

**A STUDY ON EFFECTIVENESS OF THE RECRUITMENT AND SELECTION  
PROCESS IN SRI GOWRISH PVT LTD, COIMBATORE**

**A PROJECT REPORT**

Submitted by

**T.R.PRABU**

**Reg. No. 0820400031**

In partial fulfilment of the requirements

For the award of the degree

Of

**MASTER OF BUSINESS ADMINISTRATION**

**AUGUST, 2009**

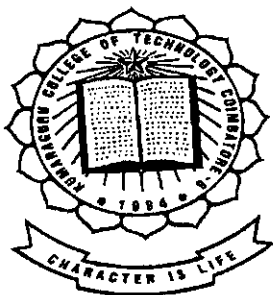
**KCT Business School**

Department of Management Studies

**Kumaraguru College of Technology**

**(An autonomous institution affiliated to Anna University, Coimbatore)**


**Coimbatore – 641 006**



DEPARTMENT OF MANAGEMENT STUDIES  
KUMARAGURU COLLEGE OF TECHNOLOGY (AUTONOMOUS)  
COIMBATORE


BONAFIDE CERTIFICATE

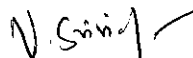
Certified that this project titled “A STUDY ON THE EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS AT SRI GOWRISH CNC PVT. LTD.” is the bonafide work of Mr.T.R.PRABU who carried out this project under my supervision. Certified further, that to the best of my knowledge the work reported herein does 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.

  
Mrs.R.HEMANALINI  
Faculty Guide

  
PROF S.V.DEVANATHAN  
Director

Evaluated and viva-voce conducted on ...11/12/19.....

  
Examiner I

  
Examiner II



04 September 2009

**TO WHOMSOEVER IT MAY CONCERN**

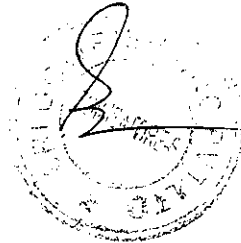
This is to certify that, Mr. T.R. Prabu (roll no. 08 MBA 31) from KCT business school, Coimbatore has successfully completed his summer project work titled "A study on the effectiveness of recruitment and selection process at Sri Gowrish CNC Pvt. Ltd.," during the period 15.06.09 to 30.07.09.

During the project period, he has shown keen interest to learn new things.

We wish him all the best, in future endeavors.

Thanking you,  
For SRI GOWRISH CNC PVT. LTD.,

S. BALAMURUGAN  
Director



## DECLARATION

I hereby declare that the dissertation entitled “A STUDY ON THE EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS AT SRI GOWRISH CNC PVT. LTD” submitted for the MASTER OF BUSINESS ADMINISTRATION degree is my original work and the dissertation has not formed the basis for the reward of any Degree, Associateship, Fellowship or any other similar titles.

PLACE : COIMBATORE

DATE : 11/09/09

  
T.R.PRABU

## ACKNOWLEDGEMENT

I thank the GOD, Almighty for his blessings bestowed upon me, which gave strength, confidence and health for completing this project.

I express my sincere gratitude to our beloved Chairman **Dr. N .Mahalingam**, the prime guiding spirit of Kumaraguru College of Technology.

I express my sincere gratitude to our beloved Co-chairman **Dr.B.K.Krishnaraj Vanavarayar, B.Com, B.L**, the prime guiding spirit of Kumaraguru College of Technology.

I express my sincere gratitude to our beloved correspondent **Mr.M.Balasubramaniam, M.Com, MBA(U.S.A)**, the prime guiding spirit of Kumaraguru College of Technology.

I express my sincere gratitude to our beloved Principal in-charge **Dr A.Annamalai**, the prime guiding spirit of Kumaraguru College of Technology.

I wish to express my sincere thanks to Prof. **Dr.S.V.Devanathan,Ph.D**, Director, KCT Business School, for his continuous encouragement throughout my project.I wish to express deep sense of obligation to **Mrs.R.Hemanalini, MBA**, Lecturer, KCT Business School, for his intensive guidance throughout my project.

I am greatly indebted to thank all other faculty members of KCT Business School for their kind patronage.

I thank **Mr.Balamurugan** managing director, Sri Gowrish cnc pvt. ltd for his valuable guidance throughout my project.

## **Executive summary**

A study on effectiveness of recruitment and selection process aims to understand the nature of the various recruitment sources and suggest the best recruitment sources and also to study the various method of selection process. The study involved is descriptive study and sampling is random sampling. The sample size is taken as 50 and the research tool used are percentage analysis and chi-square test. The data is collected by primary and secondary methods .By the analysis, it is inferred that respondents were said that recruitment were taking place whenever need arises. Respondents say that the aptitude test, technical interview, group discussion and personal interview were considered as the most important element in the process of recruitment. Respondents say that aptitude test play major role in the selection process. It has been suggested that change in recruitment process has to be implemented and external sources of candidates are also to be recruited.

## TABLE OF CONTENTS

CHAPTER	CONTENTS	PAGE NO.
	<b>Acknowledgement</b>	
	<b>Executive summary</b>	
	<b>List of tables</b>	
	<b>List of contents</b>	
	<b>INTRODUCTION</b>	
1	1.1 Back ground of the study	1
	1.2 Review of literature	3
	1.3 Objective of the Project	6
	1.4 Scope of the study	6
	Research methodology	7
	1.5 Limitation of the study	8
2	<b>ORGANIZATION PROFILE</b>	
	2.1 History of the organization	9
	2.2 Management	13
	2.3 Organization Structure	14
	2.4 Product profile	15
	2.5 Market potential	18
3	<b>DATA ANALYSIS AND INTERPRETATION</b>	19
4	<b>CONCLUSION</b>	
	4.1 Findings and Suggestions	43
	4.2 Conclusion	47
	<b>BIBLIOGRAPHY</b>	51

### LIST OF TABLES

<b>TABLE NO</b>	<b>NAME OF THE TABLE</b>	<b>PAGE NO</b>
3.1.1	Gender of respondents	19
3.1.2	Marital status of respondents	20
3.1.3	Educational level of respondents	21
3.1.4	Level of management	22
3.1.5	Experience of respondents	23
3.1.6	Advance methods of selection and recruitment process	24
3.1.7	Satisfaction of selection	25
3.1.8	Best source of recruitment and selection	26
3.1.9	Recruitment through internal source	27
3.1.10	Time period for recruitment	28
3.1.11	Most important process in recruitment	29
3.1.12	Selection process in organization	30
3.1.13	Level of acceptance	31
3.1.14	Allocations of fund for recruitment process	32
3.1.15	Consults the concerned heads before recruiting a person	33
3.1.16	Recruitment activities by appropriate heads	34
3.1.17	Betterment of organization	35
3.1.18	Satisfied recruitment policy	36
3.1.19	Challenges faced at the time of recruitment	37
3.1.20	Willingness of the candidate	38
3.1.21	Education and advance method	39
3.1.22	Experience and best source	40
3.1.23	Advance method and time period	41
3.1.24	Best source and important process in recruitment	42



## LIST OF CHARTS

TABLE NO	NAME OF THE TABLE	PAGE NO
3.1.1	Gender of respondents	19
3.1.2	Marital status of respondents	20
3.1.3	Educational level of respondents	21
3.1.4	Level of management	22
3.1.5	Experience of respondents	23
3.1.6	Advance methods of selection and recruitment process	24
3.1.7	Satisfaction of selection	25
3.1.8	Best source of recruitment and selection	26
3.1.9	Recruitment through internal source	27
3.1.10	Time period for recruitment	28
3.1.11	Most important process in recruitment	29
3.1.12	Selection process in organization	30
3.1.13	Level of acceptance	31
3.1.14	Allocations of fund for recruitment process	32
3.1.15	Consults the concerned heads before recruiting a person	33
3.1.16	Recruitment activities by appropriate heads	34
3.1.17	Betterment of organization	35
3.1.18	Satisfied recruitment policy	36
3.1.19	Challenges faced at the time of recruitment	37
3.1.20	Willingness of the candidate	38

# *CHAPTER-1*

## *INTRODUCTION*

# INTRODUCTION

## 1.1 BACKGROUND

In this recession period, most of the organizations were facing the major problem in terms of the recruitment and selection process. Due to the problem, the organization were taking steps like cost cutting by means of the firing the people. So the betterment of the organization were done by effective recruitment and selection process. Recruitment refers to the process of finding possible candidates for a job or function, usually undertaken by recruiters. It also may be undertaken by an employment\_agency or a member of staff at the business or organization looking for recruits. Advertising is commonly part of the recruiting process, and can occur through several means: through online, newspapers, using newspaper dedicated to job advertisement, through professional publication, using advertisements placed in windows, through a job center, through campus interviews, etc. Suitability for a job is typically assessed by looking for skills, e.g. communication skills, typing skills, computer skills. Evidence for skills required for a job may be provided in the form of qualifications (educational or professional), experience in a job requiring the relevant skills or the testimony of references. Employment agencies may also give computerized tests to assess an individual's "off-hand" knowledge of software packages or typing skills. At a more basic level written tests may be given to assess numeracy and literacy. A candidate may also be assessed on the basis of an interview. Sometimes candidates will be requested to provide a résumé (also known as a CV) or to complete an application form to provide this evidence. The

follow-up process may be referred to as part of the recruitment process: inviting the selected candidate or candidates to take up the target job or function. The selection procedure is concerned with securing relevant information about the applicant. This information is secured in number of steps. The objective of selection process is to determine whether an applicant meets the qualifications for a specific job and to choose the applicant who is most likely to perform well in that job .

The hiring procedure is not a single act but it is essentially a series of methods by which additional information is secured about the applicant. At each stage facts, which came to light, make the acceptance or rejections of the candidate clear. Some selection processes are quite easy and some with many hurdles this increases with the level and responsibility of the positions to be filled.

## **1.2 REVIEW OF LITERATURE**

**Muir, John , Management Services; Nov88, Vol. 32 Issue 11, p12-15, 3p**

The article focuses on factors which need to be examined for making a straight recruitment under a policy procedure in a business enterprise. There may be a policy to seek an internal candidate for the post so that the residual vacancy is filled at the lowest level by direct outside entry. The question arises whether, in relation to any particular post, there is adequate potential to meet the needs of the firm, so notwithstanding what might otherwise be a desirable policy of providing career opportunities, this issue needs to be looked at closely. It will also be important to draw up a job description and that will take resources of senior management to consider what is required in the job and the profile of the ideal candidate. Time spent on this activity might well be looked upon as an investment in that if essential elements are determined here then there is much less scope for people involved in the recruitment process to develop the criteria as they go. Standard application forms are adopted by many companies. The use of such forms has the advantage of enabling the selection personnel to compare quickly and with relative ease the responses and qualifications of the applicants. Often, however, this objective is sunk from the outset by the use of a poor form. Perhaps too little information is sought, the headings are too vague and there is a shortage of space. The type of question asked needs to be considered very carefully.

**Marx, Jonathan' Work & Occupations; Aug88, Vol. 15 Issue 3, p276-293, 18p.**A lack of consensus exists on the relationship between modernization

and formalization in organizational recruitment. The absence of agreement is partially a product of the failure to examine recruitment as a dual process of information dispersion and selection. After empirically examining recruitment as a two-stage process in Detroit and Yokohama, it was found that the discrepant findings are in part a result of different temporal focus in the recruitment process by researchers. The article points to the necessity of studying the entire recruitment process and the need to isolate the contingencies that shape the character of employee acquisition.

**Taylor, M. Susan' Bergmann, Thomas ,Personnel Psychology; Summer87, Vol. 40 Issue 2, p261-285, 25p .**Organizational recruitment activities have been hypothesized to affect applicants' reactions to the organization, independent of effects exerted by the job attributes associated with the position (e.g., location, salary, title). This research utilized a correlation design and a field setting in assessing applicants' reactions to a five-stage recruitment program. Recruitment activities were significantly related to applicants' reactions only at the initial interview stage. Conversely, job attributes emerged as significant predictors of applicants' reactions at each of the four recruitment stages where they were assessed. No support was found for three hypothesized moderating variables—the perceived comparability of job offers, applicants' work experience, and their labor market opportunities. Suggestions for strengthening organizational recruitment programs and for directing further research are discussed.

**Normore, Anthony H, Journal of Educational Thought; Spring2006, Vol. 40 Issue 1, p41-73, 33p.**The article focuses on the factors affecting the recruitment of applicants that could fill the leadership positions in school districts in Canada and in the U.S. The quality of public education depends on the quality of the principals directing the schools. Thus, effective recruitment and selection of school administrators remain to be a challenge among educational organizations. The author suggests that school districts should also consider external recruitment where incentives and subsidies for housing are offered to individuals who might get interested in leadership task. In addition, aggressive mentoring of key administrators by those already holding the role should be administered.

**Rankin, Neil IRS Employment Review; 8/20/2004 Issue 806, p45-48, 4p, 3 charts, 1 graph,** Focuses on the recruitment and selection of semi-skilled and unskilled workers in Great Britain. Recruitment challenges; Recruitment methods; Keys to effective recruitment; Selection techniques.

### **1.3 OBJECTIVES OF THE STUDY**

- To study the effectiveness of the current recruitment practices.
- To understand the nature of the various recruitment sources and suggest the best recruitment sources.
- To study the various method of selection process.
- To suggest some measures for the improvement of recruitment and selection process.

### **1.4 SCOPE**

- The study's emphasis is on recruitment and selection process of SRI GOWRISH CNC PVT LTD.
- The study aims at understanding various issues involved in managerial recruitment process.
- The study does not look into financial aspects of recruitment cost analysis
- The study is done only to know the best sources of recruitment and selection process.



## **1.5 RESEARCH METHODOLOGY**

### **TYPE OF STUDY:**

The study is based on descriptive research design to improve the effectiveness of recruitment and selection process towards CNC companies. The research leads to the output of advanced recruitment process and selection of right candidate for right job.

### **SAMPLING DESIGN:**

The target sample for the study is employees of Sri Gowrish CNC Pvt Ltd in Coimbatore location. The sample taken for the analysis was 50 from the population size of 110.

### **METHOD OF DATA COLLECTION**

Both the primary and secondary data were collected by the researcher for the study.

### **PRIMARY DATA:**

It is collected mainly through the questionnaire method and also the interview schedule method. The respondents were employees of Sri Gowrish cnc pvt. Ltd.

### **SECONDARY DATA:**

It is collected or gathered through second hand information like organization websites SRI GOWRISH CNC PVT LTD, books of related to recruitment, etc.

### **TOOLS FOR ANALYSIS**

The analysis is done with the percentage method and chi-square test. The percentage method has been chooses because the method provides the accurate result and chi-square test is done to find the relationship between two different variables.

## **1.6 LIMITATION OF THE STUDY**

1. The researcher had to face certain difficulties during the course of research.
2. The researcher found difficult to meet the respondents personally to collect adequate information. This was time consuming.
3. This study covers only SRI GOWRISH CNC PVT LTD, Coimbatore.
4. The night shift workers are not included in this study.

## *CHAPTER-2*

## *ORGANIZATION PROFILE*

## 2. ORGANIZATION PROFILE

### 2.1 HISTORY OF THE ORGANIZATION

Sri Gowrish CNC Pvt. Ltd., is located at Coimbatore, the Manchester of South India. The company is one of the leading manufacturers of CNC precision parts. The Company was started by Mr. Balamurugan and Mr. Govindaraju, two engineers who previously worked in Lakshmi Machine Works. With the academic background in engineering and experience gained from the earlier organization the two directors have started Sri Gowrish Cnc which is now a well established organization.

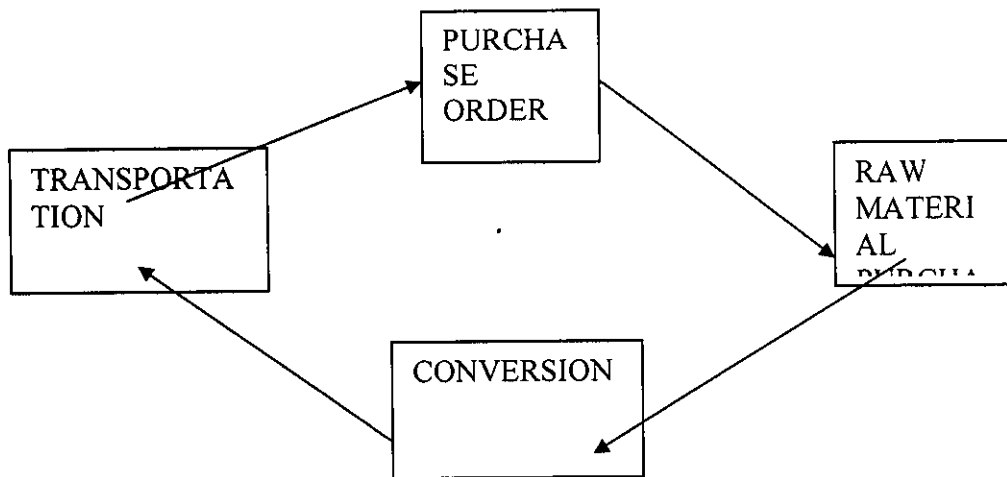
Its mission statement is **“Where quality meets pricing and delivery”**

The company is mainly export oriented whose products contribute 60% to exports and 40% to domestic market. Under domestic market, two types of works are carried out namely Material Manufacturing and Sub-contracting. In Material Manufacturing, materials are supplied by the buyer and in sub-contracting, materials purchased and manufactured by the company.

The company has shown enormous growth in the export sector as the turnover has increased from 6 crores in 2007 – 2008 to 8 crores in 2008 – 2009. The company has also excelled in marketing its products both in the foreign and domestic markets. From its inception till now, the organization has performed well and has set a place for itself in the list of CNC Companies.

The company uses CAD and CAM facilities for designing and manufacturing its products. This has helped to reach milestones in a very short period.

## WORKING CYCLE:



Being a contract manufacturer, Sri Gowrish CNC supplies parts to various

Industries like

- Automobiles
- Earthmoving Equipments
- Food Equipment
- Aero Space
- Motor & Pump
- Valve
- Printing Machinery
- Optics
- Textiles
- Dyeing

- Machine Tools...

The company offers to its customers the following:

- Stocking program
- JIT
- Kanban
- Bar coded Labels and packaging
- Assemblies
- Design
- Product Development
- Full Logistic Support
- Expedited Deliveries
- Prototype development and sampling
- SPC
- High and Low volume production
- Certification for material, heat treatment and plating
- Lowest Pricing, Timely Delivery and Exceptional Quality

**Clientele details:**

1. M/s. Mitsubishi Heavy Industries, Japan.
2. M/s. Specialty Packaging and Distribution Inc., USA.
3. M/s. Control Components Inc, USA.
4. M/s. CCI K.K, Japan.
5. M/s. Fukui, Japan.
6. M/s. Terrot GMBH, Germany.
7. M/s. MHI – VST, Mysore.
8. M/s. Ashok Leyland Limited, Hosur.
9. M/s. R L M, Coimbatore.
10. M/s. Instrumentation Limited, Palakkad.
11. M/s. Sanmar Group of Companies, Trichy.
12. M/s. GTN Exports Ltd., Coimbatore.
13. M/s. Flow serve, Canada.

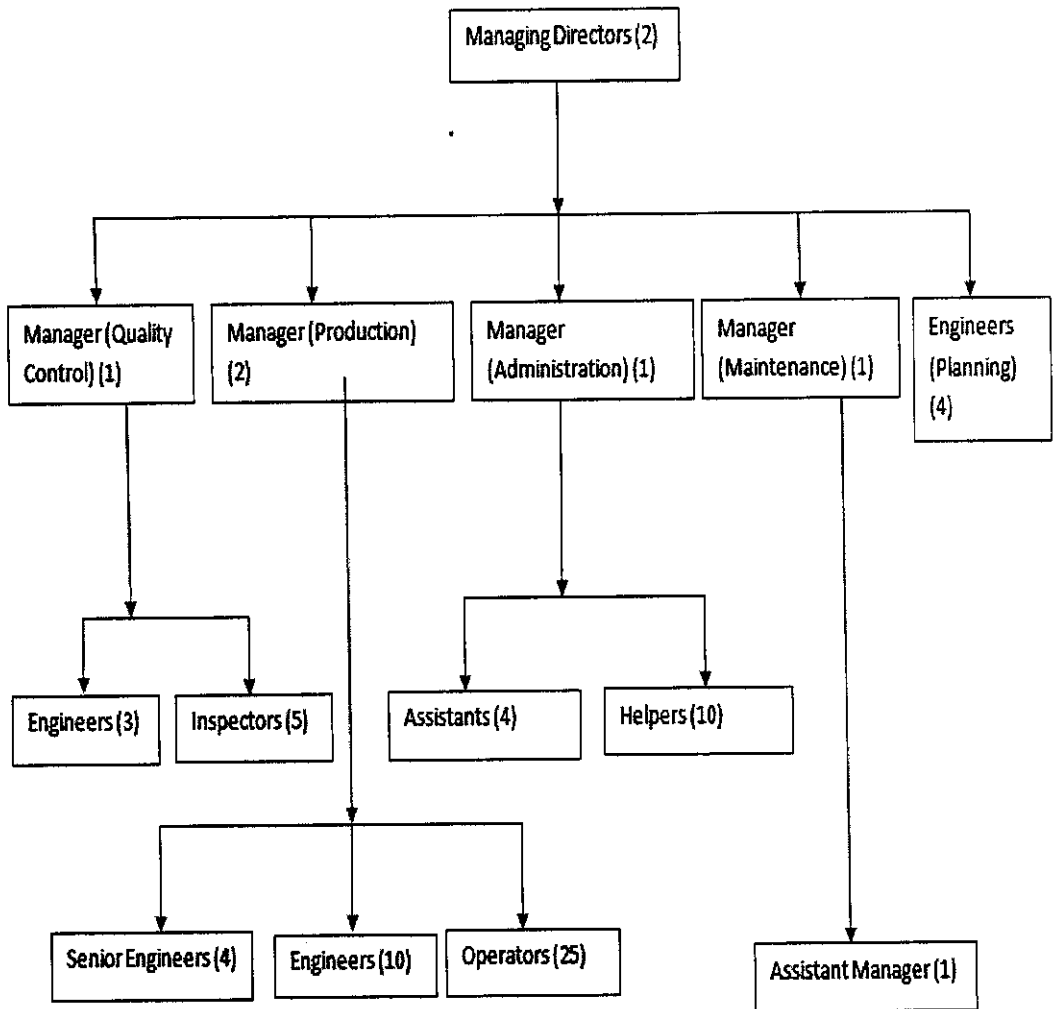
## 2.2 MANAGEMENT:

Managing Directors: 2

<b>Department</b>	<b>Designation</b>	<b>Number</b>
<b>Quality Control</b>	Manager	1
	Engineer	3
	Inspectors	5
<b>Production</b>	<b>Manager</b>	2
	Senior Engineers	4
	Engineers.	10
	Operators.	25
<b>Maintenance</b>	Manager	1
	Assistant Manager	1
<b>Administration</b>	Manager	1
	Assistants	4
<b>Planning</b>	Engineers	4
<b>Helpers</b>	-	10
<b>TOTAL</b>		<b>71</b>



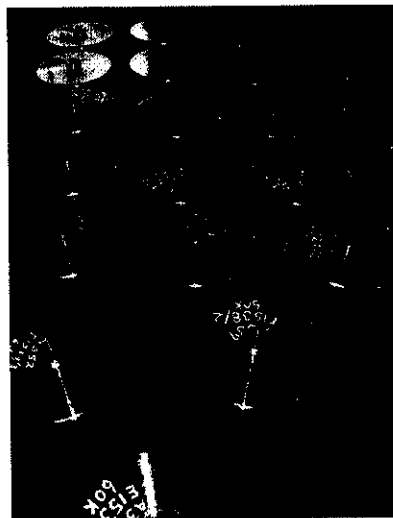
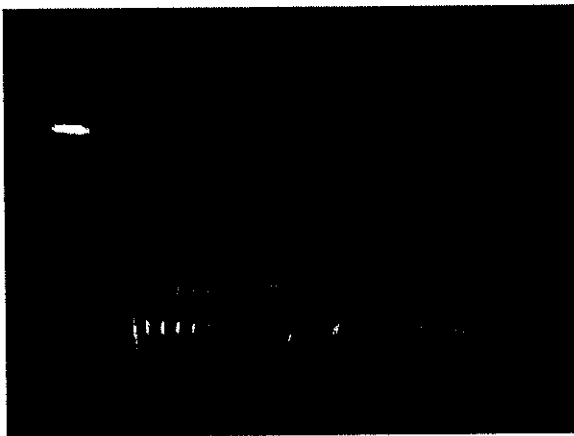
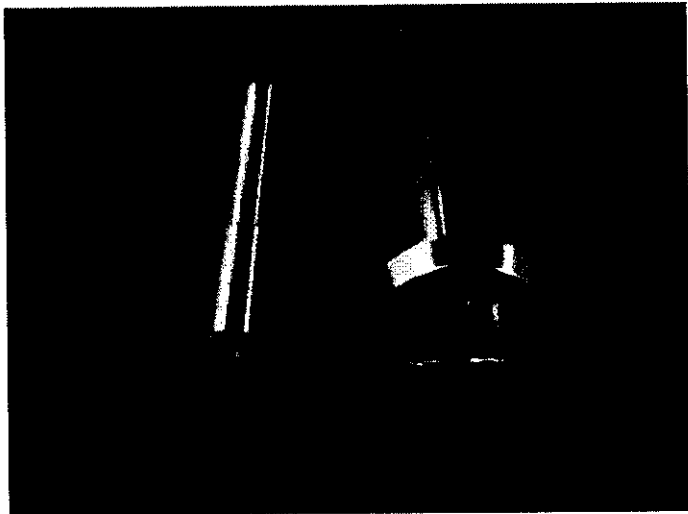
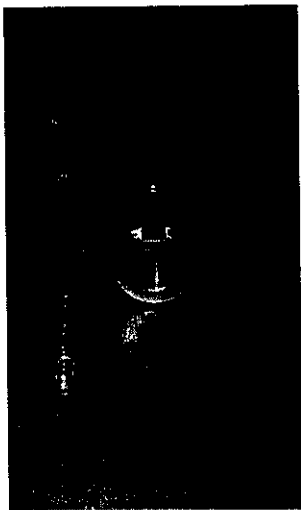
### 2.3 ORGANIZATION STRUCTURE:

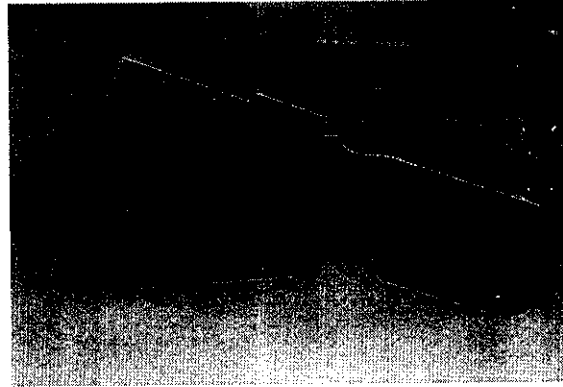
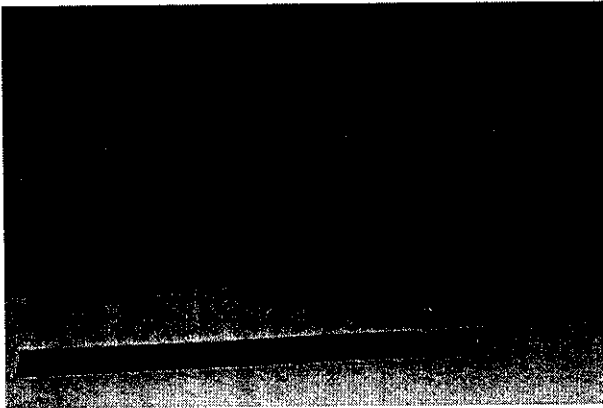
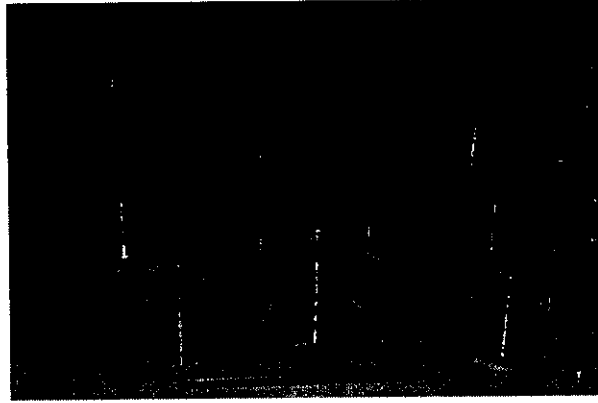
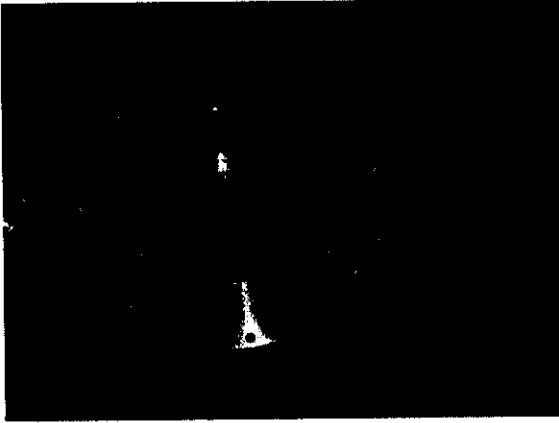


## **2.4 PRODUCTS PROFILE**

Sri Gowrish CNC is a supplier of parts to various Industries like

- Automobiles
- Earthmoving Equipments
- Food Equipment
- Aero Space
- Motor & Pump
- Valve
- Printing Machinery
- Optics
- Textiles
- Dyeing
- Machine Tools





## **2.5 MARKET POTENTIAL**

Computer Numerical Control (CNC) is an application-specific motion control system for industrial machinery, primarily targeting machine tool OEMs. More specifically, CNCs are focused on the largest segment of the machine tool market, metal working machinery, with a relatively smaller target including a number of other material contouring and cutting applications in wood, plastics, and glass.

The CNC market has simply exploded in the last two years leading to a compound annual growth rate of about 17% since 2005. In particular, the European and Asian markets have surged in overall revenues. Despite this extraordinary growth which is characteristic of an emerging market, the competitive alignment has remained remarkably consistent. For a market that typically experiences single digit growth and five year capital expenditures cycles the unprecedented growth is providing an opportunity for second tier competitors to make inroads into the market.

## *CHAPTER-3*

### *Analysis & Interpretation*

### 3. DATA ANALYSIS AND INTERPRETATION

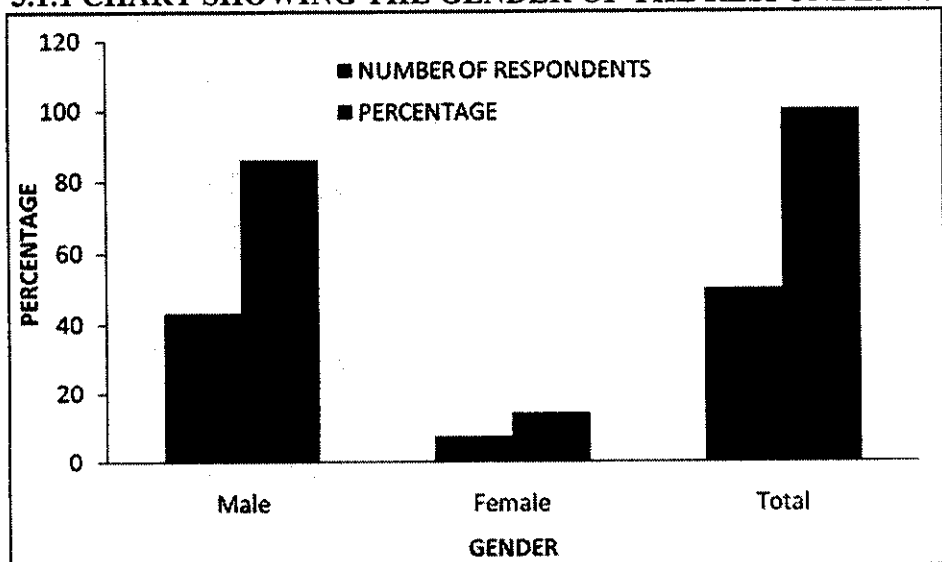
**TABLE 3.1.1 GENDERS OF RESPONDENTS**

Table showing gender of respondents who are male and female.

GENDER	NO. OF RESPONDENTS	PERCENTAGE
Male	43	86.0
Female	7	14.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 86% of respondents are male and 14% of respondents are female. Because the organization is normally a production company. In this type of organization normally male are able to work with higher stress and lifting machineries.

**3.1.1 CHART SHOWING THE GENDER OF THE RESPONDENTS**



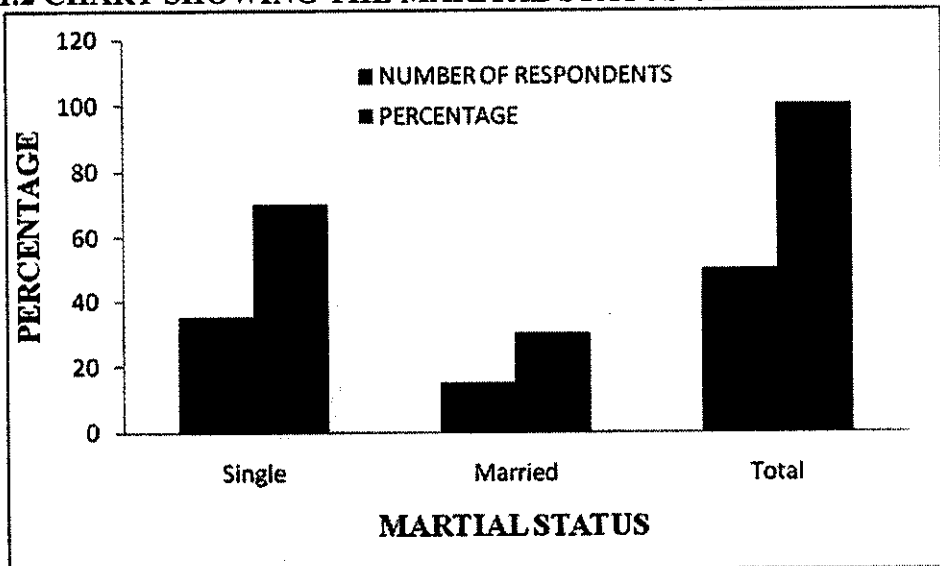
**TABLE 3.1.2 MARITAL STATUS OF RESPONDENTS**

Table shows the marital status of respondents who are either single or married.

MARITAL STATUS	NO. OF RESPONDENTS	PERCENTAGE
Single	35	70.0
Married	15	30.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 70% of respondents are single and 30% of respondents are married. Because the organization recruits the youngsters to speed up the organization process and this leads to the organization development.

**3.1.2 CHART SHOWING THE MARITAL STATUS OF RESPONDENTS**





**TABLE 3.1.3 EDUCATION LEVELS OF RESPONDENTS**

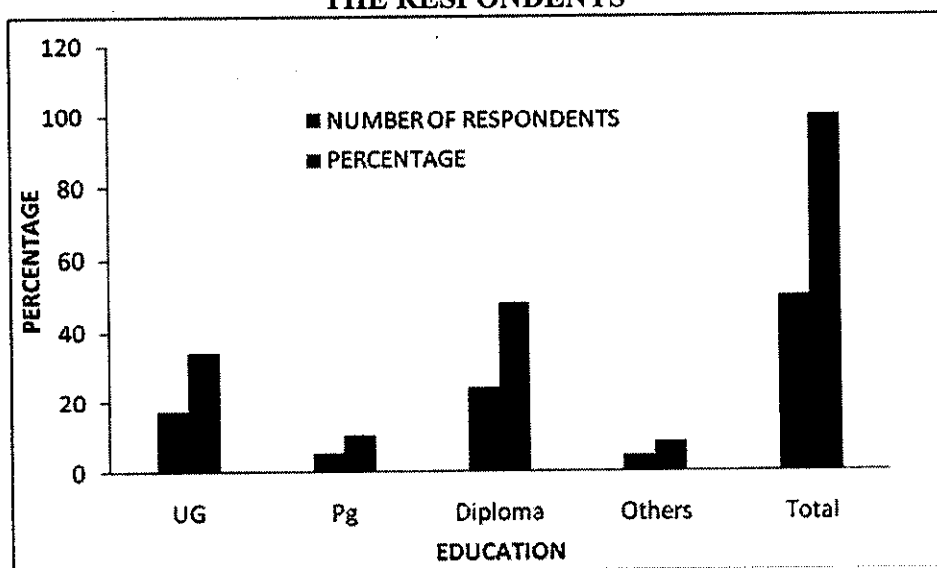
Table showing the educational qualification of the respondents as UG,

Pg,Diploma, Other (School,illiterate,etc)

EDUCATION	NO. OF RESPONDENTS	PERCENTAGE
UG	17	34.0
Pg	5	10.0
Diploma	24	48.0
Others	4	8.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 48% of respondents are diploma degree holders and 34% of respondents are UG degree holders. Because the respondents are mostly needed for the line level in the field of production area and this UG degree holders in middle level.

**3.1.3 CHART SHOWING THE EDUCATIONAL QUALIFICATION OF THE RESPONDENTS**



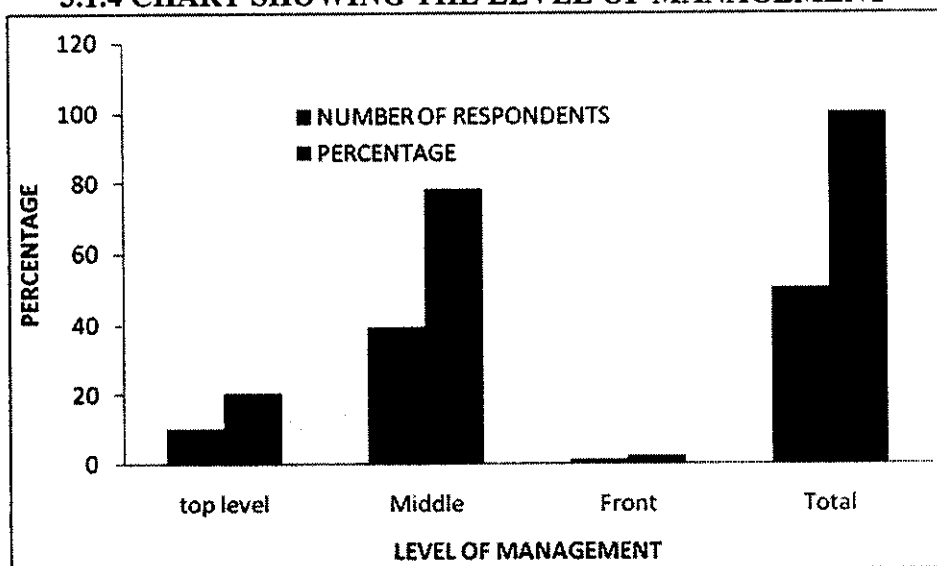
### TABLE 3.1.4 LEVEL OF MANAGEMENT

Table showing the level of management like top level, middle level and front level.

LEVEL OF MANAGEMENT	NO. OF RESPONDENTS	PERCENTAGE
Top level	10	20.0
Middle	39	78.0
Front	1	2.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 78% of respondents are working in middle level of management and 20% of respondents are working in top level management. It shows the recruitment and selection process are done by the middle and top level management.

### 3.1.4 CHART SHOWING THE LEVEL OF MANAGEMENT



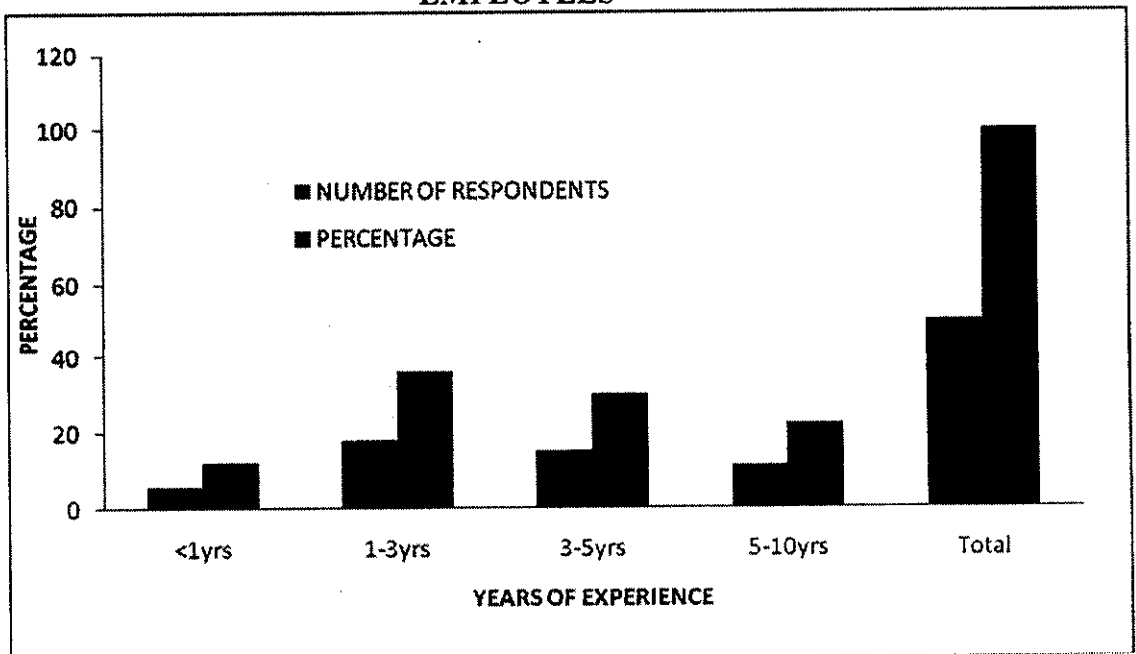
**TABLE 3.1.5 EXPERIENCE OF RESPONDENTS**

Table showing the experience of respondents from less than one year, 1-3 yrs, 3-5 yrs and 5-10yrs more than 10yrs respectively.

EXPERIENCE	NO. OF RESPONDENTS	PERCENTAGE
<1yrs	6	12.0
1-3yrs	18	36.0
3-5yrs	15	30.0
5-10yrs	11	22.0
>10yrs	0	0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 36% of respondents are having 1-3 years of experience and 30% of respondents are having 3-5 years of experience. It shows the experiences of respondents are important for the recruitment and selection process.

**3.1.5 CHART SHOWING THE EXPERIENCE OF THE EMPLOYEES**



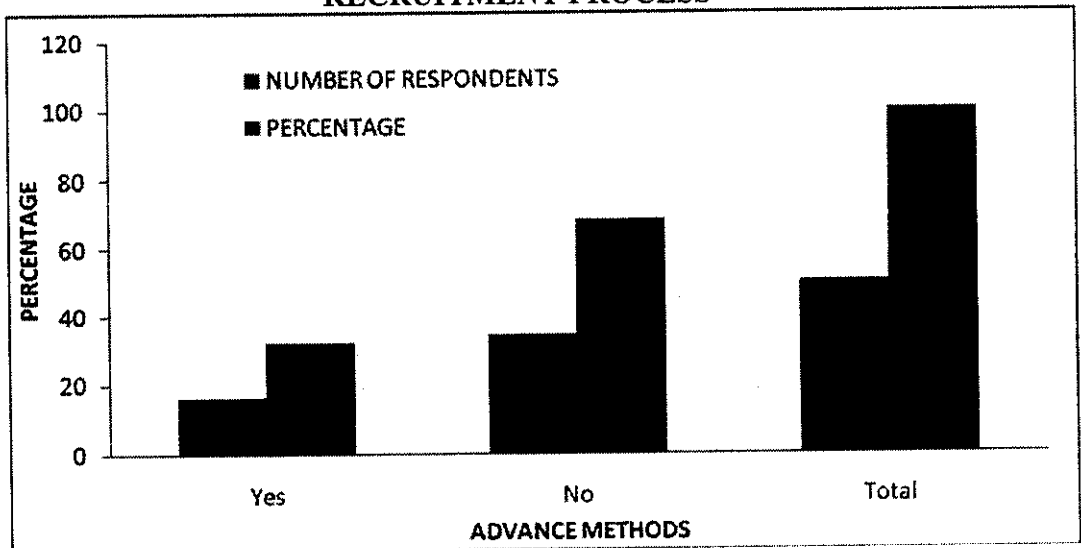
**TABLE 3.1.6 ADVANCE METHODS OF SELECTION AND RECRUITMENT PROCESS**

Table showing the advance methods of recruitment and selection process.

ADVANCE METHOD	NO. OF RESPONDENTS	PERCENTAGE
Yes	16	32.0
No	34	68.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 68% of respondents saying they are not aware of the advance methods in recruitment process and 32% of respondents are aware of advance methods. Because the awareness programs are not conducted for the respondents.

**3.1.6 CHART SHOWING THE ADVANCE METHODS OF RECRUITMENT PROCESS**



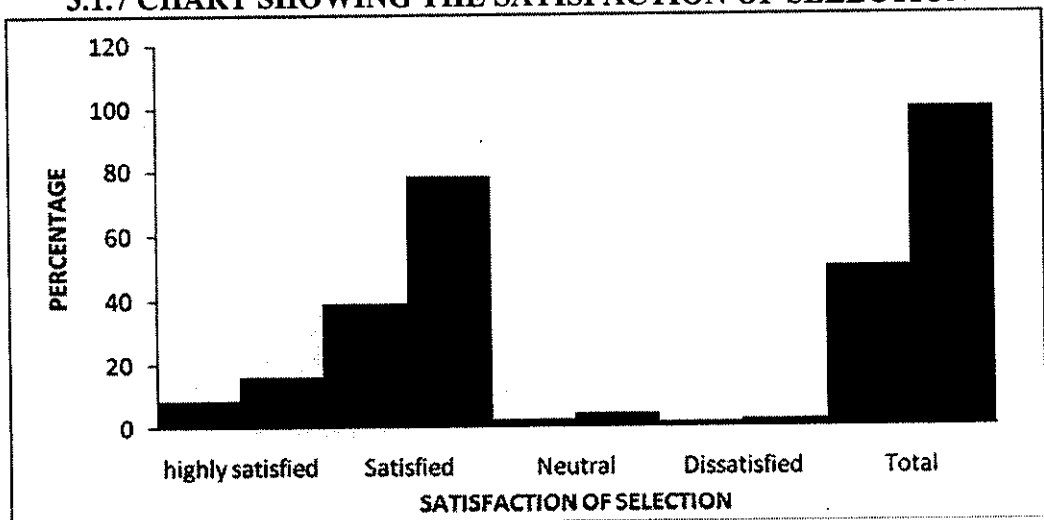
**TABLE 3.1.7 SATISFACTION OF SELECTION**

Table showing satisfaction of employees with highly satisfied, satisfied, neutral and dissatisfied.

<b>SATISFACTION OF SELECTION</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
Highly satisfied	8	16.0
Satisfied	39	78.0
Neutral	2	4.0
Dissatisfied	1	2.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 78% of respondents are satisfied with the process and 16% of respondents are highly satisfied with their selection process through which they are selected. Because the respondents are mostly selected by various selection process and finally satisfied with their performance.

**3.1.7 CHART SHOWING THE SATISFACTION OF SELECTION**



**TABLE 3.1.8 BEST SOURCE OF RECRUITMENT AND SELECTION**

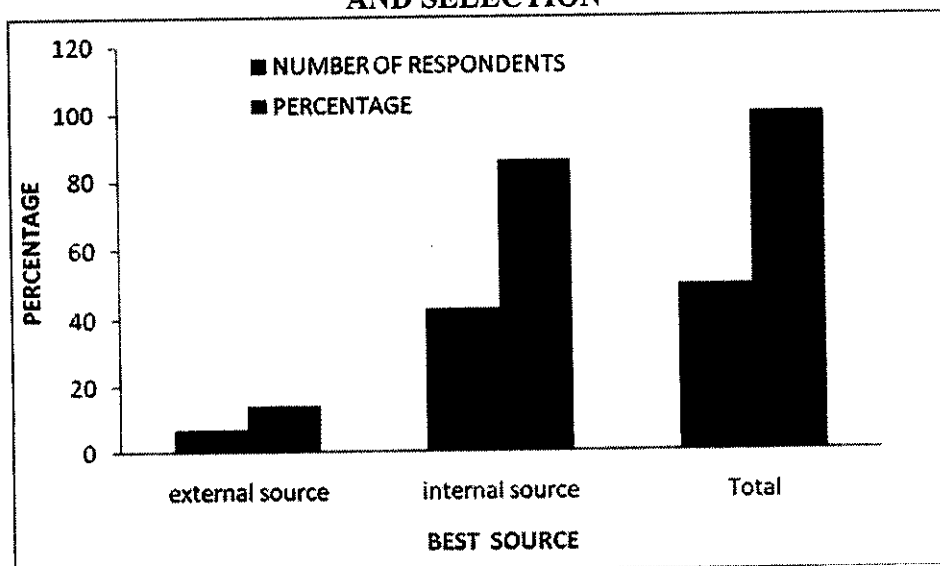
Table showing the best source for recruitment and selection like external source and internal source.

BEST SOURCE	NO. OF RESPONDENTS	PERCENTAGE
External source	7	14.0
Internal source	43	86.0
Total	50	100.0

It is inferred from the above table that 86% of respondents are satisfied with internal source and 14% of respondents are satisfied with the external source.

Because internal source of recruitment leads to the promotion of the respondents and increase in salary.

**3.1.8 CHART SHOWING THE BEST SOURCE FOR RECRUITMENT AND SELECTION**



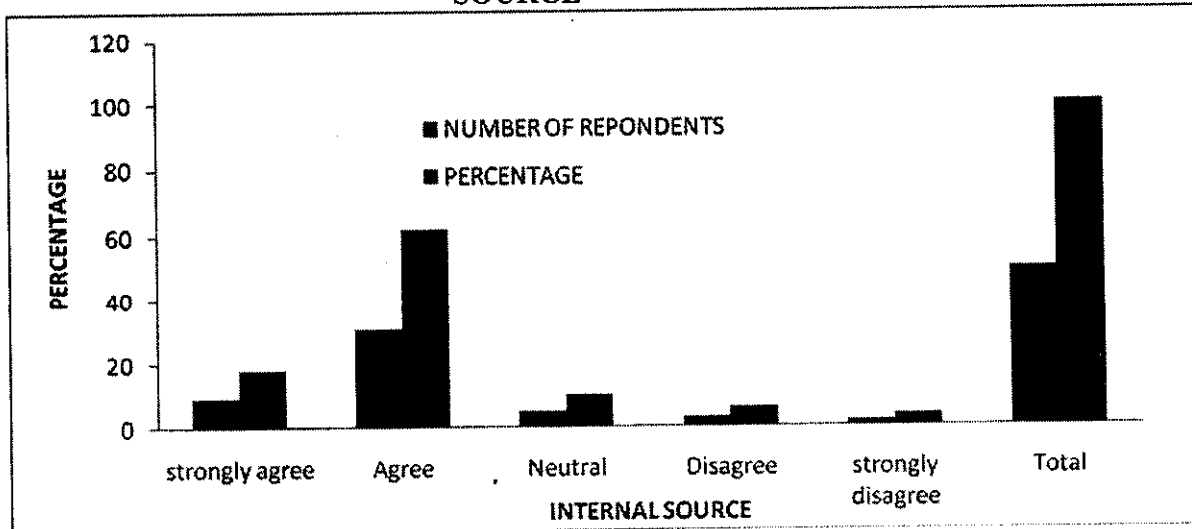
**TABLE 3.1.9 RECRUITMENT THROUGH INTERNAL SOURCE**

Table showing the recruitment is made through internal source by means of strongly agree, agree, neutral, disagree and strongly disagree.

RECRUITMENT THROUGH INTERNAL SOURCE	NO. OF RESPONDENTS	PERCENTAGE
Strongly agree	9	18.0
Agree	31	62.0
Neutral	5	10.0
Disagree	3	6.0
Strongly disagree	2	4.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 62% of respondents are agreeing the recruitment through internal source is better and 18% of respondents are strongly agreeing the recruitment through internal source is better. Because the internal recruitment provides the satisfaction for the respondents by means of promotion, salary and higher studies.

**3.1.9 CHART SHOWING RECRUITMENT THROUGH INTERNAL SOURCE**



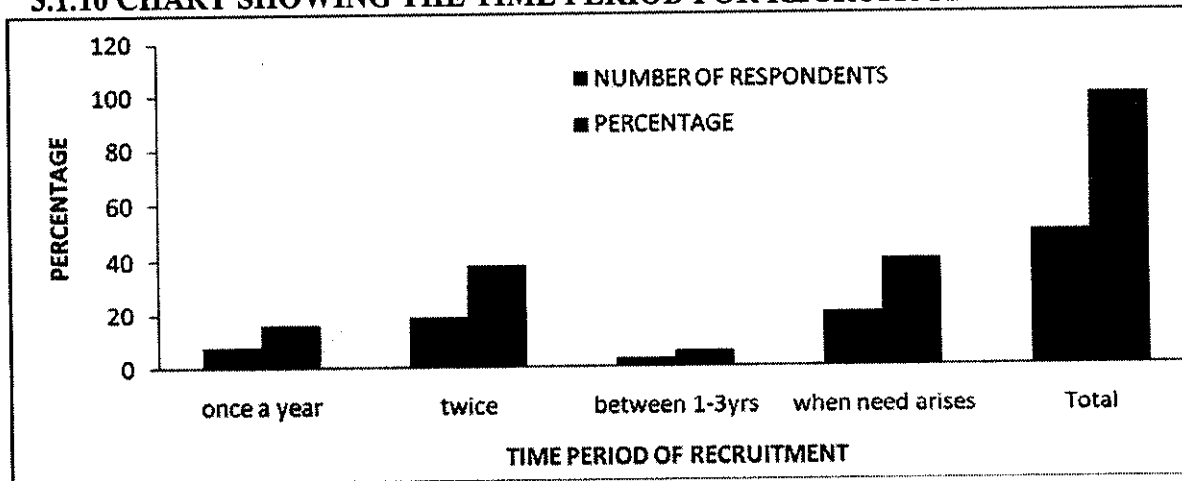
**TABLE 3.1.10 TIME PERIOD FOR RECRUITMENT**

Table showing the time period of recruitment for once a year, twice, between 1-3 yrs and when need arises.

TIME PERIOD FOR RECRUITMENT	NO. OF REpondENTS	PERCENTAGE
Once a year	8	16.0
Twice	19	38.0
Between 1-3yrs	3	6.0
When need arises	20	40.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 40% of respondents are saying recruitment were taking place whenever need arises and 38% are saying recruitment process were taking place at twice. Because the recruitment must be carried out only when the need arises and if the recruitment activities are taking place once in a year then it leads to expenditure for the organization.

**3.1.10 CHART SHOWING THE TIME PERIOD FOR RECRUITMENT**





**TABLE 3.1.11 MOST IMPORTANT PROCESS IN RECRUITMENT**

Table showing the most important element in the process of recruitment includes

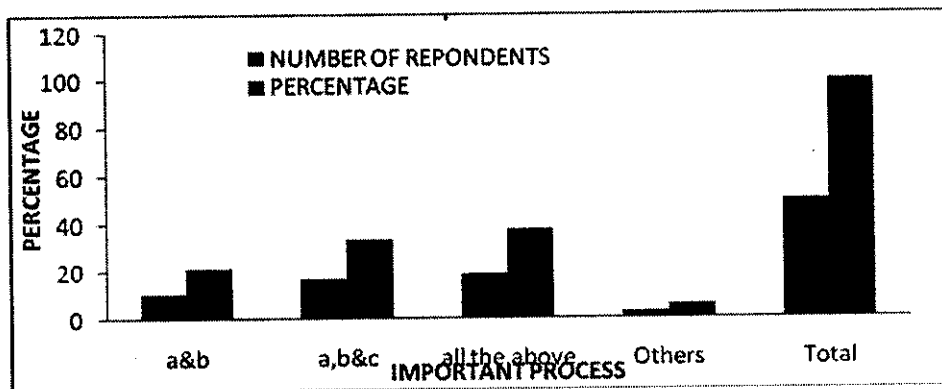
aptitude, technical interview, group discussion and personal interview.

IMPORTANT PROCESS	NO. OF RESPONDENTS	PERCENTAGE
Aptitude and technical interview	11	22.0
Aptitude ,technical interview and group discussion	17	34.0
All the above	19	38.0
Others	3	6.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 38% of respondents are saying all the process is needed for the recruitment process and 34% are saying aptitude, technical interview and group discussion is enough for recruitment process.

Because there will be a possibility of respondents who are specialized in aptitude or group discussion but weak in technical.

**3.1.11 CHART SHOWING THE IMPORTANT PROCESS IN RECRUITMENT PROCESS**



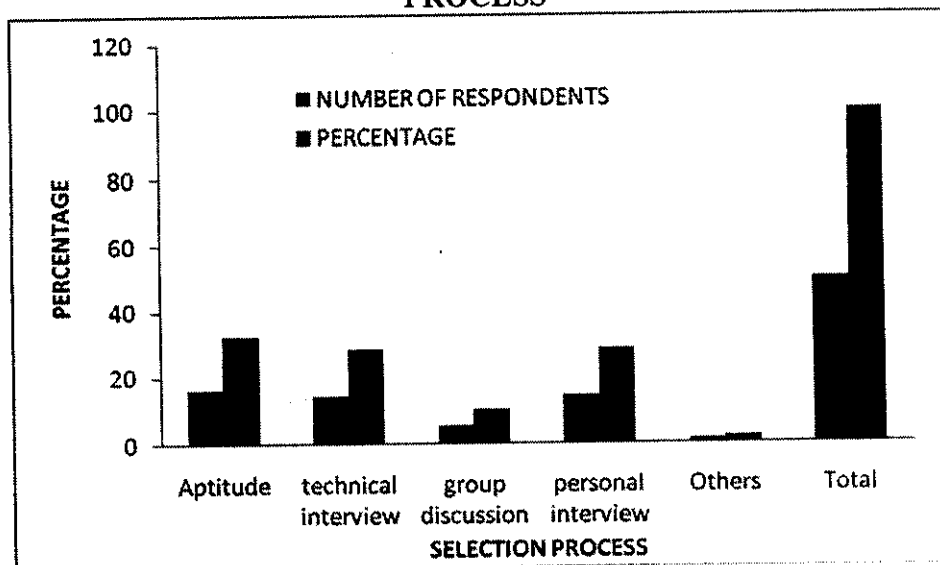
**TABLE 3.1.12 SELECTION PROCESS IN ORGANISATION**

Table shows the important element in the selection process includes aptitude, technical interview, group discussion and personal interview.

SELECTION PROCESS	NO. OF RESPONDENTS	PERCENTAGE
Aptitude	16	32.0
Technical interview	14	28.0
Group discussion	5	10.0
Personal interview	14	28.0
Others	1	2.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 32% of respondents are saying the aptitude test plays the major role and 28% of respondents are saying the technical interview plays the major role in selection of candidates. Because technical interview provides clear knowledge about the respondents for working under the production area.

**3.1.12 CHART SHOWING THE IMPORTANCE IN SELECTION PROCESS**



**TABLE 3.1.13 LEVEL OF ACCEPTANCE**

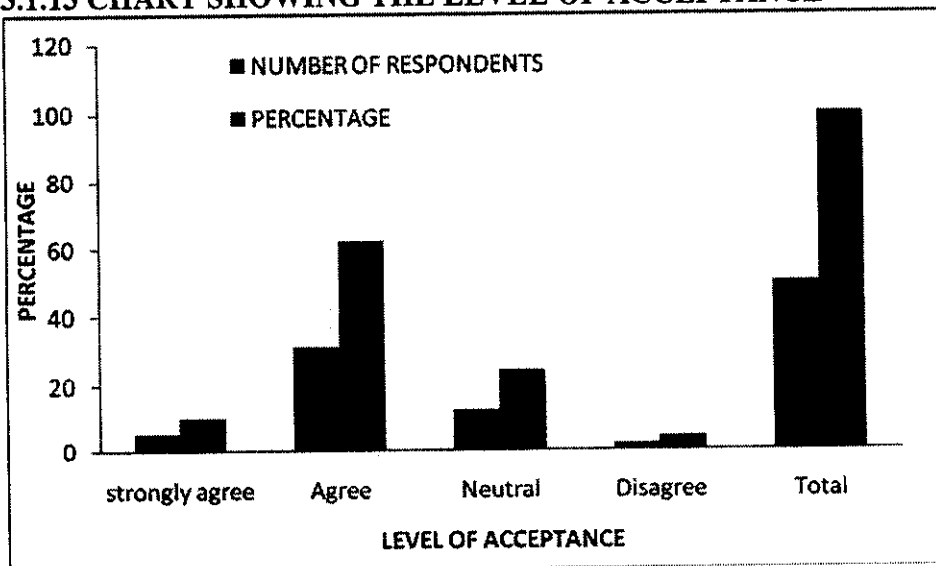
Table shows the level of acceptance of respondents in the recruitment process

followed by the organization includes strongly agree, agree, neutral, disagree and strongly disagree.

<b>LEVEL OF ACCEPTANCE</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
Strongly agree	5	10.0
Agree	31	62.0
Neutral	12	24.0
Disagree	2	4.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 62% of respondents are agreeing the recruitment process followed by organization and 24% of respondents are neutral. Because sometimes the recruitment process are carried out with the employees reference so the level of acceptance of employees are neutral.

**3.1.13 CHART SHOWING THE LEVEL OF ACCEPTANCE**

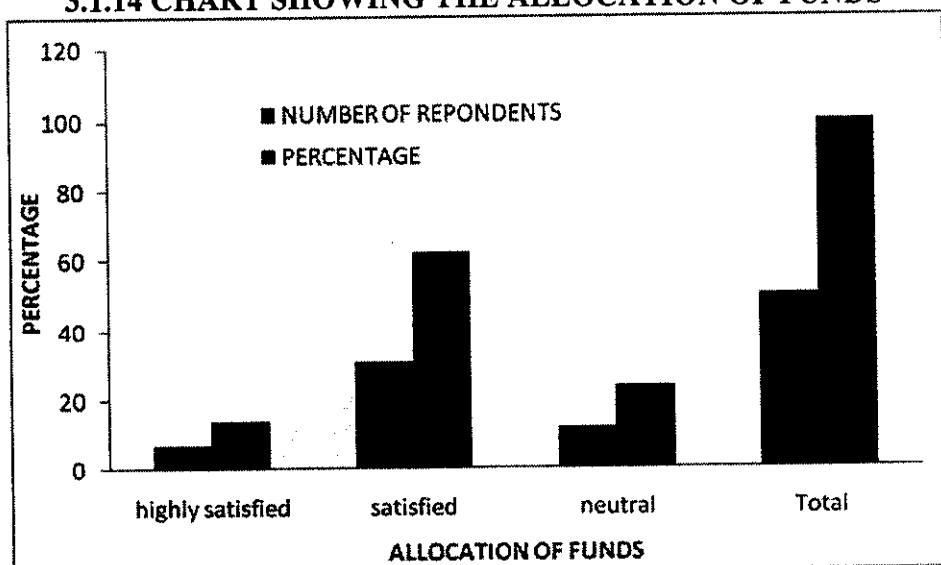


**Table 3.1.14 ALLOCATIONS OF FUND FOR RECRUITMENT PROCESS**  
 Table showing the satisfaction level in allocation of funds include highly satisfied, satisfied and neutral.

ALLOCATION OF FUNDS	NO. OF RESPONDENTS	PERCENTAGE
Highly satisfied	7	14.0
Satisfied	31	62.0
Neutral	12	24.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 62% of respondents are satisfied with allocation of funds and 24% of respondents are neutral with allocation of funds for recruitment process. Because the recruitment process are carried out only when need arises. So the allocation of funds during the recruitment process are satisfied.

**3.1.14 CHART SHOWING THE ALLOCATION OF FUNDS**



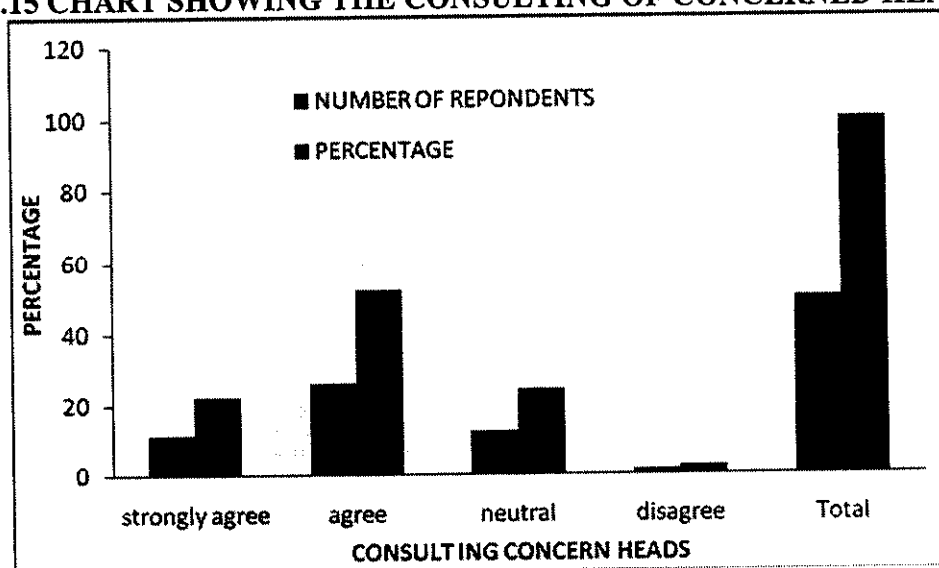
**TABLE 3.1.15 CONSULTS THE CONCERNED HEADS BEFORE RECRUITING A PERSON**

Table showing the organization which consults the concerned heads includes strongly agree, agree, neutral and disagree.

<b>CONSULT CONCERNED HEADS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
Strongly agree	11	22.0
Agree	26	52.0
Neutral	12	24.0
Disagree	1	2.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 52% of respondents are agreeing that organization consults the concerned heads and 24% of respondents were neutral. Because the organizational various departments are consults the concerned heads before recruiting the candidate for the purpose of avoiding the conflict.

**3.1.15 CHART SHOWING THE CONSULTING OF CONCERNED HEADS**



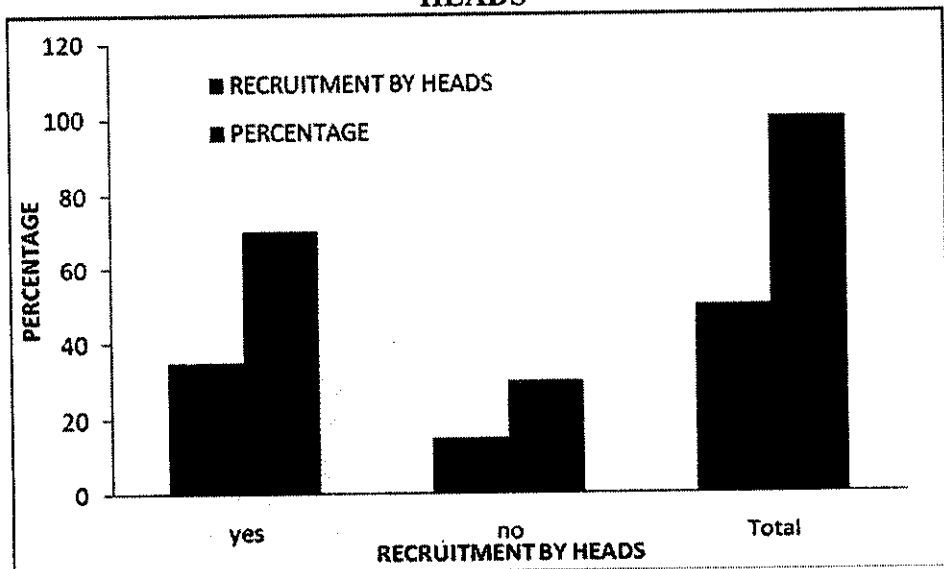
**TABLE 3.1.16 RECRUITMENT ACTIVITIES BY APPROPRIATE HEADS**

Table showing the recruitment activity of organization are carried out by appropriate heads.

RECRUITMENT BY HEADS	NO. OF RESPONDENTS	PERCENTAGE
Yes	35	70.0
No	15	30.0
Total	50	100.0

It is inferred from the above table that 70% of employees are accepting the recruitment activities were done by appropriate heads and 30% of employees are saying no towards recruitment activity. Because the recruitment heads only knows the psychological level of the candidate in different levels.

**3.1.16 CHART SHOWING THE RECRUITMENT BY APPROPRIATE HEADS**



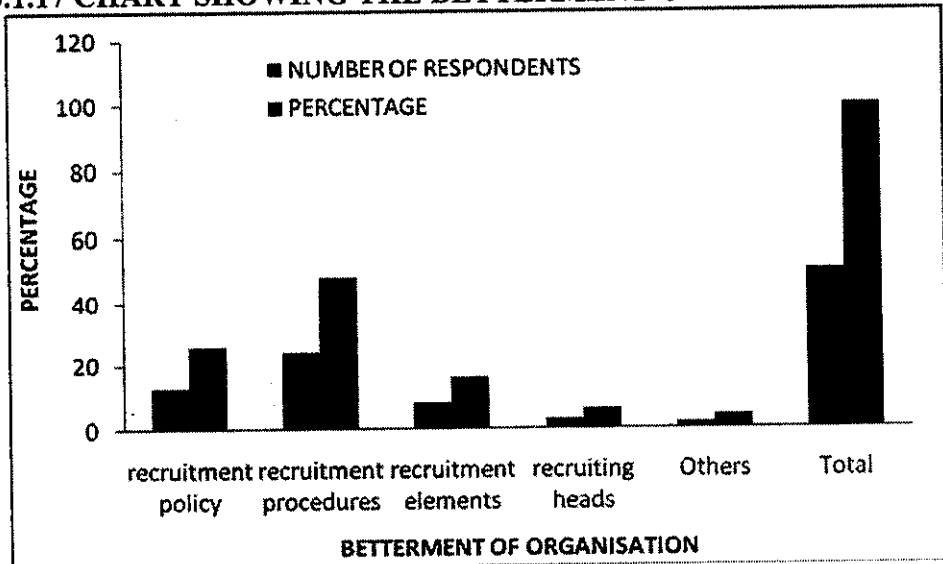
**TABLE 3.1.17 BETTERMENT OF ORGANISATION**

Table showing the change in recruitment strategies will lead to betterment of organization.

BETTERMENT OF ORGANISATION	NO. OF RESPONDENTS	PERCENTAGE
recruitment policy	13	26.0
recruitment procedures	24	48.0
recruitment elements	8	16.0
recruiting heads	3	6.0
Others	2	4.0
Total	50	100.0

It is inferred from the above table that 48% of respondents are saying that recruitment procedure changes will lead to the betterment of organization and 26% of respondents are saying that recruitment policy changes will lead to the betterment of organization. Because the recruitment procedures must be continuously updated according to the latest trends and that result in betterment of organization.

**3.1.17 CHART SHOWING THE BETTERMENT OF ORGANISATION**



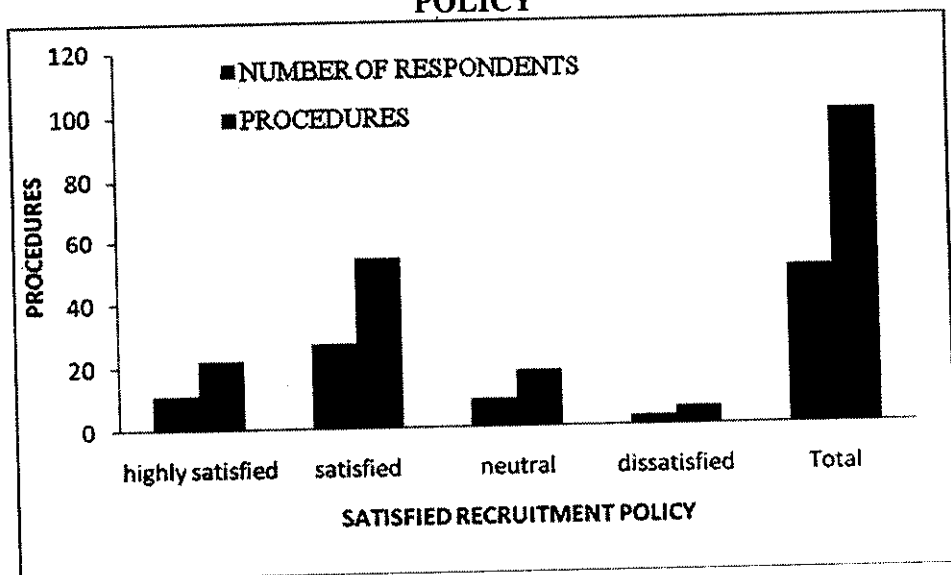
**TABLE 3.1.18 SATISFIED RECRUITMENT POLICY**

Table showing the satisfaction of recruitment policy by respondents.

<b>SATISFIED RECRUITMENT POLICY</b>	<b>NO. OF RESPONDANTS</b>	<b>PERCENTAGE</b>
highly satisfied	11	22.0
Satisfied	27	54.0
Neutral	9	18.0
Dissatisfied	3	6.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that 54% of respondents are satisfied with the recruitment policy and 22% of respondents are highly satisfied with recruitment policy. Because the recruitment policy creates the confident for the respondents and makes clear about their job.

**3.1.18 CHART SHOWING THE SATISFACTION OF RECRUITMENT POLICY**





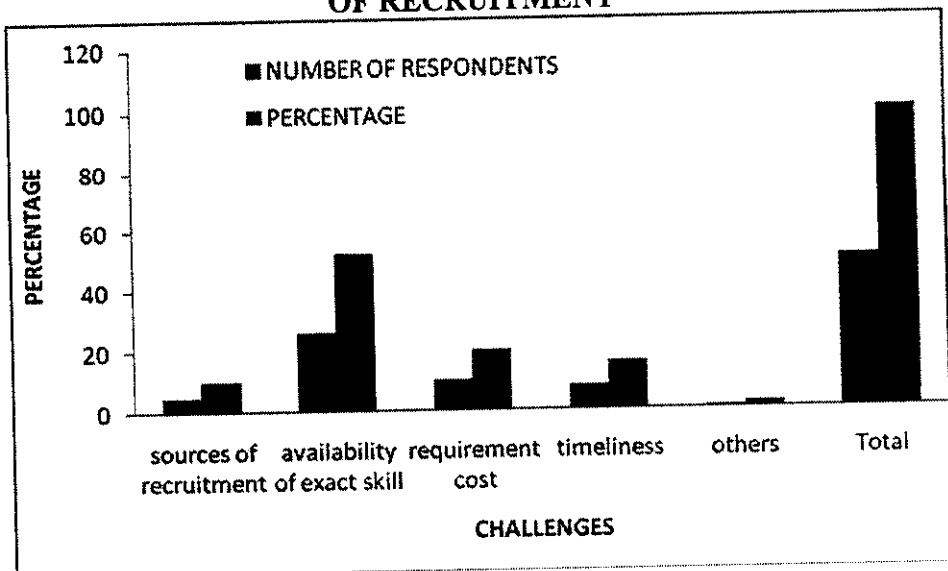
**TABLE 3.1.19 CHALLENGES FACED AT THE TIME OF RECRUITMENT**

Table showing that the challenges faced at time of recruitment.

CHALLENGES	NO. OF RESPONDANTS	PERCENTAGE
sources of recruitment	5	10.0
availability of exact skill	26	52.0
requirement cost	10	20.0
Timeliness	8	16.0
Others	1	2.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

It is inferred from the above table that the 52% of respondents are saying that they faced challenges during the availability of exact skill and 20% of respondents are saying that they faced challenges during the recruitment cost. Because the availability of exact skill by the respondents are changing and more competitive in day to day life.

**3.1.19 CHART SHOWING THE CHALLENGES FACED AT THE TIME OF RECRUITMENT**



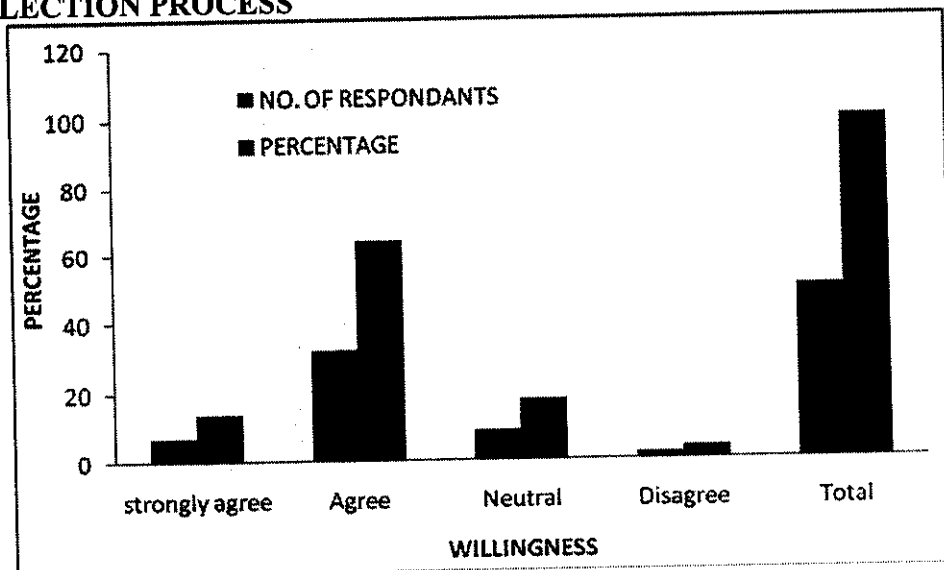
**Table 3.1.20 WILLINGNESS OF THE CANDIDATE**

Table showing the willingness of the candidate plays an important role in selection process.

WILLINGNESS	NO. OF RESPONDANTS	PERCENTAGE
strongly agree	7	14.0
Agree	32	64.0
Neutral	9	18.0
Disagree	2	4.0
Total	50	100.0

It is inferred from the above table that 64% of respondents are agreeing that willingness of candidate plays the major role in selection process and 18% of respondents are strongly agreeing that willingness of employees plays a major role. Because the willingness of the candidate makes the organization to work in comfortable environment and result in no switch over of job.

**3.1.20 CHART SHOWING THE WILLINGNESS OF CANDIDATE IN SELECTION PROCESS**



## CROSS TABULATION

### 3.1.21 EDUCATION AND ADVANCE METHOD

EDUCATION	YES	NO	TOTAL
UG	7	10	17
PG	3	2	5
DIPLOMA	6	18	24
OTHERS	0	4	4
TOTAL	16	34	50

**H0** -there is no significance between education and advance method.

**H1**- there is significance between education and advance method.

### CHI-SQUARE ANALYSIS

Degrees of freedom	Level of significance	Calculated Value	Table Value
3	5%	4.84	7.815

Since calculated value is less than table value  $H_0$  is accepted. Therefore there is no significance between education and advance method. Hence advance method of recruitment must be used for all the candidates without discrimination based on education.

## CROSS TABULATION

### 3.1.22 EXPERIENCE AND BEST SOURCE

EXPERIENCE	EXTERNAL SOURCE	INTERNAL SOURCE	OTHERS	TOTAL
<1 YRS	0	6	0	6
1-3 YRS	3	15	0	18
3-5 YRS	1	14	0	15
5-10 YRS	2	8	1	11
<b>TOTAL</b>	<b>6</b>	<b>43</b>	<b>1</b>	<b>50</b>

**H0** -there is no significance between experience and best source.

**H1**- there is significance between experience and best source.

### CHI-SQUARE ANALYSIS

Degrees of freedom	Level of significance	Calculated Value	Table Value
6	5%	12.515	12.592

Since calculated value is less than table value  $H_0$  is accepted. Therefore there is no significance between experience and best source. The source of recruitment whether external or internal is applicable to all the employees irrespective of their experience.

## CROSS TABULATION

### 3.1.23 ADVANCE METHOD AND TIME PERIOD

ADVANCE METHOD	ONCE A YEAR	TWICE	BETWEEN 1-3 YRS	WHEN NEED ARISES	TOTAL
YES	3	8	1	4	16
NO	5	11	2	16	34
<b>TOTAL</b>	<b>8</b>	<b>19</b>	<b>3</b>	<b>20</b>	<b>50</b>

**H0** -there is no significance difference between advance method vs. time period.

**H1**- there is significance difference between advance method vs. time period.

### CHI-SQUARE ANALYSIS

Degrees of freedom	Level of significance	Calculated Value	Table Value
3	5%	2.3234	7.815

Since calculated value is less than table value  $H_0$  is accepted. Therefore there is no significance between advance method and time period. The time period for recruitment does not vary with the emergence of advance methods in recruitment and selection process. Because advance methods may have drawbacks that may not suit the organization.

## CROSS TABULATION

### 3.1.24 BEST SOURCE AND IMPORTANT PROCESS IN RECRUITMENT

BEST SOURCE	APTITUDE & TECHNICAL	APTITUDE & TECHNICAL, GROUP DISCUSSION	ALL THE ABOVE	OTHERS	TOTAL
EXTERNAL SOURCE	2	2	2	0	6
INTERNAL SOURCE	9	15	16	3	43
OTHERS	0	0	1	0	1
<b>TOTAL</b>	<b>11</b>	<b>17</b>	<b>19</b>	<b>3</b>	<b>50</b>

**H0** -there is no significance difference between best source and important process.

**H1**- there is significance difference between best source and important process.

### CHI-SQUARE ANALYSIS

Degrees of freedom	Level of significance	Calculated Value	Table Value
6	5%	12.4304	12.592

Since calculated value is less than table value  $H_0$  is accepted. Therefore there is no significance between best source and important process. The source of the recruitment is no way related with the process of recruitment. Perception of the source may vary and it needn't be the same process followed in the organization.

*CHAPTER-4*

*CONCLUSION*

## 4.1 FINDINGS

- Maximum (86%) respondents were male. The female (14%) workers were less in the organization. Because the organization is normally a production company. In this type of organization normally male are able to work with higher stress and lifting machineries.
- Maximum (48%) respondents have studied diploma and 34% of the respondents have studied UG. Because the respondents are mostly needed for the line level in the field of production area and this UG degree holders in middle level.
- Maximum (78%) respondents are working in the middle level of management and 36% of respondents are having experience of 1-3 years. It shows the recruitment and selection process are done by the middle and top level management.
- Maximum (36%) respondents are having 1-3 years of experience and 30% of respondents are having 3-5 years of experience. It shows the experiences of respondents are important for the recruitment and selection process.
- Maximum (68%) respondents are unaware of the advance methods of recruitment and selection process and 32% of respondents are aware of advance methods. Because the awareness programs are not conducted for the respondents.
- Maximum (78%) respondents are satisfied with the process and 16% of respondents are highly satisfied with their selection process through



which they are selected. Because the respondents are mostly selected by various selections process and finally satisfied with their performance.

- Maximum (86%) respondents are satisfied with internal source and 14% of respondents are satisfied with the external source. Because internal source of recruitment leads to the promotion of the respondents and increase in salary.
- Maximum (62%) of respondents are agreeing the recruitment through internal source is better and 18% of respondents are strongly agreeing the recruitment through internal source is better. Because the internal recruitment provides the satisfaction for the respondents by means of promotion, salary and higher studies.
- Maximum (40%) respondents are saying recruitment were taking place whenever need arises and 38% are saying recruitment process were taking place at twice. Because the recruitment must be carried out only when the need arises and if the recruitment activities are taking place once in a year then it leads to expenditure for the organization.
- Maximum (38%) respondents are saying all the process is needed for the recruitment process and 34% are saying aptitude, technical interview and group discussion is enough for recruitment process. Because there will be a possibility of respondents who are specialized in aptitude or group discussion but weak in technical. So all the process are needed.

- Maximum (62%) respondents are agreeing the recruitment process followed by organization and 24% of respondents are neutral. Because sometimes the recruitment process are carried out with the employees reference so the level of acceptance of employees are neutral.
- Maximum (48%) respondents says that the change in recruitment procedure will lead to betterment of organization. Because the recruitment procedures must be continuously updated according to the latest trends and that result in
- Maximum (62%) respondents says that the best way for recruiting the employees is advertisement through print. Because it creates awareness about the organization to the candidates and public too.
- Maximum (52%) of respondents says that, they were facing challenge at the time of recruitment by means of availability of the exact skill set what we require. Because the availability of exact skill by the respondents are changing and more competitive in day to day life.
- Maximum (64%) of respondents were agreeing that willingness of the candidate plays an important role in selection process. Because the willingness of the candidate makes the organization to work in comfortable environment and result in no switch over of job.

## 4.2 SUGGESTIONS

- There is a gap in the selection process which should be rectified in order to increase the satisfaction level during selection process.
- Organization should encourage the respondents for higher education through company offers.
- Selection process should be done without unbiased while internal personnel conducting the interview.
- The organization should increase the awareness amidst the respondents about the advance method of recruitment and selection process through training and development program..
- Recruitment policy should be improved to increase the satisfaction level of respondents.
- Recruitment procedure should be updated.
- Recruiting the employees can be done through other sources rather than advertisement through media and print.

### **4.3 CONCLUSIONS**

Thus the study concludes that the recruitment and selection process have to be improved in the organization by means of creating awareness towards the respondents inside the organization. The recruitment procedures have to be updated which will result in the improvement of the organizations' performance. The organization must provide chance for the external source for the better selection process for the selection of the respondents. The further studies must be encouraged for the respondents by the organization which will result in the effective recruitment and selection process of the respondents.

## QUESTIONNAIRE

### A study on the Effectiveness of Recruitment and Selection Process in SriGowrish CNC Pvt Ltd. in Coimbatore.

1. Name:
2. Gender:
  - a. Male
  - b. Female
3. Marital status:
  - a. Single
  - b. Married
  - c. Others
4. Education level:
  - a. U.G Degree
  - b. P.G Degree
  - c. Doctorate
  - d. Diploma
  - e. Others
5. Level of Management
  - a. Top level
  - b. Middle level
  - c. Front level
  - d. Others Specify.....
6. Years of work experience
  - a. < 1
  - b. 1 – 3
  - c. 3 - 5
  - d. 5 – 10
  - e. > 1
7. Are you aware of the advance methods of recruitment and selection process followed in your organization
  - a. Yes
  - b. NoIf yes, specify.....
8. Are you satisfied with the selection process through which you were selected?
  - a. Highly satisfied
  - b. satisfied
  - c. Neutral
  - d. Dissatisfied
  - e. Highly Dissatisfied
9. Which is best source as far as recruitment and selection is concerned?
  - a. External Source
  - b. internal source.
10. Do you feel that when recruitment is made through internal source, it leads to better employees for the organization?
  - a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly Disagree
11. What is the time period within which the process of recruitment takes place?
  - a. Once a year
  - b. Twice a year
  - c. Between 1 – 3 years
  - d. When need arises
  - e. Others, specify

12. Which of the following do you consider as the most important element in the process of recruitment?
- Aptitude test
  - Technical interview
  - Group discussion
  - Personal interview
- i) a & b    ii) a, b & c    iii) all the above    iv) if others specify
13. Rank the following elements on the basis of the importance in selection with special regard to your industry.
- Aptitude test
  - Technical interview
  - Group discussion
  - Personal interview
  - others, specify.....
14. What is your level of acceptance on the recruitment process followed by your organization in recruiting the right person for the job?
- Strongly agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
15. What is your satisfaction level in allocation of funds for recruitment process?
- Highly satisfied
  - satisfied
  - Neutral
  - Dissatisfied
  - Highly Dissatisfied
16. Do you feel that the organization which consults the concerned heads before recruiting a person is following a better Recruitment policy?
- Strongly agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
17. Is the Recruitment activity of your organization carried out by the appropriate heads?
- Yes
  - No
18. Do you accept a change in any of the following which will lead to a betterment of the organization?
- Recruitment policy
  - Recruitment procedures
  - Recruitment elements
  - Recruiting heads
  - Others, specify
19. Are you satisfied with the Recruitment policy of your organization?
- Highly satisfied
  - satisfied
  - Neutral
  - Dissatisfied
  - Highly Dissatisfied

20. Rank the best way for recruiting the employees?
- Advertisement (print)
  - Advertisement (media)
  - Consultancy Firm
  - Employees references
  - Campus recruitments
  - E-recruitment
21. What are the challenges which you face at the time of recruitment?
- Sources of recruitment
  - Availability of the exact skill set what we require
  - Requirement cost
  - Timeliness in recruitment
  - Or any other factor (Please mention it)
22. Does the willingness of the candidate play an important role in selection process?
- |                   |                      |            |
|-------------------|----------------------|------------|
| a. Strongly Agree | b. Agree             | c. Neutral |
| d. Disagree       | e. Strongly Disagree |            |
23. Your suggestions for the recruitment and selection process of your organization?
-

## *BIBOLOGRAPHY*



## **BIBLIOGRAPHY**

### **BOOKS:**

1. C.R. Kothari, Research methodology, 2<sup>nd</sup> ED, New age International publishers, India, 2004.
2. Uma sekaran Research methods for business, New Delhi,Mcgraw-hill book company,2005 (third edition),pp. 130-132.

### **Web site:**

[www.google.com](http://www.google.com)

[www.ebscohost.com](http://www.ebscohost.com)

[www.citehr.com](http://www.citehr.com)

[www.altavista.com](http://www.altavista.com)