EVALUATION OF RECRUITMENT AND SELECTION PROCESS OF BUSINESS DEVELOPMENT EXECUTIVES AT A MARKET RESEARCH FIRM

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ABSTRACT

The Purpose of the study is to evaluate the effectiveness of the recruitment process of Business Development Executives (B.D.Es) at a Market Research Firm in Pune. The organization has requested to keep the name anonymous.

This research will help the organization to understand the loopholes in the recruitment process and to take corrective actions. This will help to get an understanding of the recruitment and selection process followed at the organization and getting a practical exposure of all the recruitment activities.

This research has identified several loopholes in the recruitment process of the organization. A researcher has also made some recommendations which could help the Organization to take corrective actions.

KEYWORDS: *Recruitment, Selection, Effectiveness*

INTRODUCTION

Recruitment is the process of hiring best-qualified candidates for a job opening in a timely and cost-effective manner. This can be done in two ways either through Internal Sources or through External Sources.

On the other hand, Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

Company Overview

The organization though has been kept anonymous, is one of the top report resellers in the business world, focused at bringing a perfect blend of data parameters. The reports that firm generates are based on a research that covers a magnitude of factors such as technological evolution, economic developments and a detailed study of market segments. These reports are generated by well-renowned publishers based on the data acquired from extensive research and credible business statistics.

LITERATURE REVIEW

Recruitment in small firms: Processes, methods, and problems (Caroll et al, 1999) ; the research aims to ascertain whether small firms follow the procedures outlined in the prescriptive literature on recruitment, and to what extent they rely on informal recruitment methods. It finds little evidence of the adoption of the recommended systematic procedures and high use of "tried and trusted" methods including word of mouth recruitment and the hiring of "known quantities". The implications of this are examined. While these methods have certain advantages, they may also give rise to several problems. The study argues that the adoption of more formal procedures and methods could reduce staff turnover in small firms and their associated costs. However, it concludes that many small employers would remain unconvinced by the case for opening recruitment channels and may find their existing approaches more cost effective in the short term.

Bartram, D. (2000) established that he Internet has a significant impact on the way recruitment and selection are carried out in North America, and the impact is increasingly being felt in terms of changes in practice in Europe and Asia Pacific. His paper presents a picture of the current development of the Internet as a medium in general and as a recruitment and selection medium. The new medium has enabled the widespread adoption of the computer based assessment and it is predicted that it will replace paper as the default medium before very long. A range of issues is raised and discussed. These include security, confidentiality, authentication, control of assessment conditions, control over practice and equality of access. It is argued that as the second generation of users takes over from the first generation, so inequality of skill and access are becoming less and less of an issue. Finally, some potential areas of abuse of the system are noted and a call is made for the development of international standards to protect the rights and interests of test providers, test users, and test takers.

Henry, O, & Temtime, Z. (2010)investigated the recruitment and selection practices of SMEs and suggests appropriate strategies on how to improve human resource management practices to enhance organizational performance. The finding from the study shows that most SMEs tends to practice both informal and formal approach in hiring their employees.

Marie Ryan, A, & Derous, E. (2016) found out five tensions that exist in recruitment and selection (R&S) research and practice today and that are centered around the 'efficiency press' and so-called 'research–practice' gap. Identified tensions are desires for(1) innovation and efficiency, (2) customization and consistency, (3) transparency and effectiveness, (4) wide reach and coherence, and (5) diversity and standardization.

OBJECTIVES

- To study Recruitment and selection of organization.
- To Study the effectiveness of the recruitment process for B.D.Es
- To understand the satisfaction of the HR executives towards the recruitment process followed by them in the organization.
- To understand the satisfaction level of the employees towards the recruitment process they have undergone

RESEARCH METHODOLOGY

Method of Research

The researcher conducted interviews, questionnaires of the participant for data collection research.

Type of Research

The research design used for the study of recruitment procedure is descriptive in nature, the study involves a combination of both primary and secondary data. Various articles on

Data Type

Two types of data are used in research;

- Primary Data

- Secondary Data

Primary Data
Questionnaire

Questionnaire method was used to take information from the BDE's, to understand their satisfaction level from the recruitment process.

Personal Interview & Questionnaire

Personal interview and questionnaire were used to collect the satisfaction level of the HR personnel.

Sampling Technique

- For HR professional the population and the sample are the same, so the sampling technique is population census.
- For BDE's the sampling technique is probabilistic random sampling.

RESULTS OF DATA ANALYSIS

HR Executives are of the opinion that the most preferred source of recruitment for the position of BDE's is through Job Portal Monster and through campus.

All candidates went through Different structure of Interview rounds before being offered.

The HR personnel is of the opinion that the selection process of BDEs is done in 4 rounds only. So, it is observed that Panel follow Unstructured Selection process for the position of BDE's.

Majority of the candidates get timely intimation about the venue and the timing of the interview because Interview invitation letter has been sent immediately via Email after the telephonic round as well as follow up with candidates before interview helped to get conformation from candidates. While very few of them did not get timely intimation.

Majority of the respondents did not go through the written test. The HR says that they do not conduct any written test for the post BDE but they conduct written test for those who come from the Job portal. So it is observed that the same types of selection criteria are not used for all candidates.

Majority of the respondents are of the opinion that the method for the interview was structured but few respondents said that the interview method used for interviewing them was unstructured. HR is of the opinion that the interviewing method used for interviewing BDEs is a combination of Structured and unstructured. So, it can be concluded that even the interview process is different, and many interviewers are not following the right interview method.

Location preference for campus placement is not considered. While candidates applying for the job position through the online portal the location preference is considered.

For all candidates, the duration of induction was one day. Hence the duration for the induction of BDE is specific and structured.

The induction program was structured and formal which points out that the induction program is given importance in the organization, but some candidates were of the opinion that the induction of unstructured and informal.HR also said that the induction program is structured and formal. So it can be inferred that the type of induction program was structured and formal.

FINDINGS

- For Hiring BDEs the source of recruitment used is through Job portal mainly and other sources are Campus recruitment and the source which are not used are advertisement and employee referral.

- There is the difference between the opinion of HR and some of the BDEs because some of the candidates went through a different number of rounds before they were finally selected but HR is of the opinion that four-round selection process is used. With different rounds of interview happening the quality of may differ.

- Interview details were communicated to Candidates before the interview process.

- Majority of the respondents believed Job profile was clearly mentioned before the interview process while few respondents were of the opinion that it was not clearly mentioned.

- Majority of the respondents did not go through written test, they give the only interview while there were some respondents who went for written test but HR say that they do not conduct any written test for the post of BDE but they conduct a test for those candidates who come from the Job Portal.

- For hiring BDE there was no Aptitude test conducted.

- There is a difference between what the HR says about the interview method used and what majority of the candidates think about it. The HR says that interview method used is structured. But few respondents believed the interview process was unstructured.

- Majority of respondents believed their location preference was considered while few respondents believed their location preference was not considered. The HR says that Location preference is considered for all the candidates.

- The probation period BDEs is 6 Months and after completion of this period, the employees become a permanent employee of the organization.

- The induction program is conducted for a day.

Majority of the candidates believed the induction program was structured and formal but very few candidates believed the Induction program was unstructured and informal. HR says they conduct structured Induction program.

CONCLUSIONS

From the study, the researcher can conclude that there is a lot of difference between the perspective of HR executives and employees toward the recruitment process. Implementation of proper HR policy with correct action is required in an organization. Being a Startup Company if the organization can make its recruitment process efficient and effective then only it will be able to remain competitive in the market.

RECOMMENDATIONS

- A proper job description should be designed to source the right candidates.

- Expectations of the skill set/competencies for a particular job position should be clearly mentioned before starting the recruitment process.

- Proper Structured Interview process to be conducted because this will help to reduce the probability of the wrong hire.

- Decision -making time should be reduced to make the interview process complete within an optimistic time.

- The job profile and Shift timing, location, Salary should be informed to the candidates well in advance this will reduce the back out percentage.

- Proper feedback of the interview result of the candidate should be informed through Email.

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