



ORGANIZATION DEVELOPMENT THROUGH IMPROVEMENT IN RECRUITMENT STRATEGY: A CASE STUDY

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ABSTRACT

Recruitment is an important part of human resource planning in any government and private Institution. The aim of the recruitment and selection process is to obtain the number and quality of employees that are required in order to achieve its objectives. The Recruitment and Selection process promotes successful hiring decisions which can truly impact the success of a department. The selection of a candidate with the right combination of education, work experience, attitude, and creativity will not only increase the quality and stability of the workforce, it will also play a major role in bringing management strategies and planning to fruition. In this paper, a case study is presented for recruitment strategy of software development company Tareco Softonics, Bhopal. The main objective of this case study is to define the effectiveness of recruitment and selection policy. The case study and analysis of Tareco Softonics, Bhopal has been performed by asking a set of questions to the employees of company. According to their answers, the new recruitment strategy has been suggested.

KEYWORDS: Human Resource Management, Recruitment Strategy, Tareco Softonics, Bhopal.

INTRODUCTION

The employees of any organization are the foundation rock for the success and achievements. To select high quality candidates is very important task for the recruitment team. In this competitive era of employment, talent war is going on. Upper level management jobs or other programming job positions require a niche skill and it is quite tough to find a desired candidate and skills. Simple add posting is not enough to get the dream hiring. To avoid bundle of papers, poorly written resumes, expensive and time taking process; company should start using some innovative strategies. A human resource manager [1, 2] is responsible for the effective recruitment. Recruiting [3, 4] a suitable candidate to accomplish a work, recruiters need the ability to understand a candidate's skills and the motivations tricks which can motivate them before they are brought into the team. Here are some strategies for the faster and better recruitment [5, 6, 7, 8, 9]

Observe managerial skills: A challenge can be given to the candidates to solve a problem in collaboration with other candidates. Their interaction and managerial ability can be observed by the recruiters.

Open reviews: Recruitment officer can collect feedback from public or social networks.

Gamification: It is a new strategy of modern recruitment. In Gamification a virtual problem can be given through video game, and candidate has to solve it.

Multiple Interviews: Multiple interviews, telephonic interviews or Skype base online interviews are less expensive and candidate can be verified multiple times.

Job fairs: Multiple companies can organize a job fair, so that candidates can be evaluated by different companies, and it will be less expensive.

Advertisement: Attract and encourage more and more candidates to apply in the organization. Create a group of

talented candidates to enable the selection of preeminent employee for the organization.

Secret Recruiter: It is tough to observe the skills and abilities through first interview. So to get out such skills from a person, is to put recruiter on the actual work location such as industrial service situation to observe how a worker will handle and communicate the situation.

Conduct a Contest/ Competitions: Organizing a contest can help in identifying the person by their ideas and quick mind.

Referrals: Referrals are the recommendations of candidate's eligibility, professional skills and character, suggested by concerned and high profile people.

Hiring candidate from the competitive firm: industry can hire eligible and talented candidates from the competitive firms. These candidates can be identified from their work and project completed.

Job Location: The employees who are from different areas and not close to the job location may not perform well. So selectors should give preference to the local candidates for their ease and development of the company.

Compensation or Reinforcement: There must be some programs to facilitate the employees and fulfill their social needs however it will be more necessary if it is in remote areas such as employee assistance programs, Safety programs etc.

Work Management: To manage a group of right people, appropriate work environment, innovative thinking and a team of great ideas is required.

Organization of paper: Section II defines the methodology, section III presents the questions and answers, section IV is observation and findings, section V concluding the paper.

METHODOLOGY

Methodology for analyzing and improving the recruitment strategy in industry is the data collection, interpretation of data, planning new strategy.

Data collection: In this paper, the data has been gathered through questionnaires asked from the employees of the Tareco Softonics, Bhopal [10]. (Tareco Softonics is a software development industry which is also working for security mechanisms through digital signatures.)

Interpretation of data: Interpretation of data concludes the satisfaction level of employee and their needs.

Planning new strategy: New strategy of recruitment, working strategy of employees and more utilization of human resource can be plan according to the interpretation of data.

Data Collection & Interpretation

There are several questions asked from the 50 employees of Tareco Softonics, Bhopal. The interpretation of their answers is as follows:

Have you heard about Tareco Softonics earlier?

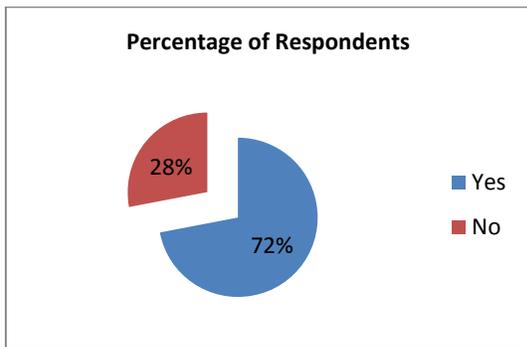


Figure 1: Pie chart of response for first question

As (figure 1) shows majority of the respondents had heard about the company in one way or other. The Tareco Softonics is very famous for software development and also for security mechanisms through digital signatures. That's why most of the employee knew about the company.

Have you seen the advertisement of Tareco Softonics?

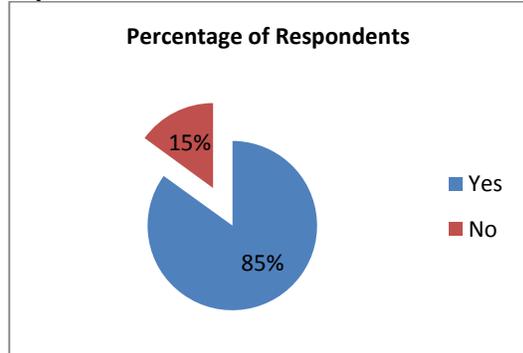


Figure 2: Pie chart of response for second question

(Figure 2) shows 15 % respondents have not seen the advertisement of company. This indicates that the advertisement campaign currently being undertaken by the company is good, but it required improvement.

Working experience of employees, the define blocks are 0-5 years, 5-10 years, 10-15 years and more than 15 years.

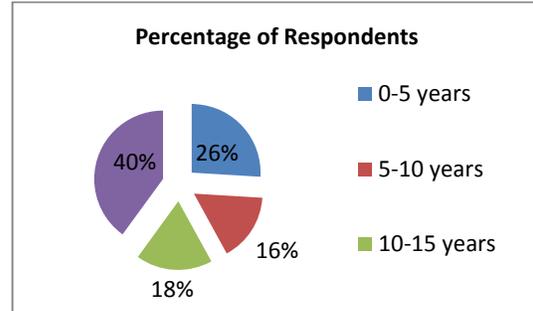


Figure 3: Pie chart of response for third question

(Figure 3) shows that 26% respondents are working from 0-5 Years, 16% respondents are working from 5-10 years, 18% respondents are working from 10-15 Years and around 40% of the employees are working from more than 15 years which is good for company growth. More experience makes employees perfect in their work.

Q4. Does the organization clearly define the position, objectives, requirements and candidate specifications in the recruitment process?

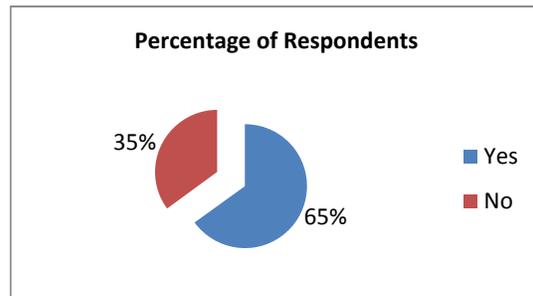


Figure 4: Pie chart of response for fourth question

(Figure 4) shows that 65% of the respondents are saying that management clearly defines position objectives, requirements and candidate specifications in recruitment process and 35% of respondents are not satisfied with recruitment process. Tareco Softonics should inform their employees about the objectives and the roles in project.

How well are the organization's affirmative action are clarified and supported in the selection process?

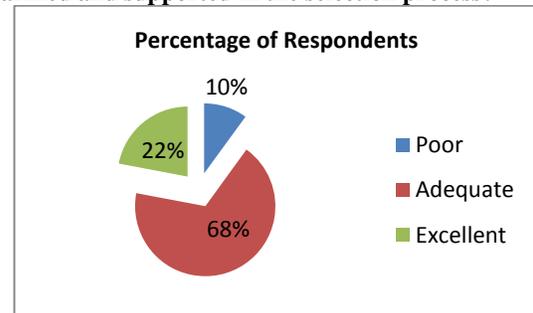


Figure 5: Pie chart of response for fifth question

It can be observe that (Figure 5) more than 90% of the respondents feel that organization's affirmative action are clarified and supported in the selection process. The selection process can be more refining to satisfy remaining 10% employees of industry.

Is the organization doing timeliness recruitment and Selection process?

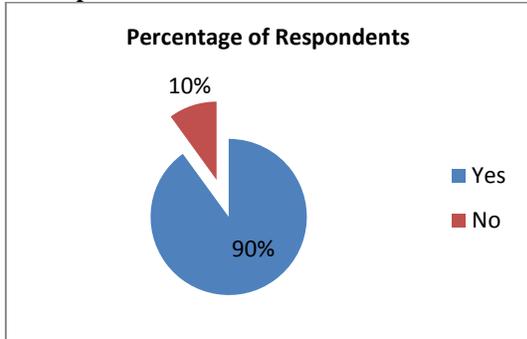


Figure 6: Pie chart of response for sixth question

It can be observe that (Figure 6) 90% of the respondents say that organization is doing timeliness recruitment and Selection process and 10% of respondents are not satisfied.

Does HR provide an adequate pool of quality applicants?

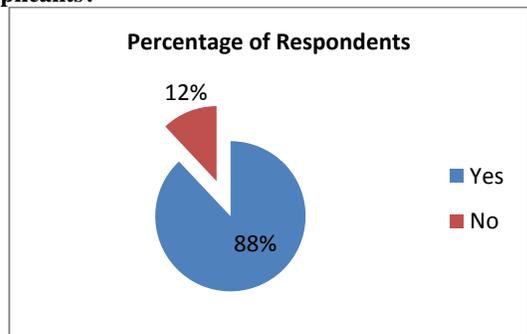


Figure 7: Pie chart of response for seventh question

It can be observe that (Figure 7) 88% respondents say that HR provides an adequate pool of quality applicants and satisfied with HR recruitment policies. But still 12% respondents are not satisfied. HR should redefine the criteria and take feedback from experienced employees to recruit good quality candidates.

Does the HR team act as a consultant to enhance the quality of the applicant pre-screening process?

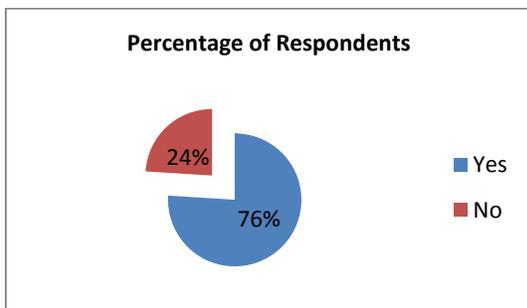


Figure 8: Pie chart of response for eighth question

It can be observe that (Figure 8) 76% of the respondents feels that the HR team acts as a consultant to enhance the quality of the applicant pre-screening process is adequate. But 24% employees are not satisfied with HR team.

Rate how well HR finds good candidates from non-traditional sources when Necessary?

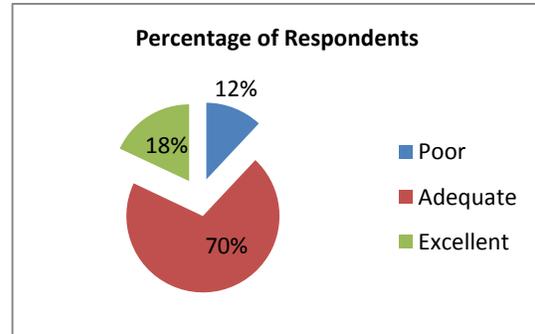


Figure 9: Pie chart of response for ninth question

It can be observe that (Figure 9) the 12% respondents' feels that the candidates selected from non-traditional sources are not good. So, HR should select good candidate by proper interview and test.

Does the HR Department is efficient in Selection Policy of the employees?

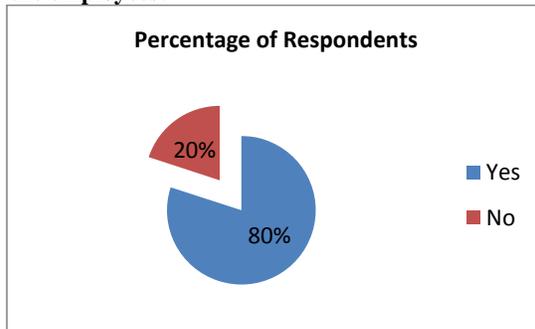


Figure 10: Pie chart of response for thirteenth question

It can be observe that (Figure 13) 80% of the respondents feel that HR department is efficient in Selection policy of the employees. But remaining 20% are not satisfied. It means HR team should make new strategy for selection of new candidates.

Does the HR maintain an adequate pool of quality "protected class" applicants?

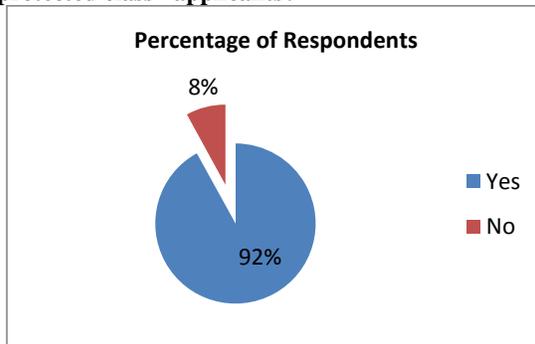


Figure 11: Pie chart of response for eleventh question

It can be observe that (Figure 11) 92% of the respondents feel that HR maintains an adequate pool of quality "protected class" applicants. It means HR team is giving opportunity to protected class candidates to grow up.

Are you satisfied with company’s policies and working environment?

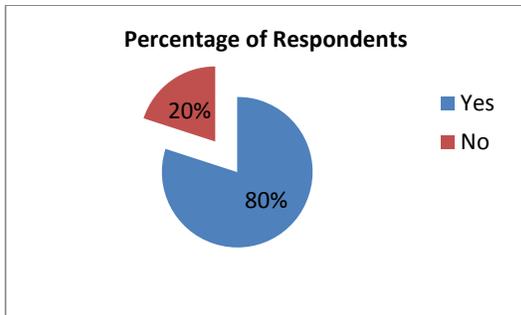


Figure 12: Pie chart of response for twelfth question

It can be observe that (Figure 12) 80% respondents are satisfied with the working environment, and 20% are not satisfied. The remaining 20% employee complains about working hours and work load.

OBSERVATIONS AND FINDINGS

Tareco Softonics is a software development industry and it is also providing security through digital signature. So, most of the people know about the industry. Industry provides good advertisement but it should improve its advertisement strategy. 40% employees are working since last 10-15 years. It means they are more experienced and satisfied with working environment of the company. Industry should use their experience to plan new products. The HR team of company is strong and able to select eligible candidates. HR is responsible to clarify the role of candidates in project.

The employees of company are satisfied with the selection process and timeline of selection for new candidates.

HR team is also able to select candidate from other source. But they should conduct proper test and interview to find good quality candidate.

The employees of industry are satisfied with the work culture and environment. But company should work out on work load and working hours of each employee.

CONCLUSION

The growth of an industry is dependent on the employees. Good employees work for their industry. So, selection of good candidates is very important. The human resource team work to make strategy for the selection of quality candidates. HR is responsible to inform candidate about the objective of project, role of candidate in the project, salary

structure and other policies of industry. This paper presents a case study of recruitment process and employee satisfaction for Tareco Softonics. The data was collected by asking questions to the employees of Tareco Softonics. According to the interpretation of answers the conclusions are following:

HR team should make new strategies to select appropriate candidates. The strategy should be transparent to everyone. HR team should provide work satisfaction to employees. The team should work on the needs of employees such as reimbursement of travel expenses, medical checkup etc. Preference should be given to the most eligible candidates, irrespective of whether candidate is internal or external Preference should be given to the most eligible candidate, irrespective of their gender. The industry should think to reappoint the eligible employees who have left the industry.

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