

## **Recruitment & Selection Process in Nagarjuna Fertilizers – A Study**

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### **Introduction**

Acquiring and retaining high-quality talent is critical to an organization's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, among them high training and development costs to minimize the incidence of poor performance and high turnover which, in turn, impact staff morale, the production of high quality goods and services and the retention of organizational memory. At worst, the organization can fail to achieve its objectives thereby losing its competitive edge and its share of the market.

Human resource department plays a crucial role in this process. The backbone of any successful company is the HR department, and without a talented group of people to hire, culture, and inform employees, the company is doomed for failure.

Human resource is most valuable assets in the organization. Profitability of the organization depends on its utilization. If there utilization is done properly will make profit otherwise it will make loss. To procure right man at right place in right time, some information regarding job and job doer is highly essential. This information is obtained through job analysis, job description and job specification. Without these recruitment will be unsuccessful.

A well planned and well managed recruitment will result in high quality applicants for the company. The recruitment process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information of the jobs so that applicants can make comparison with their qualifications and interests and generate enthusiasm among the best candidates so that they will apply for vacant positions.

What distinguishes a successful company from unsuccessful one is the quality of manpower. The role of management is to optimize the use of resource available to it. The role of HR is to incorporate the planning and control of manpower resource into the corporate level plans so that all resources are used together in the best possible combination.

Managing people at work and control of human activities in employment is a function that must be performed in all societies. It is essential in every type of employment for every occupation and every type of employed manpower. Manpower management is essential in government as well as private employment under socialism or communication in small business and in large.

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is taking a long time for public service agencies in many jurisdictions to identify and implement new, effective hiring strategies.

**Recruitment** is a process which provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expended to attract and retain such talent.

**Selection** is a process of hiring the best among the pool of candidates available.

**‘Right person for the right job’** is the basic principle in recruitment and selection. Every organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise. Every business organization/unit needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates is essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit.

## **Review of Literature**

Boxall, Purcell and Wright, (2007) highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success. Those questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” The notion of effectiveness in this study relates to the manner by which SO.NA.RA implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed. What is of interest here is that if such policies are contravened in the process of implementation it implies that the recruitment and selection of candidates in the studied company is likely to be biased. Boxall and Purcell (2008) present the best fit and best practice approaches as a two way process to be used by firms in order to connect their human resource strategy with their business strategy. Efficiency on the other hand reveals whether the planned objectives of the policies bring forth the anticipated returns to the business. The bone of contention here is to establish a matrix of the policy objectives and the intended outcome. James et al., (1979) state that effectiveness is measured in terms of achieving and with the use of limited resources. They emphasize that; the concept of efficiency must be added to that of effectiveness. Though these two concepts are related, they however have some common differences. To understand the meaning of effective performance it is realized that achieving desirable ends is necessary for effective performance whereas the efficient use of resources is necessary but not sufficient for effectiveness.

According to Windolf (1986), the choice of a particular recruitment strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. The labor market power of companies is determined in relation to local competition and is defined as the degree of choice a company can exercise in deciding upon a particular recruitment strategy. Windolf as well argues that the recruitment process usually begins by defining the profile of the ideal candidate which implies the applicant who will best fit the job. Sometimes the profile could be more or less clearly defined in terms of formal education, sex or age. He points out that a narrow definition of the ideal candidate in terms of age 30-35, male, native born or otherwise

excludes many potential applicants (women or older workers) who might be capable of doing the job. It is at these first stages of the recruitment process that discrimination actually begins (ibid). Firms may advertise the vacancy or they may restrict recruitment to the internal labor market (ILM) or to friends or relatives of employees. The use of such closed recruitment channels based on ILM or social networks of employees enable only a small group of potential applicants to have access. In which case, the use of these channels discriminates against outsiders who have no close connections with the firms' workforce (Manwaring 1984; cf. Windolf 1986). Windolf however reveals that the choice of a particular recruitment channel represents the second selective stage of the recruitment process meanwhile the third stage implies that applicants have to pass through a set of *'filters'* such as application forms, reading, writing, personality tests, and interviews with personnel and first-line managers. The interview is the most important filter built into the procedure and at this juncture, discrimination is most difficult to influence or control because it operates in an informal way against the social background and the whole life-style of an applicant.

#### **Observation made during the study and analysis of the company policy**

- The company is having all over India branches/area offices. Initial interviews will be conducted at the area office by the concerned area manager. As the HR Department is located in the corporate office so all the final interviews & selection will be done at its corporate office i.e. in Hyderabad.
- Sometimes screening will be done by telephonic interview which is conducted by the HR department in corporate office.
- The candidate will be filtered based on merit and experience.
- The company is recruiting its manpower through consultancy also. The consultancy will be selected based on the process used by them before sending the candidate to the company.
- The company is tie up with job portal – Naukri.com also. This is helpful for the process of recruitment in collection of resumes.
- The candidate will be selected based on the communication and their presentation at the time of interview. Subject knowledge is also essential based on type of the vacancy.

- The time lag between recruitment and placing will be done within one month.
- The company will pay the applicants expenses for attending the interview, based on the grade.
- Rejected candidates will be intimated and their profile will be kept in data bank for a period of 6 month.

### **Findings of the Study**

After a thorough study and discussion on the companies recruitment & selection policy, to know its effectiveness in the organization a self designed questionnaire has been prepared to gather the views of employees.

The questionnaire contains 10 questions related to recruitment & selection topic. The questionnaire has been distributed to 50 employees from various departments (HPD, Marketing, Legal (SCM), PNS, and Finance & Logistic) and asked them to answer the questions by selection the given choices.

The responses of all the questions were summed up from all the answered questionnaires. These summed up responses were calculated to derive the percentages to make the interpretation more meaningful, being represented in the form of pie chart.

These are the findings:

1. The process of recruitment & selection which is followed by the company is helpful to meet the company's manpower requirement to some extent.
2. The recruitment & selection policy of company is clearly stated but no updation according to the company's objective.
3. Company is highly dependent on employee's referral for higher position and for lower posts company prefers job portals and outsourcing.
4. Company is recruiting right candidate for right job but some respondent are disagree so selection process needs improvement and proper verification of recruitee.

5. Candidates are not timely informed for their selection and also for their rejection.
6. Too much time taken by the HPD in recruiting some important urgent posts.
7. Some respondent are satisfied with the external source of recruitment ,It is observed that most of the candidates are recruited through “Reference” or other internal source and about 50% have no opinion the external sources like job portals, consultancies.
8. After analysis it is better to get the manpower by internal source as they are aware about that candidate skill and behavior but sometimes company will not get right candidate.

### **Conclusion**

After concluding the study of the companies recruitment policy, interaction with some of the recruitment manager, company associates and based on the responses received from the associates the following suggests are made to the company for further improvement of the policy.

1. The organization should not majorly Clear job description is given to the candidates at the time of interview itself, to avoid disappointment after joining.
2. The candidate should be informed in time whether they have been selected or not. There should not be any delay in informing the candidate.
3. There should be reliability on external sources.
4. Recruitment feedback should be taken by the candidates to improve the recruitment process.
5. The employees should be called for the interview only after checking their educational qualifications and job experience in a proper way so as to save the time and cost involved in the recruitment process.

6. Depend on the application bank as the major source for the details of the candidate for recruitment purpose. It should also consider other sources which could provide them better options.
7. Follow up to be done to the newly engaged employees to ensure that they have settled in and to check on how well they are doing. If they have any problems it is better to identify them at an early stage rather than allowing them to fester.
8. Internal job posting to be preferred to reduce cost of recruitment.
9. Organization should use social networking sites for creating pool of good candidates.

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