

**RECRUITMENT, SELECTION, PLACEMENT & INDUCTION  
PROCESS OF SARU INTERNATIONAL (PVT) LTD, GAMPOLA.**

A Project Report

Prepared By

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# **Acknowledgement**

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Last, but not the least I would like to offer my deepest and sincere gratitude to my parents and colleagues who have been a great inspiration for me each & every time.

## **Executive summary**

Today in this competitive world every organization tries to be a leading company in the local or global market. For that every organization has to consider about how they arrange & manipulate the resources that will help for the success of the organization. The most important resource any organization has is human resource and therefore the management should know how to select the right people and how to train them for the benefit of the organization.

In recruitment & selection process the management should select the most suitable candidates for the employment. And in placement & induction process they should assign the right person to the right job. If some person is assigned to a job that he/she is not suitable to it will lead to a lot of problems inside the organization.

From the quality of the products & services companies provide to the society customers value the capabilities of the human resource of the organization. It shows that the employees in an organization are the most important asset who will control the market immensely. Therefore selecting them is a really important task which should be carefully done by the management of any organization.

# 1. Introduction

## 1.1. Background of the organization

SARU international is a private limited company incorporated under Companies Act No 07 of 2007. Company is a leading soft toys manufacturer and exporter in Sri Lanka, which head office is located in Gampola. Currently SARU is producing soft toys under various brand names such as Disney, Charley Bear etc.; further company is in the process of introducing soft toys under their own brand name “The Bear Gallery”. Products of SARU are exported to United Kingdom (Charley Bear) and Australia as well as .

The vision and mission of the organization is as follows,

### Vision

**“To be the VIRTUOSO for the world’s leading brands”**

### Mission

In the steps towards to become the “Virtuoso” for the world’s leading soft toy retailers; we take all steps to;

- Create and strengthen the connections between our prestige customers and end-customers through supplying inspiring soft toy product designs.
- Our employees are our greatest strength and they help us to be the preferred soft toy manufacturer for most of world’s leading brands. We take all the steps for enhancement of professional skills, to provide a happy work-place and to ensure the work-life balance.
- We assume our responsibility by establishing harmonious coexistence of human beings and the environment, promoting overall development of society and economy, contributing to social harmony. We conduct our entire operation environmental friendly manner.

- We take all measures life care, and other public welfare efforts, integrating development of the company into that of society, so as to create a concerted development of both.

## 1.2. Objectives of the organization

- Delivering excellent standards consistently
- Delivering the exceptional value to our customers and end-customers
- Continuing to be at the forefront of innovation in soft toy designing and manufacturing
- Eager to be unique among the competitors and to be the preferred brand

## 1.3. Process of the organization products

There are so many steps in manufacturing soft toys.

First, they select and gather materials like suitable clothes, threads, eye materials, cotton etc which you want for the process of manufacturing soft toys. They have been divided the entire process into some segments; so they could assign every employee to the job that he/she is most suitable for. It causes to increase the productivity of the organization immensely.

Steps/segments of the process is as follows,

1. Cutting
2. Assembling pieces & sewing
3. Attaching eyes and other grommet attachments to the face
4. Stuffing
5. Stitching seams & openings
6. Making nose line, mouth line & finger lines.



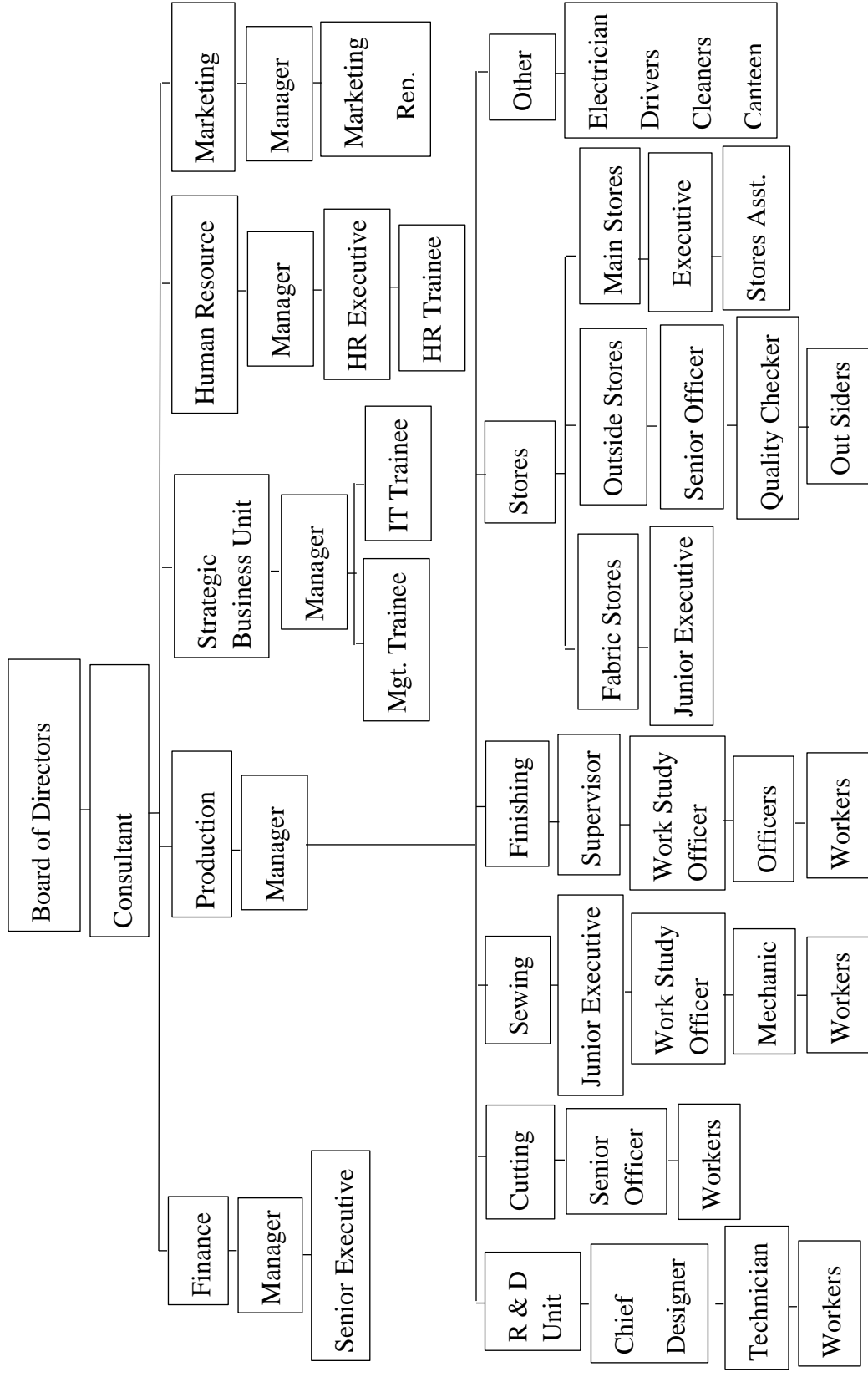
7. Attaching other attachments like ribbons, flowers and other accessories if necessary
8. Checking
9. Packing
10. Transporting

These soft toys are inspected at every step in their manufacture, therefore no mistakes reach the packing department.

Saru International (pvt) Ltd has a huge amount of local customers as well as international customers. Normally for local market they distribute items as they like and customers will purchase the items which they want. But in the international market, customers send orders for the items stating how the item should be. According to that, they make toy items and ship to other countries.

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## Organizational Hierarchy of Saru International (pvt) Ltd



## **2. Objectives of the study**

### Main Objective

Study the recruitment and selection process of Saru International (pvt) Ltd, Gampola.

### Specific Objectives

This project will help to develop the knowledge about how the recruitment and selection process is conducted in this soft toy manufacturing company.

Human resource is the most valuable resource in a company. Therefore recruiting and selecting them is a very responsible task which will require HR professionals.

There are lots of recruitment methods in any company categorized as internal recruitment methods & external recruitment methods. So, you can get to know about what are the recruitment methods that this soft toy manufacturing company is using.

And you can learn how a selection process is going on in such type of a company. You can get to know about various type of interviews, selection tests and how they are conducted to select a person for the employment of the company.

At the end, I have mentioned about how the placement and induction process is going on in saru International (pvt) Ltd. By that, you can learn about the probation period of the company for staff and work line employees and how a training process for a new employee is conducted, to give him/her a comfortable environment to employ in the company.

### 3. Review of literature

This project is a study about the recruitment & selection procedure of a soft toy manufacturing company. Recruitment and selection is one of the key result areas (KRA s) of human resource management.

#### Recruitment

Recruitment can be defined as **“The process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen”**

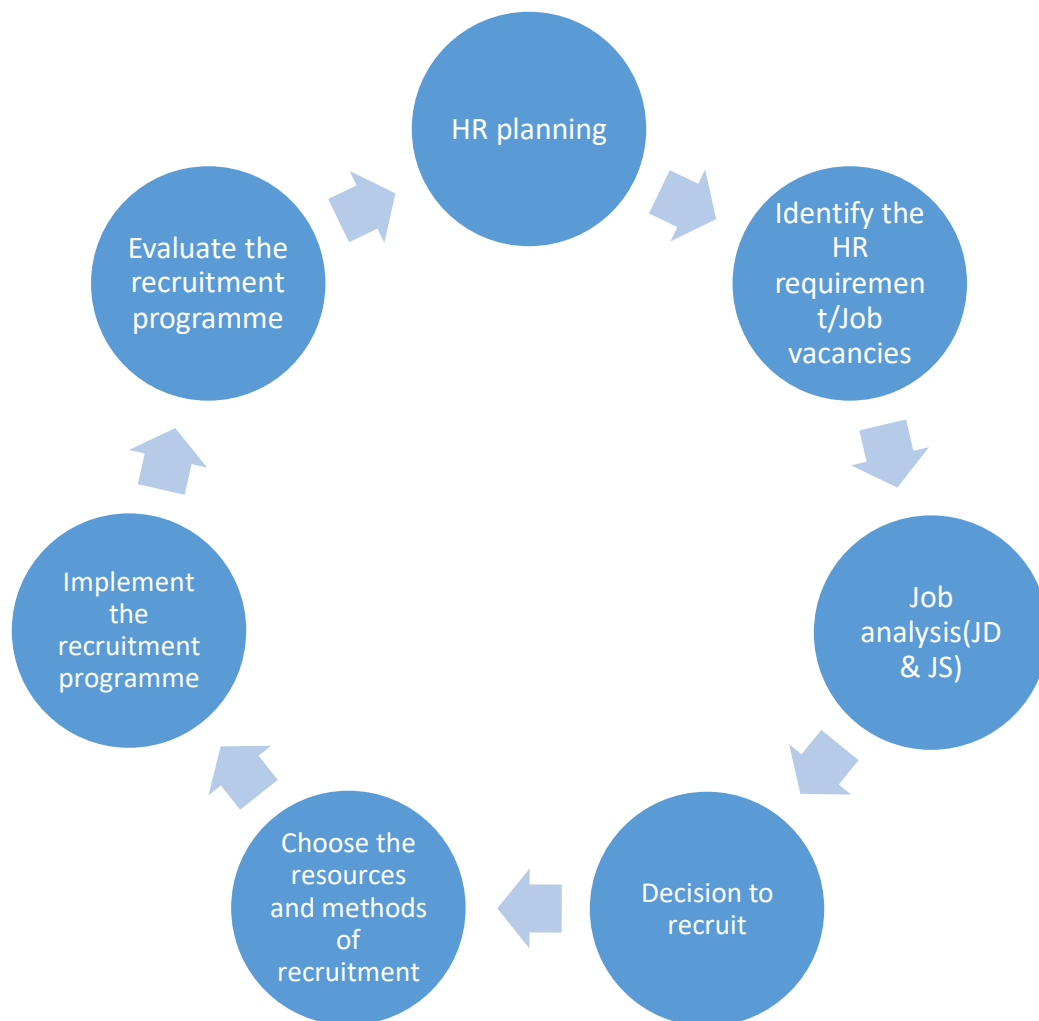


Figure 3.1. Recruitment Process

There are two types of recruitment methods as internal recruitment & external recruitment. Internal recruitment is when existing employees are used to fill the vacancies and external recruitment is when outside people are used to fill the vacancies.

## Internal Recruitment

### *Methods:-*

- ✓ Notice boards
- ✓ News letters
- ✓ Circulars
- ✓ Job posting
- ✓ HRIS
- ✓ Transfers
- ✓ Intranet
- ✓ Promotions
- ✓ Referrals of employees-“buddy finds buddy”

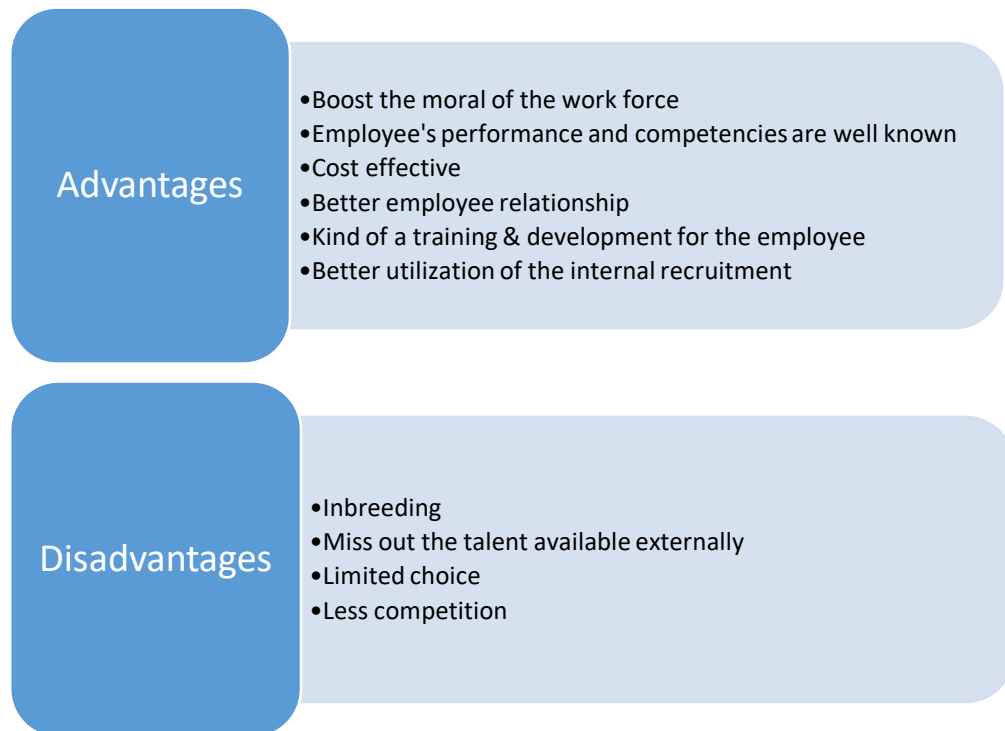


Figure 3.2. Advantages & disadvantages of internal recruitment

## External Recruitment

### *Methods:-*

- ✓ Newspaper advertisements

“AIDA”- Attention, Interest, Desire, Action

- ✓ Magazines
- ✓ Radio & TV
- ✓ “Point of purchase”
- ✓ Educational institutes
- ✓ Job bidding
- ✓ Labor contractors
- ✓ Job agencies
- ✓ “Head hunting”
- ✓ Walk in interviews
- ✓ Job fairs
- ✓ Other sources- From association of handicapped

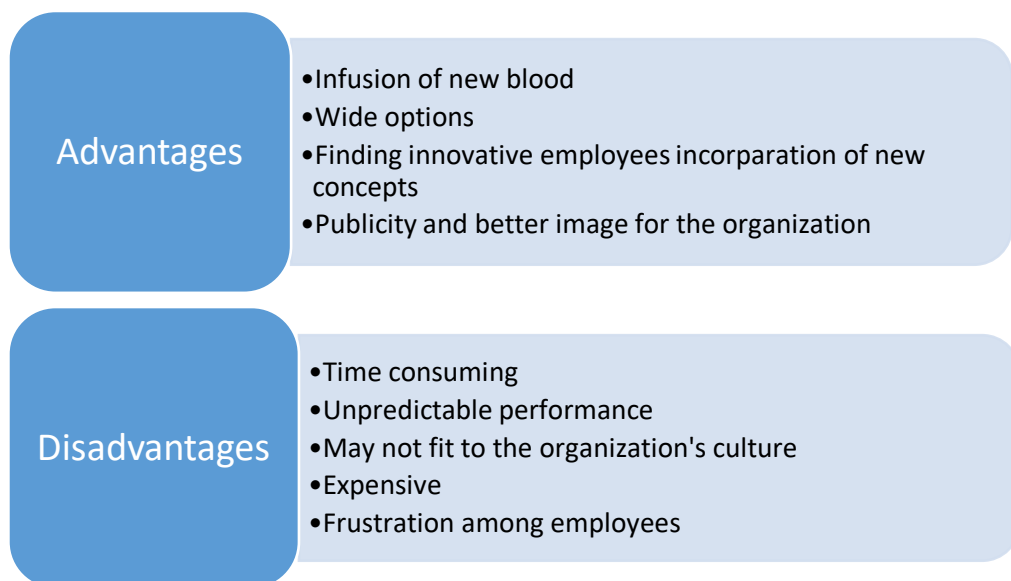


Figure 3.3. Advantages & disadvantages of external recruitment

## Selection

Selection is **“The process of choosing the most suitable applicant/candidate for a job from among the available applicants”**

Accuracy in selection is important for three reasons.

### **1. Performance**

**2. Costs** – Advertisement costs, Cost of hours spent in sorting out CVs, Executives time spent on interviewing, Loss of productivity in not having the right person at the right time, Cost of learning curve etc.

**3. Legal implications**-Equal employment legislation & red tag questions

## Selection Process

1. Application screening & short listing
2. Presentation of data in a tabulated form
3. Preliminary interview
4. Employment tests      E.g. -Aptitude tests, interest tests etc.
5. Diagnostic interview
6. Reference checking
7. Medical examination
8. Final selection
9. Collection of various documents
10. Job offer interview

### Contract of employment

This is almost like an agreement between the employer & employee which contains all the terms & conditions in a concise manner. (*See Appendix III for Saru International (pvt) Ltd. 's Contract of Employment*)

The details to be included in the appointment letter: Name of the employee, Date of appointment, Salary, Grade, Probation period, Conditions of employment, Hours of work, Leave, Holidays etc.

#### Types of interviews

- Formal & structured interviews/Directive interviews
- Unstructured interviews
- Stress interviews
- Group interview method
- panel interviews
- In depth interviews
- Situational type of interviews

#### Types of selection tests

- Intelligence tests
- Aptitude tests
- Test of motor & physical abilities
- Situational tests
- Achievement tests
- Interest tests
- Personality tests
- Polygraph tests
- Graphology

Figure 3.4. Types of interviews & selection tests



### Placement

Placement is “**The process of assigning a specific job to each of the selected candidates.**” It assigns a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate.

Because a new employee is an unknown & an untried quantity to the organization they are initially put under a probation period. This period will last from 3 months to 6 months or more. Then according to the performance of the employee he/she will be remaining as a regular employee of the organization or will be discharged as an unsatisfactory probationer.

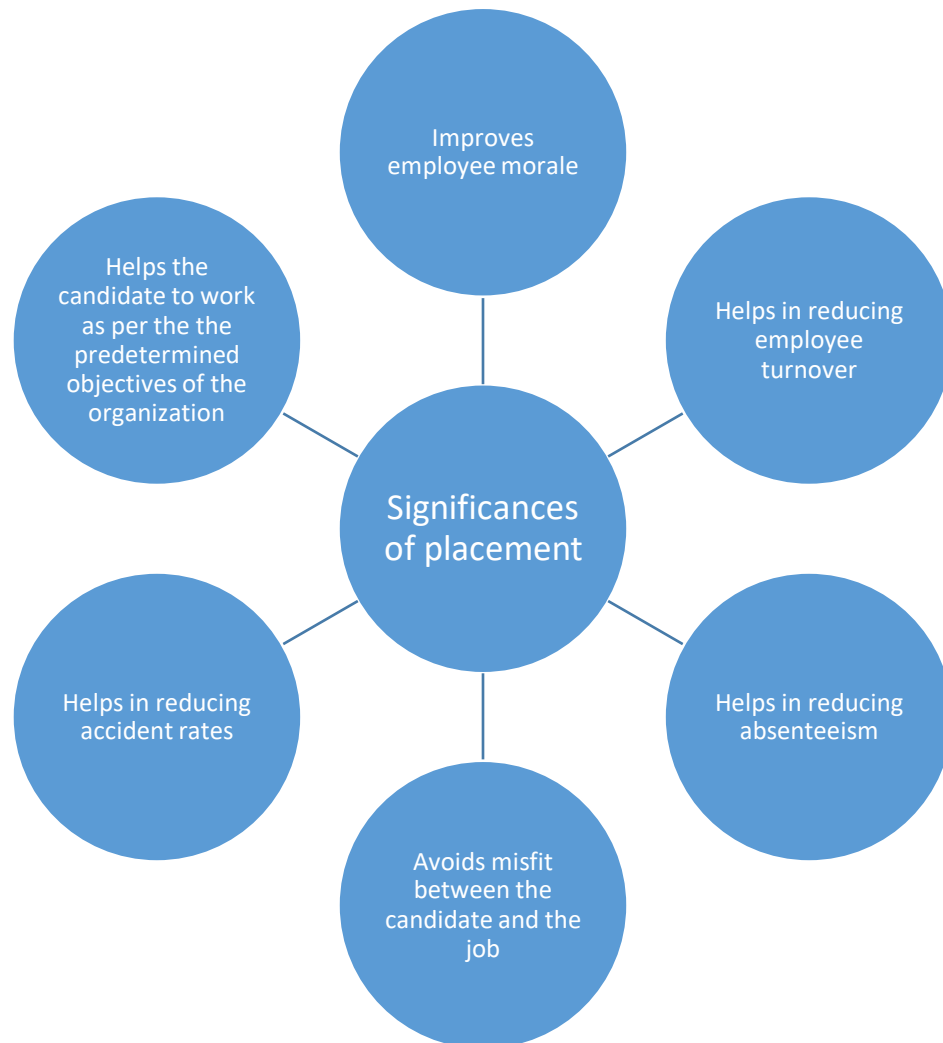


Figure 3.5. Significances of placement

## Induction

**“Once an employee is selected and placed on an appropriate job, the process of familiarizing him with the job and the organization is known as induction.”**

Duration of this training depends on the particular job and the type & size of the organization (**May be 2 hours or 2-4 days or even 2-3 weeks**)

## Contents of induction programme

- ✓ Brief history and operations of the company.
- ✓ The company's organization structure.
- ✓ Policies and procedure of the company.
- ✓ Products and services of the company.
- ✓ Location of department and employee facilities.
- ✓ Safety measures.
- ✓ Grievances procedures.
- ✓ Benefits and services of employee.
- ✓ Standing orders and disciplinary procedures.
- ✓ Opportunities for training, promotions, transfer etc.
- ✓ Suggestion schemes.
- ✓ Rules and regulations.

## Purpose of induction/Familiarization training

- ✓ Create a positive atmosphere
- ✓ Address any new job concerns
- ✓ Increase comfort level & feeling of belonging
- ✓ Increase knowledge of the organization & its policies and procedures
- ✓ Share organizational values
- ✓ Share job specific information

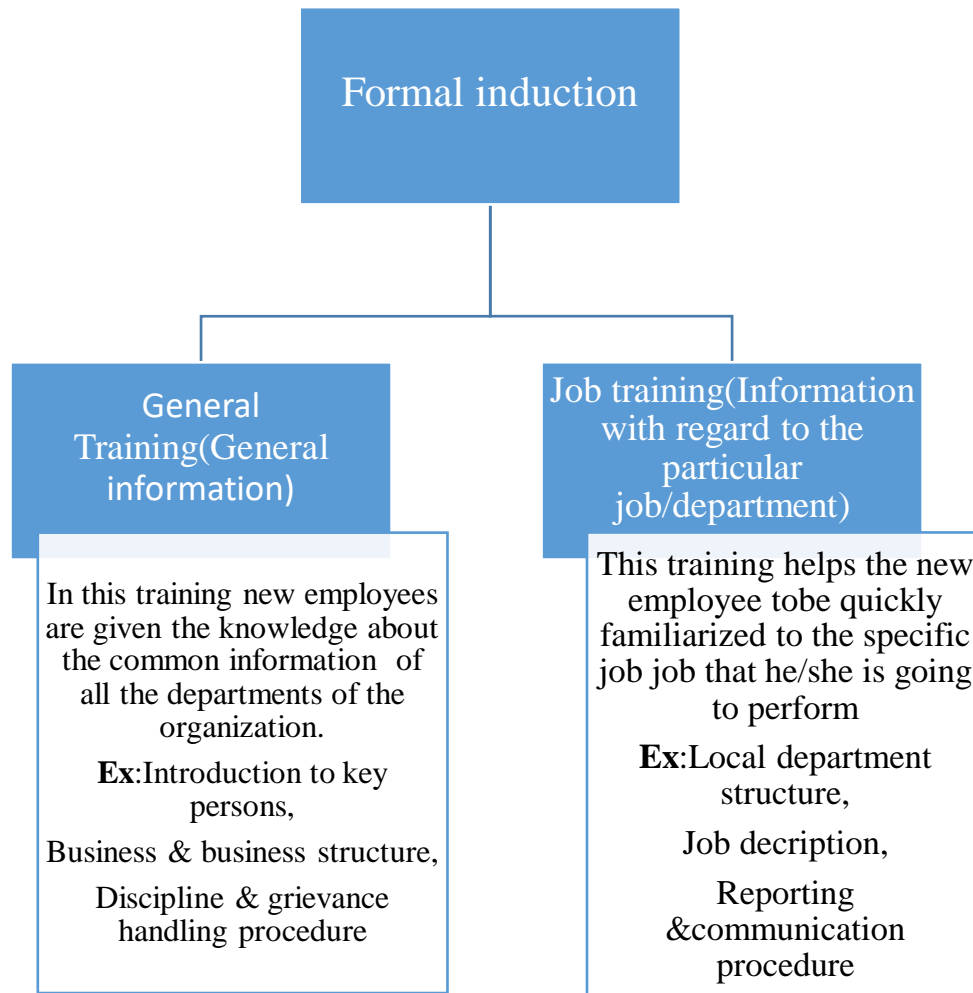


Figure 3.6. Categorization of Formal Induction

### Evaluation

After completing the above two phases of induction training it is essential to do an evaluation. It can be in a form of a questionnaire .And it's important to conduct exit interviews if any employee leaves the organization during the induction training.

## 4. Analysis

### 4.1. Methodology

From a bunch of methods which are used to collect data I used Interviewing, Questionnaire and Observation.

By interviewing HR executive of the company I could get a lot of information about the recruitment & selection procedure of their company as follows;

- ✓ HR planning process
- ✓ What are the job vacancies
- ✓ JD s & JS s for various employments. (*See Appendix III*)
- ✓ Recruitment policy
- ✓ Internal & external recruitment methods
- ✓ How they implement the recruitment programme
- ✓ How they evaluate the recruitment programme
- ✓ Their selection process
- ✓ Types of interviews & selection tests they conduct
- ✓ About the placement procedure –Probation period(Time duration, How it is conducted)
- ✓ About the induction process- General training, Job training
- ✓ How they evaluate their induction process

I gave the staff members & the work line employees a questionnaire to get to know about their ideas & suggestions about the recruitment, selection, placement & induction process of the organization.

And they give me the opportunity to observe how a product is manufactured from the primary materials to the final product. For the success of the products, influence of the employees is really important. Therefore, the company should select the most suitable candidates for the employment of their organization. This signifies the important of recruitment & selection process of an organization. After they are selected employer should give them a proper training to increase the productivity of the process. For that, placement & induction procedure is really important for an organization.

## 4.2. Data Analysis

First step of the process of recruitment, selection, placement & induction is HR planning. After that the employer should identify the HR requirements. Then he creates JD s & JS s for various posts. Then he decides to recruit. For that, the organization should choose the resources & methods of recruitment.

- Saru International (pvt) Ltd use recruitment methods as follows;

### *Internal-*

- ✓ By slideshows in the cafeteria
- ✓ By notice boards in the cafeteria & outside of the company's building

### *External-*

- ✓ Via AG office:-There are CV s of candidates in AG offices. Saru International (pvt) Ltd.'s management collect and select some of them which have necessary qualifications for the employment of their organization. Then they send letters or emails to the relevant candidates and call them for interviews.
- ✓ Leaflets
- ✓ Job fair
- ✓ Via job agencies
- ✓ Website and social media
- ✓ Word by mouth

Then the management of the organization implement the recruitment programme. First, they read CV s of the candidates and select some of them which have the best qualifications for the relevant posts. Then the candidates are invited to face to the interviews. They conduct two interviews as primary interview and after that final/job offer interview. Then the candidates are told to come to the employment of the company. First, they are put under a probation period which normally lasts for six months or more if needed.

Types of interviews Saru International (pvt) Ltd uses;

- Formal & structured / Directive interviews
- Unstructured/ Non directive interviews

- Panel interviews
- Situational type of interviews

They conduct IQ tests when selecting an employee for the organization.

In the probation period, the employer assign new employees to various sections of the manufacturing process and decide the most suitable section for every employee according to their performance at each place. And, if the employee couldn't achieve the targets assigned for him during the given time period or if some behavioral problem is occurred regarding any employee he /she will be discharged.

Saru International (pvt) Ltd conduct their induction training for every employee. First, in the general training new employees are educated about the primary rules & regulations of the organization.

Ex:-

- Smoking is prohibited during the work hours
- Every employee should report to the work before 7.00 a.m.
- Using of phones is prohibited during the work hours instead for managers & staff members.

In the job training/specific training the employees are educated about the rules & regulations, safety precautions & other important things they should have known when they are employed in a specific job.

After the recruitment and selection process & placement and induction training the management use several methods to evaluate the process. . (*See Appendix III*)

- ✓ Ask from supervisors and seniors about the behavior and the performance of the employees.
- ✓ Ask questions from employees to check their knowledge about the materials (suitable needles, thread) used for the manufacturing procedure and about the tasks they are assigned to do.
- ✓ Observe how the employees do their work and increase salary and give promotions.

To value the success of recruitment, selection, placement & induction processes of the organization I have given some questions to the employees in a form of a questionnaire. The result of that is given below.

### Recruitment & Selection

Considered no of employees-15

Question	Positive	Neutral	Negative
1) Does the JD you studied before applying to the job matches with your current job?	10	05	00
2) Are you happy with the time that management took to announce your results of the interviews?	11	03	01
3) What is your idea about the cooperation you get from the staff & other employees when you are employed in this organization?	09	05	01
4) Do you think that you faced to any unfair act in the selection process?	02	00	13
5) Are you happy about your current job & the salary?	11	01	03

Table 4.2.1. Evaluation of employees about the Recruitment & Selection process in the organization

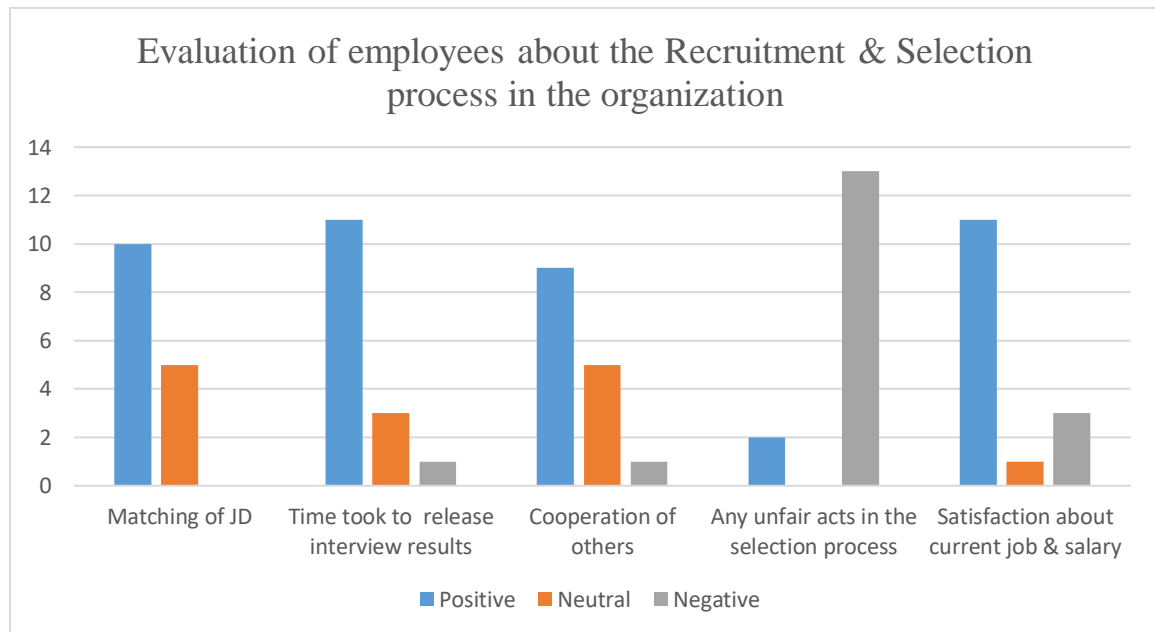


Chart 4.2.1

Considered no of staff members-06

Question	Positive	Neutral	Negative
1) Does the JD you studied before applying to the job matches with your current job?	03	03	00
2) What is your idea about the performance of other (same level) staff members of your organization?	04	02	00
3) What is your idea about the performance of low level employees of the organization?	04	02	00
4) When you are occupied in this job do you get a good cooperation from other staff members & employees?	05	00	01

Table 4.2.2. Evaluation of staff members about the Recruitment & Selection process in the organization

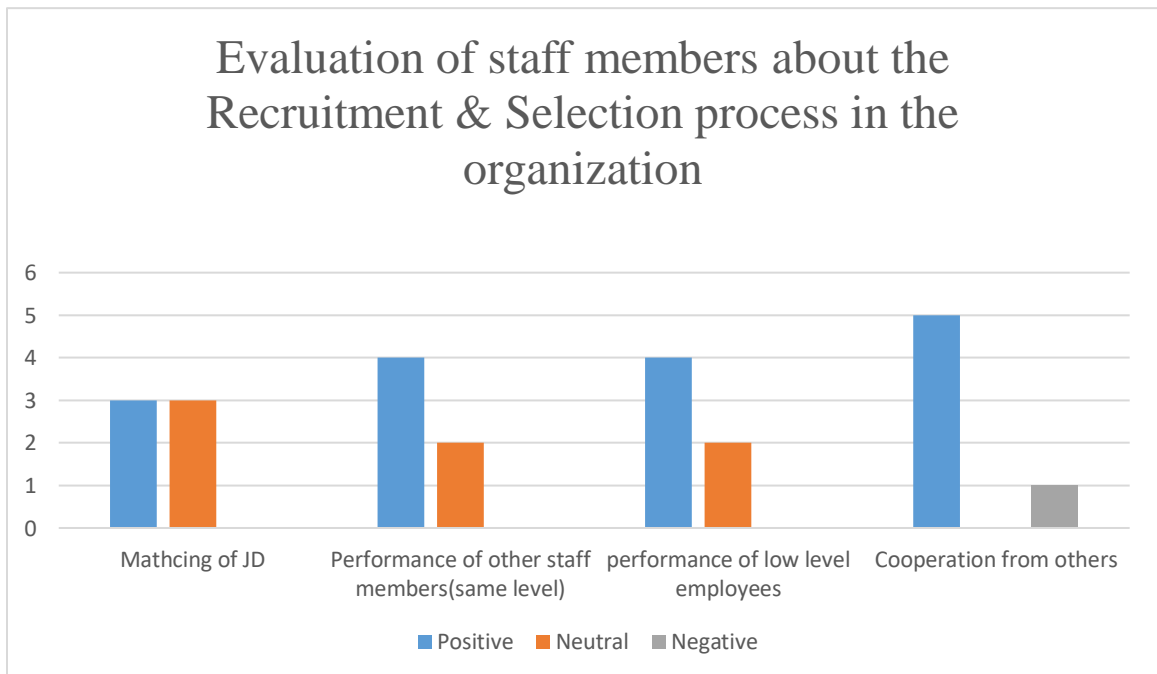


Chart 4.2.2



## Placement & Induction

Considered no of employees-15

Question	Positive	Neutral	Negative
1) What is your idea about the experience you had during the probation period?	11	04	00
2) What is your opinion about the training given to you by this organization?	11	04	00
3) Do you made aware of the rules and regulations & responsibilities of your job before starting the job?	11	04	00
4) Does the job you are occupied in this organization help you to improve your capabilities?	10	01	04

Table 4.2.3. Evaluation of employees about the Placement & Induction process in the organization

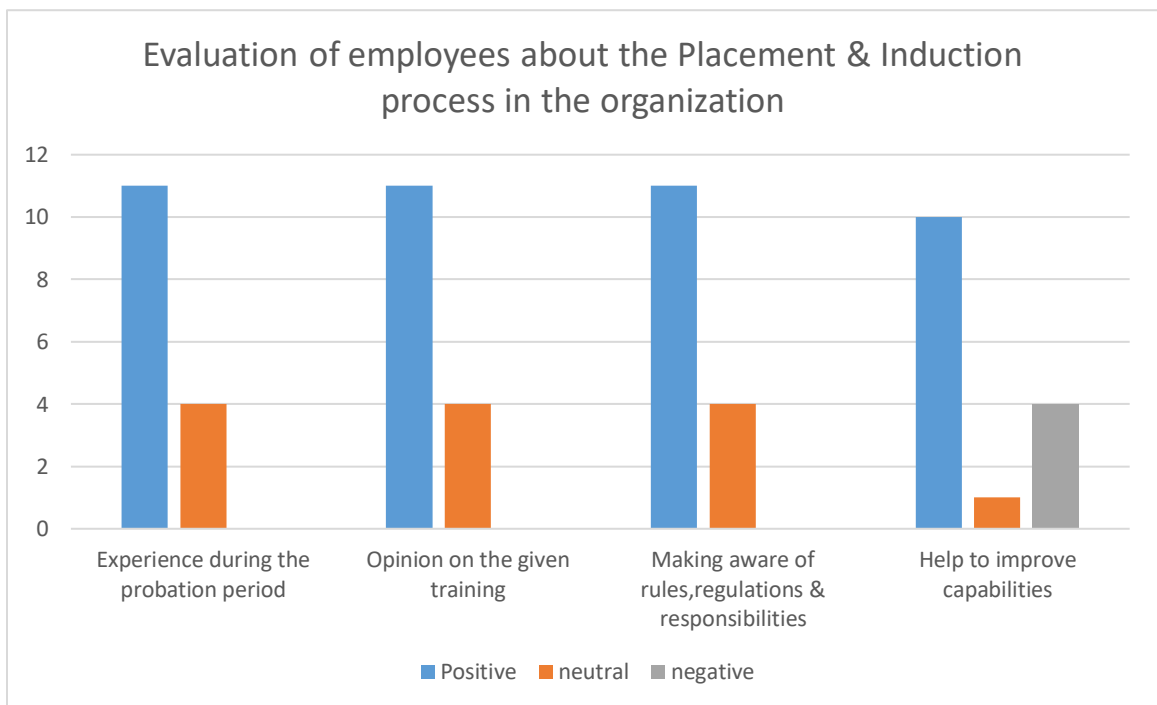


Chart 4.2.3

Considered no of staff members-06

Question	Positive	Neutral	Negative
1) When you are assigned to the job, are you made aware of the rules and regulations & responsibilities regarding the job?	05	00	01
2) Can you be satisfied about the training given to you when you are selected for the job?	02	04	00
3) Are you satisfied about the experiences you get occupying in your job?	05	01	00
4) What is your idea about the additional educational, entertainment & vocational training programmes held for improving the productivity of the organization in the aim of employees' social improvement?	03	00	03

Table 4.2.4. Evaluation of staff members about the Placement & Induction process in the organization

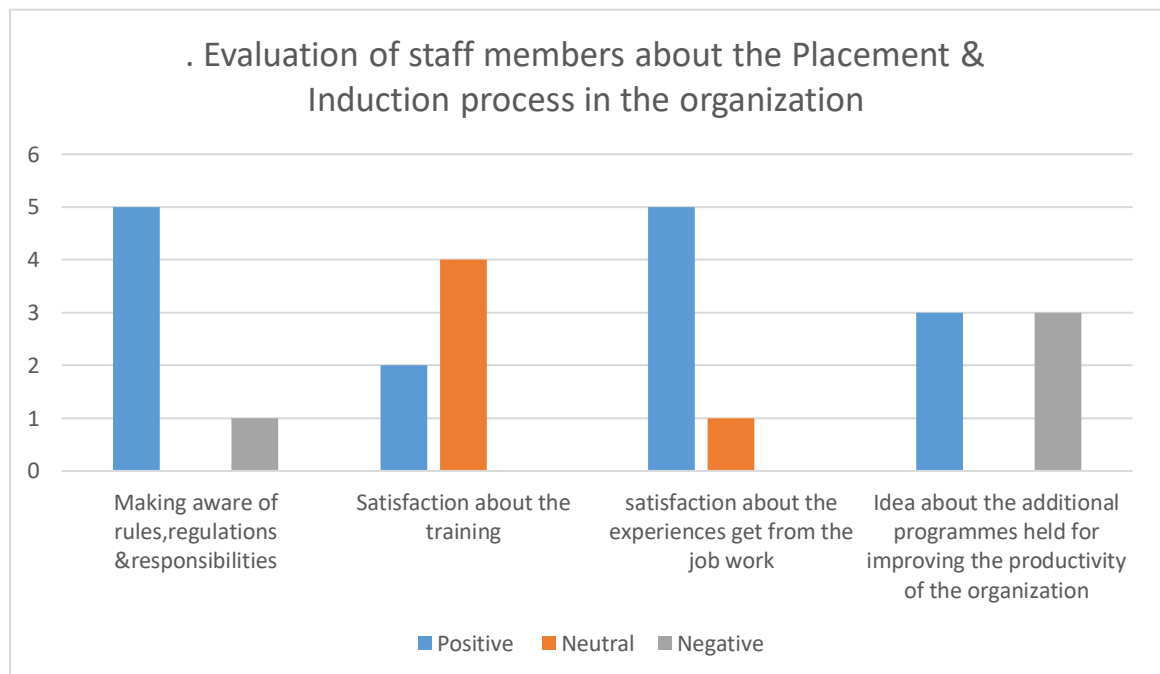


Chart 4.2.4

## **5. Findings (Key issues)**

Recruitment & selection process is very important to an organization because it selects the people (Human resource) which is the most important asset to an organization. So, it is essential to conduct a good recruitment & selection process which is fair, unbiased & satisfactory.

When we consider Saru International (pvt) Ltd;

- According to the sample amount (15) of employees,

Lots of them are happy about their recruitment & selection process. 10 of them are saying the JD they studied before applying to the job matches with the current job. And 11 of them are satisfied with the time the management took to announce their results. Only 1 person is not satisfied about that. According to those employees there is a good cooperation among employees & employees and staff members. 09 of them are happy about that. 5 of them have no idea and 01 is not happy about that. It means that the management have chosen right employees and assigned them to the right jobs. Interviews of the organization are also good because 13 of 15 employees are saying that they didn't face to any unfair act in the selection process. But 2 employees are saying there was some unfair acts. 11 are happy about their current job & the salary while 03 of the are not happy about that and 01 has no idea.

- According to the sample amount (06) of staff members,

Relatively most of staff members are also happy about the organization's recruitment & selection process. 03 of the staff members out of 06 say the JD they studied before applying to the job matches with the current job and 03 people have no idea. If the management has selected good staff members & other employees, their performance should be at a high level. So, 04 out of 06 staff members say that they are happy about the performance of the staff members as well as low level employees. And 05 of them are positive with the cooperation they get from the other staff members & the other employees, while 01 is negative about that.

Placement & induction process is also really important to an organization because it helps to identify the abilities hidden in employees and to use them for the success of the organization. In the placement process the management discharge any employee who doesn't act under the rules & regulations of the company. In the Induction process selected employees are trained to do their job easily and in the right way.

When we consider Saru International (pvt) Ltd;

- According to the sample amount (15) of employees,

Lots of them (11) are satisfied about the experience they had during the probation period. 04 have no idea. And 11 of them are happy with the training given to them by the organization. 11 out of 15 say they are made aware of the rules, regulations & responsibilities of the job before starting. This represents a good and productive induction process. Only 04 have no idea about that. 10 of them are saying the job they are occupied helps them to improve their capabilities. 01 person have no idea and 04 are negative about that.

- According to the sample amount (06) of staff members,

05 of 06 staff members are saying that they are made aware of the rules, regulations & responsibilities of the job they are occupying. Only 02 out of 06 members are satisfied with the training given to them and 04 people have no idea about that. Most of them (05) are satisfied about the experiences they get from this job. Lots of organizations held additional educational, entertainment & vocational training programmes to improve the productivity of the organization in the aim of employees' social improvement. 03 out of 06 staff members are happy about those programmes held in Saru International (pvt) Ltd while 03 of them are negative about that.

## **6. Recommendations**

When consider the above findings it is clear that Saru International (pvt) Ltd has a good recruitment, selection, placement & induction process though it has some minor dissatisfactions among some of the employees & staff members. So, I'd like to discuss about those dissatisfactions and how to resolve them.

In every organization the management should try to satisfy all the employees because they are the most important resource that help to increase the organization's productivity immensely. If one employee is not happy, it will cause to happen lots of troubles inside the organization. Therefore the management shouldn't ignore even one lowest level employee. If one employee is unhappy about anything, the management should consider that.

- ✓ After conducting interviews this organization should announce the results in a short period because candidates may have other plans.
- ✓ The management should take actions to improve the cooperation among employees for the success of the organization in the aim of increasing the productivity of the organization.
- ✓ When conducting interviews there should not be any biased or other unfair acts. It causes to destroy the reputation of the organization and no one will be interested to apply for the jobs in that organization.
- ✓ The management should assign every employee to the most suitable job to him/her. Only then the employee can satisfy about the job he/she is doing .And it is essential to pay the right salary and give other benefits to the employees at the right time. It will give a self-satisfaction for the employees.
- ✓ The performance of the employees in the organization should improve by conducting additional educational, entertainment, leadership & vocational training programmes etc. It will also help to improve the employees' personality skills.
- ✓ The job every employee is occupying in this organization should improve their abilities which will help them in the future activities.
- ✓ The training the organization gives in induction training process offers the best opportunity to help the new person to quickly familiarize to the specific job that

he/she is going to perform. Therefore the training should be more innovative to get attraction & support of the employees.

- ✓ By occupying in their job every employee gets new experiences day by day. Those should be the experiences that will help them in their future life.

## *Appendix I*

### Company Data Profiles

#### **Accountant**

I have been working for Saru International (pvt) Ltd for 04 years. The company has a nice working environment and I got lots of experiences from this job. They have good salary & incentive scheme. But I had to face some problems in communication, stock controlling, finance etc.

#### **Senior Officer- Research & Development**

I have been working at Saru International (pvt) Ltd for about 04 years. This is a leading soft toy manufacturing company in the local market as well as international market. The management, supervisors are always concerned about the employees. Salaries are paid at the right time and I haven't personally come across any issues with this organization

#### **Executive Officer**

I have been working for Saru International (pvt) Ltd for about a period of 07 months. I have found this is a really helpful & nice working environment to work. There are lots of technical facilities though we have some transport issues.

#### **Outside Officer**

I have been working for Saru International (pvt) Ltd for 13 years. As an outside officer I have given the chance to work with the employees who work at home and from that I could earn more money besides the normal salary. But sometimes there are some personal revenges taken by some employees because of job- relational problems.

#### **Junior Executive Officer**

I have been working for Saru International (pvt) Ltd for 06 years. This job has helped me to improve the ability to face problems & resolve them properly. And I got the chance to bear responsibilities and to work together as a team .But, I happened to know that there are some problems in the manufacturing process & stock controlling.

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## Appendix II

## Appendix III