

Recruitment Process in A Construction Firm-A Case Study

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Abstract: The research was developed to understand the importance of recruitment and selection process at RR Associates, a construction firm in Chennai. Vacancies are due to promotions, transfer, retirement, termination, permanent disability, and death and labor turnover. It helps in the creation of new vacancies due to the growth, expansion and diversification of business activities of an enterprise. Increase the pool of job candidates at minimum cost. Help to increase the success rate of the selection process by reducing the number of visibly under qualified or overqualified job applicants. Help to reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time. Meet the organization's legal and social obligations regarding the composition of its work force.

Keywords: recruitment, vacancies, selection process, appraisal, training

Date of Submission: 09-01-2018

Date of acceptance: 22-01-2018

I. Introduction

The Human Resources Management refers to the systematic approach to the problems in any organization. It is concerned with recruitment, training and development of personnel. Human resource is the most important asset of an organization. It ensures sufficient supply, proper quantity and as well as effective utilization of human resources(1). In order to meet human resources needs, and organization will have to plan in advance about the requirement and the sources. The organization may also have to undertake recruiting selecting and training processes.

1.1 Objectives

- To study the recruitment and selection process and procedure followed in RR Associates, Chennai
- To study the various sources of recruitment
- To know the perception of employees
- To examine how recruitment and selection practices affects the performance or development of RR.Associates.
- To suggest measures to improve Recruitment and Selection process in RR Associates.

1.2 Need of Study

Employing the right person at hotel might be the most important part of business venture. An effective recruitment and selection process reduces labor turnover. These processes match up the right person with the right job skills. Interviews and background checks ensure that the candidate is reliable and carries out the objectives planned for providing quality services and goods to customers. (3) Recruitment forms a major part of an organization's overall resourcing strategies, which identify and source people needed for the organization to survive and succeed in the short to medium-term. Selection is the process in which candidates for employment are divided into two classes, those who are offered employment and those who are not to be. As recruitment and selection process is a major issue in any organization, this research will help to find the areas where the process has to be improved. This helps in improving the performance and satisfaction of the employees.

1.3 Scope of Study

The report deals with the recruitment and selection process in terms of theoretical point of view and practical usage. The study will allow learning about the recruitment and selection issues, importance, modern techniques and models which are used to make it more efficient. The study was confined to territorial division Chennai with special reference to its Recruitment policy.

The study was delimited to investigate human resource planning and development. The study will help to learn the practical procedures followed by the leading organizations. Moreover the study will help to

differentiate between the practice and the theories that direct to realize how the organization can improve their recruitment and selection process.

1.4 Limitations

- The major constraint during the project was the collection of information. This is because most of the information's are confidential
- There was an insufficient access to information which has significantly disturbed the scope of the analysis that is required for the study
- Employees are not allowed to provide sensitive and depth information
- The employees were busy with their daily schedule and it was very much difficult for them to give time
- Personal biasness of various employees may have supplied wrong data
- Lack of time is the basic limitation in the project

II. Methodology

2.1 Research Methodology

Research can be defined as "A scientific and systematic search for pertinent information on a specific topic". Therefore research could be understood as an organized activity with specific objectives on a problem supported by compilation of related data and facts, involving application of relevant tools of analysis and deriving logically on originality.

2.2 Research Design

The objective of the research is to study the recruitment process followed in RR Associates, this includes various parameters that were identified in the course of the study. The recruitment process is evaluated and improvement on it was suggested. Thus this study deals with **descriptive research**.

This includes surveys and facts. Descriptive research studies are concerned with describing the characteristic with particular individual or a group. The main characteristic of this method is that the researcher has no control over the variables.

2.3 Data Collection

The data collection was done by means of questionnaire. The questionnaire consists of two parts; one is related to personal details of the respondents and the next part consists of multiple choice questions.

2.3.1 Primary Data

The data collected for the first time through field survey is known as primary data. Here the primary data was collected from the employees of RR Associates with help of questionnaire. The questionnaire consists of both open and closed ended questions. A sample of the questionnaire is given in the annexure.

2.3.2 Secondary Data

Secondary data refers to the information or facts already collected. Here the secondary data is collected through handouts, journals, books and websites of the company.

2.3.3 Sampling

Sampling unit is the smallest entity that provides ones responses. The employees of RR Associates who have attended the questionnaire, represent the sampling unit of this survey. The sample size taken for this study is 150. The sampling design used in this study is convenience sampling. It is a form of non-probability sampling. Non probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has being included in the sample. Convenience sampling involves selecting the sample elements from using some convenient method without going through the rigor of sampling method

2.3.4 Statistical Tools

Statistics is a mathematical science pertaining to the collection, analysis, interpretation and presentation of data. It is applicable to a wide variety of academic disciplines from the physical and social sciences to the humanities. Statistical methods can be used to summarize a collection of data this is called descriptive statistics. In addition, patterns in the data may be mathematical model in a way that accounts for randomness and uncertainty in the observations, and then used to draw inferences about the process or population being studied is called inferential statistics. Both descriptive and inferential statistics comprise applied statistics. There is also a discipline called mathematical statistics, which is concerned with the theoretical basis of the subject. The tools that were used in this study are Percentage analysis and Chi square test.(3)

Percentage Analysis

In this method frequency of various factors are tabulated and the percentage of the respondents for each value with respect to the total is found out. They are presented pictorially by way of graphs in order to have better understanding

Percentage of the respondents = [No of respondents/Total respondents]*100

Chi Square Test

Chi-square test is a testing tool used for testing hypothesis. Chi-square test is a non-parametric test in which no rigid assumptions are necessary about the population chi-square Test is a useful measure of comparing experimentally obtained results with those expected theoretically and based on hypothesis. The Expected frequencies are the frequencies that should be uniformly distributed over a given period of time. The X²(pronounced as Chi-square) test is based on X²distribution which was first used by Karl Pearson in the year 1900. The X²test is one of the simplest and most widely used non-parametric tests in statistical work

$$X^2 = \sum [(O-E)^2 / E]$$

Where O-Observed frequency and

E- Expected frequency

2.4 Corporate Strategy

Strategy can be defined as an integrated set of decisions and actions aimed at optimizing value and services to all guests, owners and associates.

2.4.1 Mission Statement

Mission statement is the first component of strategy which can be defined as what RR Associates aspires to become and how to get there. This is a simple statement which anybody can look at any time and understand where the company is heading. RR Associates provide authentic hospitality.

RR Associates makes a difference in the lives of those we ‘touch’ everyday that is our definition of hospitality. RR Associates is an environment that respects all people and all ideas

2.4.2 Goals

Goals articulate the results of performance measures, so that we can evaluate whether we have made progress towards reaching our mission.(5) RR Associates aspires to be the preferred brand in each of the segments we serve. Most preferred among our employees, guests and owners (both third party property owners as well as shareholders)

2.4.3 Recruitment Policy

It is the policy to recruit the right person for the right job at the right time. Recruitment carried out is according to an individual’s skill, qualification, capabilities and attitude.

2.4.4 Employment Opportunities

RR Associates is a rapidly expanding company. There is a strong demand for competent RR Associates people to be developed to satisfy our internal openings at all levels within the company. There are enormous opportunities for advancement but the responsibility for success ultimately lies.

RR Associates have created an effective environment that can take where one want to reach in life, but it is up to oneself to set your career goals and display the attitude, enthusiasm and develop the expertise necessary to accomplish them.

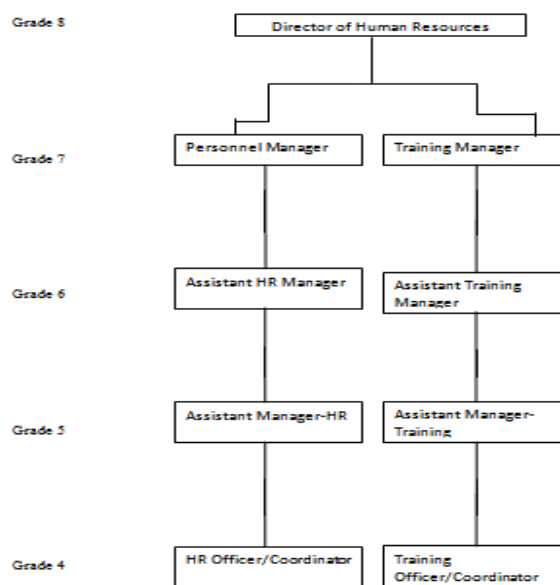


Fig 2.1 Human Resources Organisational Chart

2.5 Recruitment

Recruitment and selection are two of the most important functions of personnel management. Recruitment precedes selection and helps in selecting a right candidate. Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of efficient personnel. Every organization needs to look after recruitment and selection in the initial period and thereafter as and when additional manpower is required due to expansion and development of business activities. 'Right person for the right job' is the basic principle in recruitment and selection.(6) For e- Recruitment managers now use emails and the web instead of campus career centers. An email, news letter makes the student to get interested in the firm and the manager can take the complete responsibility for all the recruiting. Doing their own recruiting also put them in clear understanding with the market and their needs. Human resources organisational chart is shown in Figure 1.

2.5.1 Sources of Recruitment

There are two sources of recruitment. They are internal and external sources. Best employees can be found within the organisation. When a vacancy arises in the organisation, it may be given to an employee who is already on the pay-roll. Internal sources include promotion, transfer and in certain cases demotion. When a higher post is given to a deserving employee, it motivates all other employees of the organisation to work hard

.Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice now a days. A close liaison between the company and educational institutions helps in getting suitable candidates. The students are spotted during the course of their studies. Junior level executives or managerial trainees may be recruited in this way.

2.5.2 Problems in recruitment

- Finding the Right Candidates
- Candidate Competition
- Speed
- Misalignment
- Narrow Focus

2.5.3 Methods to improve effectiveness of recruitment

- Job posting
- Training
- Background checks such as credit checks , educational qualification checks , criminal record checks and reference checks need to be done

2.6 Selection process

2.6.1 Legal Obligations

Legal obligations are important because of the two legal implications of incompetent hiring. Firstly equal employment law requires nondiscriminatory selection procedures for selected groups. Secondly, courts will find the employer liable when employees with criminal records or other problems use access to customers homes to commit crimes. Lawyers call hiring workers with such backgrounds, without proper safeguards, negligent hiring.

So the negligent hiring highlights the need to think through what the job human requirements are. So in order to avoid the concept of negligent hiring, it is necessary to make a systematic effort in order to gain relevant information about the applicant and verify all the documentation.

2.6.2 Selection Tests

Throughout the world selection tests have gained popularity in selection process because of their positive contribution to this. They are popularly known as psychological tests as they measure the psychological characteristics of a person.

Psychological test is an instrument designed to measure various characteristics of the candidates not disclosed by the employment application forms.

2.6.3 Ability test

The general meaning of ability is to have quality or being able to do a work. Ability of a person is his capability to engage in some behaviour. It constitutes his intelligence, skills and aptitudes. Various kinds of ability are as follows

- Mechanical ability
- Motor coordination ability

- Intellectual ability
- Creative ability

2.6.4 Achievement test

It is also called performance test or trade test. Achievement is concerned with what one has accomplished. When candidates claim that they have done certain things and know these, the test may be conducted to measure how well the candidates know these. A candidate's knowledge may be measured through his answers to certain questions.

2.6.5 Intelligence Test

Intelligence test tries to measure the level of intelligence of a candidate. This test generally includes verbal comprehension, word fluency, memory, inductive reasoning, number facility, etc. The basic idea behind this test is that if the organisation is able to get people with higher intelligence. The scores on the test are usually expressed numerically as Intelligence Quotient (IQ).

$$IQ = (\text{Mental age} / \text{Actual age}) * 100$$

2.6.6 Aptitude Test

Aptitude test is used for measuring human performance characteristics related to the possible development of proficiency on specific jobs. Aptitude test measures the potential characteristics to do something provided proper environment and training are provided to the individuals. This test is more valid when the applicants have no experience along the lines of the jobs. However aptitude test does not measure motivation.

2.6.7 Personality Test

Personality is defined in terms of organised behaviour as pre-disposition to react to a given situation in a particular manner. The test is administered to predict performance success for jobs that require dealing with people that are essentially supervisory in character.

There are five personality traits. They are agreeableness, conscientiousness, negative emotionality, extraversion and openness. This test is essentially a projective test as it projects the personality of an individual who may be employed by an organisation.

2.6.8 Selection Interview

Interview is the most widely used method of selection. It may be combined with various types of selection tests. Interview is a conversation with purpose and depending on the objectives of interview, it can be of different types post performance appraisal interview, exit interview, problem-solving interview and selection interview. Selection interview also known as employment interview is a formal, in-depth conversation conducted to evaluate the acceptability of candidates for employment.

2.6.9 Selection process

2.7 General norms regarding the interview process

- Interviews should consider the entire data provided by the candidate either through the formal CV. They may insist on seeing the proof of the claims made by the candidate regarding qualifications, experience and other achievements. They may, at their discretion, decide to meet the candidate on more than one occasion or to refer the candidate to another panel
- Ratings on various attributes of the candidates shall be recorded in the interview evaluation sheet, soon after the interview is over. Along with these numerical ratings, qualitative observations about the candidate and overall decision regarding selection or otherwise (including a decision to defer the induction, referral to another panel, considering for another position) shall be forwarded to the associated Recruitment Manager/ Head of HR.
- Individual panel members have the option of appending their additional remarks/observations. No selection will be treated as final unless the application form is filled comprehensively. Any discrepancies noticed by the panel members regarding the authenticity of the data provided by the candidate should be specifically and formally recorded
- Specific points to be probed during the reference check process, if any, must also be clearly recorded

2.8 External selection process

The selection process in company refers to the person come through external source of recruitment. The candidate has to undergo the selection process which is been standardized by the organization.

2.8.1 Screening of application form

Before moving further into the selection process, RR Associates prefers to do a screening interview of those applicants that appear qualified based on information submitted on their resume. Screening interviews are usually conducted by telephone. The interviewer asks a few straightforward questions to determine the candidate's job qualifications and appropriateness for the open position. If it is determined that the applicant is not appropriate for the position, the interviewer may refer the candidate to another open position within the organization if there is something available that matches the applicant's skills.

2.8.2 Selection Tests and Interview

Selection tests are used to identify applicant skills that cannot be determined in an interview process. Using a variety of testing methods, applicants are rated on aptitude, personality, abilities, honesty and motivation. Properly designed selection tests are standardized, reliable and valid in predicting an applicant's success on the job.

2.8.3 Technical Test

RR Associates conduct test for the qualified candidates after they are screened on the basis of the application blanks and initial screening so as measure the candidate's ability in technical side. Also the short listed candidates are supposed to go through the technical interview in which the technical knowledge of the candidate is checked. The candidates who crack this interview have to go through the panel interview. This interview is been conducted by assistant directors of respective departments.

2.8.4 Group discussion

Group discussions have become important in recent times as many companies have made them a part of their initial selection process. RR Associates follows group discussion for a couple of reasons. One, it allows the company to evaluate the candidate with respect to their requirements, and two, it allows for mass elimination. During group discussion the company looks for Leadership qualities, Ability to reason, Communication skills, body language, Knowledge.

2.8.5 Panel Interview

This is an interview where the panel members will interview the candidate, here the real capacity of the applicant will be revealed. A series of questions will be asked as quickly as possible and the applicant has to satisfy the panel members through his answers. Panel interview is been conducted by Director of HR, Directors of respective departments and recruiting team in HR. In this interview all the technical and behavioral skills of the candidates are probed fully. The evaluation is made separately by each interviewer by awarding marks. Later all the interviewers would discuss about the performance of the candidate and selects him for the next process.

2.8.6 Final Interview

This is the final round of the entire selection process. In this round the personal details of the candidates, his expectation towards the company will be known and according to the applicants attitude towards the job the applicant will be selected. This interview is been conducted by General Manager of RR Associates Regency Chennai.

2.9 Medical examination

It is mandatory for all newly appointed associates to undergo a medical check prior to the commencement of duties. The terms of employment provided by RR Associates Regency Chennai are based on an associate having successfully passed a thorough medical checkup. The hotel will take responsibility of organizing pre-employment medical check-up through the assigned medical facility. The Human Resource (HR) Department will coordinate the check-up. Associates who handle food as part of their duties are required to successfully pass frequent medical examinations which will be scheduled at the discretion of management.

Usually these would be annually or as scheduled by the management. In the event an associate is found by a hotel designated Doctor to be physically incapable of performing assigned duties, suffering from a contagious disease or be declared medically unfit, the management may send the associate on leave. On expiry of such leave, if the associate is not cured and is declared unfit to work, the hotel may terminate his/her services on account of continued illness.

2.10 Letter of Appointment

After passing the medical examination, the selection is final and the candidate is informed formally. Prior to the commencement of duties, each new associate is issued with a comprehensive Letter of Appointment. This outlines the agreed conditions of employment to ensure that each associate has a clear understanding of the general terms, full details of pay and the benefits provided.

The associate is required to sign a copy of the Letter of Appointment and return the same to the Human Resources prior to reporting for duty. This is to signify understanding and acceptance of these conditions of employment. The signed copy will be retained in the associate personal file.

A Job Description is also provided with the Letter of Appointment, to ensure that the associate fully understands the scope of the role and the general duties and responsibilities that are expected from them. This will be explained clearly to the associate during the Orientation process.

A copy of the Job Description is to be signed and returned to the Human Resources Department prior to commencement of employment, to be retained in the associates ' personal file.

2.11 Budget allocated for recruitment and Selection Process

The budget for the recruitment and selection process for company will be allotted every year. Around 25% of the profit is been allotted for the recruitment and selection process as a whole in a year for RR Associates. Since candidates will be recruited every year for other designations also.

3 Data Analysis and Interpretation

3.1 Percentage Analysis

Persons participated in the survey are represented in the Table 3.1

Table 3.1 Gender of participants

Options	Male	Female	Total
Responses	95	55	150
Percentage	63	37	100

Interpretation

150 respondents were asked about the recruitment and selection process. It was found that 63% respondents were male and remaining 37% were female were shown in Figure 3.1

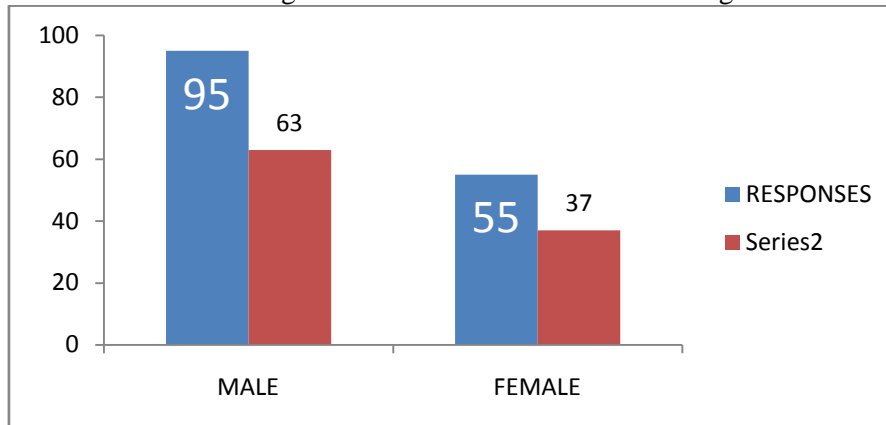


Fig 3.1 Percentage of participants

3.2 Marital Status

Marital status of the persons participated are represented in the Table 3.2.

Table 3.2 Marital Status of participants

Options	Single	Married	Total
Responses	92	58	150
Percentage	61	39	100

Interpretation

Among 150 respondents 61% of the respondents are single and 39% of the respondents are married. It was found that majority of the associates are single

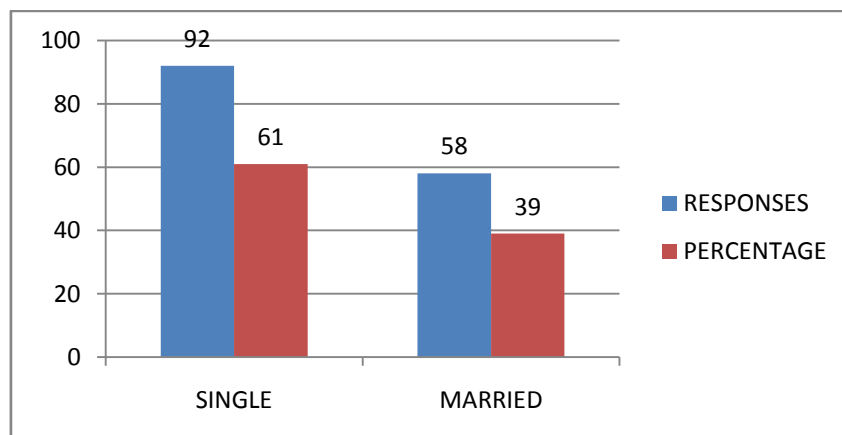


Fig 3.2 Percentage of Marital Status

3.3 Age of the participants

Age of the participants can be categorized as follows and summarized in the Table 3.3

Table 3.3 Age group of the participants

Options	20-35	35-50	Above 50	Total
Responses	103	45	2	150
Percentage	69	30	1	100

Interpretation

It was found that majority of the respondents are below age 35 and 69%. The rest are 30% and above 50 years is 1%. Most of the entry level associates like waiter, housekeeping attendants are below age group of 35. So they occupy a greater proportion

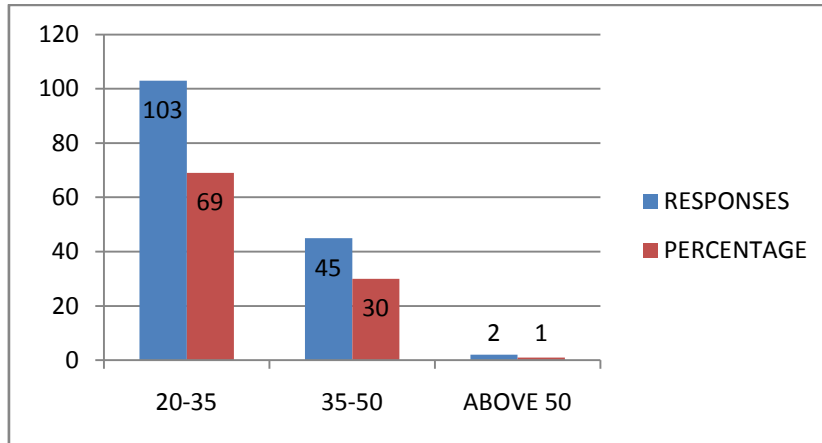


Fig 3.3 Age category of participants

3.4 Experience in same firm

Persons working in the same company will be given priority and are represented in the Table 4

Table 3.4 Experiences in same firm

Options	Below 5years	5-10years	Above 10years	Total
Responses	108	28	14	150
Percentage	72	19	9	100

Interpretation

72% of the respondents have experience below 5years because most of the associates are of young age. 19% of respondents have experience 5-10 years and remaining 1% has above 10 years of experience.

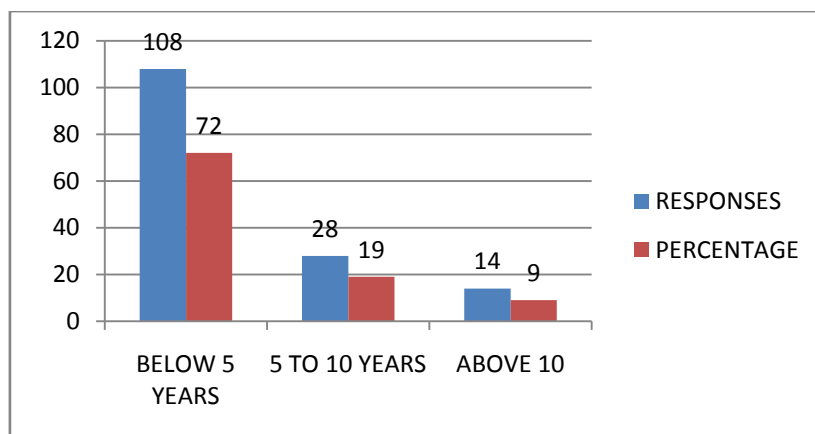


Fig 3.4 Experiences in same firm

3.5 Educational Qualifications

Qualifications of the persons are given in the Table 3.5.

Table 3.5 Qualifications of persons

Options	Under Graduate	Post Graduate	Others	Total
Responses	113	27	10	150
Percentage	75	18	7	100

Interpretation

Since it is a hotel industry most of the associates have completed their under graduation in hotel management so it is 75%. Administrative department’s associates have completed post-graduation so it is 18% and remaining is 7%.

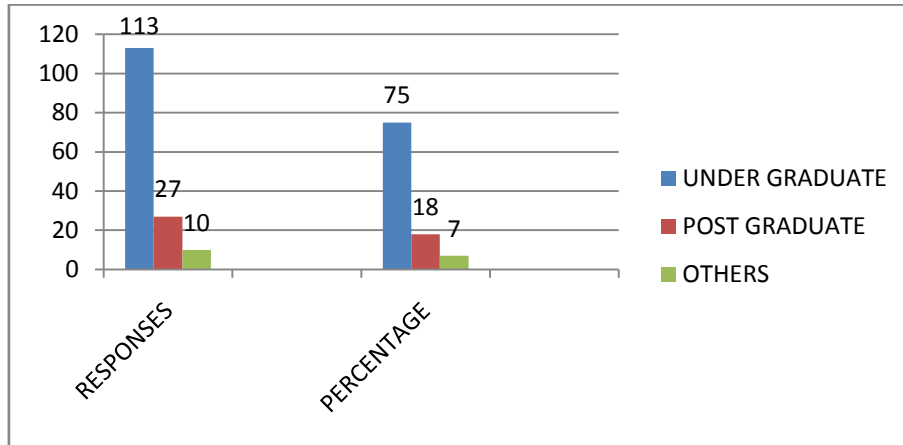


Fig 3.5 Qualifications of the participants

3.6 Requirement of External source of recruitment

Responses of recruitment from external sources are given in Table 3.6. If Yes what types of external recruitment are used are Naukri , RR Associates Taleo and Campus recruitment

Table 3.6 External Source of recruitment -Responses

Options	Yes	No	Total
Responses	77	73	150
Percentage	51	49	100

Interpretation

It was found that two types of recruitment are used internal and external. 51% of the respondents said that external recruitment is better and the rest 49% have stated that internal recruitment is better. Responses from the external recruitment are given in the Table 3.7 and Figure 3.7

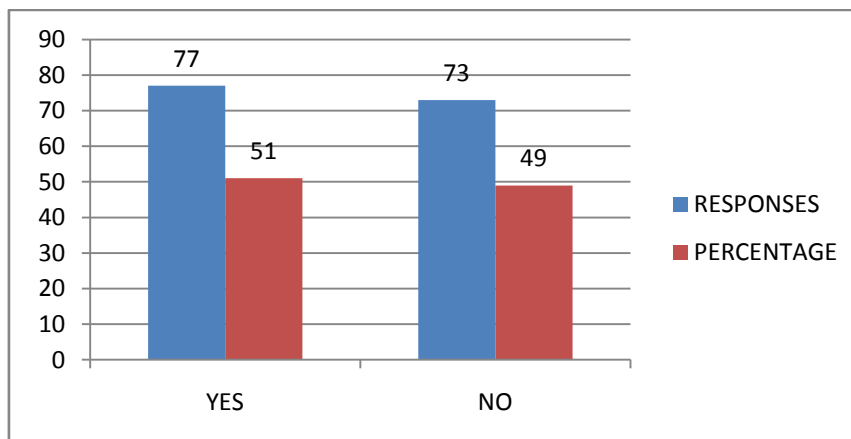


Fig 3.6 External Source of recruitment -Responses

Table 3.7 Types of External Recruitment

Options	Naukri	RR Associates Taleo	Campus Recruitment	Total
Responses	41	26	10	77
Percentage	53	34	13	100

Interpretation

Among the various types of external recruitment naukri is 53%, the next highest percentage is 34% for RR Associates taleo. Campus recruitment is 13% among the various sources of external recruitment

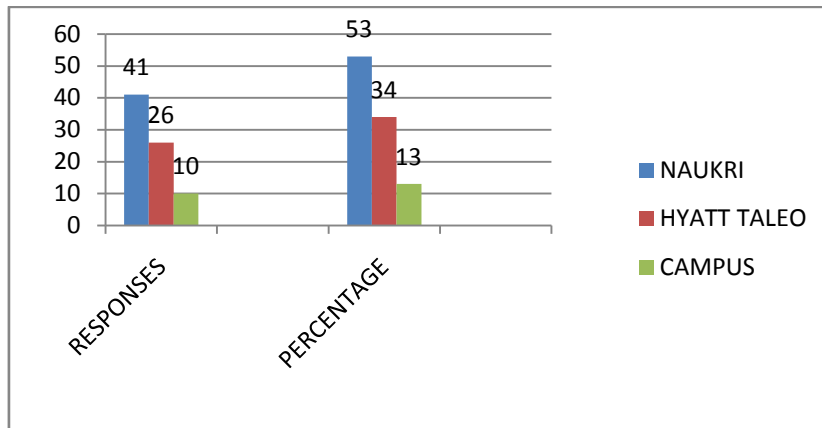


Fig 3.8 External Recruitment from various sources

Table 3.8 Types Of Internal Recruitment

Options	Internal Promotion	Transfers	Employee Referrals	Total
Responses	36	9	28	73
Percentage	50	12	38	100

Interpretation

It is been found that 50% have said that internal promotion is the best way of internal recruitment. Few of them have said that employee referrals can be used and 12% is for transfers.

3.7 Types of internal recruitment

Types of internal recruitment can be either by internal promotion, transfers and employee referrals. Responses are mentioned in the Fig.3.9 and Table 3.9

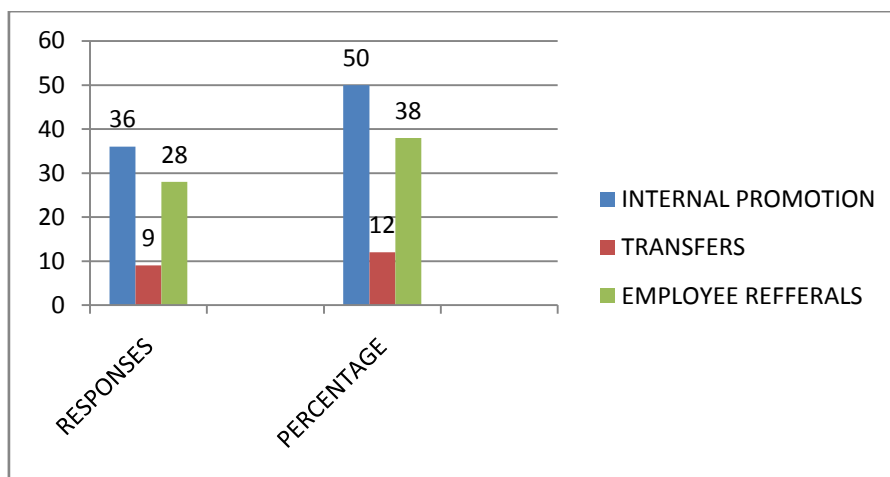


Fig 3.9 Types of Internal Recruitment

Table 3.10 Selection Methods Internal Vs External

Options	Internal	External	Total
Responses	68	82	150
Percentage	45	55	100

Interpretation

It was found that 45% internal and 55% external selection methods are used. Among the various selection methods final interview 39% is been conducted for all associates. Technical test, group discussion and panel interview is also been conducted. All the methods are of equal importance and is used in RR Associates property.

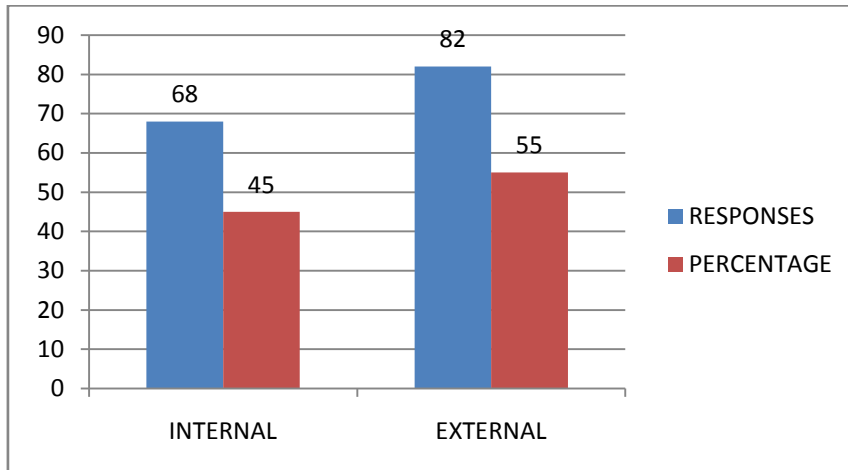


Fig 3.10 Selection Methods Internal Vs External

3.8 Methods in internal Selection

If External selection what method is followed

- a) Technical test
- b) Group discussion
- c) Panel interview
- d) Final interview

Results of internal selection are mentioned in the Fig 3.11 and in the Table 3.11.

Table 3.11 Methods in Internal Selection

Options	Technical Test	Gd	Panel Interview	Final Interview	Total
Responses	7	14	29	32	82
Percentage	9	17	35	39	100

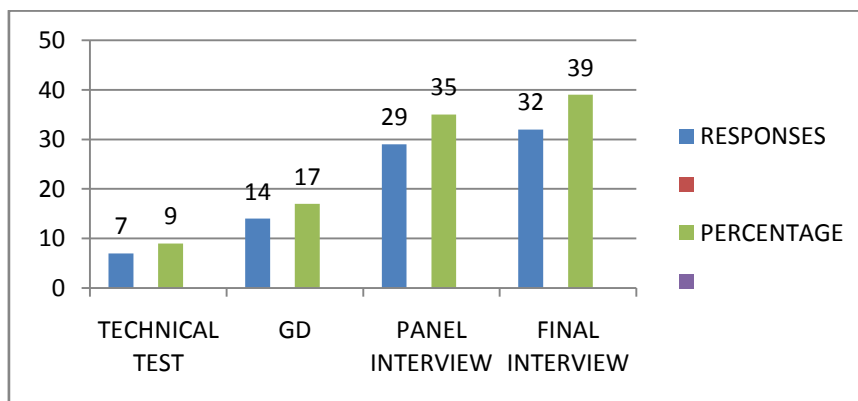


Fig 3.11 Methods in Internal Selection

3.8 Basis For Selection

Basis for selection can be by merit, by experience or by both. Responses are mentioned in Table 3.12 and in Fig 3.12

Table 3.12 Basis for Selection

Options	Merit	Experience	Both	Total
Responses	39	53	58	150
Percentage	26	35	39	100

Interpretation

Some of the respondent’s attitude towards basis for selection are different. 26% is based on merit, 35% is based on experience for higher positions and 39% is for both merit and experience basis

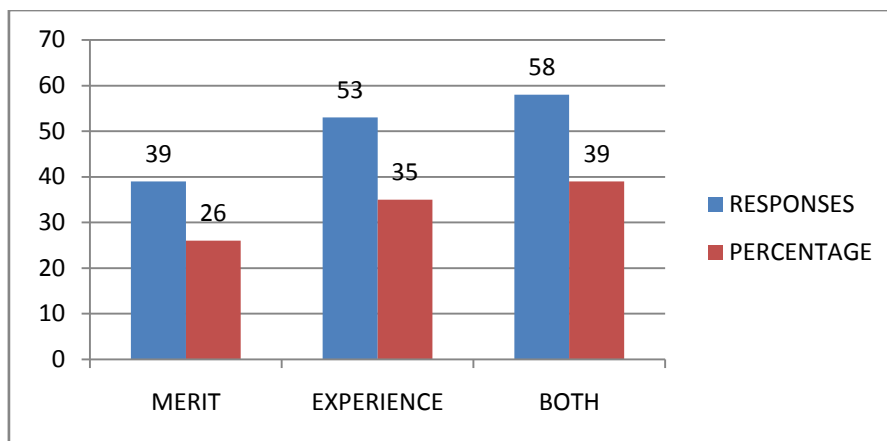


Fig 3.13 Basis for Selection

3.9 Innovative techniques used

Innovative and creative techniques used by various persons and are mentioned in table 3.13 and in Fig3.14.

Table 3.13 Innovative Techniques To Be Used

Options	Yes	No	Total
Responses	128	22	150
Percentage	85	15	100

Interpretation

It was found that 85% people need change in the recruitment process. So innovative techniques like stress test, psychometric test can be used. 15% respondents feel that the existing process can be used.

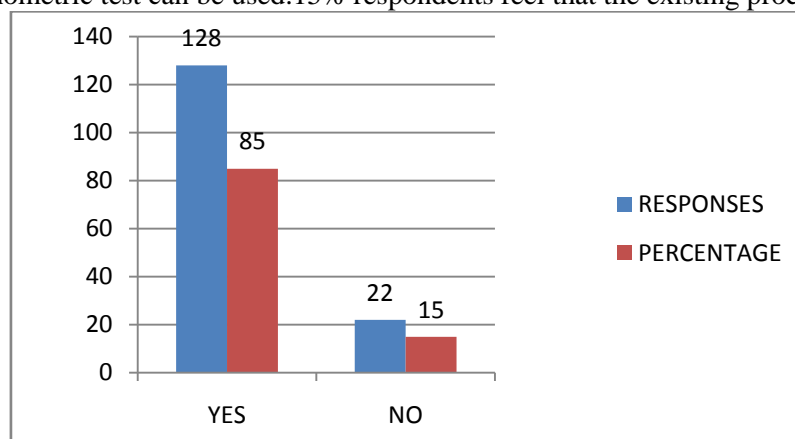


Fig3.14 Innovative Techniques to be Used

3.10 Training required

Persons gave options to seek training are mentioned in Table 3.13 and in Fig3.14.

Table 3.14 Training options

Options	Yes	No	Total
Responses	134	16	150
Percentage	89	11	100

Interpretation

In RR Associates training is carried out on regular basis to improve performance level of the employees. 89% training is carried out covering future developments and improving performance standards

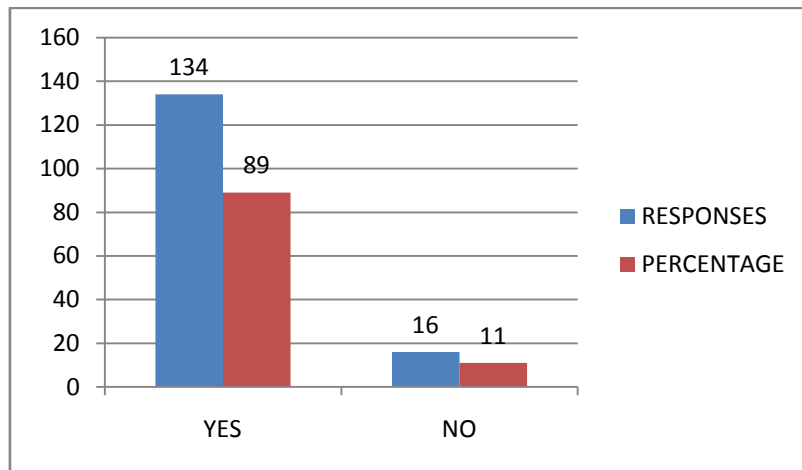


Fig 3.15 Training options

3.11 Performance appraisal

Appraisal based on performance are required to motivate the employees. Responses are mentioned in table 3.14 and in Fig 3.15.

Table 3.14 Performance Appraisal

Options	Yes	No	Total
Responses	150	0	150
Percentage	100	0	100

Interpretation

In RR Associates performance appraisal is done annually to motivate employees and to give training for those under performed associates.

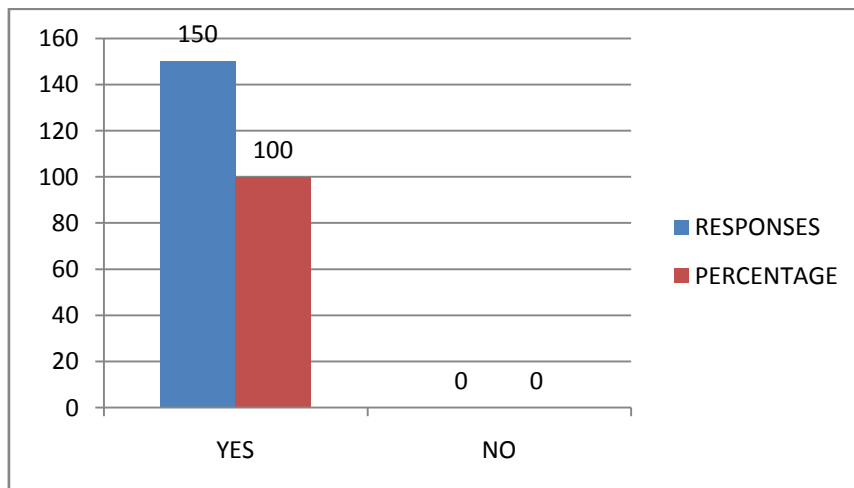


Fig 3.15 Performance Appraisals

3.12 Statistical Tool

Chi Square Test

Chi square test(3) was carried out using the data's from responses and the solution are tabulated in the following table 3.15,3.16

Table 3.15 Relationships between gender and selection sources

Gender	Internal Selection	External Selection	Total
Male	48	47	95
Female	20	35	55
Total	68	82	150

H0 – There is no significance difference between gender and internal and external selection sources

H1 - There is significance difference between gender and internal and external selection sources

Degree of freedom is 1 and calculated value is 2.895

Table value of 1@5% level is 3.84

H0 is accepted since calculated value is less than table value. Therefore there is no significance Difference Between Gender And Internal And External Selection Sources

Table 3.16 Relationships Between Gender and no of years to continue in Organization

Gender	Male	Female	Total
5-10years	60	25	85
10-15years	21	16	37
15-20years	10	12	22
Till Retirement	4	2	6
Total	95	55	150

H0 – There is no significance difference between gender and no of years to continue in organization

H1 - There is significance difference between gender and no of years to continue in organization

Degree of freedom is 3 and calculated value is 6.288

Table value of 3@5% level is 7.82

H0 is accepted since calculated value is less than table value. Therefore there is no significance difference between gender and no of years to continue in organization

Table 3.17 Relationships Between Gender And Satisfaction Level Of Employees

Gender	Yes	No	Total
Male	75	20	95
Female	36	19	55
Total	111	39	150

H0 – There is no significance difference between gender and satisfaction level of employees

H1 - There is significance difference between gender and satisfaction level of employees

Degree of freedom is 3 and calculated value is 3.953

Table value of 1@5% level is 3.84

H0 is not accepted since calculated value is more than table value. Therefore there is significance difference between gender and satisfaction level of employees

3.13 Findings from data analysis

- The most significant finding of the study on Recruitment strategy prevailing in the organization is very effective. The male employees are quite satisfied with the current recruitment methods
- Both internal and external sources of recruitment are used. Among the various external and internal sources Naukri website and internal promotion are used effectively. This shows the transparency of the recruiting policy
- The company gives utmost importance to its manpower requirement by identifying it well in advance taking into consideration the contingencies like retirement, budgetary plans, and attrition rate

- About 65% male respondents would like to continue in the organization for long run because of career growth and more benefits
- Most of the under graduates qualification is related with the job they perform which is explained clearly during the recruitment process

III. Conclusions

Recruitment as being one of the major topics is required by most of the organization. Hence the study helped in understanding the various aspects of recruitment and selection process. In RR Associates Regency the sources of recruitment is effective, the internal selection of the organization also in an economical means which also reduce costs. In RR Associates Regency the effective selection process is adopted. Also the employees of RR Associates Regency are satisfied with the recruitment and selection process. Also they are well aware about the various sources and methods of recruitment and selection. The source of recruitment in the organization is totally based in both the factors i.e. internal and external. The recruitment of the prospective candidate for a particular post is based in experience, age, qualification and percentage in the academic year. The selection process is totally based on skills, communication and technical qualities.

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