing option. Implementation and execution follow. Attention to periodically reviewing the "sanity" of the current plan is prudent.

One area that seems to receive little attention is the issue of metrics that support Strategic Workforce Planning. To the degree an organization can identify and establish relevant leading indicators can provide significant benefits - the benefits arising out of lead time. Having lead time, always provides additional options in action, a surprise, typically diminishes options. There is a cost to having lead time and this is balanced against the value of having additional options on the table. As a general rule, an effective leading indicator does not tell you what the future will be, it suggests that is more likely to be. Hence one of the early actions arising out of a leading indicator flag is to undertake closer investigation to size up the likelihood of the possible event.

#### **ATTRITION:**

A major threat facing the Indian IT industry is the attrition rate. Attrition is defined as a reduction in the number of employees through retirement, resignation or death. Attrition rate is the rate of shrinkage in size or number of the employees. Attrition cannot be blindly classified with a negative connotation. A healthy attrition rate in any industry is necessary for new ideas and innovation to flow in as well as to facilitate the overall growth of the industry in terms of knowledge sharing. But after a particular level the same boon becomes a bane.

According to a Nasscom-Hewitt Survey carried out in 2004, the cost of attrition is 1.5 times the annual salary. If a person leaves after the training, it costs the company about Rs. 60,000. For a 300-seater IT company facing the normal 30% attrition, this translates into Rs. 60 lakhs per annum. Many experts believe that all these challenges can turn out to be a real dampener in the growth of this industry as the costs associated with the attrition are so high that they can override the benefits of lower wage costs.

## 1.2 ABOUT THE INDUSTRY:

An Organization whether a business or industrial expertise, needs for its survival and growth, money, material, machinery and men. The success and failure of an organization depends upon these four main factors. So it is the utmost duty of any organizational members to look after these factors with great concern.

The modern business world is undergoing a paradigm shift towards an ever changing economy. Therefore it becomes an utmost responsibility of the member of the organization to take care of their men, material and money.

It is ideal from any organizations point of view that people are the most important assets and only with them any organization can survive. So the whole scenario has put a pandemonium in front of organizations the hard reality to retain quality people. Once they feel that they are not satisfied they tend to leave the job and the organizations have to face crisis. So then it is the duty of the organization to take care of their most valuable asset.

Recruitment and selection are core areas of human resource management but are frequently discussed in a prescriptive manner. They are not simply techniques for filling jobs - they are also levers for organizational change, sustaining employee interest, commitment and achieving high performance. In free market countries, the personnel profession has adopted a 'best practice' model which fits the prevailing business ideology. This model prescribes a quest for the 'right (best) person for the job'. The 'best-person' or psychometric model has achieved the status of orthodoxy in free market countries. But different models of resourcing have been developed with a greater concern for personality and attitude than presumed ability. Recruits may be sought who will 'fit in' with the culture of the corporation; who will be content to build a career within the organization; who will absorb the goals of the organization.

Recruiting the best resources – in a timely manner at the right price – is crucial to the success any organization. Recruiting that talent requires a dedicated and focused strategy to meet ongoing staffing goals.

RECRUITMENT refers to the process of finding possible candidates for a job or function, undertaken by recruiters. It may be undertaken by an employment agency or a member of staff at the business or organization looking for recruits. Either way it may involve advertising, commonly in the recruitment section of a newspaper or in a newspaper dedicated to job adverts. Employment agencies will often advertise jobs in their windows. Posts can also be advertised at a job centre if they are targeting the unemployed.

Recruiters can be found both in-house and with outside organizations. Many in-house recruiters specialize in one area, such as on-campus interviews. Recruiters who work outside a company may also have areas of specialization, such as technical or executive recruiting. They work with hiring managers to define manager's employment needs and must therefore be very familiar with every organization they work for.

Recruiters need to know what the best ways are to attract potential employees, such as running ads, searching the Internet, attending job fairs, and interviewing at educational institutions. Recruiters communicate with prospective employees about personnel policies, wages, benefit packages, working conditions, and promotional opportunities. Recruiters also screen, interview, test, and check the references of applicants.

### **Indian Recruitment Industry Moves on the Internet**

Around the world online recruitment had an ascending raise, from a market of approximately \$ 300 million in 2000 to almost 8 billion in 2005. The highest rate is owned by the United States, where 39% of the companies choose as recruitment method the internet; and "the big boys" (The Fortune 1000 companies) in a 90% proportion. In India it can be observed an ascending trend in using the internet as a recruitment method, in 2005, 10% of the jobs being placed online, "We estimate that 10-12% of the jobs are generated online, from which 75% can also be found in other channels of distribution, like newspapers or recruitment agencies with offline activity. With the growth of internet usage it will be observed a raise of online recruitment rate, with the lost of newspapers and other ways of promoting. We expect this sector to grow and consolidate, going 10-13 percent higher in 2006". From the jobs published on the internet the higher rate, of approximately 25-35%, is found in the IT sector. Slowly but surely, those who seek work will choose the internet, a fast and comfortable environment, which will help them in professional reorientation and development.

The 1990s were a time of dramatic changes in recruitment practices. Growing labour shortages, the rise of more flexible work practices, and the rise in the importance of knowledge workers, all contributed to a new HR environment. While all these changes altered many job-search and recruitment practices, none has the long-term potential to do so as much as the Internet.

Before the Internet, employers relied on well established methods to identify and recruit their new employees. Newspaper ads, job fairs, referrals from their own employees, and the use of head-hunters were typical practices in the traditional labour market. The result was a protracted and paper-ridden process as the employer communicated with various job-seekers before a match was made. Today, the cutting edge industries of the 'new economy' have abandoned the paper and the plodding as they recruit on-line. They use the Internet-based E-labour market to consider more applicants, from a geographically larger labour pool, and they do it much faster and cheaper than before.

Internet-based recruitment is growing rapidly. Three years ago it was still quite rare. However, by 1999 there were already more than 2000 Internet sites devoted exclusively to information about jobs, with another 100,000 corporate sites that also contain employment related information.

## **GLOBAL RECRUITING**

The importance of Human Resource planning to the success of any business enterprise is well recognized and documented. Equally accepted is the fact that certain specific and international skills do not exist in sufficient numbers today. The need to recruit offshore is immediately apparent.

The aim in all recruitment campaigns is to hire competent, motivated professionals who will provide an added value and proven expertise to the company. An advantage with offshore recruiting is that people who are willing to migrate are typically highly motivated, upwardly mobile, and loyal employees.

### **Current trends in HR**

- Recruitment outsourcing.
- Emphasis on strategic planning & succession
- Emphasis on cost-related issues / cost control
- New specialties emerging in hr

### **1.3 ABOUT THE COMPANY:**

Rentokil, the experts in pest control, has started operations in India and is already a leading pest control player in the market. With a legacy of more than 80 years and with a presence in more than 45 countries, the Rentokil name is synonymous with pest control in many of the world markets. Rentokil pest control technicians pride themselves on their expertise to provide homes and business with world class services and protect them from pest problems.

With up-to-the-minute technology and global knowledge access, our pest control experts are based close to their area of work. This helps being local to your needs, with access to the best practices of the world.

#### **Rentokil History**

Professional, reliable and effective pest control – that has been the motto of Rentokil throughout its 80 year lifespan.

Rentokil was established, from humble beginnings, in the UK in 1927.

The high quality of service delivery and customer loyalty, combined with a highly skilled workforce, enabled the company to spread its wings across the globe. Rentokil currently operates in more than 45 countries around the world.

In all our years of operation Rentokil has never stopped learning. We've amassed an unrivalled store of pest control expertise and we've always managed to stay one jump ahead of the latest pests - by developing our products and services faster than they evolve.

A Rentokil India Management effort was initiated since the 1st of January, '08. Initial operations were from a partner company's office at T.Nagar, Chennai.

Rentokil India's initial focus was to understand the clients, and study their expectations and gaps in the service provided to them. Discussions were also in progress with potential PCOs for buy-out. An organization structure was made, and the complete corporate management team was on board by April, '08.

Cross-over trainings were initiated from the month of February, '08. A batch of 7 members from newly formed Rentokil team visited Malaysia to study Rentokil's operations in the country. Subsequently technicians and managers from India have either visited various Rentokil countries, or Rentokil experts from other countries have come to India to impart training.

In the month of April, '08, Rentokil India signed up and acquired five more local pest control companies. Along with the acquisition, the company also inaugurated its India head quarters at Adyar, Chennai, on the 14th of April, '08. A week later, on the 20th of April, the company also inaugurated its first Branch office in India at Guindy, Chennai.

HR systems were put in place by the month of May, '08. Operations systems and procedures were streamlined since the month of June, '08. Newer equipments were purchased; vehicles were bought for increasing service delivery standards. The work on implementation of various ERP packages were initiated in July, '08

Apart from two offices in Chennai (Headquarters and Branch office), Rentokil has also opened up offices in Bangalore, Hyderabad and Kochi. Subsequent to the opening of offices and expanding operations at the regional level, the Branch Management concept was introduced. Currently Chennai, Bangalore, Kochi and Hyderabad have been elevated to the status of Branch offices with Branch Managers appointed respectively.

#### **NATURE:**

Rentokil, the experts in pest control, has recently, and humbly, made its entry into India. For a company which is synonymous with pest control in many of the world markets, Rentokil intends to contribute towards changing the landscape of Indian pest control market. For a starter, the size of India itself is awe-inspiring, and it is not until we felt completely prepared with our service offerings and delivery standards, that Rentokil decided to enter India. India deserves the best and the highest standards of service delivery, and Rentokil has demonstrated it in more than 45 countries, over the last 80 years.

The Rentokil assurance comprises of its front line experts, the global expertise, industry leadership and its rich heritage. All of Rentokil experts are well trained and professionals to the core. Our shared knowledge resources enable our experts to interact with their global colleague, in pursuit of technological breakthroughs and gaining best practices. Rentokil has expertise in controlling more than 250 different types of pests, across geographies and time periods.

Rentokil has invested significantly in India to build its team, resources and capabilities. Rentokil India is supported by its parent organization and its regional Asia Pac base, in bringing in the latest technology in pest management, information technology and equipments in to the country. All these with the intent to ensure our esteemed customers are not merely satisfied, but delighted by our service delivery.

#### **MANAGEMENT:**

Rentokil Pest Control is characterized by lean, efficient management that supports a broad-based service network. That means there's always a Rentokil Pest Control Technician nearby when a customer needs one — and that we have the range and depth of resources to provide consistent quality service across many sites for multi-site customers.

Rentokil Service Technicians, Service Supervisors, Technical Support Managers, Sales Consultants, Account Managers and support staff are some of the most experienced you'll find in the pest control business. We're used to developing close working relationships with our customers to help them overcome challenges they face and achieve their business goals.

Like all service businesses, Rentokil is only as good as our people.

Rentokil's people are widely acknowledged to be the best you can get and they are backed up and supported by world class training and ongoing personal and career development.

Our staff have experience in dealing with the needs of almost every type of business, in many different sectors.

## **Products & Services**

### **New Technology**

Research & Development team are at the forefront of the development of new pest control technologies. Once any new developments have undergone rigorous field trials they are issued to our Service Staff to assist them in keeping your premises pest free.

### **General Control Measures**

At Rentokil we place as much importance on Preventative Pest Control as on clearing a pest infestation when it occurs. As market leaders in the field of pest control we have put in place a large range of preventative pest control solutions and the appropriate control measures.

- Service Programmes
- Vector Plasma
- Rodent Control
- Insect Control
- Bird Control

### **Service Programmes – Pest Risk Management**

Pest Risk Management takes a holistic approach – looking at how pests can affect every aspect of your business. Because every business is different, every Rentokil pest prevention service agreement is specific to the customer – with an agreed number of annual visits and optional levels of vigilance, emergency call-out and so on. You wouldn't take a one-size-fits-all approach to bookkeeping or IT, so why take one to pest control?

### **Quality Pest Management System**

Quality Pest Management System (QPMS) is the premium service provided to our customers and its main objective is to maintain a successful pest management program.

QPMS is a premium service provided to our customers. The main objective of QPMS is to maintain a successful pest management program; which is to keep the pest infestation down to the desired level.

### **Pest Prevention Service**

Pests pose an occasional threat to every business. You need the reassurance of regular monitoring and on-demand callout that this service provides.

### **Proactive Pest Management**

For certain businesses highly effective pest control is critical — such as those in food manufacturing or pharmaceutical production. Proactive Pest Management is the gold



standard in pest control, ensuring that pest problems can never disrupt your commercial activities.

Zero tolerance for any level of pest activity? Certain industries — such as food manufacturing and pharmaceutical production — simply can't tolerate any indication of pest contamination. The potential harm to their reputations, and to the relationships of trust they have built with their customers is too precious. It is for discerning customers like these that Rentokil developed Proactive Pest Management — the gold standard in pest control. The aim of the service is simple — to establish and maintain completely pest free zones wherever they are required, and to tightly control and minimize pest activity throughout the rest of your operations. The service is built around the “Predict, Prevent, Protect” concept and it includes:

### **Rentokil Inspection Service**

In many sectors of industry, efficient pest control is a crucial factor in commercial success. RIS is a cross-sector, flexible standard agreement that reliably prevents your production facilities from becoming infested.

A Rentokil pest control inspection service not only provides you with routine pest prevention services, it also gives you access to special control measures that are designed and carried out in compliance with the European standards HACCP, IPM and IFS, as well as applicable national regulations and other requirements for international food companies.

Inspection service contracts are customized for each company with the appropriate number of inspections (min 4-24 per year) is being agreed for each company. The areas to be protected and the specific pests covered by the service are also defined.

### **Vector Plasma Fly Killers**

Got a problem with flies or other airborne insects? Not anymore. The Vector Plasma range comes in all shapes and sizes to fit different internal environments where flies aren't welcome. Insects are drawn by the light and then — and here's the clever bit — encapsulated. Unlike conventional devices that simply zap flying insects leaving a litter of corpses and contaminated spores. Vector Plasma pest control cleans up after itself. There's no catch tray, no fuss, no mess and no more problem.

### **Rodent Control**

We deploy both the latest technology and proven conventional methods to get rid of rodents for good:

- Rodent Proofing
- Rodenticides
- Rodent Bait Stations

### **Insect Control**

- Insecticides

### **Bird Control**

Highly effective ways of deterring, excluding, removing and proofing against pest birds:

- Bird Removal
- Bird Netting



### **Technical Expertise**

It's people who make the products and services you rely on so dependable. Rentokil has been gaining expertise in pest control ever since we were founded in the UK back in 1927. We have built up extensive knowledge of the lifestyle, habits and vulnerabilities of all types of pests that can affect your business. We have also developed unmatched technical expertise in dealing with them – from exclusion and detection, to capture, identification and elimination. Research and Development has always been a key element of our business, delivering an unmatched range of products and services our staff can call on as the need arises.

Like all service businesses, Rentokil is only as good as our people. Rentokil pest control training is widely acknowledged to be the best in the industry and our staff also has experience in dealing with the needs of all types of businesses, in all types of sectors. Once you sign a service agreement with Rentokil, you'll find yourself in the hands of dedicated and friendly pest control technicians.

### **Research & Development**

Supporting with extensive Research & Development to ensure our commitment for the best quality service. Pests are highly adaptive creatures. Unfortunately for them, so are we. Research and Development is key to staying one jump ahead of all the creatures that can cause problems and our Research and Development is always led by what customers tell us they need. When the food manufacturing and pharmaceutical companies came to us with highly specific requirements we developed a range of high standard services, which employ smart technology, smart thinking and new products developed to provide the requisite protection. We recruit the brightest minds in the business to work in our Research and Development department.

### **TARGETS MARKET:**

The risk profile caused by pests varies according to the activities of a business or organisation, so it is important that your pest control service programme is appropriate for your pest risks.

For example, some pests are much higher risk with certain types of business – moths are high risk for companies handling textiles, cockroaches for food service businesses or bedbugs in hotels – make sure that your service programme covers any specific threats you face.

Similarly, tolerance to pests varies according to the risks they pose to your activities – a mouse in a construction site is a nuisance, while a mouse in a food factory will close the facility and may lead to prosecution – ensure your service programme is targeted at your risk level.

In general, it may not be good value to have the highest level of service if you do not need it, but you will be exposed to excessive risk if you do not have sufficient cover in your programme.

At Rentokil, we have developed service offers for different types of business to guide the most appropriate level of protection, but these are always backed up by site surveys to address any specific risks or concerns at the site.

Find out more about the right pest control service for you:

- Food Processing
- Pharmaceuticals
- Retailing
  - Supermarkets
  - Local Food Retailing
  - General Retail & Services
- Pubs, Bars & Restaurants
- Hotels
- Offices
- Civil & Municipal
  - Local Government
  - Healthcare
  - Museums & Antiquities
- Utilities
- Industrial & Construction
  - Architecture & Construction
  - Industrial & Manufacturing
  - Logistics & Distribution
- Farming & Agriculture
- Technology
- Paper & Packaging
- Other

#### **FUTURE PLAN:**

At present the Main objective or future plan of Rentokil India is to expand its operations to entire India in the end of 2009 with 140 locations.

# CHAPTER – 2

## MAIN THEME OF THE PROJECT

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## CHAPTER - 2

### 2.1 OBJECTIVE OF THE STUDY:

#### Primary Objectives:

- To understand the effectiveness of Recruitment in the organization.
- To cater the needs of recruitment in the organization.
- To assist the organization in the development of a focused employee recruitment Strategy.

#### Secondary Objectives:

- To frame the appropriate recruitment procedure.
- To identify the need of the workforce and job in market.
- To learn the pros and cons of recruitment.

### 2.2 SCOPE OF THE STUDY:

The scope of the study is to learn and cater the needs of the recruitment in Rentokil India Private Limited, Chennai. The study covers the following activities in the organization:

- Work Force Analysis
- Recruitment
- Payroll Processing
- Database Maintenance
- Reference checks and
- other Joining formalities

#### LIMITATION OF THE STUDY:

1. The concern may not disclose all details, may be due to confidentiality problem.
2. The study is limited to Rentokil India Private Limited and as such the findings are not applicable to any other organization.

## **2.3 METHODOLOGY:**

### **TYPE OF STUDY:**

The study is descriptive in nature. A population of 35 employees from varying occupations in management positions involved in Recruitment has been surveyed to know about their perceptions about the recruitment. Response are collected, analyzed and descriptive data has been presented. Complete records required for the study have been taken to analyze the work force, understand and plan for the recruitment needed. A review of the literature on employee retention has been conducted. The study includes recommendations for better practices aimed at identification of effective occupational strategies to aid in attracting employees.

### **DATA COLLECTION METHOD:**

The study relies on both primary and secondary data.

#### **Primary Data:**

The primary data is collected through specially designed questionnaire which is used to collect data from the labors. A copy of the questionnaire is enclosed in the annexure.

#### **Secondary Data:**

The secondary data relating to recruitment and history of the company is collected from the records of the company. Further data related to the competitors are collected from the internet.

### **TOOLS FOR ANALYSIS:**

SPSS will be used for analyzing the data collected. The study uses Percentage Analysis, Cross Tabulation and Chi-Square to find out the key factors influencing recruitment.

## 2.4 Review of Literature:

**John E. Sheridan** (1992)<sup>1</sup> has conducted a study on Employee recruitment. This study investigated the recruitment of 904 college graduates hired in six public accounting firms over a six-year period. Organizational culture values varied significantly among the firms. The variation in cultural values had a significant effect on the rates at which the newly hired employees. The relationship between the employee's job performance and their recruitment also varied significantly with culture values.

**Allen & Meyer** (1990)<sup>2</sup> have undertaken the investigation related to the nature of the link between recruitment and the three components of attitudinal commitment: affective commitment refers to employees' emotional attachment to, identification with and involvement in the organization; continuance commitment refers to commitment base on costs that employees associate with leaving the organization; and normative commitment refers to employees' feelings of obligation to remain with the organization. Put simply, employees with strong affective commitment stay with an organization because they want, those with strong continuance commitment stay because they need to, and those with strong normative commitment stay because they feel they ought to. This study indicated that all three components of commitment were a negative indicator of recruitment. In general, most research has found affective commitment to be the most decisive variable linked to Recruitment.

**Griffeth et al** (2000)<sup>3</sup> have noted that pay and pay-related variables have a modest effect on recruitment. Their analysis also included studies that examined the relationship between recruitment, pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave. Their cite findings reveal that collective reward programs replace individual incentives; their introduction may lead to higher turnover among high performers.

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<sup>1</sup>John sharidon (1992), *Academy of management journal*, vol-35.

<sup>2</sup>Allen N. J. & Meyer J. P. (1990), 'The measurement and antecedents of affective, continuance and normative commitment on the organization', *Journal of Occupational Psychology*, vol. 63(1), pp.1-18.

<sup>3</sup>Griffeth R. W., Hom P. W. & Gaertner S. (2000), 'A Meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research Implications for the next millennium', *Journal of Management*, vol. 26(3), pp.463-488.

**Lee & Mitchell's** (1994)<sup>4</sup> has conducted a research on 'unfolding model' of employee recruitment represented a significant arrival from the previous labour market- and psychological-oriented recruitment. This model is based on the premise that people enter the organizations in different ways and it outlines four decision pathways describing different kinds of decisions to start. A notable feature of the unfolding model is its emphasis on an event or 'shock' (positive or negative) that prompts some decisions to start.

**Kirschenbaum & Mano-Negrin** (1999)<sup>5</sup> have indicated that recruitment is affected by organisational size, with size being the key mediator of an organisation's internal labour market. They suggest that organisational size impacts on recruitment primarily through wage rates but also through career progression paths. Developed internal organisational labour markets produce lower arrival rates since promotion opportunities have a strong positive influence on arrivals for career-related reasons. One of their main findings was that co-workers' intentions have a major significant impact on all destination options - the more positive the perception of their co-workers desire to leave, the more employees themselves wanted to leave. They suggest that a feeling about co-workers' intentions to change jobs or workplace acts as a form of social pressure or justification on the employee to make a move.

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<sup>4</sup> Lee & Mitchell's (1994), 'How can managers reduce employee intention to quit?', *Journal of Managerial Psychology*, vol.19(2), pp.170-187.

<sup>5</sup> Kirschenbaum & Mano-Negrin (1999), 'High-involvement work practices, turnover and productivity: Evidence from New Zealand', *Academy of Management Journal* vol. 44(1), pp.180-190



# CHAPTER – 3

## DATA ANALYSIS AND INTERPRETATION

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## CHAPTER - 3

### DATA ANALYSIS AND INTERPRETATION

This chapter deals with analysis and interpretation of data collected through questionnaire.

#### PROFILE OF THE RESPONDENTS:

This section deals with the profile of the respondents in terms of age, gender, designation, department and experience presented below:

Table 1: Age group of the respondents

Age		
	No of Respondents	Percentage
<20	0	0
21-25	0	0
26-30	3	8.6
31-35	10	28.6
36-40	9	25.7
41-50	8	22.9
>50	5	14.3
Total	35	100.0

From the above table it can be seen that the majority 28.6% of the respondents belong to the age group of 31-35 years and only 8.6% of the respondents belong to 26-30 years age group.

Chart 1: Age of the respondents

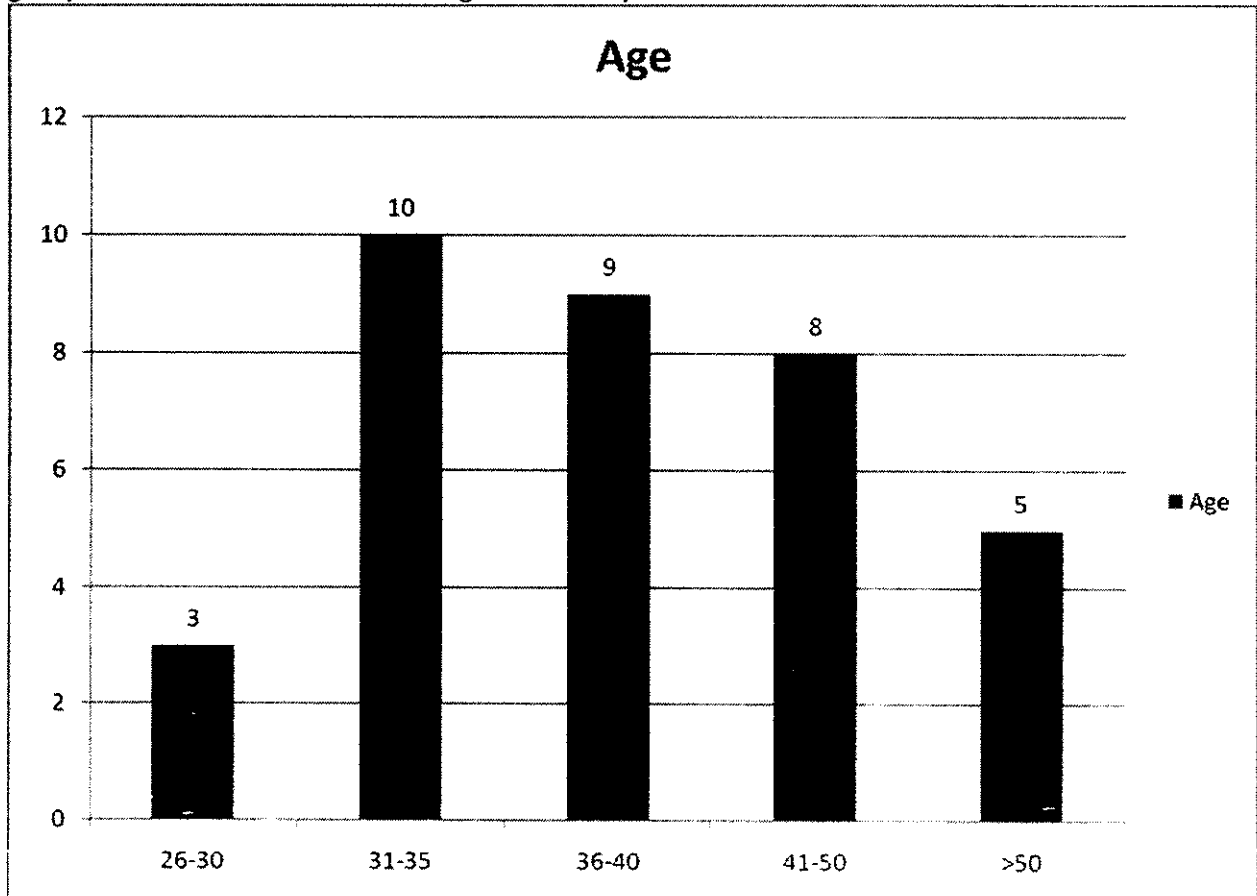


Table 2: Gender of the respondents

Gender		
	No of Respondents	Percentage
Male	32	91.4
Female	3	8.6
Total	35	100.0

From the above table it can be seen that the majority 91.4% of the respondents belong to Male category and only 8.6% of the respondents belong to the Female category.

Chart 2: Gender of the respondents

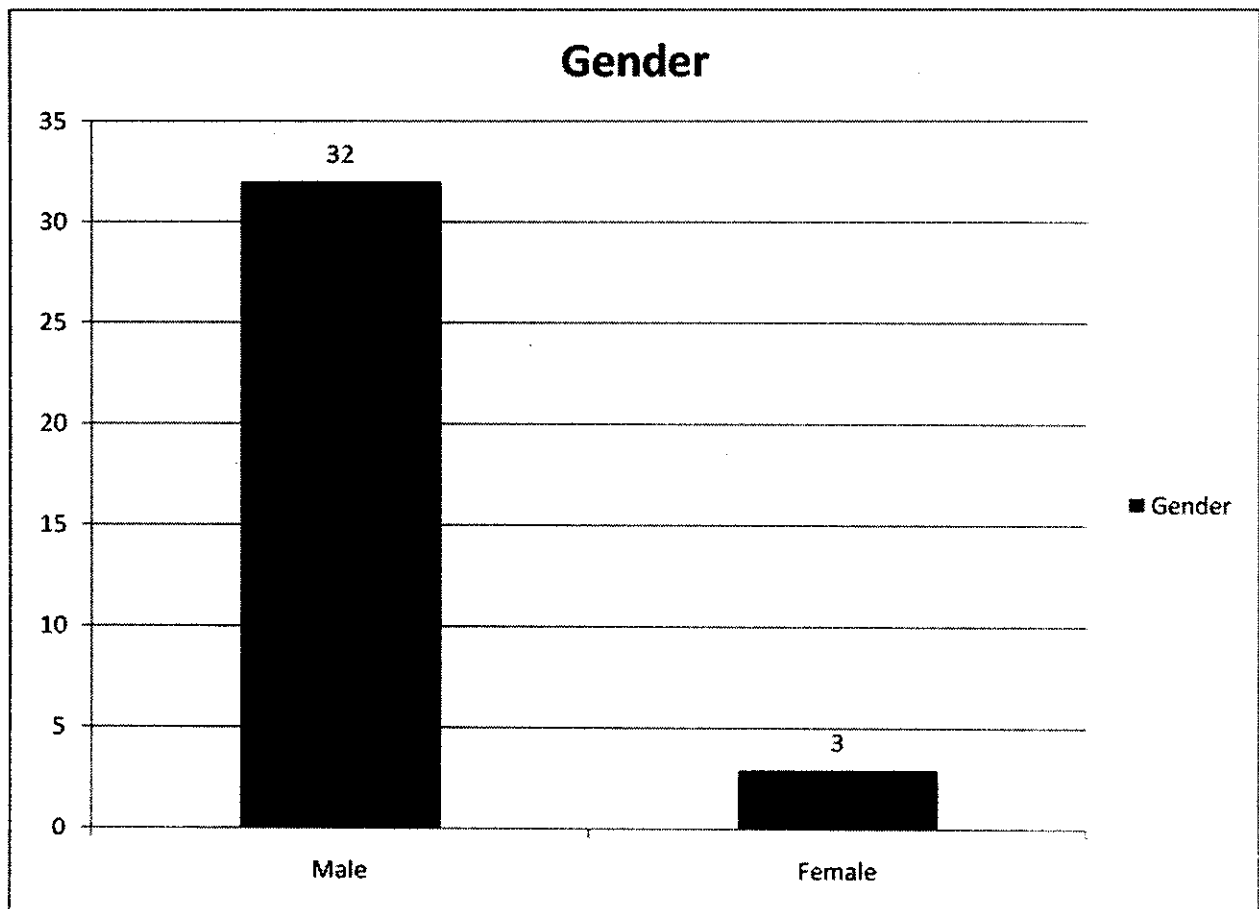


Table 3: Designation of the respondents

Designation		
	No of Respondents	Percentage
Director	2	5.7
Manager	13	37.1
Asst. Manager	17	48.6
Sr. Executive	2	5.7
Executive	1	2.9
Total	35	100.0

From the above table it can be seen that the majority 48.6% of the respondents belong to the Asst. Manager level, 37.1% of the respondents belong to the Manager level, and 5.7% of the respondents belong to both Director and the Sr. Executive level and 2.9% of the respondents from Executive level.

Chart 3: Designation of the respondents

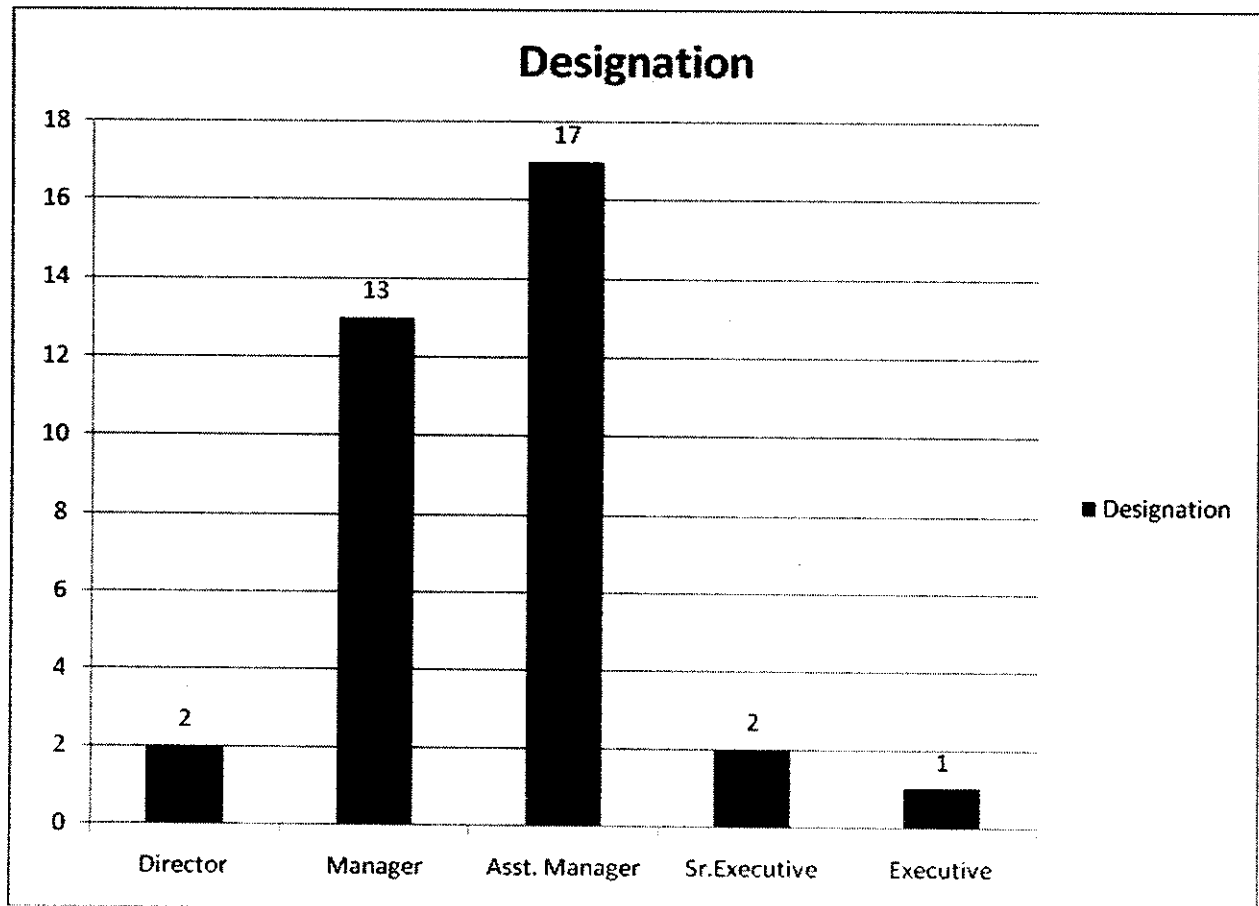


Table 4: Department of the respondents

Department		
	No of Respondents	Percentage
HR	8	22.9
Finance	5	14.3
Marketing	1	2.9
Purchase	1	2.9
IT	2	5.7
Sales	4	11.4
Operations	14	40.0
Total	35	100.0

From the above table it can be seen that the majority 40% of the respondents belong to the Operations department and only 2.9% of the respondents from Marketing and Purchase department.

Chart 4: Department of the respondents

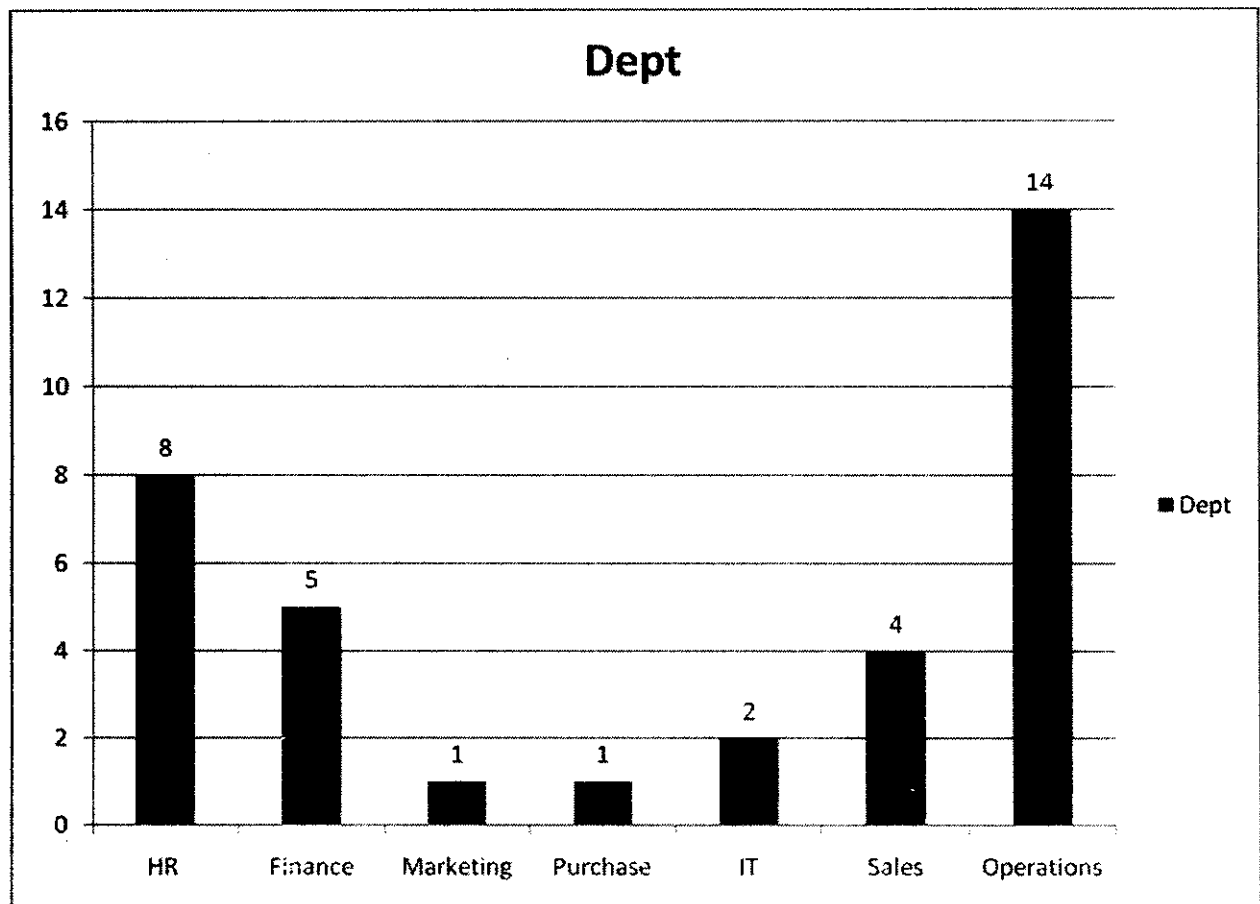


Table 5: Experience of the respondents

Experience		
	No of Respondents	Percentage
<3 Months	4	11.4
3-6 Months	7	20.0
6-9 Months	8	22.9
9-12 Months	16	45.7
More than a year	0	0
Total	35	100.0

From the above table it can be seen that the majority 45.7% of the respondents belong to 9-12 months of work experience in that company and only 11.4% of the respondents from less than 3 months of experience.

Chart 5: Experience of the respondents

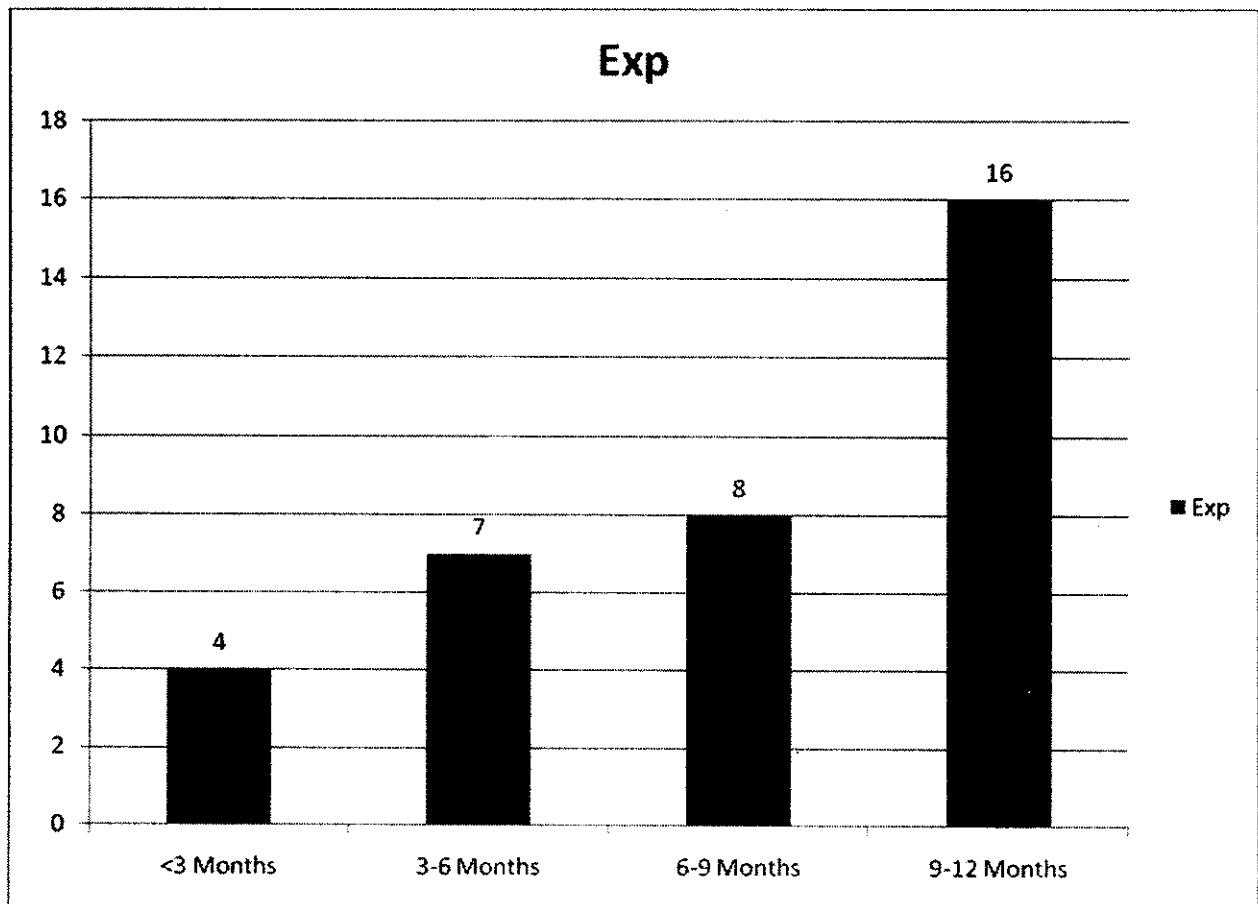


Table 6: Interview round ranking given by the respondents

Recruitment Process Ranking – Interview		
	No of Respondents	Percentage
1	25	71.4
2	8	22.9
3	1	2.9
4	1	2.9
Total	35	100.0

From the above table it can be seen that the majority 71.4% of the respondents ranked the Interview round in the first position.

Chart 6: Interview round ranking given by the respondents

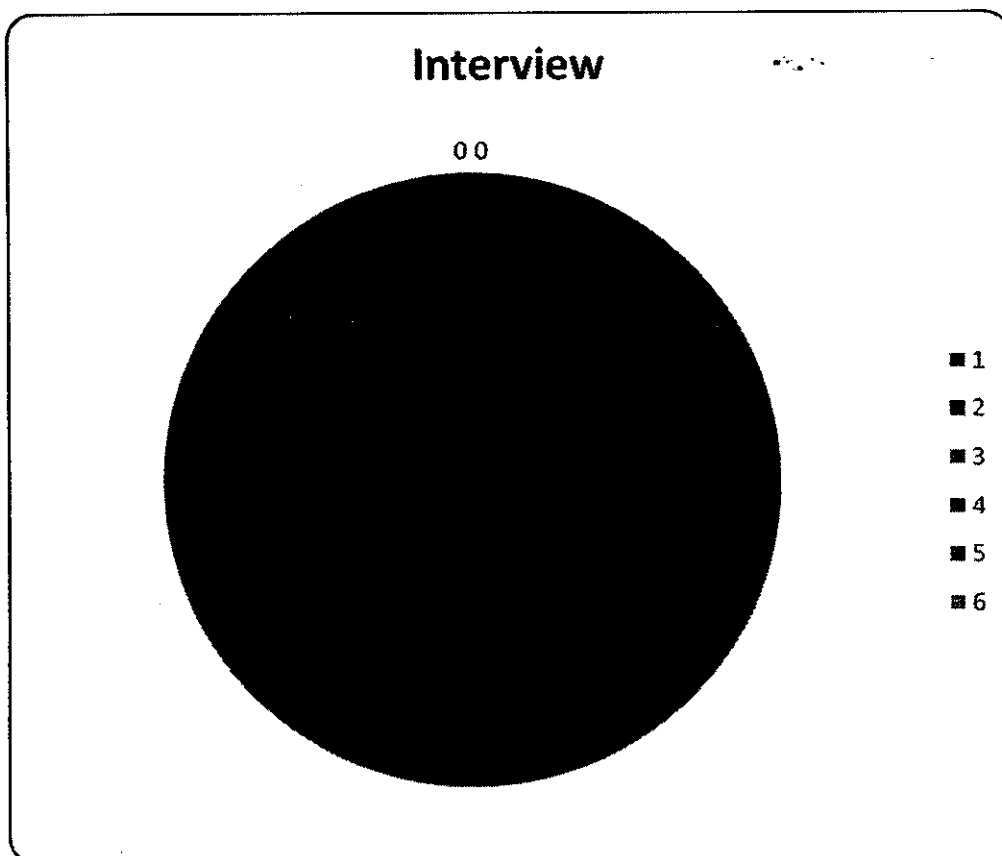


Table 7: Attitude round ranking given by the respondents

Recruitment Process Ranking – Attitude		
	No of Respondents	Percentage
1	2	5.7
2	1	2.9
3	0	0
4	19	54.3
5	8	22.9
6	5	14.3
Total	35	100.0

From the above table it can be seen that the majority 54.3% of the respondents ranked the Attitude round in the fourth position.

Chart 7: Attitude round ranking given by the respondents

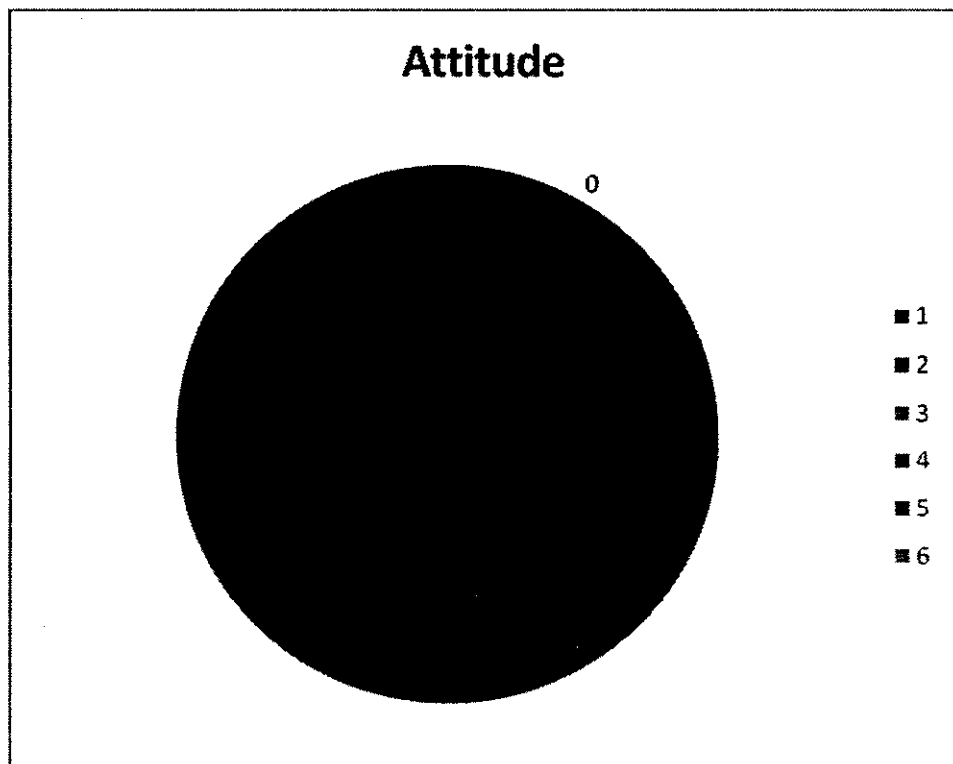




Table 8: GD round ranking given by the respondents

Recruitment Process Ranking – Group Discussion		
	No of Respondents	Percentage
1	2	5.7
2	6	17.1
3	21	60.0
4	4	11.4
5	1	2.9
6	1	2.9
Total	35	100.0

From the above table it can be seen that the majority 60% of the respondents ranked the Group discussion in the third position.

Chart 8: GD round ranking given by the respondents

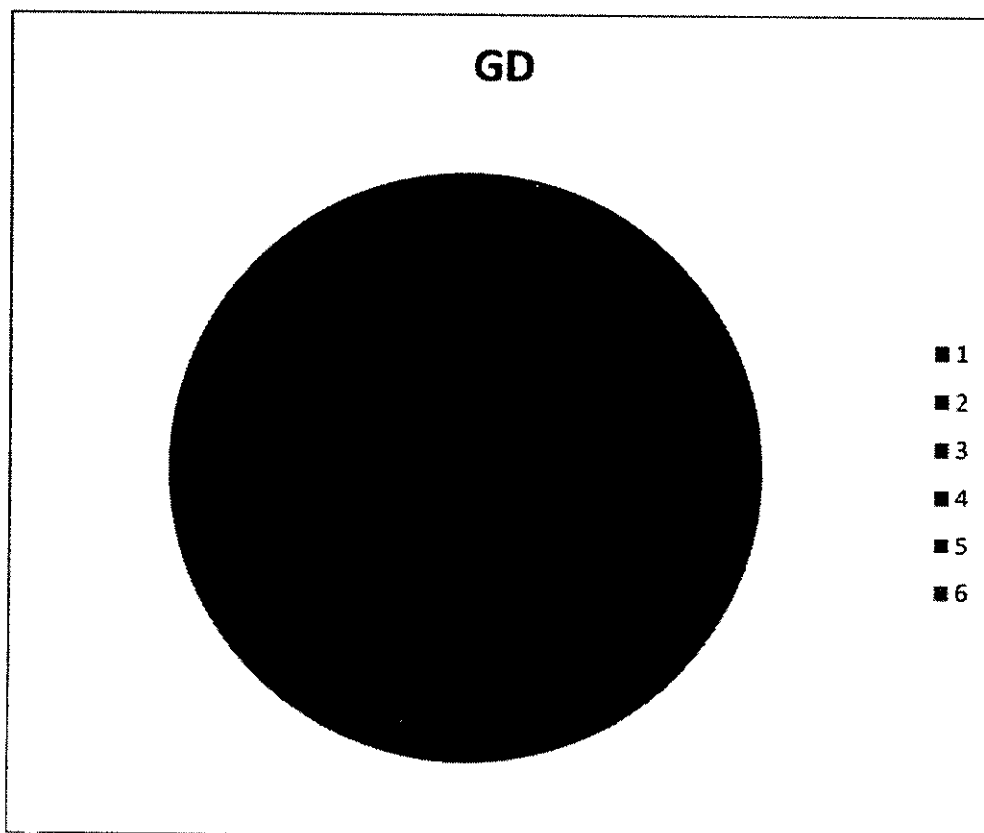


Table 9: Strategy presentation round ranking given by the respondents

Recruitment Process Ranking – Strategy Presentation		
	No of Respondents	Percentage
1	6	17.1
2	19	54.3
3	9	25.7
4	1	2.9
Total	35	100.0

From the above table it can be seen that the majority 54.3% of the respondents ranked the Strategy Presentation round in the Second position.

Chart 9: Strategy presentation round ranking given by the respondents

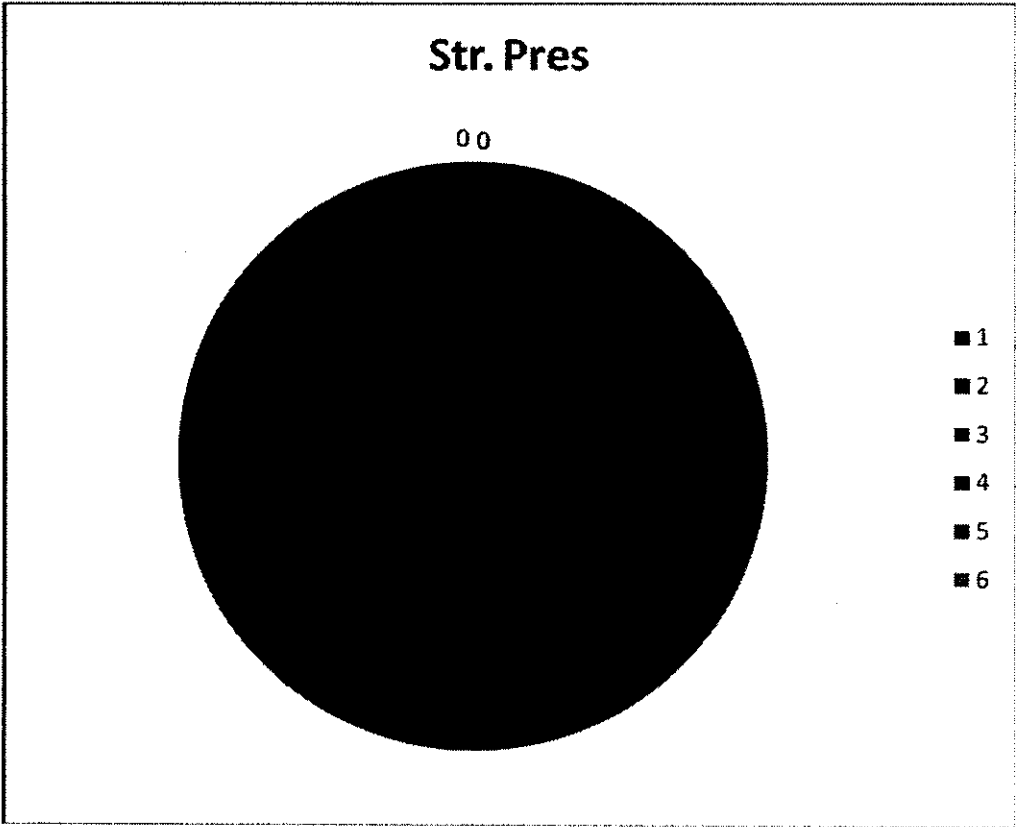


Table 10: Aptitude round ranking given by the respondents

<b>Recruitment Process Ranking – Aptitude</b>		
	<b>No of Respondents</b>	<b>Percentage</b>
1	0	0
2	1	2.9
3	3	8.6
4	8	22.9
5	9	25.7
6	14	40.0
<b>Total</b>	<b>35</b>	<b>100.0</b>

From the above table it can be seen that the majority 40% of the respondents ranked the Aptitude round in the last position.

Chart 10: Aptitude round ranking given by the respondents

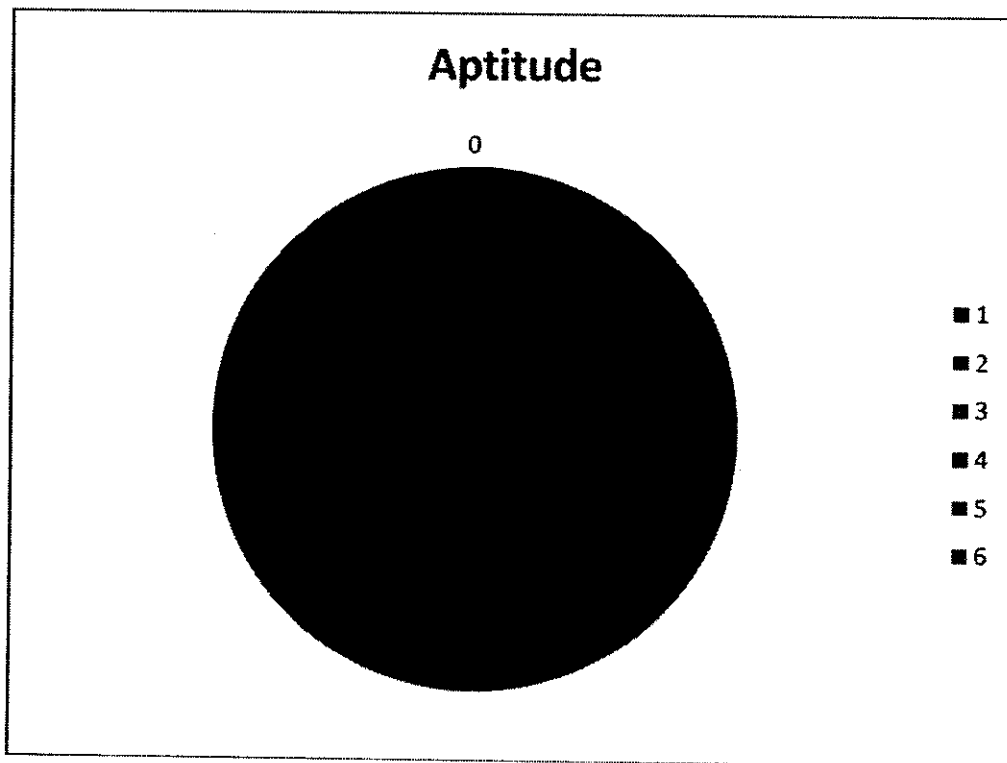


Table 11: other round preference of the respondents

Recruitment Process Ranking – Others		
	No of Respondents	Percentage
4	1	2.9
5	17	48.6
6	17	48.6
Total	35	100.0

From the above table it can be seen that the majority 48.6% of the respondents wants a new innovative round of selection instead of other traditional rounds.

Chart 11: other round preference of the respondents

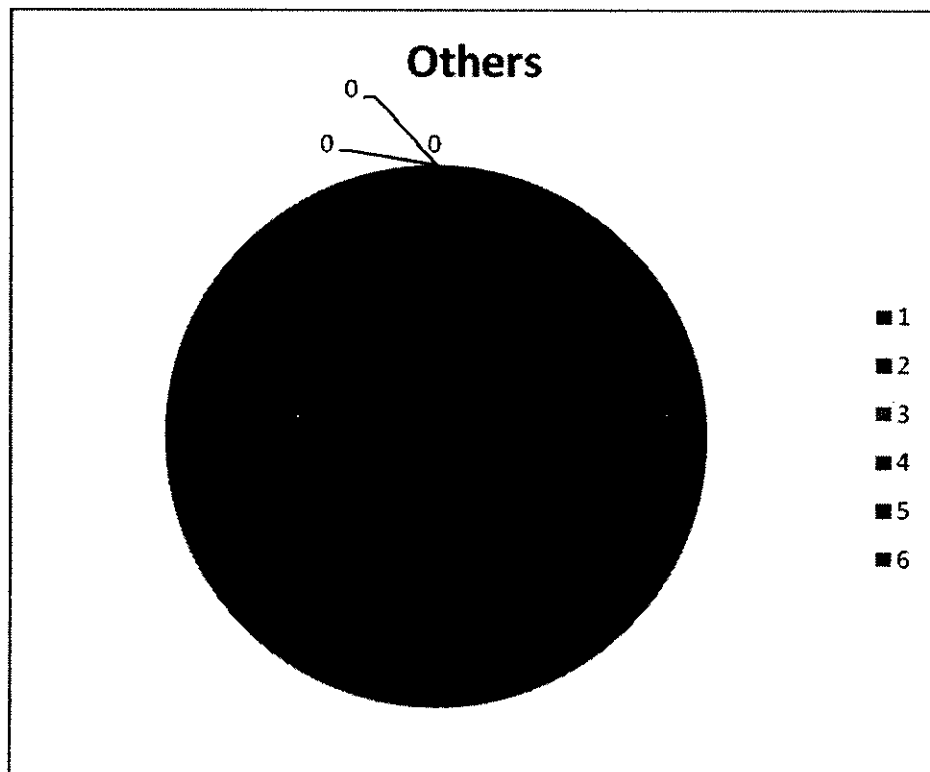


Table 12: Efforts by the organization

**Efforts by the company**

<b>Ranks</b>	<b>No of Respondents</b>	<b>Percentage</b>
1 (Lowest)	0	0
2	0	0
3	0	0
4	2	5.7
5	1	2.9
6	4	11.4
7	7	20.0
8	13	37.1
9	8	22.9
10 (Highest)	0	0
<b>Total</b>	<b>35</b>	<b>100.0</b>

From the above table it can be seen that the majority 37.1% of the respondents are ranking the organization efforts at 8<sup>th</sup> place in Excellency.

Table 13: conversion ratio of the recruitment

Conversion Ratio		
	No of Respondents	Percentage
Less than 60%	0	0
61-70%	0	0
71-80%	6	17.1
81-90%	24	68.6
>90%	5	14.3
Total	35	100.0

From the above table it can be seen that the majority 68.6% of the respondents are said that the conversion ratio of the recruitment in the organisation is 81-90%.

Chart 12: conversion ratio of the recruitment

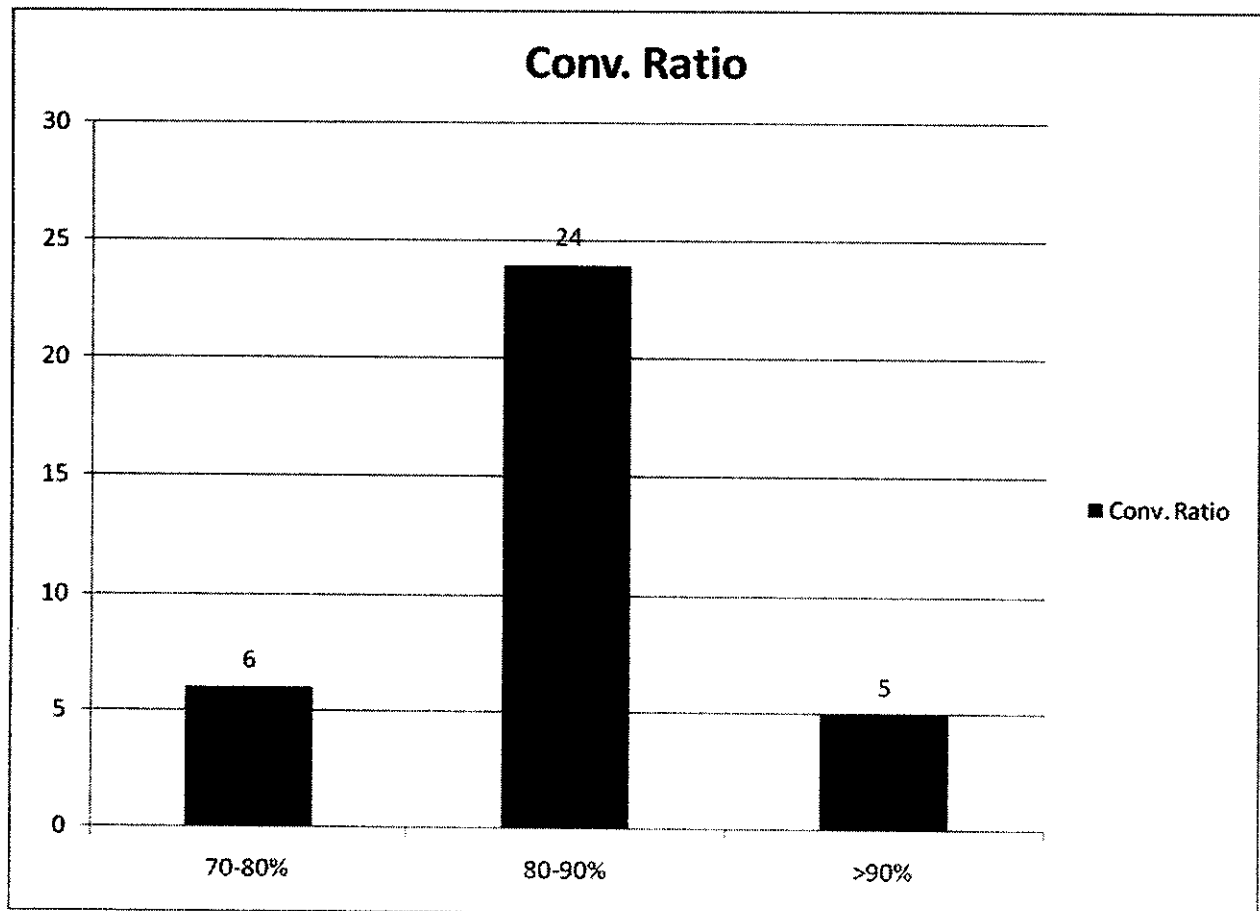


Table 14: Psychometric test

Psychometric Test		
	No of Respondents	Percentage
Yes	35	100.0
No	0	0
Total	35	100.0

From the above table it can be seen that the organization does conduct Psychometric test and it is level specific.

Chart 13: Psychometric test

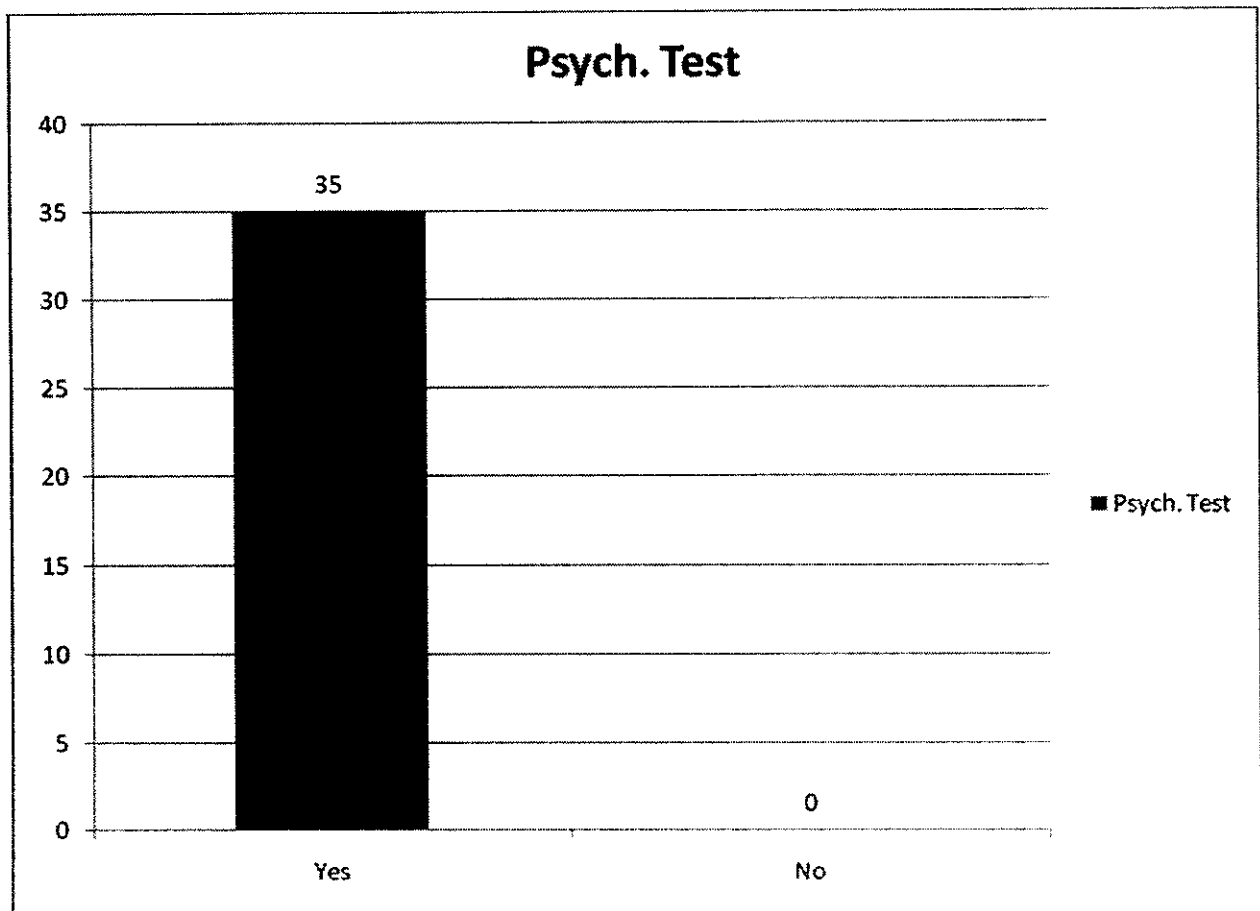


Table 15: consistent improvement in recruitment

Consistent Improvement		
	No of Respondents	Percentage
Highly satisfied	14	40.0
Satisfied	15	42.9
Dissatisfied	3	8.6
Highly dissatisfied	0	0
No opinion	3	8.6
Total	35	100.0

From the above table it can be seen that the majority 42.9% of the respondents are said that they are satisfied with the consistent improvement of the recruitment process.

Chart 14: consistent improvement in recruitment

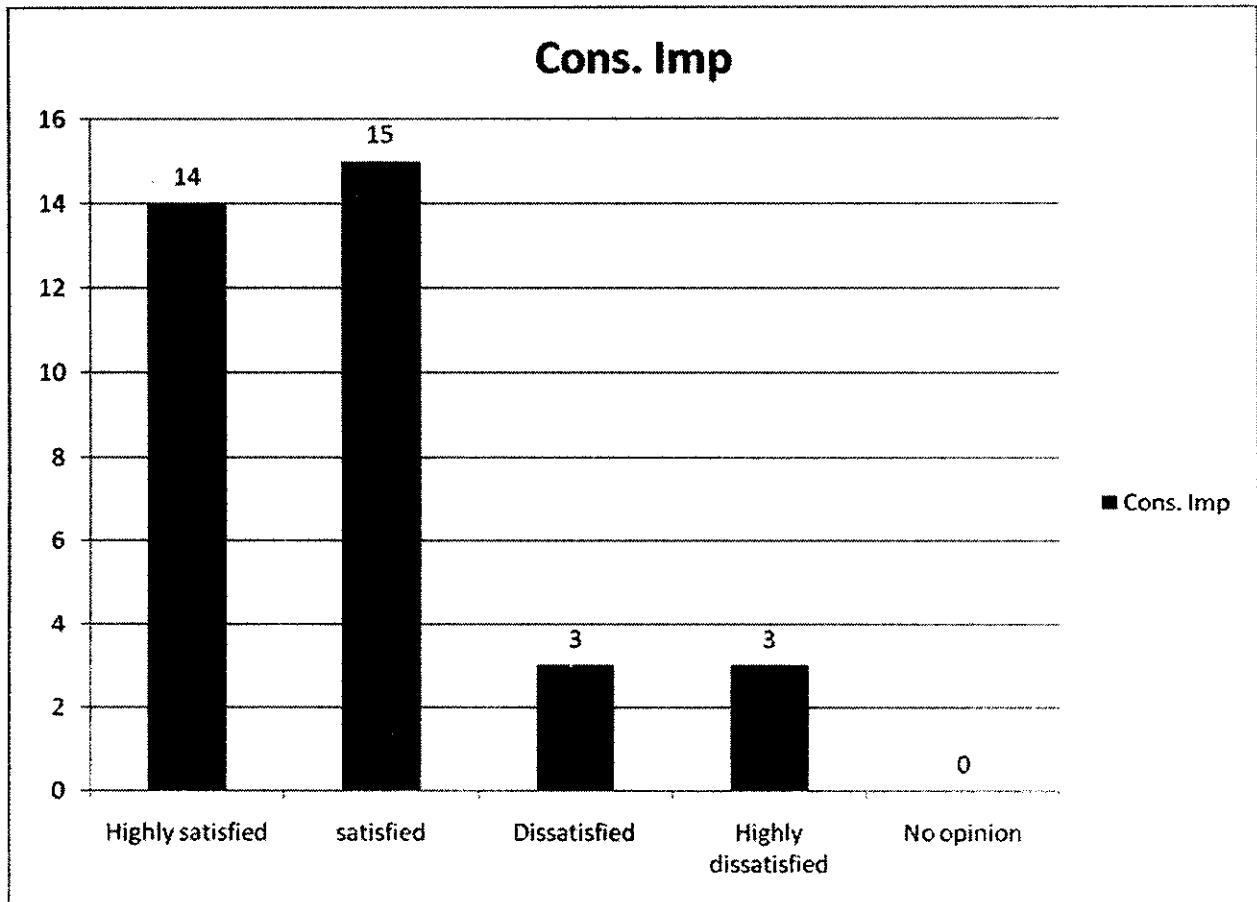




Table 16: Personal recruitment experience

Recruitment Experience		
	No of Respondents	Percentage
Excellent	8	22.9
Good	20	57.1
Neutral	5	14.3
Bad	1	2.9
Poor	1	2.9
Total	35	100.0

From the above table it can be seen that the majority 57.1% of the respondents are said that their personal recruitment experience in that organization is good.

Chart 15: Personal recruitment experience

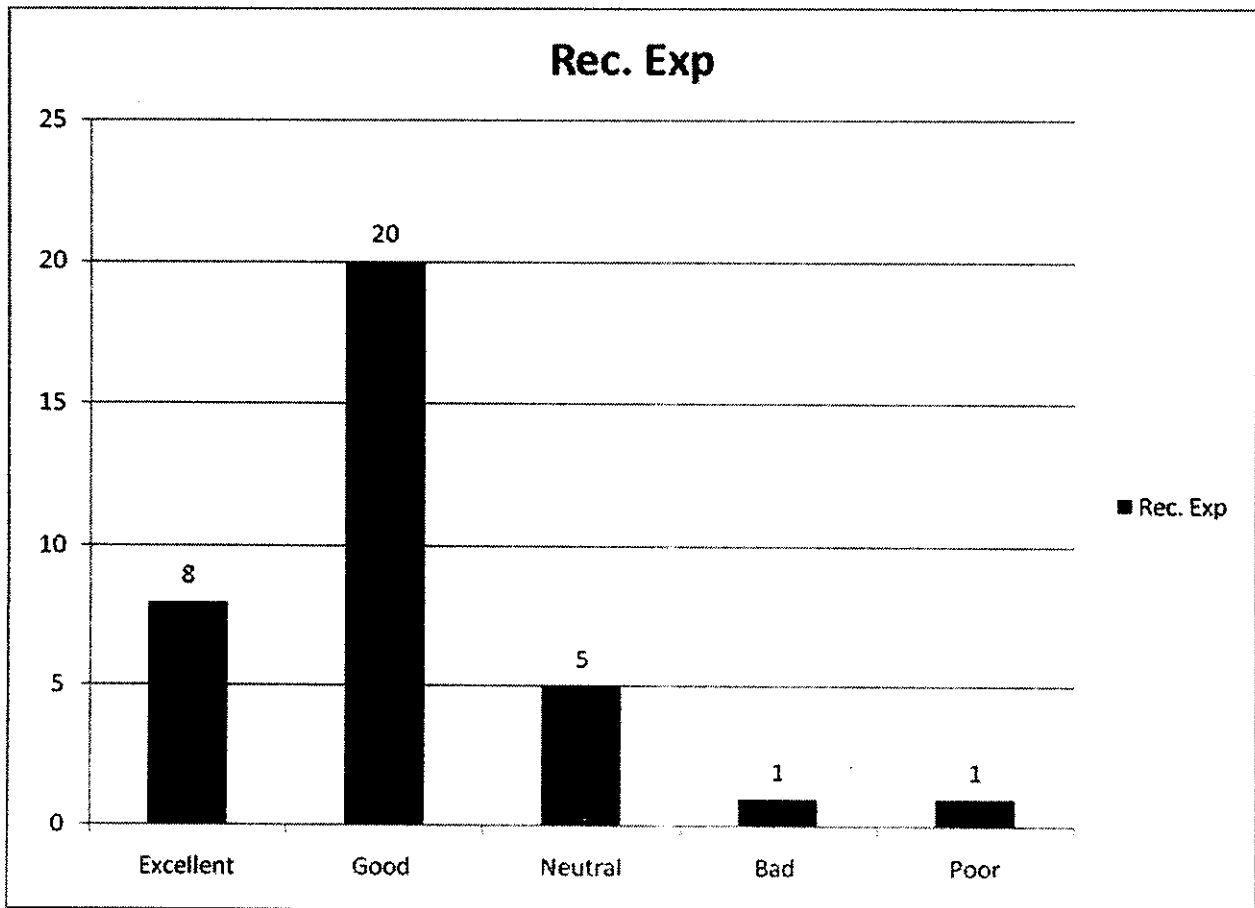


Table 17: Back ground check

Back Ground Check		
	No of Respondents	Percentage
Yes	35	100.0
No	0	0
Total	35	100.0

From the above table it can be seen that the organization does background checks.

Chart 16: Back ground check

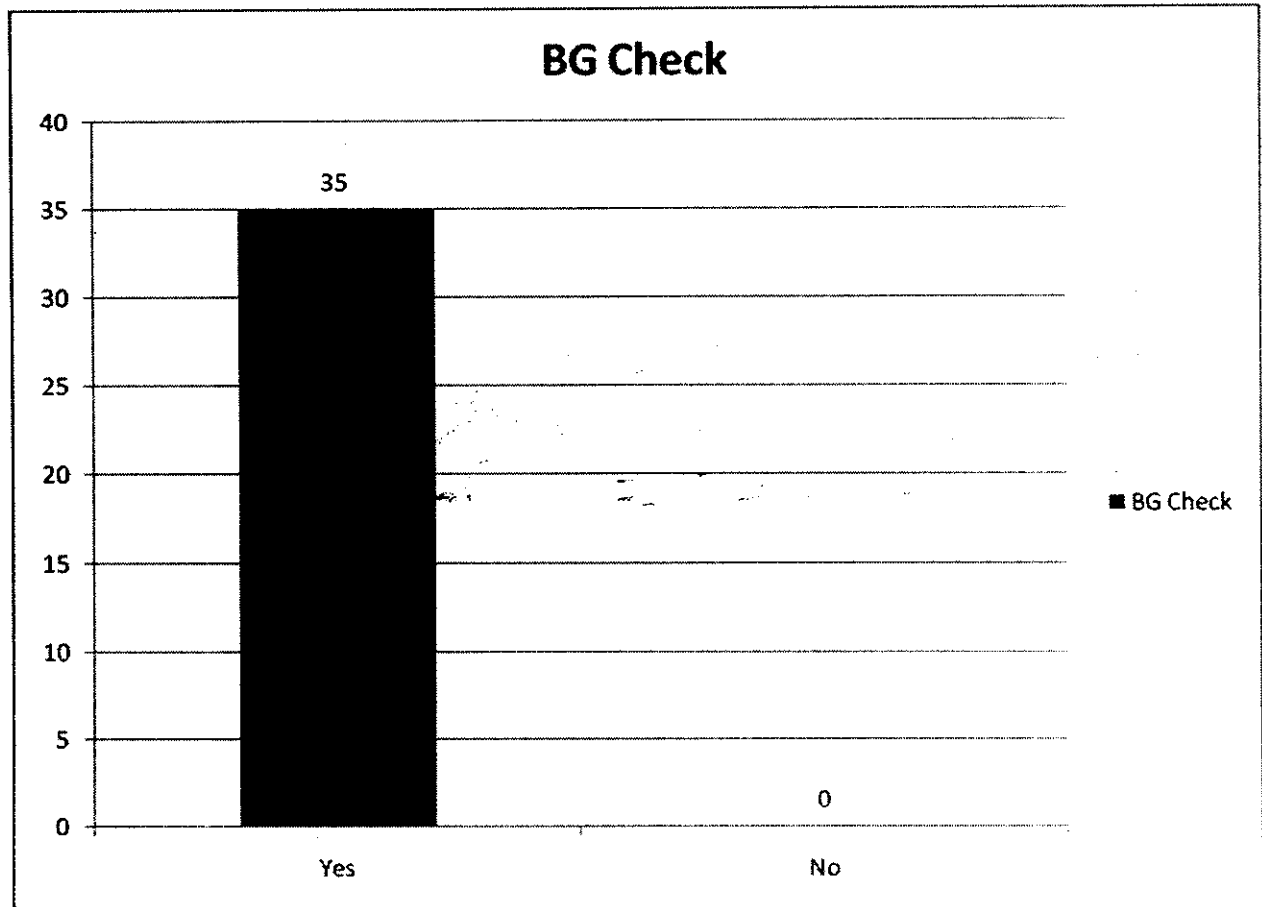


Table 18: Background check in specific level

Level		
	No of Respondents	Percentage
Yes	0	0
No	35	100.0
Total	35	100.0

From the above table it can be seen that the organization does background checks only for the selected positions alone and not for all.

Chart 17: Background check in specific level

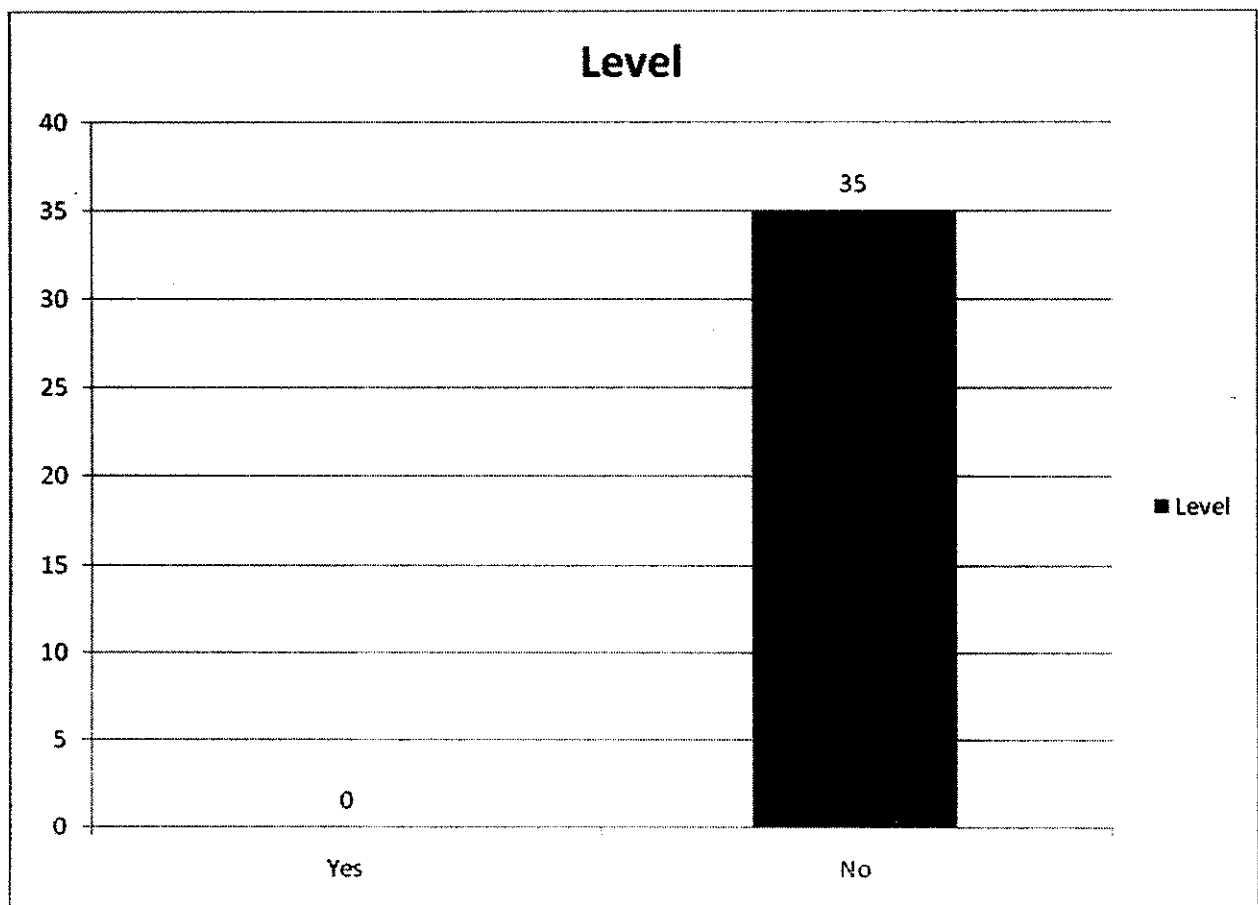


Table 19: usage of survey in the organization

Survey Usage		
	No of Respondents	Percentage
Yes	21	60.0
No	14	40.0
Total	35	100.0

From the above table it can be seen that the majority 60% of the respondents are said that the organization use the effectiveness survey to improve recruitment strategy.

Chart 18: Usage of survey in the organization

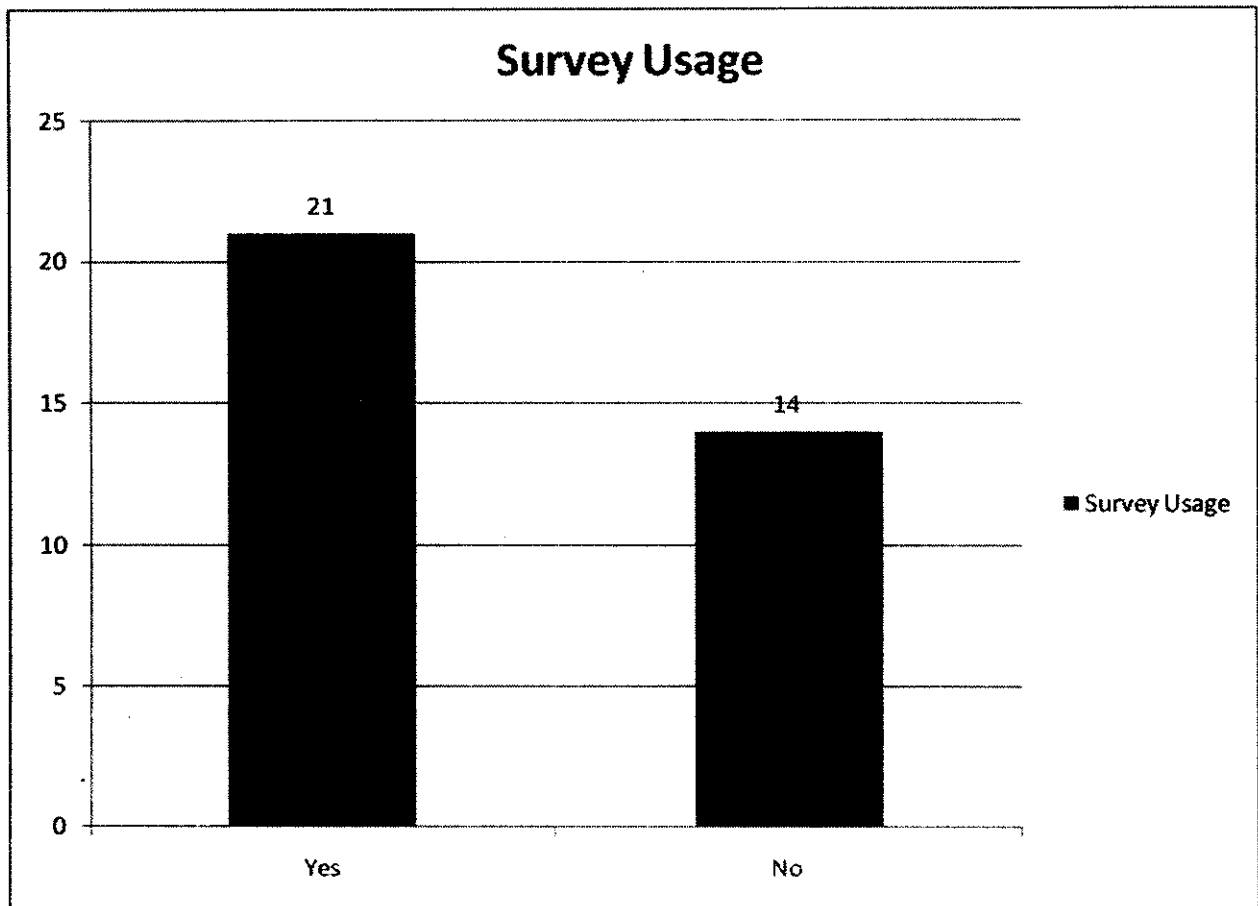


Table 20: Time taken for hiring

Time Taken		
	No of Respondents	Percentage
1 day	3	8.6
2-4 days	16	45.7
5-7 days	14	40.0
> a week	2	5.7
Total	35	100.0

From the above table it can be seen that the majority 45.7% of the respondents are said that the organization take at least 2-4 days of time to offer a candidate (Hiring Process).

Chart 19: Time taken for hiring

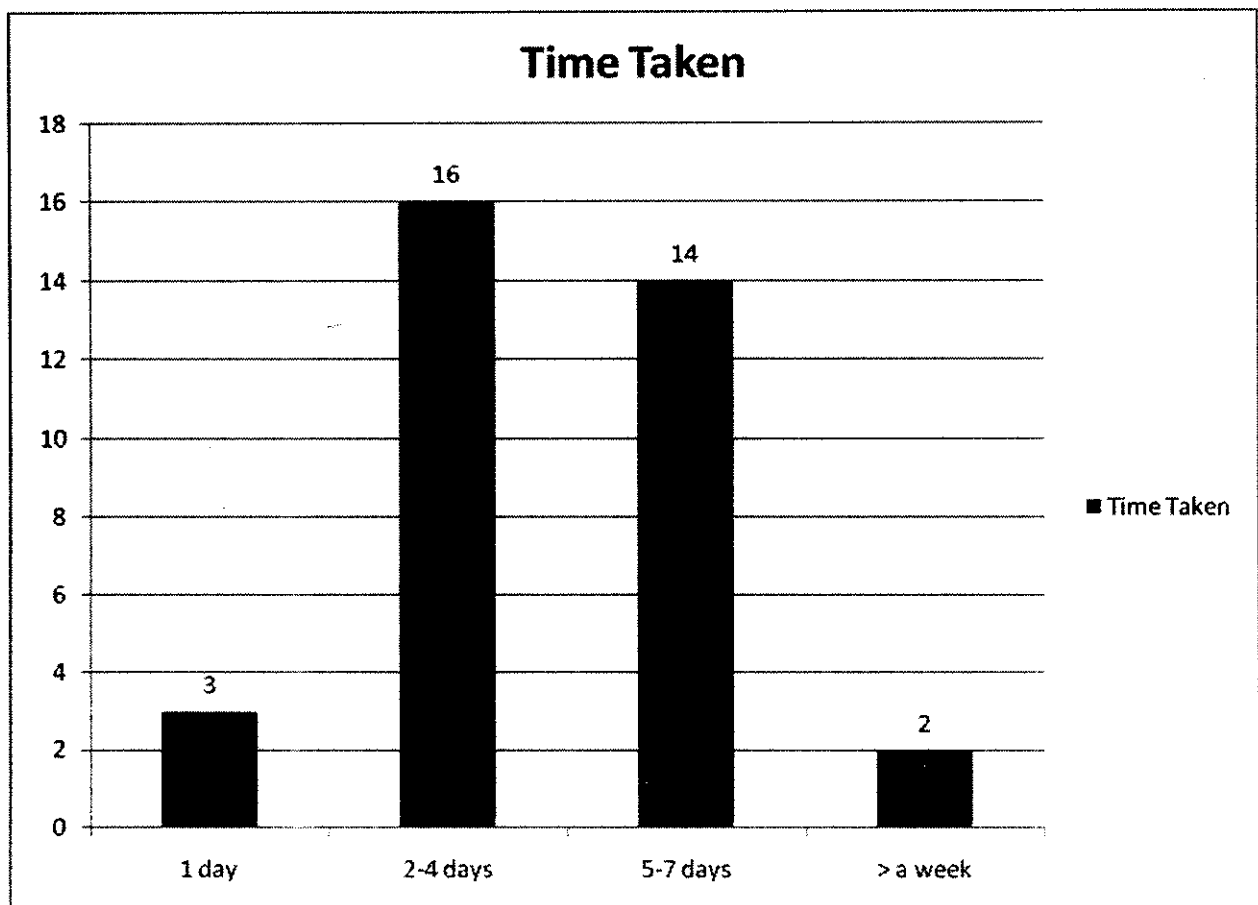
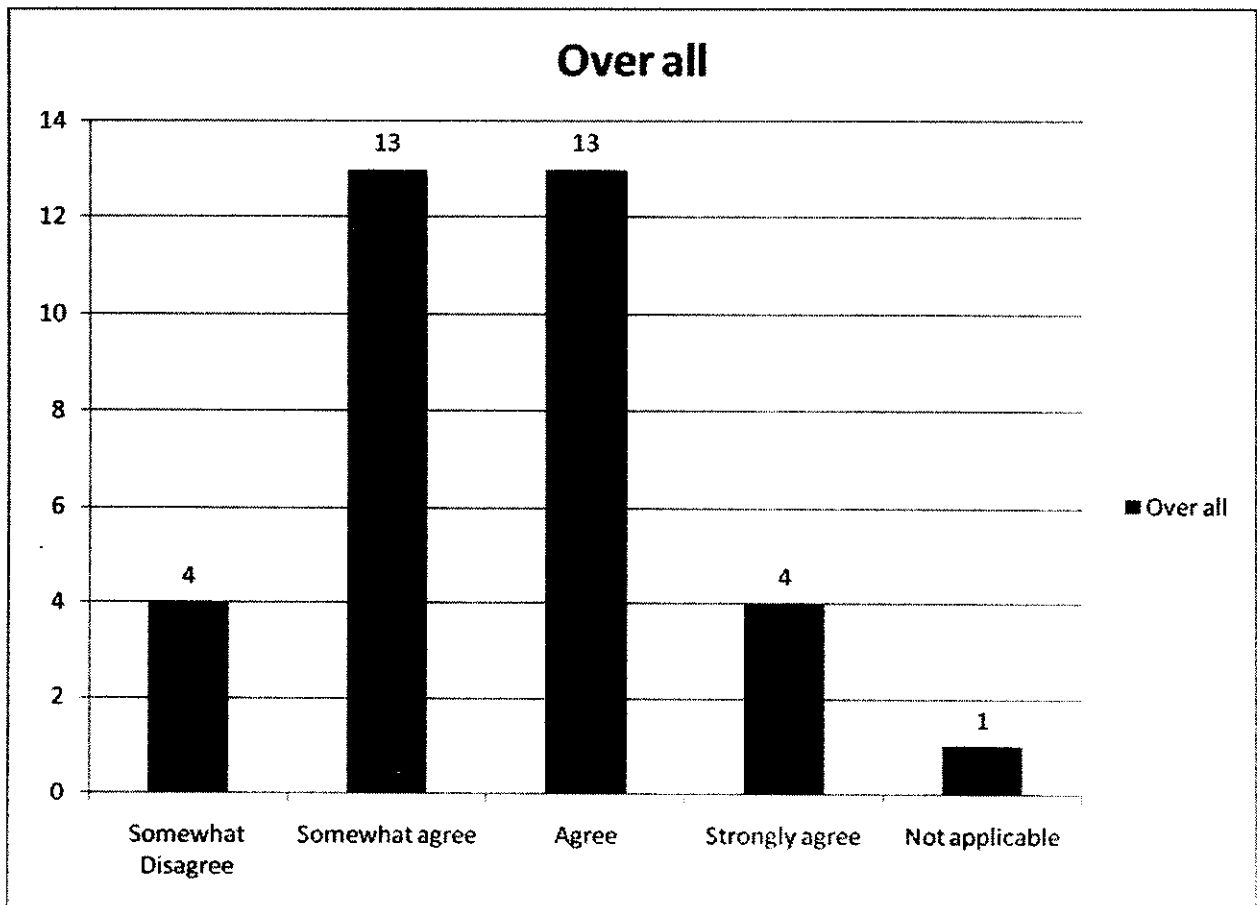


Table 21: overall satisfaction level

Over All		
	No of Respondents	Percentage
Somewhat Disagree	0	0
Somewhat agree	0	0
Agree	4	11.4
Strongly agree	13	37.1
Not applicable	13	37.1
Somewhat Disagree	4	11.4
Somewhat agree	1	2.9
Total	35	100.0

From the above table it can be seen that the majority 37.1% of the respondents are strongly agreed their overall satisfaction in the organization.

Chart 20: overall satisfaction level



**WORK FORCE ANALYSIS:**

Table 22: General information about the strength of the employees

1	Total no. of employees	661
2	No. of Active employees	460
3	No. of Inactive employees	201
4	No of male Employees	439
5	No .of female Employees	21

Table 23: Age-wise categories of the employees

Age-wise Categories	No. of employees
<20	37
21-25	142
26-30	102
31-35	84
36-40	47
41-50	38
>50	6

From the above table it can be seen that the majority (142) of the employees are under the age category 21-25 and only 6 employees are having more than 50 years of age.

Chart 21: Age-wise categories of the employees

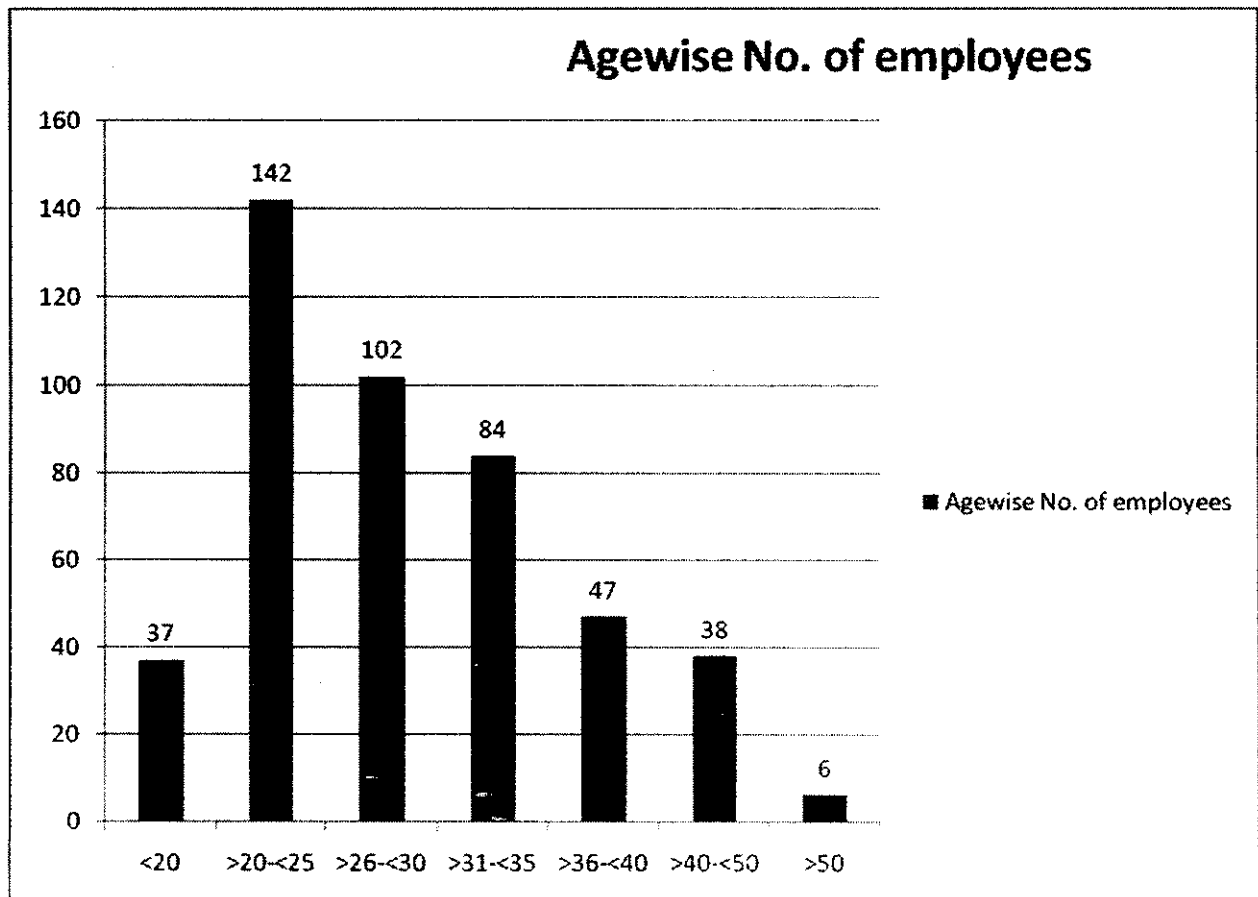


Table 24: Department wise number of employees

Department	No. of employees
Admin	1
Finance	19
HR	10
IT	2
Marketing	2
Operations	380
Purchase	1
Sales	27
Service	13
Technical	1

From the above table it can be seen that the majority (380) of the employees are from operations department.

Chart 22: Department wise number of employees

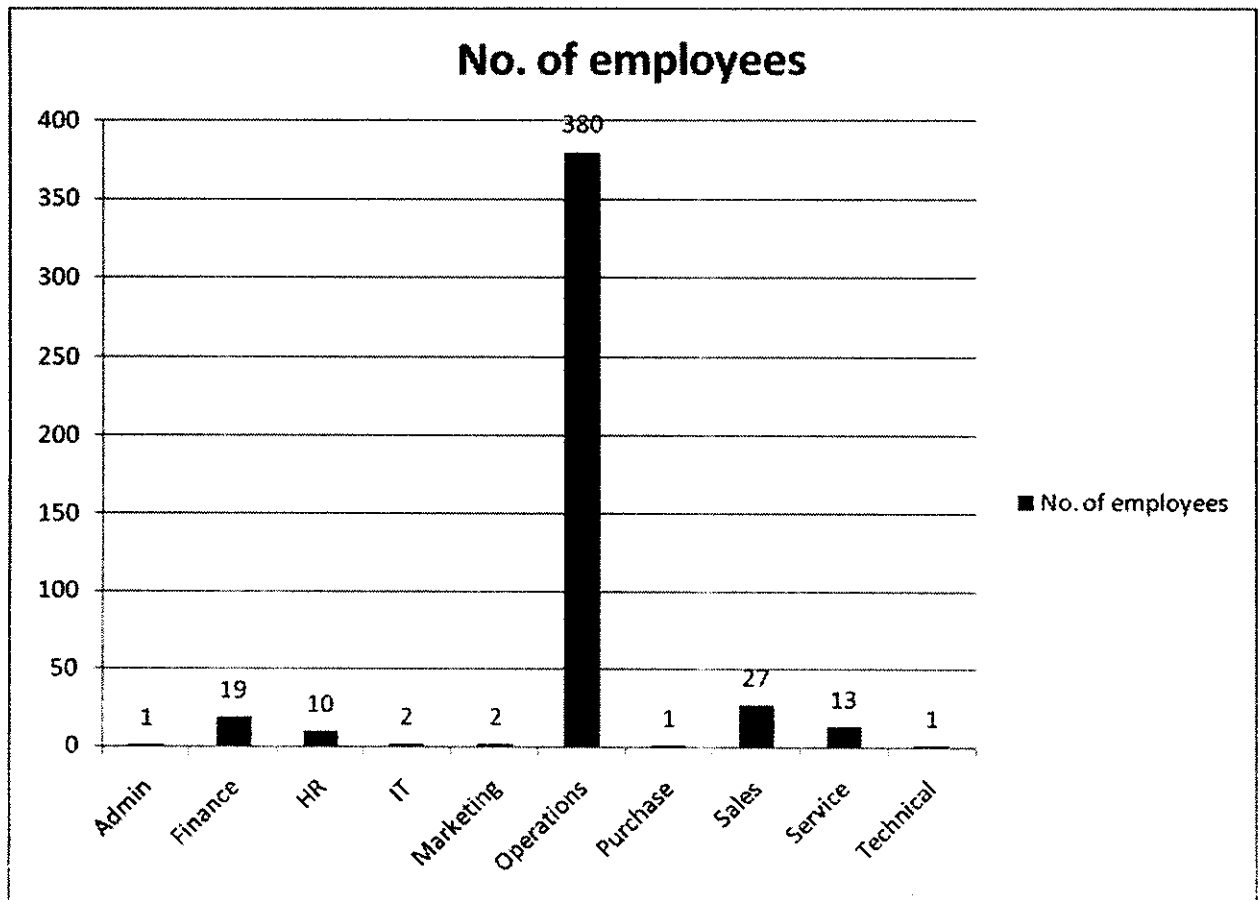




Table 25: Department wise age of the employees

Dept/Age	<20	>20- <25	>26- <30	>31- <35	>36- <40	>40- <50	>50
Admin						1	
Finance		4	5	5	3	2	
HR		1	3	3	3		
IT				1	1		
Marketing		1		1			
Operations	37	118	84	66	37	32	6
Purchase						1	
Sales		13	8	4	1	1	
Service		4	2	4	2	1	
Technical		1					

From the above table it can be clearly seen that the classification of workers with respect to their age and department to compare and identify the required workforce.

Chart 23: Department wise age of the employees

Operations Department data in pie chart:

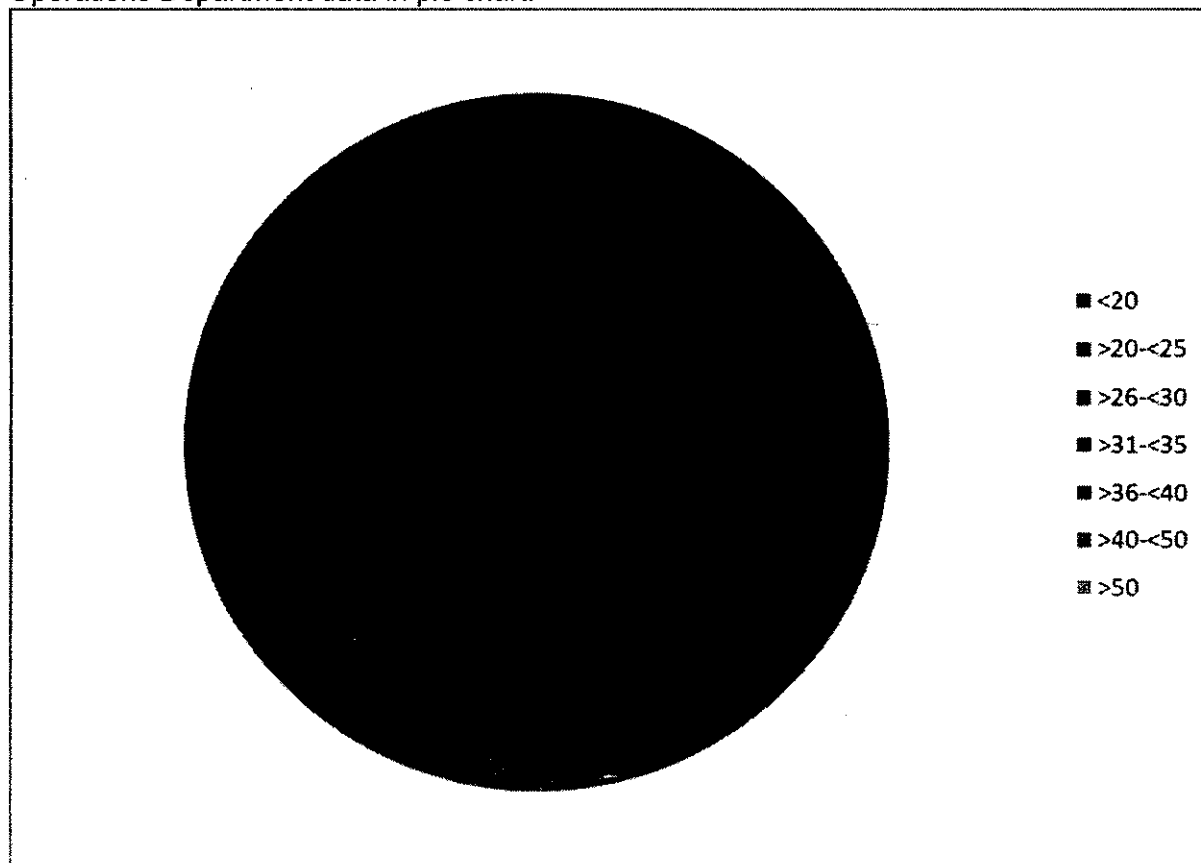


Table 26: Designation wise employee categories

Designation	<20	>20- <25	>26- <30	>31- <35	>36- <40	>40-<50	>50
Area Operations Manager						3	
Assistant Manager-Accounts				1			
Assistant Manager-Regional Accounts				1			
Asst Manager – HR			1				
Asst Manager – IT					1		
Asst Manager – Support						1	
Asst Manager – Operations				3		3	2
Asst Manager Purchase						1	
Asst Manager Training & Development					1		
Asst. Manager Credit Control			1				
Asst. Manager sales & Operations						1	
Branch Manager					1		
Branch Manager- sales & Operations					1		
Business Development Executive		10	5	2			
Credit Control Officer						1	
Director - Sales (South)						1	
Director – finance				1			
Executive - Credit Control		1					
Executive - Customer Care		1		2			
Executive – Operations			1				
Executive - sales Support					1		
Executive – Service		1		1			
Executive – Support		1		1			
Executive – Accounts			1		1		
Executive - Credit control & Cust. Ser			1				
Executive – HR			1				
Executive – Marketing		1					
Executive- Operations			2	4			1
Executive Service			1	1			
Executive Service Support		1	1				
Executive Support		1					
Executive Technical		1					
Executive Training & Dev		1					

Front Office Assistant				1	1		
Front Office Executive				1		2	
Jr. Executive		3	2				
Jr. Executive Accounts		1					
Jr. Technician	10	40	21	8	3		
Junior Technician		1	1				
Manager - Customer care					1		
Manager – HR					1		
Manager – IT				1			
Manager – Operations				1			
Manager - Training & Development							1
Manager Business Finance				1			
Manager Marketing				1			
Manager Sales					1		
Senior Supervisor		1					
Service Executive		1					
Service Support Executive			1				
Sr Executive – HR			1	1			
Sr Executive Accounts					2		
Sr Executive Credit Control			1				
Sr Executive Operations					1		
Sr Technician	2	10	14	16	4	7	2
Sr. Business Development Executive		3	3	2			
Stores Executive				1			
Supervisor		2	4	6	5	5	
Support Executive				1			
Technical Executive		1					
Technical Manager						1	
Technician	5	27	25	20	12	6	
Trainee Supervisor	1	1			1		
Trainee Technician	19	32	14	6	9	6	

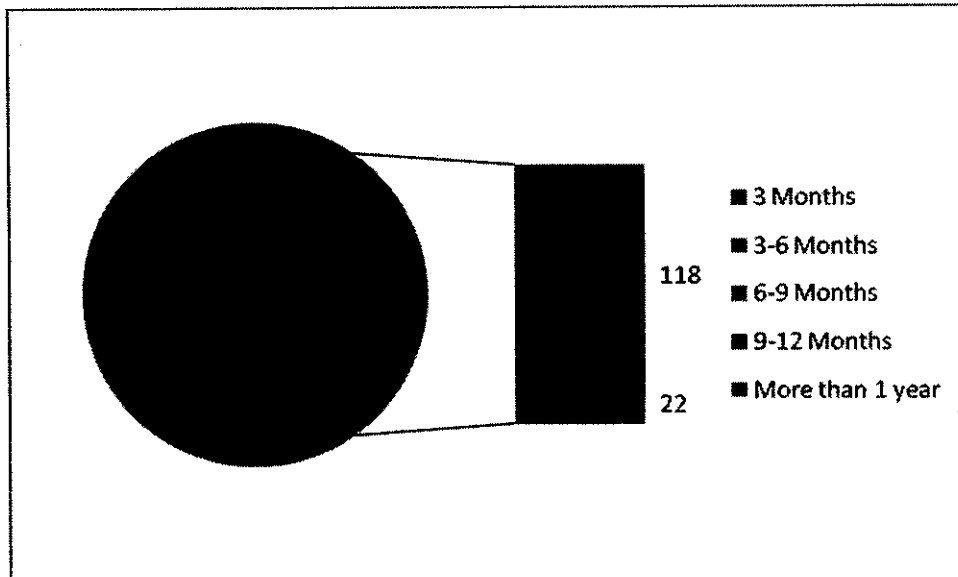
From the above table it can be clearly seen that the classification of workers with respect to their age and designation to compare and identify the required workforce.

Table 27: Service period of the employees

Period in months	Periods in Days	No. of employees
3 Months	<=90	25
3-6 Months	>90,<=180	85
6-9 Months	>180,<=270	210
9-12 Months	>270,<=360	118
More than 1 year	>360	22

From the above table it can be seen that the majority (210) of the employees are having 6-9 months of experience in this organisation.

Chart 24: Service period of the employees



**CROSS TABULATION:**

**Table 28: Gender\*Recruitment Experience Cross Tabulation**

Gender*Recruitment Experience Cross Tabulation						
	Recruitment Experience					
Gender	Excellent	Good	Neutral	Bad	Poor	Total
Male	8	17	5	1	1	32
Female	0	3	0	0	0	3
Total	8	20	5	1	1	35

From the above cross table it can be seen that the majority of the respondents Male-17 and Female-3 are strongly agreed their personal experience on Recruitment in the organization is good.

**Table 29: Department \* Conversion Ratio Cross tabulation**

Department * Conversion Ratio Cross tabulation				
	Conversion Ratio			
Department	70-80%	80-90%	>90%	Total
HR	1	2	5	8
Finance	0	5	0	5
Marketing	1	0	0	1
Purchase	1	0	0	1
IT	0	2	0	2
Sales	1	3	0	4
Operations	2	12	0	14
Total	6	24	5	35

From the above Cross table it can be clearly seen that the majority of the respondents are strongly agreed that the conversion ratio is 80-90% from all the departments in the organization.

Table 30: Department \* Time taken Cross tabulation

Department * Time taken Cross tabulation					
	Time Taken				
Department	1 Day	2-4 Days	5-7 Days	More than a week	Total
HR	3	2	2	1	8
Finance	0	3	1	1	5
Marketing	0	1	0	0	1
Purchase	0	0	1	0	1
IT	0	1	1	0	2
Sales	0	1	3	0	4
Operations	0	8	6	0	14
Total	3	16	14	2	35

From the above Cross table it can be clearly seen that the majority of the respondents are agreed with the duration of recruitment period is 2-4days and the next is 5-7 days with respect to their department.

Table 31: Department \* Overall Cross tabulation

Department * Overall Cross tabulation						
	Overall					
Department	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Not applicable	Total
HR	0	5	1	2	0	8
Finance	1	1	2	1	0	5
Marketing	0	0	1	0	0	1
Purchase	0	0	1	0	0	1
IT	2	0	0	0	0	2
Sales	1	1	2	0	0	4
Operations	0	6	6	1	1	14
Total	4	13	13	4	1	35

From the above cross table it can be clearly seen that the majority of the respondents are strongly agreed with the overall Recruitment in the organization is good with respect to their department.

Table 32: Department \* Consistent Improvement Cross tabulation

Department * Consistent Improvement Cross tabulation						
	Consistent Improvement					
Department	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied	No Opinion	Total
HR	6	2	0	0	0	8
Finance	2	2	1	0	0	5
Marketing	0	1	0	0	0	1
Purchase	1	0	0	0	0	1
IT	1	1	0	0	0	2
Sales	1	2	0	0	1	4
Operations	3	7	2	0	2	14
Total	14	15	3	0	3	35

From the above cross table it can be clearly seen that the majority of the respondents are strongly agreed that they are satisfied with the consistent improvement of Recruitment process in the organization with respect to their departments.

Table 33: Designation \* Time taken Cross tabulation

Designation * Time taken Cross tabulation					
	Time Taken				
Designation	1 Day	2-4 Days	5-7 Days	More than a week	Total
Director	0	1	1	0	2
Manager	1	7	5	0	13
Asst. Manager	1	8	7	1	17
Sr. Executive	0	0	1	1	2
Executive	1	0	0	0	1
Total	3	16	14	2	35

From the above Cross table it can be clearly seen that the majority of the respondents are agreed with the duration of recruitment period is 2-4days and the next is 5-7 days with respect to their designation.

Table 34: Designation\*Consistent Improvement Cross tabulation

<b>Designation*Consistent Improvement Cross tabulation</b>					
Designation	Highly satisfied	Satisfied	Highly dissatisfied	No Opinion	Total
Director	0	2	0	0	2
Manager	4	5	2	2	13
Asst. Manager	7	8	1	1	17
Sr. Executive	2	0	0	0	2
Executive	1	0	0	0	1
Total	14	15	3	3	35

From the above cross table it can be clearly seen that the majority of the respondents are strongly agreed that they are satisfied with the consistent improvement of Recruitment process in the organization with respect to their designation.

Table 35: Department \* Overall Cross tabulation

<b>Department * Overall Cross tabulation</b>						
Designation	Overall					Total
	Somewhat DisAgree	Somewhat Agree	Agree	Strongly Agree	Not applicable	
Director	1	0	0	1	0	2
Manager	1	4	7	1	0	13
Asst. Manager	2	6	6	2	1	17
Sr. Executive	0	2	0	0	0	2
Executive	0	1	0	0	0	1
Total	4	13	13	4	1	35

From the above cross table it can be clearly seen that the majority of the respondents are strongly agreed with the overall Recruitment in the organization is good with respect to their designation.



Table 36: Department \* Recruitment rounds Cross tabulation

<b>Department * Recruitment rounds Cross tabulation</b>	
<b>Ranks</b>	<b>Recruitment Rounds</b>
1	Interview
2	Strategy Presentation
3	Group Discussion
4	Attitude
5	Others
6	Aptitude

The table above is the consolidated one to show the preferences of the respondents with respect to their departments. It has the complete preferences of recruitment rounds.

## CHI SQUARE ANALYSIS

Chi square analysis tests enable us to test whether more than two population proportions can be considered equal. If we classify a population into several categories with respect to two attributes, we can use chi square test to determine whether the two attributes are independent of each other.

### Defining the problem:

The chi square test is used to find whether there is a relation between those two attributes.

### Stating the hypothesis:

$H_0$ : There is no significant relation between the designation and the choice of the Recruitment rounds.

$H_1$ : There is significant relation between the designation and the choice of the Recruitment rounds.

### Chi-square table

Rounds	Chi-square Value	Degrees of freedom	P-value
Designation	31.714	4	0.00
Interview	43.971	3	0.00
Attitude	30.000	4	0.00
Group Discussion	50.543	5	0.00
Strategy Presentation	19.743	3	0.00
Aptitude	15.143	4	0.04
Others	14.629	2	0.01

### Interpretation:

At 0.05% level of significance, chi square values are shown in the table. Since the P-value is lesser than 0.05 ( $P < 0.05$ ), we reject the null hypothesis ( $H_0$ ). Thus we can conclude that there is significant relation between the designation and the choice of the Recruitment rounds.

### Defining the problem:

The chi square test is used to find whether there is a relation between those two attributes.

### Stating the hypothesis:

**H<sub>0</sub>:** The Departments does not have a significant influence on the choice of the rounds of recruitment.

**H<sub>1</sub>:** The Departments have a significant influence on the choice of the rounds of recruitment.

### Chi Square Table:

Rounds	Chi-square Value	Degrees of freedom	P-value
Department	26.400	3	0.00
Interview	43.971	4	0.00
Attitude	30.000	5	0.00
Group Discussion	50.543	3	0.00
Strategy Presentation	19.743	4	0.00
Aptitude	15.143	2	0.04
Others	14.629	6	0.01

### Interpretation:

At 0.05% level of significance, the chi square values are shown in the table. Since the P-Value is lesser than 0.05 ( $P < 0.05$ ), we reject the null hypothesis ( $H_0$ ). Thus we can conclude that the Departments have a significant influence on the choice of the rounds of recruitment.

# CHAPTER – 4

## CONCLUSION

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## CHAPTER – 4

### CONCLUSIONS

#### Results and Discussions

The findings of the study are summarized below

- Majority of the respondents are between the age group 31 to 35 years.
- Majority of the respondents are male.
- Most of the respondents are Asst. Managers.
- Most of the respondents are belongs to the operations department.
- Majority of the respondents have to 9 to 12 months experience in this organization.
- Most of the respondents ranked Interview in the top position.
- Most of the respondents given second rank to Strategy presentation round.
- Most of the respondents given third rank to Group Discussion round.
- Most of the respondents ranked Aptitude round in the last position.
- Majority of the respondents are ranking the organization efforts at 8<sup>th</sup> place (highest is 10<sup>th</sup> place).
- Majority of the respondents have agreed the conversion ratio is 80-90% in this organization.
- All the respondents agreed that they are conducting Psychometric test and it is level specific.
- The most of the respondents are satisfied with the organization's consistent improvement in recruitment process.
- Most of the respondents accept that they had personally good experience in recruitment.
- All the respondents agreed that they are conducting reference check and it is only for the selected positions.
- Majority of the respondents agreed that the survey is useful to frame the recruitment strategy.
- Most of the respondents accepted that the hiring process takes 2-4 days.
- Majority of the respondents agreed that they are satisfied with the overall recruitment of the company.
- The relation between the department and the recruitment rounds are more significant.

- Majority (142) of the employees is under the age category 21-25 and only 6 employees are having more than 50 years of age.
- Majority (380) of the employees are from operations department.
- Majority (210) of the employees are having 6-9 months of experience in this organisation.
- Majority of the respondents Male-17 and Female-3 are strongly agreed their personal experience on Recruitment in the organization is good.
- Majority of the respondents are strongly agreed that the conversion ratio is 80-90% from all the departments in the organization.
- Majority of the respondents are agreed with the duration of recruitment period is 2-4days and the next is 5-7 days with respect to their department.
- Majority of the respondents are strongly agreed with the overall Recruitment in the organization is good with respect to their department.
- Majority of the respondents are strongly agreed that they are satisfied with the consistent improvement of Recruitment process in the organization with respect to their departments.
- Majority of the respondents are strongly agreed with the overall Recruitment in the organization is good with respect to their designation.
- Departments have a significant influence on the choice of the rounds of recruitment.

## Recommendations

The following recommendations emanate from the study

- Analysis regarding the level of satisfaction reveals that the respondents are satisfied with the consistent improvement of recruitment processes. In order to improve the employee recruitment, management should frame suitable strategies to elevate the employees from the satisfied zone to highly satisfied zone with respect to the variables identified.
- Analysis shows that there is an increase in the duration of the recruitment process. The management should take adequate steps to control the same by considering the strategies recommended in the study.
- Findings also show that the significant relation exists between the designation and the choice of the Recruitment rounds they experience with. So the management should concentrate more on the psychological round of recruitment too.
- While formulating the recruitment procedures to meet the expectations of the management and to enhance the level of satisfaction, the demographic variables like gender, age, income, job nature, etc. should be considered. These factors have the significant influence on the rounds of the recruitment hence customizing the policies based on the identified variables will lead to increasing the rate of employee recruitment.

## **CONCLUSION:**

Recruitment is the primary step to intake the talent pool into the organisation. This will create the complete environment within the organisation. Further the recruitment is the critical process to consider and to work in the organisation. And its effectiveness is very much needed for every organisation, especially for Rentokil India, predominantly a service oriented organisation. Hence this study is undertaken to identify the leads for the recruitment and to understand the effectiveness of recruitment process in the organisation. The study also highlights the influence of demographic variables on the choices of selection rounds and other factors related to it. The findings of the study will enable the management to frame suitable strategies to enhance the rate and effectiveness of the recruitment.



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