

CHAPTER – 3

HUMAN RESOURCES PLANNING AND RECRUITMENT

3.0 Introduction

In order to manage the human resources it is very important that right quality and quantity of human resources are engaged as per business needs. To ensure that the organization gets right people at the right time and right place, Human resources systems like Human resources planning, recruitment and selection are implemented. Effective implementation of these systems ensures that organization gets the required human resources. These systems are explained in details in this chapter in ensuing sections. First each of these systems is introduced, available literature on the subject is reviewed, status of the particular system in the sample organization is described and finally the empirical evidence is presented. The status of the systems in sample organization is described on the basis of interview and information provided by the human resources professional of the particular organization. At the end of the chapter, a summary is provided to highlight the major points discussed in the chapter. The first system is Human resources planning, followed by recruitment and selection.

Human resources planning is one of the important part of overall human resources system of the organization. The quality of this system decides the overall human resources quality in the organization. It is very important to study and evaluate human resources planning process in order to understand the overall status of human resources system in an organization. This is a forward looking process which decides future requirement and quality of manpower to achieve organizational goals. This

process is a helps the organization decide and achieve the human resources for future needs. The process involves planning and forecasting of human resources on the basis of organizational needs and how to arrange the human resources. It is very important to have right kind of people at the right time and right place in order to meet the individual and organizational goals completely. Human resources plan is part of the over all business or corporate plan of the organization. In order to make an optimal human resources plan it is necessary to study the organization's objectives for the given period.

The human resources planning involve all the steps of planning i.e. anticipating, looking at present available human resources, forecasting of human resources, and planning for future requirements on the basis of business plans of the organization. This is important for making arrangements of manpower as and when needed as per the required quality in terms of qualification, experience, competency etc.

In order to make a proper human resources plan and forecasting the future requirements it is important to look at both quantity and quality. Organizations make use of human resources management system for this purpose. Human resources management system is a computer based system which provides all the details related to present human resources inventory and helps in monitoring the availability of human resources. The system provides all the details with respect to existing human resources with their demography, educational qualifications, competencies, skills, experiences, training programmes attended, performance management system records and succession plans etc. In order to prepare a proper human resources plan these details are very useful.

The objective of human resources planning system is to achieve optimum utilization of existing human resources and planning for the future requirements. The human resources planning system identifies the development requirements of individual employees so that they can be useful in future.

In order to compare the present human resources to the future requirement on the basis of growth, expansion plans, identification of skills and competency gaps and then making and developing plans for arrangement of human resources needed in future is the basic process of human resource planning. The process takes care of all the aspects of manpower including the requirement of future skills and competencies. The comparison is made with a view to look in the future requirements of number as well as competencies. All such requirements are aligned with the future requirements of the organization which are derived from business requirements. Human resources planning provide a deliberate basis for taking human resource decisions in anticipation of the future changes. The process of human resources planning is not only concerned with manpower demand projections or employee turn over projections but also helps in planning for retirements, succession planning and replacements in a systematic manner. Human resource planning has become an important strategic function for the entire organization. This is a required not only to achieve current goals and objectives but also to create a competitive edge.

The human resources planning system also helps in increasing the efficiency of an employee by providing opportunity such as transfer, deputation, rotation and promotion etc. The plan helps individual employee clear his roles and responsibilities in order to achieve the goals of the organization. Recent growths witnessed by various sectors in Indian industries have thrown lot of challenges. In order to meet the human

resources requirement of the firm in present times of talent shortage, human resources planning become more and more important.

The focus of this chapter is to discuss the importance of the human resources planning and recruitment in the organization. In order to understand this, a theoretical discussion on human resources management system and recruitment is presented. Various sources of recruitment and e-recruitment also form part of the discussion. Status of Human resources planning in sample organizations is also presented. The details are provided on the basis of focus group discussions and personal interviews with the employees and human resources professionals. This is followed by the presentation of data collected from the employees and employee's perceptions of existing human resources planning system in their respective organizations on the basis of responses received through questionnaire.

The data collected represent the situation at the time of survey and gives a snapshot view. It is possible that the scenario in different organizations might have been drastically changed or may have improved or deteriorated.

In the later part of the chapter discussion on recruitment is done with theoretical inputs and empirical evidences in form of data collected from the sample organizations.

3.1 Human Resources Planning

Human resources planning is a process for the development of strategies to arrange the size and skills of the human resources as per the organizational needs. Human resource planning helps the organizations to forecast, recruit, retain, and optimize the deployment of the personnel needed to meet business requirements, objectives and to respond to the changes in the external environment, such as technology, competition etc. The process involves carrying out a competency and

skills analysis of the existing available human resources carry out human resources forecasting, and taking actions to ensure the adequate supply of human resources. This may also include the individual development, training and retraining strategies. In order to understand the human resources planning system properly it is important to look at various definitions as well as certain past researches conducted in the field of human resources planning.

Walker (1980) defined Human resource planning as analyzing organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs

Craft, (1980), according to Craft, firms that practice human resource planning are more likely to know what specific characteristics they are looking for in applicants, and can therefore improve the quality of hiring decisions This will help bring in the requisite quality of talent in the organization.

Walker, (1980) Stated that to the extent the firm can consciously and proactively determine the composition of the workforce that it will need to achieve its strategic objectives, it ought to be able to accomplish those objectives with more precision than a firm that is not able to do so This can be done as the workforce hired will be exactly according to the objectives of the organization.

Kagono *et al* (1985); Nonaka, 1990; studied a decade of research that examine the workforce attributes and management policies of Japanese firms. In this body of research success is often attributed to greater efficiency in deploying and coordinating people This also suggests that to the extent that firms plan for their future hiring requirements, they are likely to succeed in securing the right amounts and types of the right human resources.

Milkovich and Boudreau, (1988) observed that formal, regular evaluation of recruitment and selection practices allows for the discontinuation of those practices that have not yielded good results in the past.

Heneman *et.al.*, (1989), described Human resources planning and stated that it is linked with, but not identical to, human resource planning is the manner in which hiring practices are evaluated. Evaluating recruitment and selection practices provides the opportunity for the firm to learn which policies and programs have been demonstrated to be beneficial to the firm and which have not.

Jackson and Schuler, (1990) stated that there is a need for change in the nature of human resources planning due to increase in environmental instability, demographic shifts, technological change, and increased international competition. Planning is done in by the planners in consultation with line managers. They have to regularly interact with each other. The organizations are also realizing that in order to adequately address human resource concerns, they should develop long-term as well as short term solutions. As human resource planners engage themselves in dealing with more programs to serve the needs of the business, and even influence the direction of the business, in view of this they have to face new and increased responsibilities and challenges.

Bramham (1989-1994) has distinguished between human resources planning and manpower planning. He has defined human resources planning as a process in which costs, numbers, controls and systems interact and play a part. According to him manpower planning is more concerned with the numerical elements of forecasting of manpower. However other authors like, Benni Son and Casson (1984) have discarded such perceptual differences, arguing that human resources planning and manpower planning are the same thing.

Noe and *et al* (1994), has argued that human resource planning, when implemented properly, 'creates the kind of lead time necessary to ward off potential problems that might otherwise threaten the company's competitive position According to these authors human resources planning as perhaps the most critical aspect' when looking to human resources policies as a means of gaining a competitive advantage.

3.1.1 Activities required for Human Resources Planning

Preparing an inventory of present manpower

An inventory is prepared which contains the present number of employees, their qualifications, technical qualification, technical abilities, skills, and other information such as preferred location, etc.

Forecasting future demands for employees: By studying the present human resources, gap in competencies and number of people are identified and future requirement of the organization is generated. This activity is termed as forecasting. Forecasting of human resources is based on future growth plans and the future organization structure of the organization. The care is taken to take understand the competencies required for future and the projections are made on the basis of numbers as well as competencies required. Forecasting of human resources is done with quantitative as well as qualitative methods.

Identifying the human resources requirement

On completion of the two activities, actual requirement of human resources is generated in numbers as well as, specifications.

Fulfilling the human resources requirements

These human resources plans are used to initiate process of recruitment.

3.1.2 Human Resources Planning and Strategic Planning

The planning process is done with future in mind. The human resources should consider human resources planning and strategic planning for the whole organization. Human resources planning and strategic planning are link in a manner so that major objectives and comprehensive plan is developed. Human resources planning provide inputs for strategic plan of the organization. It answers questions like does the organization has required talent available to pursue its objectives. In these manner Human resources planning is directly linked with strategic planning of the organization.

In addition to aligning the planning process, the linkage between strategy and human resources also focuses on the development of core competencies. These core competencies help the organization to gain advantage over their competitors and they leverage this advantage by learning faster than others in the industry.

3.1.3 Importance of Human resources planning

Human resources planning is very important as it helps in determining the future human resources need of the organization. The effectiveness of human resources planning process decides the adequacy of available manpower in the organization. In case the process of human resources planning is not proper it may result in surplus or deficiency of manpower. This is one of the reasons that most of the public sector enterprises are overstaffed now as they never had any planning of their personnel requirements. The public sector started recruitment activities which continued till late 1980s after that, recruitment and selection have been almost banned, and since the ban came late the enterprises recruited more employees then their need. Even in private sector is the organizations recruited human resources as

per the plan which could not materialize resulting in excess manpower. It is noted that around 76.5 percent of the organizations have surplus labor and the excess varies between 10 percent and 20 percent in as many as 47 percent of the units. In case we had human resources planning system as in place. Such surplus labor or (even shortage) would not have been there if there were human resources planning

3.1.4 Status of Human Resources Planning in Selected Industries

The human resources planning systems in the sample organization is conducted as follows: Human Resources planning were done at the time of projects planning in most of the organizations. The details related to the existence of Human resources planning systems in the sample organization were obtained from the human resources department of the sample industries.

In *Reliance Industries Limited*, Human HR planning is done at the project/ expansion stages. All the levels are filled up according to the organization structure created at the time of project/expansion. This was the first human resources system which was implemented in Reliance.

In case of *Blue Star*, HR planning is done at the beginning / expansion of project, for replacement of manpower on account of resignation/termination; vacancies are approved and filled up.

In *Bilag Industries Limited*, HR planning is done at the beginning / expansion of project, for replacement of manpower on account of resignation/termination; vacancies are approved and filled up.

Micro Inks Limited has a system of Human resources planning in place. As per this system when ever a new project has to be set up or expansion of the project is undertaken, Human resources planning is done to ascertain the actual requirement of manpower and quality of manpower. Once the project is completed, the Human

resources planning process becomes part of the overall Human resources system and in an ongoing manner, planning is done to replacement of manpower on account of resignation/termination, vacancies are approved and filled up.

Aarti Industries Limited has a system wherein Human Resources planning is done at the beginning / expansion of project, for replacement of manpower on account of resignation/termination; vacancies are approved and filled up.

Raymond Limited, HR planning is done at the beginning / expansion of project, for replacement of manpower on account of resignation/termination; vacancies are approved and filled up.

Hindustan UniLever Limited: It is observed that Human Resources planning is done at the time of project implementation in case of new projects and expansion of existing project. The organization structures are drawn and the vacancies are filled accordingly. After the completion of projects, for replacement of manpower on account of resignation/termination; vacancies are approved and filled up.

Enercon Limited: HR planning is done at the beginning / expansion of project, for replacement of manpower on account of resignation/termination; vacancies are approved and filled up.

Blossom Breweries Limited: Human resources planning in Blossom was done at the beginning of projects only. After the implementation of project, manpower requirements is filled in case of resignation/termination. The vacancies are approved as and when required and filled up. There is no regular human resources planning done.

Paper Products Limited: Human Resources planning is done at the beginning / expansion of project, for replacement of manpower on account of resignation/termination; vacancies are approved and filled up.

3.1.5 Empirical Evidence – Human Resources Planning

The following tables give an analysis of the data collected during the study and provide empirical evidence for the study.

Table 3.1: Formal System of Human Resources Planning

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	1	0.6	109	65.27	57	34.13	167
Blue Star	0	0	0	0	3	4.35	0	0	66	95.65	69
Bilag Ind.	0	0	0	0	0	0	1	2	49	98	50
Micro Inks	1	0.72	2	1.44	29	20.86	76	54.68	31	22.3	139
Aarti Ind.	0	0	0	0	8	8.25	74	76.29	15	15.46	97
Raymond	1	0.81	3	2.42	14	11.29	22	17.74	84	67.74	124
Hindustan Lever	0	0	0	0	0	0	0	0	75	100	75
Enercon	0	0	0	0	9	9.28	70	72.16	18	18.56	97
Blossom Ind.	0	0	0	0	3	8.57	15	42.86	17	48.57	35
Paper Products	0	0	0	0	7	8.33	32	38.1	45	53.57	84
Total	2	0.21	5	0.53	74	7.9	399	42.58	457	48.77	937

Organizations like Blue Star, Bilag and Hindustan Lever can be said to be having a complete formal system of Human Resource Planning as more than 95 percent of their respondents have stated it is almost always true for their organization. Further, organizations like Reliance Industries Ltd., Aarti Industries, Enercon, Blossom and Paper Product Ltd., having 99.4, 91.75, 90.72, 91.43 and 91.67 percent responses respectively towards the positive end seem to have a somewhat formal system of Human Resource Planning. With a few respondents on the negative end, Micro Inks Ltd. and Aarti Ltd. can be said to be having a formal system but of a little lower degree as compared to the other organizations.

Table 3.2: Advance planning of human resources

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	116	69.46	51	30.54	167
Blue Star	0	0	0	0	3	4.35	1	1.45	65	94.2	69
Bilag Ind.	0	0	0	0	0	0	2	4	48	96	50
Micro Inks	2	1.44	4	2.88	43	30.94	54	38.85	36	25.9	139
Aarti Ind.	0	0	0	0	25	25.77	72	74.23	0	0	97
Raymond	1	0.81	3	2.42	13	10.48	27	21.77	80	64.52	124
Hindustan Lever	0	0	0	0	0	0	24	32	51	68	75
Enercon	0	0	0	0	16	16.49	47	48.45	34	35.05	97
Blossom Ind.	0	0	0	0	6	17.14	12	34.29	17	48.57	35
Paper Products	0	0	0	0	22	26.19	49	58.33	13	15.48	84
Total	3	0.32	7	0.75	128	13.66	404	43.12	395	42.16	937

As it can be observed from the above data, more than 90 percent of respondents in organizations like Blue Star and Bilag Industries have stated it is almost always true for their organization that human resources requirement are planned well in advance and can be seen as of the highest degree compared to the other organizations. If we combine the responses of mostly true and almost always true, we can say that organizations like Reliance Industries and Hindustan Lever are not far behind Blue Star and Bilag Industries as the former have a same response of 100 percent. Further in the line fall Raymond, Enercon, and Blossom with 86.29, 83.5 and 82.86 percent respectively. One can say that these organizations plan human resources quite in advance. Other organizations like Aarti Industries, Micro Inks and Paper Products that have less than 75 percent respondents inclined towards the positive end can be said to be planning human resources at least in time.

Table 3.3: Alignment of HR planning with business requirement

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	4	2.4	103	61.68	60	35.93	167
Blue Star	0	0	0	0	3	4.35	2	2.9	64	92.75	69
Bilag Ind.	0	0	0	0	0	0	22	44	28	56	50
Micro Inks	2	1.44	5	3.6	38	27.34	53	38.13	41	29.5	139
Aarti Ind.	0	0	7	7.22	47	48.45	43	44.33	0	0	97
Raymond	1	0.81	2	1.61	10	8.06	32	25.81	79	63.71	124
Hindustan Lever	0	0	0	0	0	0	26	34.67	49	65.33	75
Enercon	0	0	0	0	12	12.37	55	56.7	30	30.93	97
Blossom Ind.	0	0	0	0	12	34.29	6	17.14	17	48.57	35
Paper Products	0	0	41	48.81	16	19.05	27	32.14	0	0	84
Total	3	0.32	55	5.87	142	15.15	369	39.38	368	39.27	937

On the question of HR planning system being aligned with business requirement, 92.75 percent respondents from Blue Star stated it was almost always true for their organization, making it firmly acceptable that at Blue Star HR planning system is completely aligned with its business requirements. Looking at the combined response percentage of 4 and 5, organizations like Reliance Industries, Bilag Industries, Raymond, Hindustan Lever and Enercon have 97.61, 100, 89.52, 100 and 87.63 percent respectively. Hence it can be said that in these organizations the HR planning systems are fairly aligned with their business requirements. Data from Micro Inks, Aarti Industries and Blossom Industries shows that there is an average degree of alignment. A highly noticeable percent of respondents, comprising 48.81 percent, from Paper Products have stated it is rarely true for their organization, portraying it as an organization where alignment of HR planning system with its business requirements is still in question.

Table 3.4: HR planning is able to provide manpower as per business needs

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	2	1.2	76	45.51	89	53.29	167
Blue Star	0	0	0	0	3	4.35	2	2.9	64	92.75	69
Bilag Ind.	0	0	0	0	0	0	42	84	8	16	50
Micro Inks	2	1.44	6	4.32	23	16.55	69	49.64	39	28.06	139
Aarti Ind.	0	0	4	4.12	58	59.79	33	34.02	2	2.06	97
Raymond	0	0	4	3.23	14	11.29	31	25	75	60.48	124
Hindustan Lever	0	0	0	0	8	10.67	23	30.67	44	58.67	75
Enercon	0	0	0	0	13	13.4	46	47.42	38	39.18	97
Blossom Ind.	0	0	0	0	12	34.29	6	17.14	17	48.57	35
Paper Products	0	0	0	0	21	25	63	75	0	0	84
Total	2	0.21	14	1.49	154	16.44	391	41.73	376	40.13	937

As one can observe from the data, that Blue Star is the only organization where more than 90 percent of employees have stated it is almost always true for their organization, which depicts that HR planning at Blue Star is highly efficient in providing man power as per business needs. Combined responses of 4 and 5, show that Reliance Industries, Bilag Industries, Raymond, Hindustan Lever and Enercon are more than 85 percent which depict them as organizations where HR planning system takes utmost care to provide man power as per business needs. For organizations like Micro Inks and Paper Products at least 75 percent of respondents believe that HR planning system is fairly able to provide man power as per business needs. Aarti Industries and Blossom Industries take the latter part of the que as there are a fairly noticeable percentage of respondents who are not very sure whether their HR planning system is able to provide man power as per business needs or not.

Table 3.5: Importance of human resources planning

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	6	3.59	56	33.53	105	62.87	167
Blue Star	0	0	0	0	3	4.35	0	0	66	95.65	69
Bilag Ind.	0	0	0	0	0	0	15	30	35	70	50
Micro Inks	0	0	4	2.88	22	15.83	56	40.29	57	41.01	139
Aarti Ind.	0	0	14	14.43	29	29.9	52	53.61	2	2.06	97
Raymond	0	0	4	3.23	10	8.06	26	20.97	84	67.74	124
Hindustan Lever	0	0	0	0	0	0	42	56	33	44	75
Enercon	0	0	0	0	8	8.25	51	52.58	38	39.18	97
Blossom Ind.	0	0	3	8.57	9	25.71	3	8.57	20	57.14	35
Paper Products	0	0	0	0	39	46.43	45	53.57	0	0	84
Total	0	0	25	2.67	126	13.45	346	36.93	440	46.96	937

On the above statement regarding the importance of human resources planning in the organization, more than 95.65 percent of respondents from Blue Star felt that it is considered highly important in their organization. Nearly 47 percent of respondents from Paper Products were not sure of HR Planning being considered important in their organization, but if we look at the combined response of 4 and 5 then it is observed that 53.57 percent of respondents of Paper Products believe it to be considered important. Looking at the responses of organizations like Reliance Industries, Bilag Industries, Micro Inks, Raymond, Hindustan Lever and Enercon which are all more than 80 percent at 96.4, 100, 81.3, 88.71, 100 and 91.76 percent respectively one can say that these organizations consider HR planning as an important system. Other organizations like Aarti Industries and Blossom Industries where more than 25 percent of respondents are of the opinion that it is sometimes true and a few respondents, 14.43 percent and 8.57 percent respectively, are inclined towards the negative end, one may feel that the responses depict these organizations

as may or may not be considering HR planning as an important system despite the fact that there are 56 and 66 percent respondents respectively on the positive end.

3.2 Recruitment

Recruitment is the process of locating potential applicants and encouraging them to apply for existing or anticipated job opening. During this process, efforts are made to inform the applicants about requirement of the job, qualification required to perform the job and the career opportunity available to the candidate in the organization. On the basis of availability of present human resources in the organization decision will be made with regards to filling up the vacancy from within the organization or outside the organization. These decisions are made on the basis of organization's human resources policies, and the requirement of the vacancy to be filled. Another important factor in success of recruitment is how much the firm is willing to offer in terms of salary and other benefits in comparison to other organizations in the area. Good recruiting system requires the effectiveness by pre-screening the employees on the basis of their interest in the organization. The screening is usually done by conducting a telephonic/ web-based interview prior to actual interview process. This helps weeding out the applicants who do not have real interest in the organization. The process of pre-screening saves lot of time and makes the whole system effective.

Recruiting does not just involve placing advertisements or contacting the employment agencies it is more complex than this.

The recruitment efforts should make sense in terms of the company's strategic plans and the recruiting method adopted also should be effective. Some recruiting

methods are superior to others, and it depends on the type of job for which recruitment is made.

3.2.1 Internal Recruitment

Many organizations have a policy of filling up a position above the entry level through promotion and transfer. By filling vacancies in this way, an organization can capitalize on the investment it has made in recruiting, selecting, training, and developing its current employees.

There are many advantages from recruiting from within and it has been observed that such policies contribute to overall growth and success of the organization. Promotion is used as a reward for past performance and intended to encourage the employees to continue their efforts in that direction. The promotion from within policy also provides other employees an opportunity to develop and take up higher roles. This results in overall improvement in the morale of the employees and their commitment towards the organization.

Schwab, (1982) In the case of hiring, it is important that maximum number of potential applicants are reached. The employers' can increase their efforts with respect to search extensiveness by using more than one recruiting sources to reach different pools of potential applicants. In a study one of the important aspects of recruitment was the message the organization gives to the prospective candidates through various communications channels such as advertisements, website, targeted web advertisements etc. In these cases the messages becomes important.

Binning and Barrett (1989) Organizations who take a decision to communicate with prospective candidates should give clear with regards to what to convey and how to convey so that the information provided to the candidates are real. In order to

decide on giving the information the firm should look at all the aspects including the impact on its image. Thus, making informed decisions about the optimal presentation of organizational and employment-related information requires basic research on candidate reactions to realistic messages varying on different dimensions.

Promotion from “within” is generally recognized as a foundation of good employment practices, and it is the policy of many organizations to promote from within the organization wherever possible to fill up a vacancy. The effective use of internal sources requires a system for locating qualified candidates and for enabling those who consider themselves to be qualified. The Human resources information system with the use of information technology has made it possible to create a database of each employee containing their qualifications, experience within the organization. Another important tool for internal recruitment is organization’s ‘Intranet’ The web-based portal of the organization which can be accessed only by the employees of the organization. The interested employees can then apply for the job as per policy of the organization.

3.2.2 External Recruitment

If there are no suitable candidates available in the organization, the organization have to go for external recruitment. According to Herriot, (1989) Anderson and Ostroff, (1997) the relationship between an employee and an organization begins much before the person joins the organization. The relationship begins at the first point of contact between the person and organization. With the emergence of the World Wide Web and associated technologies, the first point of contact is, normally at the organization’s website or other web-based employment advertisement.

Cober *et al.*, (2000). The internet has and its technologies have revolutionized many aspects of business operations, similarly these technologies offer tremendous potential for recruitment, selection and socialization processes also. However, with these potential benefits there is also some possible consequences. This is becoming popular for its ability to provide suitable hi-tech, customized recruitment messages to virtually infinite number of people at relatively little cost. This aspect makes it even more important. In that regard, despite some limitations, the current study is informative as it is the first of its kind to directly assess the quality of messages given by the organization. There are other outcomes such as organizational attraction and organizational image linked with this ability of organization to pass on the right message.

External sources of recruitment include: Educational and training institutes, Executive search agencies, Employment exchanges, casual callers, labour contractors, placement agencies, employee referrals, advertisement in media, online recruitment, advertisement on the website etc.

3.2.3 Online Recruitment

Parry and Tyson (2008) studied the user of online recruitment in UK for a period of 6 years. They conducted a survey of HR managers. In their study they observed that out of the organisations surveyed only a quarter used commercial web sites. Therefore, while Internet recruitment was used by a significant proportion of the recruiting population, the results were not inline with the predictions made in mid 1990. Their results did not show a large increase in the number of organisations using corporate or commercial web sites over the past four years. However, given the fact that online recruitment was first introduced around 1995, it is presumed that the growth in the use of these methods was greater prior to 2000. Interestingly, however,

almost half of the organisations surveyed expected to increase their use of both corporate and commercial web sites during the next year, suggesting a longer-term trend towards the expansion of Internet recruitment in the future. This suggests that they are seeing online recruitment as being a successful method in the future, thereby creating an upward trend in its overall use. However, many current non-users of online recruitment do not appear to be converting to the method, meaning that the number of organisations using it grows more slowly.

Of those organisations that did use either online recruitment method, just under a quarter found the method successful. Only 40 per cent of current Internet recruitment users and about a fifth of non-Internet recruitment users expected to reduce their use of other recruitment methods because of their use of Internet recruitment.

Sylva and Mol (2009) observed in their study on e-recruitment which was conducted on 1360 applicants who used online method of application. They noted that: (1) applicants reported generally favourable reactions to the web-based procedure used by the organization. (2) Ranging from most to least important, efficiency, user-friendliness, process fairness, and Internet, selection image were identified as determinants of applicant satisfaction. Summarize the key results, it was found that: (1) Applicants reported generally favorable reactions to the web-based procedure used by the organization. (2) Ranging from most to least important, efficiency, user-friendliness, process fairness, and Internet selection image were identified as determinants of applicant satisfaction.

3.2.4 Status of Recruitment in Selected Industries

After the Human resources planning system another important human resources system is of Recruitment. The system of recruitment in the selected

organizations is implemented to get the maximum number of candidates for the organization. The recruitment system in the selected organization is as follows: The information contained here is obtained from the human resources department of the respective units.

Reliance Industries Limited In Reliance, recruitment is done as per policy manual. The policy for campus recruitment is very systematic. Centrally designed tests are used for candidates applying for various jobs. Candidates securing cut off marks are interviewed by first panel. The candidates clearing the first panel are called for final interview with functional heads and Head of HR and Unit Head. Successful candidates are offered job. Senior level employees are also interviewed at corporate office. The organization complies with the provisions Employment Exchange Compulsory Notification of vacancies act before filling up the position specified under the act.

Blue Star Limited: In case of Blue star, recruitment is done as per laid down policies. The company follows ISO documentation and recruitment process is part of the document. Technical candidates applying for jobs of trainees are subject to written technical test. Candidates passing the technical test go for personal interview with concerned department head and representative from Human resources. After passing the preliminary interview the candidates appear for final interview. Final interviews are taken by a panel comprising of Head of the concerned department, head of human resources and unit head. On being successful candidates are given job offers. The organization complies with the provisions Employment Exchange Compulsory Notification of vacancies act before filling up the position specified under the act.

Bilag Industries Limited: Recruitment is done as per laid down policies. The company follows ISO documentation and recruitment process is part of the document.

Technical candidates applying for jobs of trainees are subject to written technical test. Candidates passing the technical test go for personal interview with concerned department head and representative from human resources department.

Micro Inks Limited: After the human resources planning, the vacancies are filled by system of recruitment. Micro Inks Limited as laid down policies with respect to recruitment. The company follows ISO documentation and recruitment process as part of its HR manual. The recruitment process is different for:

- Supervisory level
- Executive level
- Manager level

The recruitment process fills in vacancies in at the beginning of the grades. Efforts are made to fill in vacancies with internal candidates. Only in exceptional cases where technical competence or particular experience is needed, vacancies are filled up by external sources. The company recruits trainees at the beginning of grades. These trainees are trained for future positions as well as to take care of attrition. Technical candidates applying for jobs of trainees are subject to written technical test. Candidates passing the technical test go for personal interview with concerned department head and representative from Human resources. After passing the preliminary interview the candidates appear for final interview. Final interviews are taken by a panel comprising of Head of the concerned department, head of human resources and unit head. On being successful candidates are given job offers. The organization complies with the provisions Employment Exchange Compulsory Notification of vacancies act before filling up the position specified under the act.

Aarti Industries Limited: Process of recruitment is done on approval of vacancy indent from the Director. Once the position is approved Search for an internal

candidate is done. If an internal candidate is not available, applications from external sources are invited for the position the organization complies with the provisions Employment Exchange Compulsory Notification of vacancies act before filling up the position specified under the act. The applications are collected from external sources and the selection process begins. Selection process mainly consists of interviews at various levels. The final interview is conducted by the Director, concerned functional head and human resources head.

Raymond Limited: Recruitment is done as per policy manual. In case of technical staff interviews specially designed tests are used. The candidates securing cut off marks are interviewed by first panel. The candidates clearing the first panel are called for final interview with functional heads and Head of HR and Unit Head. Successful candidates are offered job. Senior level employees are also interviewed at Corporate office. The organization complies with the provisions Employment Exchange Compulsory Notification of vacancies act before filling up the position specified under the act.

Hindustan UniLever Limited: Recruitment of workers is done at the time of commencement of project. The organization complies with the provisions Employment Exchange Compulsory Notification of vacancies act before filling up the position specified under the act. Candidates are invited from local Industrial Training Institutes. Recruitment of workers and other staff is done as per policy manual. The numbers are decided at the time of commencement of project by creating an organization structure. The candidates are selected on the basis of a skill test. This is a system based test in which the requirements of job skills are already stored. The candidate profile is entered in the system and skill matrices are developed. The competencies required for the job are matched with the candidate's competencies and

candidates clearing this level are sent for further interview and final interview. After the initial recruitment candidates are only recruited in cases of attrition on account of resignation, retirement etc. The final interview is taken with functional head of concerned department, Head of Human Resources and Unit Head. Successful candidates are offered job. Senior level employees are also interviewed at corporate office.

Enercon Limited: Recruitment is done as per policy manual. The policy for campus recruitment is very systematic. Centrally designed tests are used for candidates applying for various jobs. Candidates securing cut off marks are interviewed by first panel. The candidates clearing the first panel are called for final interview with functional heads and Head of HR and Unit Head. Successful candidates are offered job. Senior level employees are also interviewed at corporate office. The organization complies with the provisions Employment Exchange Compulsory Notification of vacancies act before filling up the position specified under the act.

Blossom Breweries Limited: Process of recruitment is done on approval of vacancy indent from the Director. Once the position is approved Search for an internal candidate is done. If an internal candidate is not available, applications from external sources are invited for the position The organization complies with the provisions Employment Exchange Compulsory Notification of vacancies act before filling up the position specified under the act. Recruitment is normally done by asking the existing employees for their referrals. Some highly technical positions are filled up by head hunting.

Paper Products Limited: Recruitment process is initiated by human resources department. The human resources department does the HR planning and arrives at the

no of employees to be recruited. An approval note for sanctioning of requisite manpower is sent to the Director for approval of vacancies. Once the vacancies are approved the recruitment process starts. Paper product limited has requirement of some special fields hence the recruitment is done from the following sources. The sources depend on the qualification of candidates and for Diploma Printing Technology: The sourcing of DPT is most critical and the source in order of priority shall be done as follows:

- Advertisement in newspaper
- Candidates through internal reference
- Recruiting people from competitor
- Placement agencies
- Employment exchange
- GIPT, Pune & MIPT, Mumbai
- DME: The sources in order of priority shall be as follows,
 - advertisement in newspaper, Candidates through internal reference, Poly technique college at Karad, Placement agencies, Employment exchange,
- ITI: The sources in order of priority shall be as follows,
 - Advertisement in newspaper
 - Local ITI institute & other neighboring ITI
 - Candidates through internal reference
 - Placement agency
 - Employment exchange

3.3 Selection

Selection is the process of choosing the individuals, out of the total pool of candidates who have requisite qualification and competence required for the job to be filled in the organization. Some selection method can be used for internal recruitment such as promotion or transfer, selection mainly refers to the selection of applicants from outside the organization.

Recruitment and selection are the two most important systems in overall human resources systems. There is a very small difference between these two processes. Recruitment is considered as a positive process as it aims at attracting maximum number of applicants for a particular job, while selection is considered as a negative activity as it aims to select the best candidate, hence rejecting the others. In other words recruitment is a process of identifying and encouraging potential candidates to apply for jobs, selection is concerned with selecting the right candidates from pool of available candidates.

Selection process plays an important role in the organizations effectiveness. It is the quality of human resources selected to work in the organization that decides the competitiveness of the firm. Work performance depends on the individual employees. Organizations which are able to attract and hire the best talents are the one which have advantage over their competitors. If the selection process is robust and the organization selects candidates on the basis of merit, it has an impact on the morale of the existing employees. If the selected employees are the right employees for the job it has a positive impact, if the selected employee does not find the fit in the organization it may have a demoralizing impact on the employee.

The process of recruitment is an expensive process, which consumes time, money and effort and if at the end of recruitment process, right candidates are not selected, entire exercise goes to waste. In case the selection process is not proper and wrong employees are selected, it has damaging impact on the performance of the organization. A proper selection process goes a long way in helping the organization achieve its objectives.

3.3.1 Selection Process

Selection is a long process; it begins with preliminary interview of the applicant and ending with the offer for employment. The selection process differs in different organizations. The selection process is also different for different jobs. Selection process for entry level employees may involve a written test while the process will be very elaborate and rigorous for senior positions.

Selection is influence by several factors. The most prominent factor is the availability of specific skills in labour market. Other important factors are unemployment rate, labour market conditions, legal and political considerations, company's image, company's policy, Human resources planning and cost of hiring. The last three comprise the internal environment and the remaining form the external environment of the selection process.

Preliminary screening of applicants is done to ensure that they meet the basic criteria for selection such as qualification, age and experience. The candidates who clear the preliminary screening are subjected to different tests to determine their suitability. These test include aptitude test, personality tests such as self sufficiency, neurotic tendencies, sociability, introversion and extroversion, locus of control and self confidence.

Other tests are Thematic apperception Test (TAT), California Psychological Inventory (CPI), The Thurston Temperament Survey (TTS), Minnesota Multiphase Personality (MMPI) and Guildford-Zimmerman Temperament Survey, Interest tests, Graphology test, recently organization have introduced the concept of “Assessment Centers” to assess the suitability of the candidates. Assessment center concept is designed on the basis of the principle.

Assessment Centers

Assessment Centers use variety of testing techniques that allow the candidates to demonstrate, under standardized conditions, the skills and abilities which are most essential for success in a given job.

An assessment center uses a set of comprehensive standardized procedure in which multiple assessment techniques such as situational exercises and job simulation (business games, discussions, reports & presentations) are used to evaluate individual employee for variety of manpower decisions. Several trained observers and techniques are used in assessment centers. Judgments are made by observation of behavior of participants specifically developed assessment simulations. These judgments are pooled in a meeting among the assessors or by statistical integration process. In an integration discussion, comprehensive accounts of behaviour, and often rating of it, are pooled. The discussion results in evaluation of performance of the assessed on the variables and dimensions/competencies that the assessment centre is designed to measure. Statistical combination methods should be validated in accordance with professionally accepted standards. Assessment centre is a method of predicting future performance by using simulations and other techniques to measure a candidate’s ability to handle future responsibilities.

Once all the tests are completed and the candidate passes, the candidate is required to appear for medical test and physical examination. On completion of all these stages he is given offer of employment document. There is a new trend to give Appointment letter to the candidates only after his joining the organization. This is done to safeguard the interest of the organization in case the candidate misuses the offer given to him/her.

3.3.2 Selection process followed in Selected Industries

As we have observed from the above theoretical aspects that selection process is one of the most important processes in the organizations. The selection process decides the quality of people in the organization, which ultimately results in having a competitive edge. The selected organizations followed the selection process as follows:

Reliance Industries Limited: Centralized written test for fresh campus candidates, written test and competency based test for other staff. All the positions have at least two rounds of personal interviews on successful completion of the tests

Blue Star Limited: Written test for fresh technical candidates form Industrial Training Institutes, Written test and competency based test for other staff. All the positions have at least two rounds of personal interviews on successful completion of the tests

Bilag Industries Limited Written test for fresh technical candidates form Industrial Training Institutes, Written test and competency based test for other staff. All the positions have at least two rounds of personal interviews on successful completion of the tests

Micro Inks Limited Written test for fresh technical candidates form Industrial Training Institutes, Written test and competency based test for other staff. All the positions have at least two rounds of personal interviews on successful completion of the tests.

Aarti Industies Limited: Aarti Industries also conducts written test for fresh technical candidates form Industrial Training Institutes, Written test and competency based test for other staff. All the positions have at least two round of personal interviews on successful completion of the tests.

Raymond Limited: Written test for fresh technical candidates form Industrial Training Institutes, Written test and competency based test for other staff. All the positions have at least two rounds of personal interviews on successful completion of the tests.

Hindustan UniLever Limited: HUL follows a very comprehensive selection process which involves written test for fresh technical candidates, skill test and testing on machines. Hindustan Unilever has an information technology based systems for identification of competencies in the candidates. The organization also administers written test and competency based test for other staff. All the positions have at least two rounds of personal interviews on successful completion of the tests.

Enercon Limited: Being an alternate energy company manufacturing windmills, Enercon requires majority of technically qualified manpower. Most of these candidates are fitter, electrician, trade ITI trained students. The selection process involves a written test for fresh technical candidates which is followed by personal interviews from the functional heads and their teams. On being successful, interviews are conducted with Human resources team for final selection.

Blossom Breweries Limited: Normally the local candidates are selected for workmen positions. They conduct personal interviews only for other positions. Technical candidates are taken from Industrial Training Institutes.

Paper Products Limited: Paper products limited follows a laid down policy which clearly states the priority given to sources of recruitment. Once the candidates are identified it conducts written test for fresh technical candidates form Industrial Training Institutes. Written test is also used for employees working in quality control areas and laboratories. For other positions, interviews are taken and there are minimum two rounds of personal interviews before a candidate is offered a position.

3.3.3 Empirical Evidence – Recruitment and Selection

We tried to understand the issue of recruitment and selection in organisations selected for the study. A question was asked related to existence of any formal system of recruitment and selection in these organisations. Other issues were probed using focus group discussion methods. The findings and analysis is presented in this section.

Table 3.6: Structured Recruitment system

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	12	7.19	155	92.81	167
Blue Star	0	0	0	0	3	4.35	6	8.7	60	86.96	69
Bilag Ind.	0	0	0	0	0	0	4	8	46	92	50
Micro Inks	2	1.44	0	0	18	12.95	68	48.92	51	36.69	139
Aarti Ind.	0	0	0	0	0	0	84	86.6	13	13.4	97
Raymond	2	1.61	0	0	7	5.65	28	22.58	87	70.16	124
Hindustan Lever	0	0	0	0	4	5.33	4	5.33	67	89.33	75
Enercon	0	0	0	0	5	5.15	53	54.64	39	40.21	97
Blossom Ind.	0	0	0	0	0	0	15	42.86	20	57.14	35
Paper Products	0	0	7	8.33	7	8.33	24	28.57	46	54.76	84
Total	4	0.43	7	0.75	44	4.7	298	31.8	584	62.33	937

On the question of having a structured recruitment system, 92.81 percent respondents from Reliance Industries and 92 percent respondents from Bilag Industries stated that it was almost always true, followed by Hindustan Lever at 89.33 percent and Blue Star at 86.96 percent respondents feeling that it was almost always true for their organization. Looking at the combined response of 4 and 5, one can observe that all the organizations are having response percentage more than 80 percent on the positive end. These figures depict that there are more or less well structured recruitment systems across all the organizations but at a marginal varying levels. There are very negligible response percent on the negative end in organizations like Micro Inks and Raymond constituting hardly 1.44 percent and 1.61 percent respectively.

Table 3.7: Recruitment system is documented and followed

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	128	76.65	39	23.35	167
Blue Star	0	0	0	0	3	4.35	9	13.04	57	82.61	69
Bilag Ind.	0	0	0	0	0	0	6	12	44	88	50
Micro Inks	1	0.72	0	0	18	12.95	52	37.41	68	48.92	139
Aarti Ind.	0	0	0	0	41	42.27	53	54.64	3	3.09	97
Raymond	0	0	2	1.61	7	5.65	24	19.35	91	73.39	124
Hindustan Lever	0	0	0	0	4	5.33	21	28	50	66.67	75
Enercon	0	0	0	0	12	12.37	40	41.24	45	46.39	97
Blossom Ind.	0	0	0	0	6	17.14	15	42.86	14	40	35
Paper Products	0	0	0	0	7	8.33	37	44.05	40	47.62	84
Total	1	0.11	2	0.21	98	10.46	385	41.09	451	48.13	937

When asked whether recruitment system was properly documented and followed, majority of the respondents were inclined towards the positive end in all the

organizations. Combined response percent of 4 and 5 shows that all organizations but Aarti Industries had a response percent more than 81 percent. 88 percent of respondents from Bilag Industries have stated that it is almost always true, leaving behind all the other organizations and firmly stating that Recruitment system is well documented and followed thoroughly. One can observe that in Aarti Industries the combined response of 4 and 5 is only 57.73 percent and a considerable proportion of respondents constituting 42.27 percent are not very sure as they have stated it is sometimes true.

Table 3.8: Recruitment system involves systematic approval of positions

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	130	77.84	37	22.16	167
Blue Star	0	0	0	0	3	4.35	11	15.94	55	79.71	69
Bilag Ind.	0	0	0	0	2	4	7	14	41	82	50
Micro Inks	1	0.72	0	0	18	12.95	59	42.45	61	43.88	139
Aarti Ind.	0	0	0	0	58	59.79	36	37.11	3	3.09	97
Raymond	0	0	3	2.42	12	9.68	19	15.32	90	72.58	124
Hindustan Lever	0	0	0	0	0	0	22	29.33	53	70.67	75
Enercon	0	0	0	0	12	12.37	59	60.82	26	26.8	97
Blossom Ind.	0	0	0	0	3	8.57	15	42.86	17	48.57	35
Paper Products	0	0	0	0	0	0	21	25	63	75	84
Total	1	0.11	3	0.32	108	11.53	379	40.45	446	47.6	937

As one can observe from the data above that out of the 10 organizations, not one has a response percent more than 80 percent stating it is almost always true for their organization. There can be seen a high response percent in organizations like Blue Star, Paper Products, Raymond and Hindustan Lever at 79.71, 75, 72.58, 70.67 percent respectively for the option 5 at positive extreme. It should be observed that nearly 60 percent of respondents from Aarti Industries feel that it is sometimes true and are not much towards an extreme opinion, portraying it as if there may or may not

be a systematic approval of positions in the recruitment system at their organization. As far as Micro Inks is concerned, 86.33 percent of the respondents are of the opinion that, at Micro, the recruitment system encompasses a systematic approval of positions.

Table 3.9: Recruitment systems has definite budget

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	118	70.66	49	29.34	167
Blue Star	0	0	0	0	3	4.35	19	27.54	47	68.12	69
Bilag Ind.	0	0	0	0	1	2	23	46	26	52	50
Micro Inks	1	0.72	0	0	35	25.18	67	48.2	36	25.9	139
Aarti Ind.	0	0	0	0	58	59.79	39	40.21	0	0	97
Raymond	1	0.81	2	1.61	9	7.26	42	33.87	70	56.45	124
Hindustan Lever	0	0	0	0	12	16	21	28	42	56	75
Enercon	0	0	0	0	9	9.28	41	42.27	47	48.45	97
Blossom Ind.	0	0	0	0	12	34.29	12	34.29	11	31.43	35
Paper Products	0	0	0	0	0	0	51	60.71	33	39.29	84
Total	2	0.21	2	0.21	139	14.83	433	46.21	361	38.53	937

Recruitment budget is an important area for any organization. The combined response of 4 and 5 shows there are 3 organizations viz. Reliance Industries, Hindustan Lever and Paper Products where 100 percent of the respondents feel that in their organization the recruitment system has a definite budget. Not very far are organizations like Bilag Industries, Blue Star, Blossom Industries, Raymond, Enercon and Micro Inks that have 96, 95.65, 91.43, 87.9, 87.62 and 86.33 percent respondents respectively stating that there is a definite budget for Recruitment System in their organization. At Aarti Industries 59.79 percent of respondents are not sure of the fact as they have stated it is sometimes true for their organization.

Table 3.10: Required Talent is available in time

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	163	97.6	4	2.4	167
Blue Star	0	0	0	0	3	4.35	22	31.88	44	63.77	69
Bilag Ind.	0	0	0	0	0	0	39	78	11	22	50
Micro Inks	0	0	2	1.44	58	41.73	54	38.85	25	17.99	139
Aarti Ind.	0	0	16	16.49	76	78.35	5	5.15	0	0	97
Raymond	0	0	9	7.26	12	9.68	38	30.65	65	52.42	124
Hindustan Lever	0	0	0	0	4	5.33	48	64	23	30.67	75
Enercon	0	0	5	5.15	12	12.37	54	55.67	26	26.8	97
Blossom Ind.	0	0	3	8.57	12	34.29	5	14.29	15	42.86	35
Paper Products	0	0	0	0	39	46.43	45	53.57	0	0	84
Total	0	0	35	3.74	216	23.05	473	50.48	213	22.73	937

Timely availability of required talent is very important for any organization to grow. Looking at the combined response of 4 and 5, Reliance Industries and Bilag Industries have response percentage of 100 percent thus stating that in these organizations required talent is available well in time. Organizations like Blue Star, Hindustan Lever, Raymond and Enercon have response percentage of 95.65, 94.67, 83.07 and 82.47 percent on the positive end depicting them as availing the required talent in time. Organizations like Micro Inks, Blossom Industries and Paper Products have more than 50 percent respondents stating it is positive for their organization, but one also should notice that these organizations have quite a considerable percentage of respondents stating it is sometimes true for their organization at 41.73, 34.29 and 46.43 percent respectively. As far as Aarti Industries is concerned, majority of the respondents, constituting 78.35 percent have stated it is sometimes true and hence are not of an extreme opinion. Hardly 5.15 percent of respondents from Aarti Industries have responded on the positive end for the given statement.

Table 3.11: New joinees are right fit

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	156	93.41	11	6.59	167
Blue Star	0	0	0	0	3	4.35	27	39.13	39	56.52	69
Bilag Ind.	0	0	0	0	0	0	39	78	11	22	50
Micro Inks	1	0.72	5	3.6	35	25.18	76	54.68	22	15.83	139
Aarti Ind.	0	0	1	1.03	77	79.38	18	18.56	1	1.03	97
Raymond	2	1.61	3	2.42	11	8.87	34	27.42	74	59.68	124
Hindustan Lever	0	0	0	0	6	8	50	66.67	19	25.33	75
Enercon	0	0	0	0	26	26.8	47	48.45	24	24.74	97
Blossom Ind.	0	0	3	8.57	9	25.71	14	40	9	25.71	35
Paper Products	0	0	8	9.52	36	42.86	40	47.62	0	0	84
Total	3	0.32	20	2.13	203	21.66	501	53.47	210	22.41	937

On the question of new joinees being the right fit for the job, the combined response percent of 4 and 5 shows 100 percent response from Reliance Industries and Bilag Industries portraying them as organizations where new joinees are found to be right fit for the job. There are organizations like Blue Star, Micro Inks, Raymond, Hindustan Lever, Enercon and Blossom Industries that have a considerable percent of respondents on the positive end at 95.65, 70.51, 87.1, 92, 73.19 and 65.71 percent respectively. One should notice that in Paper Products, nearly 10 percent of the respondents are on the negative end and 42.86 percent on the option of sometimes true. Hence the respondents from Paper Products seem to be not very sure about the given statement. Again, Aarti Industries shows only 19.59 percent on the positive end, as majority of its respondents, constituting 79.38 percent, are on the option of sometimes true. Thus on the given statement quite a number of varying situations were observed and overall it seems that new joinees are found fairly fit for the job.

Table 3.12: Cost of Recruitment is proportionate

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	82	49.1	85	50.9	167
Blue Star	0	0	0	0	3	4.35	23	33.33	43	62.32	69
Bilag Ind.	0	0	0	0	1	2	34	68	15	30	50
Micro Inks	0	0	4	2.88	27	19.42	81	58.27	27	19.42	139
Aarti Ind.	0	0	0	0	75	77.32	19	19.59	3	3.09	97
Raymond	3	2.42	3	2.42	20	16.13	28	22.58	70	56.45	124
Hindustan Lever	0	0	0	0	0	0	46	61.33	29	38.67	75
Enercon	0	0	0	0	4	4.12	64	65.98	29	29.9	97
Blossom Ind.	0	0	0	0	12	34.29	8	22.86	15	42.86	35
Paper Products	0	0	7	8.33	22	26.19	34	40.48	21	25	84
Total	3	0.32	14	1.49	164	17.5	419	44.72	337	35.97	937

On the given statement there were only 3.09 percent from Aarti Industries who stated it was almost always true, whereas in Blue Star more than 60 percent of respondents feel that it is almost always true for their organization. Looking at the combined response of 4 and 5, one can observe that Reliance Industries and Hindustan Lever have a response ratio of 100 percent each thus the respondents there feel it to be in proportion with the quality of the candidates recruited. Most of the other organizations had a majority of their respondents on the positive end like Bilag Industries, Enercon, Raymond, Micro Inks, Blossom Industries and Paper Products at 98, 95.88, 79.03, 77.69, 65.72 and 65.48 percent respectively. The overall combined response of 4 and 5 for all the organizations were 80.69 percent which shows that the cost of recruitment appears to be fairly proportionate to the quality of candidates recruited.

Table 3.13: Interviews take care of technical and other aspects

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	78	46.71	89	53.29	167
Blue Star	0	0	0	0	3	4.35	29	42.03	37	53.62	69
Bilag Ind.	0	0	0	0	15	30	19	38	16	32	50
Micro Inks	1	0.72	0	0	24	17.27	66	47.48	48	34.53	139
Aarti Ind.	0	0	0	0	56	57.73	38	39.18	3	3.09	97
Raymond	0	0	3	2.42	12	9.68	26	20.97	83	66.94	124
Hindustan Lever	0	0	0	0	6	8	23	30.67	46	61.33	75
Enercon	0	0	0	0	20	20.62	38	39.18	39	40.21	97
Blossom Ind.	0	0	0	0	9	25.71	9	25.71	17	48.57	35
Paper Products	0	0	0	0	32	38.1	40	47.62	12	14.29	84
Total	1	0.11	3	0.32	177	18.89	366	39.06	390	41.62	937

Responses to the above statement show that more than 60 percent of respondents from Raymond and Hindustan Lever stated that it is almost always true for their organization. If one looks at the combined response of 4 and 5 then it can be observed that Reliance Industries and Blue Star have a response percent of 100 and 95.65 percent respectively. Majority of the respondents from Micro Inks feel that the interviews do take care of technical as well as personality and attitude aspects of the candidate. There are other organizations that have a majority of respondents on the positive end such as Enercon, Blossom Industries, Bilag Industries and Paper Products having responses at 79.39, 74.28, 70 and 61.91 percent respectively. Aarti Industries had a response percent of only 42.27 percent on the positive end as majority of its respondents, constituting 57.73 were not sure of the fact and stated that it is sometimes true for their organization.

3.4 Summary

This chapter deals with one of the most important aspect of the entire human resources management system of procurement of human resources. Success of any organization largely depends on the quality of human resources it has. The employees are the most important part of an organization and getting the right quality of human resources as per the business needs is of prime importance. Following human resources systems take care of these aspects of overall human resources management:

- Human resources planning
- Recruitment
- Selection

Human resources planning involve planning for the right kind of human resources in terms of the quantity, quality, competence, experience etc. It is very important that human resources planning system is effective and takes care of the human resources need for present as well as future.

On the basis of the data collected during the study it is observed that a majority of the respondents agreed that their organizations have an effective human resources planning system.

Human resources system recruitment ensures that sufficient numbers of applicants are available for any position in the organization, as per the requirement. Effectiveness of this system ensures that the organization has sufficient choices of candidates and can choose the best talent available. The system involves various processes and is considered to be effective only when the required talent joins the organization.

It is observed on the basis of data collected during the study that most of the organizations have an effective recruitment system. There are concerns related to the availability of right talent in time and fitment of new joiners in the organizations. This is mostly true for all the organizations studied.

Process of selection is the last step in overall system of procurement of human resources and it is complete when the right candidate is selected and offer for the employment is made. It is observed that the selection process in the sample organization ensure availability of human resources in time however there are concerns with respect of getting the right talent and the quality of new employees for the organization.