

A STUDY ON
“RECRUITMENT AND SELECTION AT HINDUJA
GLOBAL SOLUTIONS, HYDERABAD”

A Project Work submitted to the
Jawaharlal Nehru Technological University, Kakinada
in Partial Fulfillment of the requirement for the Award of the degree of

MASTER OF BUSINESS ADMINISTRATION



Submitted by

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Regd. No. 20KQ1E0055

Under the esteemed guidance of

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ASSOCIATE PROFESSOR



SRINIVASA EDUCATIONAL SOCIETY'S

PACE INSTITUTE OF TECHNOLOGY & SCIENCES
(AUTONOMOUS)

Approved by AICTE, Accredited by NBA & NAAC (A Grade), Recognized under 2(f) & 12 (B) of UGC

Permanently Affiliated to JNTUK, KAKINADA, A.P., An ISO 9001:2008 Certified Institution

NH-16, Near Valluramma Temple, ONGOLE-523272, ANDHRA PRADESH

2020-2022



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CERTIFICATE

This is to certify that the project entitled **“RECRUITMENT AND SELECTION AT HINDUJA GLOBAL SOLUTIONS, HYDERABAD”** is the bonafide work carried out by **CHALLA ASHOK, Regd. No. 20KQ1E0055** in partial fulfillment of the requirement for the award of Degree of Master of Business Administration.

PROJECT GUIDE

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EXTERNAL EXAMINER

DECLARATION

I hereby declare that the project entitled “**RECRUITMENT AND SELECTION AT HINDUJA GLOBAL SOLUTIONS, HYDERABAD**” submitted by me under the guidance of **Ch.Hanuman Jyothi** MBA, MHRM, M.Phil (Ph.D). , **ASSOCIATE PROFESSOR**, Department of MBA, PACE Institute of Technology & Sciences, Ongole in partial fulfillment of the award of the degree of Master of Business Administration, is the original work done by me and I have not submitted earlier in part or full to any other university for any other degree or diploma.

CHALLA ASHOK

20KQ1E0055

ACKNOWLEDGEMENT

I would like to express a deep sense of gratitude and thank profusely **Ch.Hanuman Jyothi , ASSOCIATE PROFESSOR**, without whose counsel and able guidance, it would have been impossible to complete the project in this manner.

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I also express my gratitude to **Dr. SREENIVASAN M, Principal of our college**, for his guidance and co-operation during my course of study.

I extend my sincere thanks to **Mr. M. Sridhar, Secretary & Correspondent** of our college, for providing sufficient infrastructure and good environment in the college to complete my course.

I am highly thankful to the authority of **HINDUJA GLOBAL SOLUTIONS**. for their kind permission to undertake the present study as well as extending help in collecting the data. I express my gratefulness to the company executives, supervisors and employees for sparing their valuable time and courtesy during the period of study.

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Special Thanks to my friends, for their co-operation during the course of the study

Also, I wish to thank my parents and family members without whom it is impossible for me to stay at this level.

CHALLA ASHOK

20KQ1E0055

CHAPTERS	CONTENTS	PAGE NO.
CHAPTER-1		1-7
	INTRODUCTION	
	Need of the study	
	Scope of the Study	
	Objectives of the Study	
	Methodology of the Study	
	Limitations of the Study	
CHAPTER-2		8-29
	INDUSTRY PROFILE & COMPANY PROFILE	
CHAPTER-3		
	THEORETICAL FRAME WORK	30-47
CHAPTER-4		48-67
	DATA ANALYSIS AND INTERPRETATION	
CHAPTER-5		68-70
	FINDINGS, SUGGESTIONS & CONCLUSION	
	ANNEXURE	71-76
	BIBLIOGRAPHY	
	QUESTIONNAIRE	

INTRODUCTION

The human resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the calibre of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or the activities of an organization, therefore, they need to recruit people with requisite skills, as well as the future requirements of the organization in mind.

Recruitment is distinct from employment and selection. Once the required number and kind of human resources are determined, the management has to find the means of attracting them towards the organization before selecting suitable candidates for jobs. All this process is generally known as recruitment. Some people use the terms “Recruitment” for employment. These two are not one and the same. Recruitment is the only one of the steps in the entire employment process. Some others use the term recruitment for selection. These are not the same either. Technically speaking, the function of recruitment precedes the selection function and it includes only finding, developing the resources of prospective employees and attracting them to apply for jobs in the organization, whereas the selection is the process of finding out the most suitable candidates to the job out of the candidates attracted. Formally definition of recruitment would give clear cut ideas about the function of the recruitment.

DEFINITIONS:

Recruitment is defined as, a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate selection of an efficient workforce.

Edwin B. Flippo defined Recruitment as “the process of searching forward prospective employees and stimulating them to apply for jobs in the organization”.

Recruitment is a ‘linking function’ – joining together those with jobs seekers and employer with a view to encourage the former to apply for a job with the latter. In order to attract people for the jobs, the organization must communicate the position in such a way that the job seekers responded.

To b costs effectively, the recruitment process should attract qualified applicants and provide enough information do unqualified personal to self- select themselves out. Thus, the recruitment process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

NEED OF THE STUDY

Increasingly more importance is given to “people” in organizational this is mainly because organizations are realizing that human assets are the most important of all assets. Recruitment describes the process and various stages of searching for suitable candidates to fill vacancies in the work force. Selecting the right people for jobs and placing them in right roles play an important role in deterring whether they are giving their best to the organization selection stages play an extremely important role in view organization and in those that are fast expanding.

To recruit means to enlist, replenish or reinforce. In force to the process of bringing to garner prospective employees and employer with a view to simulate and encourage the former to apply for a job with the later. The purpose of recruitment is to process of bringing to gather prospective employees and explorer with a view to stimulate and encourage the former to apply for a job with the later. The purpose of recruitment is to propose an inventory of people who meet the criteria laid down in job specification so that the organization may choose those who are found most suitable for the cancan positions.

Recruitment represents the first contact that a company makes the personal having potential to be employed from the point of view of potential candidates: recruitment is the process through which they come to know about the company and the nature of jobs that are being offered. Therefore, if recruitment process is carried on successfully, it serves the following purpose. Recruitment determines the preserve.

SCOPE OF THE STUDY

- The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations.
- The study is about the employee's opinion on the Recruitment and selection process at Hinduja.
- Through this project we can understand how recruitment and selection process are undertaken at Hinduja. It also gives us knowledge about the procedures followed in order to fill up the vacancies with knowledgeable and skilled potential candidates in the organization.

OBJECTIVES OF THE STUDY

- To study the Recruitment and Selection process of “HINDUJA GLOBAL SOLUTIONS.”
- To know the awareness of the employees towards recruitment and selection process.
- To know the recruitment strategies followed by the company.
- To know the retention strategies of the company.
- To know the HRP-influence on recruitment and selection.
- To know the employee satisfaction towards recruitment and selection process in “HINDUJA GLOBAL SOLUTIONS.”

METHODOLOGY OF THE STUDY

Methodology is a systematic procedure of collecting information in order to analyses and verifies a phenomenon.

Taking inspiration from the above reviewed study the researcher attempt is made to carryout “A study on Recruitment and Selection” which was only 45days duration. The present study was carried out at “HINDUJA GLOBAL SOLUTIONS” hyderabad.

Primary Data

Data observed or collected directly from first-hand experience is called primary data.

- Responses through questionnaires
- Conducted personal interviews with the respondents.

Secondary Data:

Published data and the data collected in the past or other parties are called secondary data.

Secondary data is collected through the

- Company Websites.
- Newspapers.
- Journals.
- Textbooks.
- HR Magazines

The sample size is 100 in number of employees. Random sampling method is used for this research. The questionnaire was given to CRO, TRAINERS etc.,

LIMITATIONS OF THE STUDY

- The information covers only a few in HINDUJA GLOBAL SOLUTIONS GUNTUR.
- The respondents were not readily available and the data was collected as per the convenience of respondents.
- As the sample size is small, the inference and the conclusion may not be appropriate.
- The time period was limited only to 35 days.
- Since the sample size is limited to 100 only there is a chance for non-sampling error can lead to less precession in the analysis.

INDUSTRY PROFILE

Indian BPO Industry:

India was among the first to realize the potential of outsourcing and off shoring by providing IT – BPO services to the global markets. The industry is reaping the benefits of efforts initiated since 1991, When the STPI was formed with the objective of promoting software exports from India; it subsequently covered the BPO industry as well, thus acting as a catalyst for transforming the industry into a strong global force. The services sector saw higher growth than the world average during the past decade, raising its share in the country's GDP, and the IT – BPO industry had a noteworthy contribution in this.

FY2012 is a landmark year – while the Indian IT-BPO industry weathered uncertainties in the global business environment, this is also the year when the industry is set to reach a significant milestone – aggregate revenue for FY2012 is expected to cross USD 100 billion. Aggregate IT software and services revenue (excluding hardware) is estimated at USD 88 billion

Key Highlights during FY2012



Milestone year for Indian IT-BPO industry-aggregate revenues cross the USD 100 billion mark, exports at USD 69 billion

Within the global sourcing industry, India was able to increase its market share from 51 per cent in 2009, to 58 per cent in 2011, highlighting India's continued competitiveness and the effectiveness of India-based providers delivering transformational benefits

Export revenues (including Hardware) estimated to reach USD 69.1 billion in FY2012 growing by over 16 per cent; Domestic revenues (including Hardware) at about USD 31.7 billion, growing by over 9 per cent

Software and services revenues (excluding Hardware), comprising nearly 87 per cent of the total industry revenues, expected to post USD 87.6 billion in FY2012; estimated growth of about 14.9 per cent over FY2011 Within Software and services exports, IT services accounts for 58 per cent, BPO is nearly 23 per cent and ER&D and Software Products account for 19 percent The industry continues to be a net employment generator - expected to add 230,000 jobs in FY2012, thus providing direct employment to about 2.8 million, and indirectly employing 8.9 million people

As a proportion of national GDP, the sector revenues have grown from 1.2 per cent in FY1998 to an estimated 7.5 per cent in FY2012

The industry's share of total Indian exports (merchandise plus services) increased from less than 4 per cent in FY1998 to about 25 per cent in FY2012

While the global macroeconomic scenario remained uncertain, the industry exhibited resilience and adaptability in continually reinventing itself to retain its appeal to clients

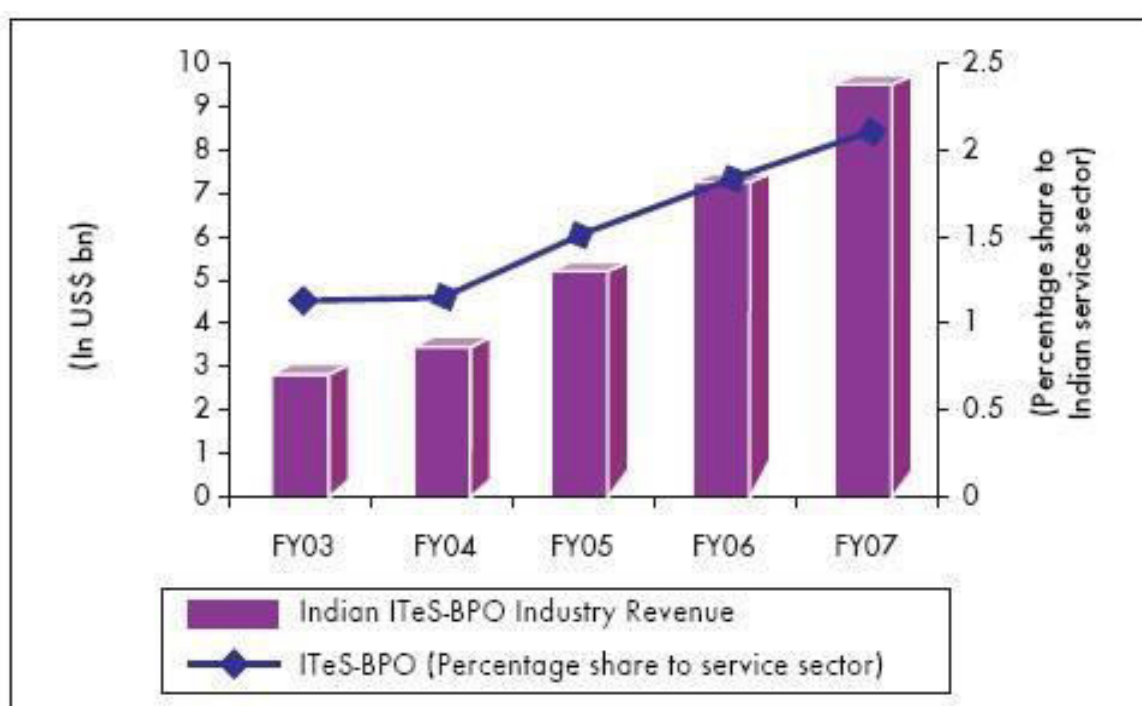
Embracing emerging technologies, increased customer-centricity, deepening focus on new markets, adopting new business models are some successful growth strategies followed by the industry.

ITeS-BPO Industry Size and Growth Trend:

Industry Size

The Indian ITeS-BPO industry posted an average annual growth rate of 35.7 per cent during FY03 to FY07. Notably, the ITeS-BPO sector growth has outpaced IT services; product and hardware sector. Besides, it is increasingly moving up the value chain, offering end-to-end solutions. In FY04, export contributed around 91 per cent of the total revenue of the Indian ITeS-BPO industry which dipped to 87.4 per cent in FY07, due to emergence of the domestic ITeS-BPO opportunities. In FY07, total ITeS-BPO export was around US\$ 8.4 billion, 33.3 per cent higher than the previous year. Also, ITeS-BPO employee base has gone up to 553,000 from 415,000 in the same period.

As per Gartner, the cost advantages of outsourcing from India are noteworthy as it costs less than US\$ 7,500 per annum for a call centre agent in India (cost to company) as compared to US\$ 19,000 in the US and US\$ 17,000 in Australia. It is also estimated that the average annual salary of graduates in India is just US\$ 2,400 as compared US\$ 2,900 in Philippines.



OUR PORTFOLIO:



BUSINESS PROCESS OUTSOURCING:

BPO stands for Business Process Outsourcing. There is a common misconception that B.P.O. and call centres, mean one and the same.

A call centre is a remote location in India wherein calls made by customers abroad are routed to India by means of telecommunication equipment. This call is answered by call centre agents who are trained to speak in an accent which the customer can understand. This accent is commonly referred to as Neutral Accent

Coming to the term Business Process Outsourcing, let us understand the term in a simple way by breaking it up. There is a business. Each business has got a process. A process means a specific way or method of doing a job. Those jobs which are routine in nature, are given to countries outside India, to save money by way of salaries.

OVERVIEW OF VARIOUS CAREER OPPORTUNITIES IN THE BPO INDUSTRY

- Voice Process (Inbound and Outbound)
- Semi Voice Process or Back Office Support
- Medical Transcription
- Medical Billing
- Data Entry
- E-Mail Support
- Knowledge Process Outsourcing
- Recruitment Process Outsourcing
- Education Process Outsourcing
- Legal Process Outsourcing
- Technical Writing
- Content Writing
- Web Designing.

ABOUT NASSCOM

NASSCOM stands for National Association of Software and Servicing Companies

It regulates the functioning of the IT and ITES industry

IT means Information Technology which includes software programming and ERP (Enterprise Resource Planning)

ITES stands for Information Technology Enabled Services, which includes, BPO, KPO, RPO, EPO and LPO

ABOUT CALL CENTERS:

A call centre is a set up in India, wherein calls which are routine in nature made by foreign customers are routed to India and answered by agents who are trained to speak in an accent, which a person from the other country can understand. The basic reason for outsourcing these routine jobs was to save money on salaries and infrastructure. There are two basic functions which any call center performs:

INBOUND

Incoming calls means calls made by the customer to the call centre agent which is customer service. Just to give an example, a person banking with CITI BANK in the U.S. would call to know the balance in his account or a customer may call up the customer service to know whether his bank charges have been reversed.

OUTBOUND

Outgoing calls focus on selling a product or service. In this type of calling, the dialer will automatically dial numbers of customers at random from the database and the call centre executive will sell a product or service to the customer. If a bank has come out with new products, the call centre agent can call up the existing customers of the bank and try to promote the new service. This process is called as cross selling.

TYPES OF CALL CENTERS

Call Centres can be classified in two major categories:

1. Domestic and
2. International

Domestic call centres:

Domestic call centres handle sales and customer service only for Indian companies.

DOMESTIC CALL CENTERS IN INDIA

- Reliance Mobile
- Airtel
- Idea
- Vodafone
- ABN-ABRO Bank
- ICICI Bank

INTERNATIONAL CALL CENTERS:

International call centres handle sales and customer service for foreign clients.

Both Domestic and International call centres can be classified into two major categories:

CAPTIVE B.P.O AND THIRD PARTY B.P.O

CAPTIVE BPO

In the case of a Captive BPO, the parent company will set up a dedicated call centre for servicing its own clients. The objective of setting up a captive B.P.O is to ensure that customers get excellent and quality service within the least possible time.

EXAMPLES OF CAPTIVE B.P.O IN INDIA

H.S.B.C (Hong Kong and Shanghai Banking Corporation)

CITIBANK

PRUDENTIAL (Leading player in the insurance segment in U.K.)

COMPANY PROFILE

The Hinduja Group was founded in 1914 by a young entrepreneur from Shikarpur, Mr. Parman and Deep Chand Hinduja. He spotted opportunities and seized them wherever they surfaced. He travelled to Mumbai in 1914, and quickly learnt the ropes of business. The business journey which began in Sind, entered the international arena in 1919, with an office in Iran, the first outside of India. Merchant Banking and Trade were the twin pillars of the business. The Group remained headquartered in Iran until 1979, when it moved to Europe.

The Hinduja Group has successfully expanded and diversified its businesses, with significant social and charitable contributions, under the present leadership of the Hinduja brothers - Chairman, Sri Chand who is able supported by his brothers - Gopichand, Prakash and Ashok. The Hinduja Group today has become one of the largest diversified groups in the world. The Group employs over 30,000 people, and has offices in India and major cities of the world. The Hinduja family has always adapted to free-market reforms, moving rapidly in new markets thus capitalizing on new economy opportunities. As a result, the Group has now strategically positioned itself to contribute to old economy sectors such as Banking & Finance, Transport, Energy (Oil & Power), as also the new economy viz Technology, Media and Telecom.

The Hinduja's are firm believers in traditional family values, and have always inculcated the family concept in all of their business enterprises. Each and every member of the Group is encouraged to practice the Vedic principles of work - "Service with devotion" and "Willingness to see fulfillment of one's self-interest in the active promotion of the interest of the collective."

Strong emphasis is placed on mutual respect and trust, cohesion and cooperation, which are key organizational guidelines. Concurrently, sound modern management practices are encouraged both within individual Group companies, as also at the corporate level. Executives/Professionals/employees are allocated independent charge of diversified activities. Great value and a high premium is placed on healthy internal competition, incentives to executives & employees for outperforming one another and appreciation of a good performance.

Throughout its history, the Hinduja Group has demonstrated a strong commitment to create a better understanding between the peoples and Governments of the world. Building amity and cooperation between their motherland, India and their host country, has always been a matter of faith.

HGS delivers localized solutions and takes customer interaction and satisfaction to a higher level through deep domain and process expertise. It operates a global network of 70 customer experience center's with over 42000 employees across the U.S., Canada, the UK, India, the Netherlands, France, Germany, Italy, Jamaica, UAE, and the Philippines, making a difference to more than 600 of the world's top brands across nine key verticals. For the year ended 31st March 2020, HGS had revenues of US\$ 737 million.

Hinduja Global Solutions Ltd is an Indian based company, engaged in business process management services. The company offers outsourcing solutions, including back-office processing, contact center, and customized IT services; and voice and non-voice related customer contact and business process outsourcing services. It also provides marketing and digital enablement services, including customer experience management, digital enablement, social media engagement, and digital marketing services, as well as consumer interaction service

Chairman, CEO, CFO, Management Team, Board of Directors and Key Executives of Hinduja Global Solutions Ltd.

Management	ROLE
Kathy Hamburger	President
Narasimha Murthy B N	President
Pushkar Misra	President & CEO
Ross Beattie	President & CEO
Charles Cooper-Driver	CEO
Partha Desarkar	CEO
Ramakrishan P Hinduja	CEO & Chairman
Srinivas Palakodeti	CFO
Subramanya C	Chief Technology Officer
Anthony Joseph	Executive Vice President
Sanjay Sinha	Executive Vice President
Ramesh Gopalan	Executive Vice President
Sridhar Krishnamurthy	Executive Vice President
Kanti Mohan Rustagi	Executive VP & CO. Secretary
Ashwin Y Hoskote	Senior Vice President
Anil Harish	Director
Rajendra P Chitale	Director
Rangan Mohan	Director
Shanu S P Hinduja	Director
Vinoo S Hinduja	Director
Ashok P Hinduja	Chairman Emeritus
Dheeraj G Hinduja	Co-Chairman

HISTORY AND GROWTH

It all began in the year 2000. Hinduja Global Solutions started its operations with one client and 25 employees. From its inception, Hinduja Global Solutions had set its sights high, and was focused on building client's businesses. The success graph grew rapidly. Between 2000 and 2003, Hinduja Global Solutions acquired businesses of major international clients, some of who were among the leaders in the Insurance & Telecom industries, thus establishing it as a force/major player to reckon with. 2003 also marked the company's entry into international markets, with the establishment of its centre in Manila. Today, Hinduja Global Solutions has 23 delivery centres across the US, Canada, Mauritius, the Philippines and India all working towards creating leaders out of their clients.

JOURNEY OF HGS:

2000	2001 - 2004	2005 - 2006	2007 - 2008	2009 – till date
<ul style="list-style-type: none"> ★ Launch of HTMT brand ★ First International Insurance customer with 23 seats ★ ISO 9001:2000 certification 	<ul style="list-style-type: none"> ★ Acquisition of Philippines center ★ 1500 seat facility in Bangalore, India ★ Employee Strength – 1700 	<ul style="list-style-type: none"> ★ Acquired Source One ★ BS 7799 Certification ★ Strategic foray into National Markets ★ 300 seat DR center in Mauritius ★ HIPAA Certification ★ Employee strength - 7,000 	<ul style="list-style-type: none"> ★ Acquired Affina – Foray into more verticals ★ Expansion into Tier 2 cities in India ★ First Healthcare contact center in Manila ★ ISO 27001 Certification ★ Most Innovative BPO Company – ICT 	<ul style="list-style-type: none"> ★ Employee Strength - 14500 ★ Entry into the UK market ★ Expansion into China ★ Inorganic Growth – Acquisitions underway
Beginnings	Market Entry	Growth	Integration	Expansion

HGS is a world leader in customer relationship management and business process outsourcing. We provide contact centre services, back office processing and IT solutions to a global clientele comprising several Fortune 500 Companies. HGS has a global footprint with 51 delivery centres in Canada, France, Germany, Italy, India, Jamaica, Mauritius, the Netherlands, the Philippines, the United Kingdom and the United States of America.

Hinduja Global Solutions (HGS) was established in India in 1993 under the name ALIT (Ashok Leyland Information Technology), providing information technology services, starting with just one client and 25 employees. ALIT merged with Hinduja Finance Corporation (HFC) in 2000 to form HGS. Between 2000 and 2003, HGS won businesses of major international clients, who were among the leaders in the Insurance & Telecom industries, thus establishing itself as a major player in the contact centre industry. Today, HGS India has about 15000 + employees across 17 centres in Bangalore, Chennai, Mysore, Durgapur, Siliguri, Delhi, Mumbai, Hyderabad, Guntur and Nagercoil. We have partnered with many of the world's most recognized and respected companies to deliver exceptional inbound contact centre, customer satisfaction, and back office solutions. Our cost-effective and value rich solutions help our client partners maximize their operations to their competitive advantage.

HGS started its journey in the year 2000 with a Fortune 100 health insurer giant and just 25 employees in Bangalore. We commenced operations with 23 processors handling 1 type of claim and have today grown to 1400 processors handling 69 lines of business. At present, for this client, close to 4000 employees across our centres in Bangalore and Chennai process settlements of annual claims worth more than USD 10 billion, at an average of approximately USD 50 million per day.

HGS was one of a few BPOs to explore the domestic markets in 2005. This strategy worked for us, and today, 15% of our revenues come from the domestic markets. Our domestic services include voice-based inbound and outbound activities spanning the entire customer lifecycle from origination to retention in Banking & Financial Services, Insurance, Telecom and Consumer Durables. HGS has multi-lingual capabilities for close to 10 major languages spoken in various parts of India. HGS's expansion strategy in tier 2 & 3 cities has not only helped deliver the best services for our clients, but also provided low cost structure, better management of talent and superior value creation. Having been one of the early adopters of domestic BPO practice, we stand right on top of the learning curve when it comes to offering value to our clients.

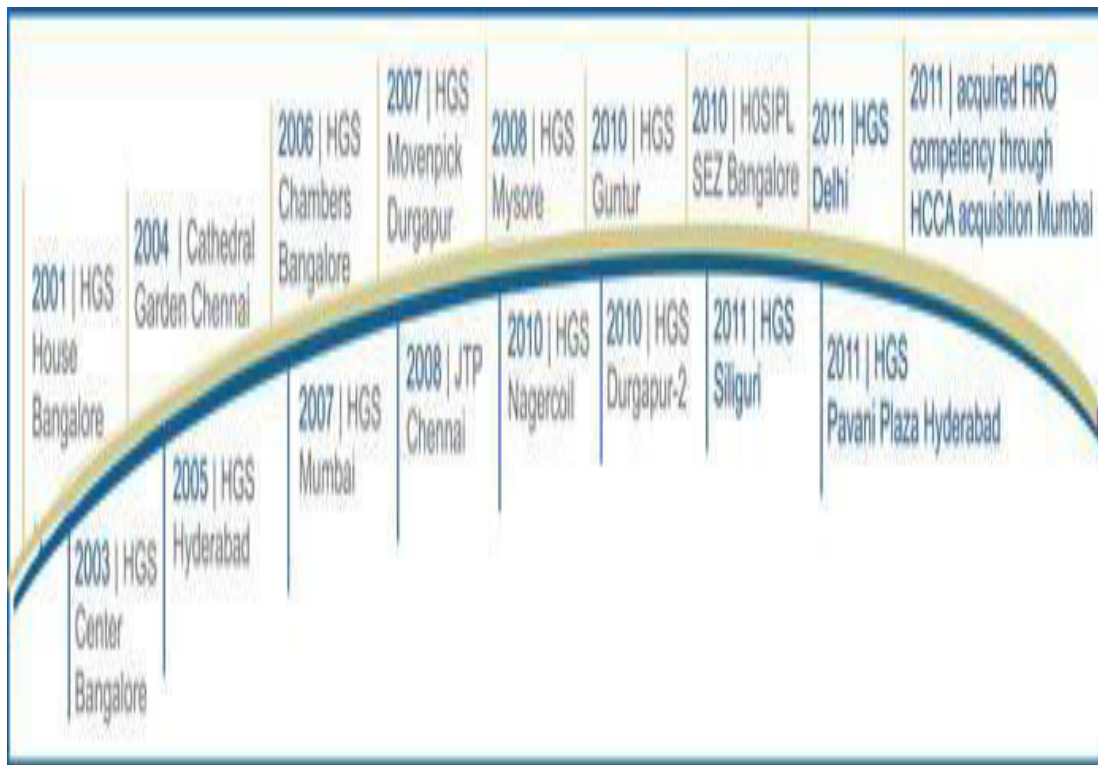
With a world-class infrastructure that is in line with global standards of environment, resources and deliverables, HGS has surpassed customer and employee expectations time and again. With the Corporate Headquarters located in Bangalore, HGS is a public limited company, listed on both the National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE).

Milestones

HGS is a realization of the Hinduja Group's endeavour to provide a 'one stop shop' for customers' needs – from Contact Centre Services and Back office processing to data analytics. The Contact Centres & Back Office Services Division houses multiple international voice centres & back office processing units for leading Insurance, Telecommunications, Pharmaceuticals, Life Sciences, Banking & Financial Services, Consumer Electronics / Products, Technology, Automotive, Government, Media & Entertainment, Energy & Utilities and Transportation & Logistics companies.

HGS has 17 centres across India in Bangalore, Chennai, Mysore, Durgapur, Siliguri, Delhi, Mumbai, Hyderabad, Guntur and Nagercoil. Today, with the strength of HGS's Global Delivery Model, our Indian locations seamlessly link to the geographically distant locations to create a global network of service and support centres.

MILESTONES OF THE COMPANY:



Vision, Mission & Values:

Our Vision:

To be a globally preferred business process transformation partner for our clients, creating value in their business through innovative outsourcing solutions.

Our Mission:

To Make Our Customers More Competitive

Our Values:

HGS has evolved the following set of Seven Values that inspire and energize every employee of the Company and its subsidiaries:

Customer Focus:

Our customer is in the centre of whatever we do. We listen to our customers - anticipate their needs and consistently meet and exceed their expectations. We create value in partnership with them.

Total Quality:

We are passionate about quality. We believe in continuous improvements through innovation, process improvement and team work.

People Empowerment:

We encourage employees to take risk and ownership for all their actions, take pride in their achievements and celebrate small success.

Integrity

We act ethically, honestly and with transparency. Honesty is the cornerstone in all our dealings, be it with our employees, customers, suppliers, partners, shareholders, the communities we serve or the Government.

Global Mind-set

We think globally and the world is our stage to play in. In all our operating geographies, we respect cultural diversity and provide equal opportunities for all of our employees to voice their opinions, to learn, to contribute, and to grow.

AWARDS & RECOGNITIONS:





QUALITY CERTIFICATION:



ISO 9001:2008 ISO 27001:2005 GLBA



HIPAA - Health Insurance SAS 70 – Type I & II eSCM-SP 4



Six Sigma Process Improvement

Top 15 BPO companies:

NASSCOM Top 15 BPO Exporters

Rank	Company
1	Genpact Ltd
2	Tata Consultancy Services BPO
3	WNS Global Services (P) Ltd.
4	Wipro BPO
5	Aegis Ltd
6	Firstsource Solutions Ltd
7	Infosys BPO
8	Aditya Birla Minacs Worldwide Ltd
9	HCL BPO
10	Exl Service.com (India) Pvt Ltd
11	HOV Services

12	Hinduja Global Solutions Ltd
13	3i Infotech Ltd
14	Intelenet Global Services Ltd
15	24/7 Customer Pvt Ltd

SWOT ANALYSIS:

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities and Threats involved in a project in a business venture. It involves specifying the objectives of the business venture or project, and identifying the internal and external factors that are favourable and unfavourable to achieve those objectives. A SWOT analysis helps elucidate strategic advantages. Strengths are attributes of the person or company helpful in achieving the objective(s), while weaknesses are attributes of a person or company, harmful in achieving the objective(s). Opportunities are the external conditions, helpful in achieving the objective(s) and threats are external conditions which could do damage in the objective(s).

STRENGTHS:

1. HUMAN RESOURCES:

Availability of suitable human resources is one of those factors which have made India one of the hotspots of BPO/IT industry. India is home to a vast pool of human resources consisting of educated, English speaking, tech-savvy personnel. India is rich not only in terms of number of qualified people, but the ~ 176 ~ quality is also of international level.

2. ROUND THE CLOCK ADVANTAGE:

India has an 8-12 hour time zone difference with respect to the US and other developed markets. India is able to offer a 24x7 services and reduction in turnaround times by leveraging time zone differences. This time difference has been intelligently brought to their advantage by the call centers/BPO.

3. COST BENEFIT:

In developed countries, where the cost of labor is high while relatively cheap labour is available in the third world country including India. Process outsourcing has been used for times immemorial to enhance shareholder value by controlling costs and avoiding capital expenditures associated with purchase of new systems and up gradation.

4. SKILLED AND DEDICATED WORK FORCE:

All the BPO employees are well educated and they are well aware of their responsibilities, not only they work for money but also they work hard to make the best out of it. India receives most of outsourcing jobs from US. The US people have acknowledged that India is the best place for outsourcing.

5. TECHNOLOGICAL COMPETITIVENESS:

Technological advancement in India has witnessed rapid progress in last decade mainly due to privatization or reducing governmental control. This state-of-the-art technology has enabled India to improve the quality of service at a reasonably reduced cost. As a result of quality improvement of the organization.

WEAKNESSES:

1. HIGH ATTRITION RATE

The major problem which a BPO is facing is the high attrition rate i.e gradual reduction in the number of people working in a company due to retirement, resignation or death. The rate of attrition in the BPO industry in India is currently nearly 50%. Attrition in individual firms varies from 15% in the larger firms to up to 40% in the smaller ones Analysts believed that if this left unchecked, there would be a shortage of professionals.

2. MARKETING PROBLEM:

Due to inclusion of the smaller companies, the maximum number of companies reported marketing as the major problem faced in this sector. It is well known that global BPO market is huge, smaller sized firms suffer from lack of information. Transaction costs to explore market possibilities are also very high. Unlike in the manufacturing sector, subcontracting is not a practice prevalent in this industry. The

reason for not outsourcing is mainly that the industry being an emerging one, most of the firms are in their own growth mode. Some firms also have quality concerns for subcontracting their work to a smaller firm. Some of the higher end work that are currently subcontracted relate to software development, necessary for efficient delivery of outsourcing services of a BPO firm.

3. FEEBLE INFRASTRUCTURE

Despite of more than six decades of independence, India's reliability is at stake especially in segments like power and telecom. Any company, intending to have ~ 180 ~ a base in India has to provide for an alternative source of power generation in case of power failure and scheduled power cuts.

4. CULTURAL DIFFERENCE:

The productivity of India was never questioned, but cultural diversity posed questions due to the number of festival holidays. The corporate clock ticks 24×7; in fact, it never stops. In India festivals or other occasions affect regularity, resulting in absenteeism and in turn hamper productivity. In India, organizations hire extra manpower to manage work in case of festival induced absenteeism. Though absenteeism is temporary in nature, the cost of extra manpower is permanent. That in turn reduces productivity per person.

5. LEGAL LACUNA:

Security of information and data is the prime concern for companies before outsourcing their business processes. India has still not taken a major initiative towards data protection and privacy, especially for cybercrimes. Legal control on e-practice is still in its nascent stage. MNCs have security concerns regarding their data.

6. GOVERNMENT TAX POLICIES

The Indian government is making Indian companies less competitive and costlier new players in the field. In countries like China, Philippines, Srilanka and South Africa, governments are offering 10-to-15-year tax breaks and China even offers income-tax holiday to its BPO employees.

OPPORTUNITIES:

BPOs translate into an enormous business opportunity for India. With many companies, looking for the chance to outsource, the global BPO market is bound to grow.

1. PEOPLE:

Till the late eighties, the major factor for establishing a business was infrastructure. Nowadays there is a paradigm shift to locations where people are available easily. Here, India has a number of advantages because of its quality manpower and it is another opportunity for BPO industry in India.

2. INFORMATION TECHNOLOGY:

India has proved its supremacy to the rest of the world in having a rich reservoir of IT companies. These IT companies are providing solutions to a majority of BPO. This is evident from existing client base of IT companies in India. Now the same or existing client base is outsourcing their processes.

3. MARKET POTENTIAL

The current conservative estimate is that as of now it has only been a testing phase of the BPO industry, where just 6 to 10 per cent of industry potential has been tested. This elucidates the tremendous potential of the industry. India has proved to be a preferred destination. Even the World Bank has opted for India as their first base out of their home country. India has fair chances to Ancash on actual potential. Many companies intend to extend outsourcing to more areas than routine ones, even US multinationals including HP, Whirlpool and GE. Therefore it is a good opportunity for BPO industry.

THREATS:

1. COMPETITION

BPO has been established as a win that outsources and the company/country that accepts. This further intensifies competition. Earlier, they were competing, where India had quite a sustainable strategic advantage. Now other countries like China have emerged as strong competitors. At the moment, language is one positive factor benefiting India.

2. THE ANTI-OUTSOURCING BILL

The anti-outsourcing movement has been slowly gathering steam as the US grapples with its worst unemployment rate (of 6 per cent) in the last four years. In order to curb the flight of jobs out of the US, state senators moved Bills in their respective senates. As much as 71 per cent of Indian IT export revenue comes from the US. Any movement against outsourcing in the US will have a dual impact on the Indian economy that is, on outsourcing contracts as well as through Indians placed on-site (US). The situation could worsen if the slow growth of the US economy continues. Then social pressure could prompt it to seek excuses to curtail outsourcing.

3. BILLING RATES

For the last four to five years, BPO has taken the shape of an industry and therefore cost per unit of process plays vital role for business negotiation, for example, cost per man-hour, cost per unit of production, cost per transaction and cost per month. Their nature creates a constant pressure on rates. Earlier, quality was the major criterion. Nowadays, it is quality at a reasonable price. This results in price-based negotiations and least quote is likely to rule over a period of time. It might reduce the profitability and then the interest of people.

THEORITICAL FRAMEWORK

RECRUITMENT

Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for the jobs, from among whom the right people can be selected.

A formal definition states, “It is the process of finding and attracting capable applicants for the employment. The process begins when new recruits are sought and ends when their applicants are submitted. The result is a pool of applicants from which new employees are selected”. In this, the available vacancies are given wide publicity and suitable candidates are encouraged to submit applications so as to have a pool of eligible candidates for scientific selection.

In recruitment, information is collected from interested candidates. For this different source such as newspaper advertisement, employment exchanges, internal promotion, etc are used. In the recruitment, a pool of eligible and interested candidates is created for selection of most suitable candidates. Recruitment represents the first contact that a company makes with potential employees.

Definition:

According to EDWIN FLIPPO,” Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

Need for recruitment:

The need for recruitment may be due to the following reasons / situation:

Vacancies due to promotions, transfer, retirement, termination, permanent disability, death and labour turnover.

Creation of new vacancies due to the growth, expansion and diversification of business activities of an enterprise. In addition, new vacancies are possible due to job specification.

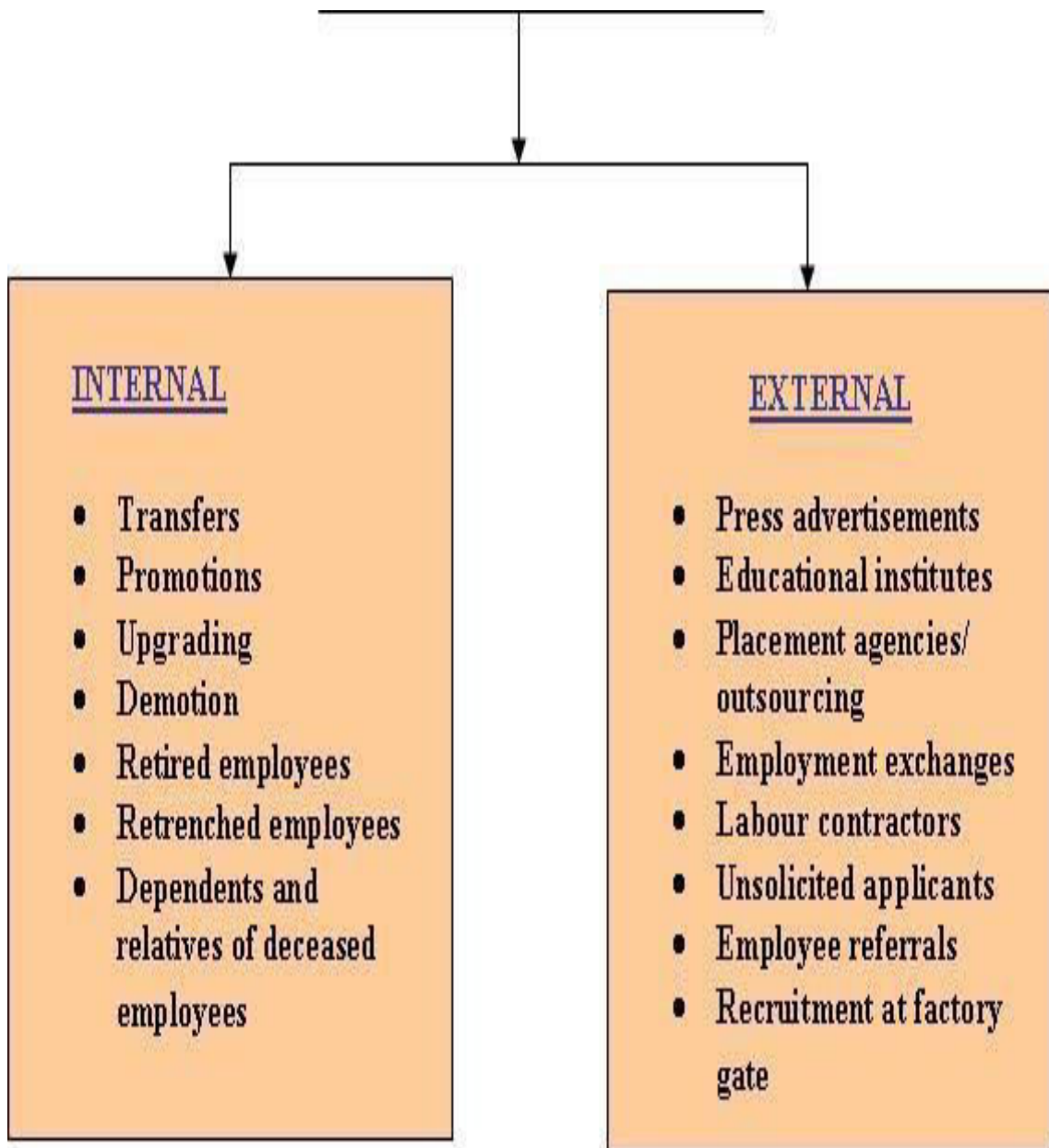
Purpose and importance of Recruitment:

- Determine the present and future requirements of the organization on conjunction with its personnel-planning and job analysis activities.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of the selection process by reducing the number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time.
- Meet the organization's legal and social obligations regarding the composition of its work force.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organizational and individual effectiveness in the short term and long term.
- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

Recruitment is a positive function in which publicity is given to the jobs available in the organization and interested candidates are encouraged to submit applications for the purpose of selection.

Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company, and eventually decided whether they wish to work for it. A well-planned and well-managed recruiting effort will result in high quality applicants, whereas, a haphazard and piecemeal efforts will result in mediocre ones.

SOURCES OF RECRUITMENT



➤ Internal sources:

Some Internal Sources of Recruitments are given below:

TRANSFERS

The employees are transferred from one department to another according to their efficiency and experience.

PROMOTIONS

The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience.

- Others are Upgrading and Demotion of present employees according to their performance.
- Retired and Retrenched employees may also be recruited once again in case of Shortage of qualified personnel or increase in load of work. Recruitment such people save time and costs of the organizations as the people are already aware of the organizational culture and the policies and procedures.
- The dependents and relatives of Deceased employees and Disabled employees are also done by many companies so that the members of the family do not become dependent on the mercy of others.

➤ **External sources:**

- **PRESS ADVERTISEMENTS**

Advertisements of the vacancy in newspapers and journals are a widely used source of recruitment. The main advantage of this method is that it has a wide reach.

- **PLACEMENT AGENCIES:**

Several private consultancy firms perform recruitment functions on behalf of client companies by charging a fee. These Agencies are particularly suitable for recruitment of executives and specialists. It is also known as RPO (Recruitment Process Outsourcing).

- **EMPLOYMENT EXCHANGES:**

Government establishes public employment exchanges throughout the country. These exchanges provide job information to job seekers and help employers in identifying suitable candidates.

- **LABOUR CONTRACTORS:**

Manual workers can be recruited through contractors who maintain close contacts with the sources of such workers. This source is used to recruit labour for construction jobs.

- **UNSOLICITED APPLICANTS**

Many job seekers visit the office of well-known companies on their own. Such callers are considered nuisance to the daily work routine of the enterprise. But can help in creating the talent pool or the database of the probable candidates for the organization.

- **EMPLOYEE REFERRALS RECOMMENDATIONS**

Many organizations have structured system where the current employees of the organization can refer their friends and relatives for some position in their organization. Also, the office bearers of trade unions are often aware of the suitability of candidates. Recruitment Management can inquire these leaders for suitable jobs. In some organizations these are formal agreements to give priority in recruitment to the candidates recommended by the trade union.

- **RECRUITMENT AT FACTORY GATE**

Unskilled workers may be recruited at the factory gate these may be employed whenever a permanent worker is absent. More efficient among these may be recruited to fill permanent vacancies.

FACTORS AFFECTING RECRUITMENT POLICY

➤ Internal factors:

The internal factors or forces which affecting recruitment and can be controlled by the organization are

a) RECRUITMENT POLICY

The recruitment policy of an organization specifies the objectives of recruitment and provides a framework for implementation of recruitment program me. It may involve organizational system to be developed for implementing recruitment programmes and procedures by filling up vacancies with best qualified people

- Organizational objectives
- Personnel policies of the organization and its competitors Government policies on reservations
- Preferred sources of recruitment.
- Need of the organization.
- Recruitment costs and financial implications.

b) HUMAN RESOURCE PLANNING

Effective human resource planning helps in determining the gaps present in the existing manpower of the organization. It also helps in determining the number of employees to be recruited and what qualification they must possess.

c) SIZE OF THE FIRM

The size of the firm is an important factor in recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operation.

d) COST

Recruitment incur cost to the employer, therefore, organizations try to employ that source of recruitment which will bear a lower cost of recruitment to the organization for each candidate.

e) GROWTH AND EXPANSION

Organization will employ or think of employing more personnel if it is expanding its operations.

➤ **External factors:**

The external factors which affecting recruitment are the forces which cannot be controlled by the organization. The major external forces are:

a) SUPPLY AND DEMAND

The availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company, then the company will have to depend upon internal sources by providing them special training and development programs.

b) IMAGE / GOODWILL

Image of the employer can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Image of a company is based on what organization does and affected by industry. For example finance was taken up by fresher MBA's when many finance companies were coming up.

c) POLITICAL-SOCIAL- LEGAL ENVIRONMENT

Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. For example, Government of India has introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. Also, trade unions play important role in recruitment. This restricts management freedom to select those individuals who it

believes would be the best performers. If the candidate can't meet criteria stipulated by the union but union regulations can restrict recruitment sources.

d) UNEMPLOYMENT RATE

One of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the company is not creating new jobs, there is often oversupply of qualified labour which in turn leads to unemployment.

e) COMPETITORS

The recruitment policies of the competitors also effect the recruitment function of the organizations. To face the competition, many a times the organizations have to change their recruitment policies according to the policies being followed by the competitors.

Recruitment policy of an organization:

In today's rapidly changing business environment, a well-defined recruitment policy is necessary for organizations to respond to its human resource requirements in time. Therefore, it is important to have a clear and concise recruitment policy in place, which can be executed effectively to recruit the best talent pool for the selection of the right candidate at the right place quickly.

Creating a suitable recruitment policy is the first step in the efficient hiring process. A clear and concise recruitment policy helps ensure a sound recruitment process. It specifies the objectives of recruitment and provides a framework for implementation of recruitment programme. It may involve organizational system to be developed implementing recruitment programmes and procedures by filling up vacancies with best qualified people.

COMPONENTS OF THE RECRUITMENT POLICY

- The general recruitment policies and terms of the organization
- Recruitment services of consultants
- Recruitment of temporary employee
- Unique The selection process
- The job descriptions

The terms and conditions of the employment, A recruitment policy of an organization should be such that:

- It should focus on recruiting the best potential people.
- To ensure that every applicant and employee is treated equally with dignity and respect.
- Unbiased policy.
- To aid and encourage employees in realizing their full potential.
- Transparent, task oriented and merit based selection.
- Weight age during selection given to factors that suit organization needs
- Optimization of manpower at the time of selection process
- Defining the competent authority to approve each selection.
- Abides by relevant public policy and legislation on hiring and employment relationship.
- Integrates employee needs with the organizational needs.

FACTORS AFFECTING RECRUITMENT POLICY

- Organizational objectives
- Personnel policies of the organization and its competitors.
- Government policies on reservations.
- Preferred sources of recruitment.
- Need of the organization.

Recruitment costs and Financial Implications.

Recent trends in recruitment:

OUTSOURCING

In India, the HR processes are being outsourced from more than a decade now. A company may draw required personnel from outsourcing firms. The outsourcing firms help the organization by the initial screening of the candidates according to the needs of the organization and creating a suitable pool of talent for the final selection by the organization. Outsourcing firms develop their human resource pool by employing people for them and make available personnel to various companies as per their needs. In turn, the outsourcing firms or the intermediaries charge the organizations for their services.

PROCESS OF SELECTION

After identifying the sources of Human Resources, searching for prospective employees and stimulating them to apply for jobs in an organization, the management has to perform the function of selection. The obvious guiding policy of these functions to choose the best qualified and suitable candidate for each unfilled job. The selection procedure is the system of functions and devices adapted in a company to ascertain whether the candidates' specifications are matching with the job specifications requirements or not.

Thus the development of job analysis, Human Resource Planning and recruitment are necessary prerequisites to the selection process. A break down in any of these processes can make even the best selection system ineffective.

Selection Process and Significance:

Selection of personnel to man the organization is a crucial, complex and continuing process. The ability of an organization to attain its goals effectively and to develop in a dynamic environment largely depends upon the effectiveness of its selection programme. If right personnel are selected, the remaining function of the personnel management becomes easier. The employee contribution will be optimum. In an opposite situation where right person is not selected, the remaining functions of the personnel management will be difficult.

Right Selection Decision Includes:

A number of factors affect the selection decision.

- ◆ Profile Matching
- ◆ Organizational and Social Environment
- ◆ Successive Hurdles
- ◆ Multiple Correlation

Profile Matching:

Normally, the decision about the known candidate is taken at the interview stage. Possible care is taken to match candidate's bio-data with the job specification.

Organizational and Social Environment:

Some candidates, who are eminently suitable for the job, may fail as successful employees due to varying organizational and social environment.

Successive Hurdles: In this method hurdles are created at every stage of the selection process. Therefore, applicants must successfully pass each and screening device.

Multiple Correlations: Multiple correlations are based on the assumption that a deficiency in one factor can be counter balanced by an excess amount in another.

SELECTION AND ITS PROCESS:

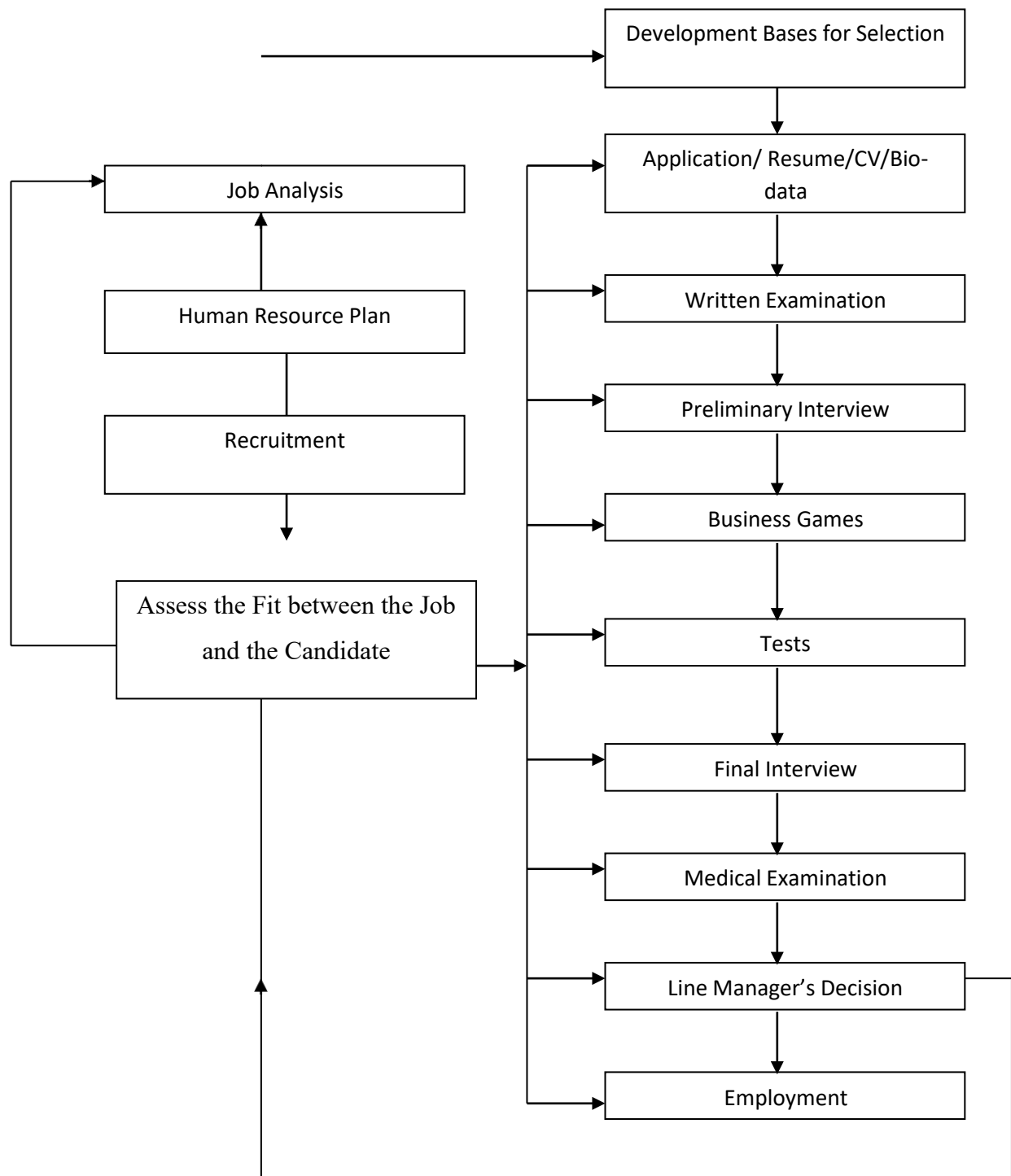
There is no standard selection process that can be followed by all companies in all areas. Companies may follow different selection techniques or methods depending upon the size of the company, nature of the business, kind and number of persons to be employed government regulations to be followed etc. A Scientific Selection Process consists of

1. Job Analysis
2. Recruitment
3. Initial Screening
4. Application blank
5. Written Examination
6. Preliminary Interview
7. Psychological Tests
8. Final Interview
9. Physical Examination

10. Reference Checks

11. Line Manager's Decision

Steps in Scientific Selection process:



Job Analysis

Job analysis is the basis for selecting the right candidate. Every organization should finalize the job analysis, job description, job specification, and employee specification before proceeding to the next step of selection.

Recruitment

It refers to the process of searching for prospective employees and stimulating them to apply for the jobs in an organization.

Initial Screening

As a result of our recruiting efforts we should be prepared to initiate a preliminary review of potentially acceptable candidates. This initial screening is, in effect, a two step procedure (1) screening of inquiries (2) Provision of screening interviews.

The screening is an excellent opportunity for the Human Resource Management to describe the job in enough detail so that candidates can consider whether they are really serious about applying another important point during the initial screening phase is to identify a salary range. Most workers are concerned about their salaries and while a job opening may sound exciting, a low salary may preclude the organization from obtaining excellent talent.

Application Form

Application form is also known as application blank. The technique of application blank is traditional and widely accepted for securing information from the prospective candidates. It can also be used as a device to screen the candidate at the preliminary level. Many companies formulate their own application blanks depending upon the requirement of the information based on the size of the company, nature of the business activities, type and level of the job etc. Some firms ask to fill the application forms in the candidates own handwriting so as to draw tentative inferences about their suitability for employment.

Information is generally required on the following items in the application forms:

- Personal Background Information
- Educational Attainments
- Previous Work Experience
- Salary
- Personal details
- References
- Photographs

Evaluation of Application Form

There are two methods of evaluating application forms, viz., clinical method and weighted method.

- a) **Clinical Method:** The clinical method takes the help of psychology. Under the clinical method the application form will be analyzed in detail drawing all possible inferences, projecting the applicants' personality and forecasting future job success.
- b) **Weighted Method:** Under the second method, certain points or weights are assigned to the answers given by the applicant in the application form. In the weighted application form it is necessary to identify those items of personal history of the employees that differentiate between groups of success and unsuccessful employees. Assigning weights to the responses in the application form gives certain amount of objectivity to this device.

Written Examination

The organizations have to conduct written examination for the qualified candidates after they are screened on the basis of the application blanks so as to measure the candidates' ability in arithmetic calculations, to know the candidates attitude towards the job, to measure the candidate's aptitude, reasoning, knowledge in various disciplines, general knowledge, English language.

Preliminary Interview

The preliminary interview is to solicit necessary information from the applicant and to assess the applicants' suitability to the job. This may be conducted by an assistant in the personnel department. The information thus provided by the candidate may be related to the job or personal specifications regarding education, experience, salary expected, aptitude towards the job, age, physical appearance and other physical requirements etc. Thus preliminary interview is useful as a process of eliminating undesirable and unsuitable candidates. If a candidate satisfies the job requirements regarding most of the areas, he may be selected for further process. This interview is useful to provide basic information about the company to the candidates.

There are two types of preliminary interviews

1. **Informal Interview:** This is the interview which can be conducted at any place by any person to secure the basic and non- job related information. The interaction between the candidate and the personnel manager when the former meets the latter to enquire about the vacancies or additional particulars in connection with the employment advertisement is an example of informal interview.
2. **Unstructured Interview:** In this interview the candidate is given the freedom to tell about himself revealing his knowledge on various items/ areas, his background, expectations, interests etc. similarly the interviewer also provides information on various items required by the candidate.

Business Games

Business games are widely used as a selection technique for selecting management trainee, executive trainees, and managerial personnel at junior, middle and top management positions. Business games help to evaluate the candidates in the area of decision making, problem solving, human relation skills, handling situations etc. participants are placed in a hypothetical work situations and are required to play the role situations in the game. The hypothesis is that most successful candidate in the game will be most successful one on the job.

Group Discussion

The technique of group discussion is used in order to secure further information regarding the suitability of the candidate for the job. Group discussion is methods where of groups of successful applicants are brought around the conference table and are asked to discuss either a case study or a subject matter. The candidates in the group are required to analyze discuss, find alternative solutions and select the sound solution. A selection panel then observes the candidate in the areas of initiating the discussion, explaining the problem, soliciting unrevealing information basing on the given information and using common sense, keenly observing others discussion, clarifying controversial issues, influencing others, speaking effectively, concealing and mediating arguments among the participation and summarizing or concluding aptly. The selection panel basing on its observations judges the candidates' skill and ability and ranks them according to their merit.

Tests

The next stage in the selection process is conducting different tests as given below. The objective of the tests is to solicit further information to assess the employee suitability to the job. It is the most vital technique of selection which gained significance over the years. It would be difficult for the organizations to evaluate the candidates' performance only on the basis of the application blank and / or interviews.

Employment tests are also called as psychological tests. The employment test is an instrument designed to measure the nature and degree of one's psychological potentialities, based on psychological factors, essential to perform a given job efficiently. The purpose of these tests is to help in judging the ability of the candidate in a given job situation.

Types of Tests:

- 1) **Aptitude test:** These tests measure whether an individual has the capacity or latent ability to learn a given job if he provided with training.
 - a) **Intelligence Tests:** These tests in general measure the intelligence quotient of a candidate. In detail these tests measure capacity for comprehension, reasoning, word fluency, verbal comprehension, numbers, memory and space.
 - b) **Mechanical Aptitude Tests:** These tests measure the spatial visualization, perceptual speed and knowledge of mechanical matter. These tests are useful in selecting apprentices, skilled, mechanical employees, technicians etc.
 - c) **Psychometric Tests:** These tests measure abilities like manual dexterity, ability and eye-hand coordination of candidates. These tests are useful to select semi-skilled workers and watch assembly. This Techniques is mostly used for higher designations in managerial cadres.
 - d) **Clerical Aptitude Tests:** Measure specific capacities involved in office work.
- 2) **Achievement Tests:** These tests are conducted when applicants claim to know something as these tests are concerned with what one has accomplished.
 - a) **Job Knowledge Tests:** under this test a candidate is tested in the knowledge of a particular job.
 - b) **Work Sample Tests:** Under this test a portion of the actual work is given to the candidate as a test and the candidate is asked to do it .

- 3) **Situational Tests:** In this test the candidate is asked to cope with the situation or solve critical situations of the job.

In Basket: Situational test is administered through in basket. The candidate in this test is supplied with actual telephone calls, actual letters, telegraphic messages reports and requirements by various officers of the organization, adequate information about the job and organization. The candidate is asked to take decision on various items based on in basket information regarding the requirement in the memoranda.

- 4) **Interest Tests:** These tests are inventories of likes and dislikes of candidates in relation to work, job, occupations, hobbies, recreational activities. The assumption of this test is that there is a high correlation between the interest of a candidate in a job and job success.
- 5) **Personality Tests:** These tests prove deeply to discover clues to an individual's value system, his emotional reactions, maturity and characteristics mood.

Final Interview

Final interview is usually follows testing. This is the most essential step in the selection process. In this stage the interviewer matches the information gathered about the candidate through various means to the job requirements and to the information obtained through his own observation during the interview. It is normally the interaction between the candidate and the line executive or experts on various areas of job knowledge, skill, talent etc.

The interview may take various forms like

- Stress Interview
- Depth Interview
- Panel interview
- Formal and Structural Interview.

Medical Examination

Certain jobs require certain physical qualities like clear vision, perfect hearing, unusual stamina, tolerance of hard working conditions, clear tone, etc. The examination will reveal whether the applicant has health problems or psychological attitudes likely to interfere with the work efficiency or future attendance.

Reference Checks:

After completion of the final interview and the medical examination the personnel department engages in the reference checks. Candidates are required to give the names of references in the application forms. These references may be from individual who are familiar with the candidates' academic achievements or from the applicant's previous employer who is well versed with the candidates' job performance, and sometimes from coworkers. References are taken as a matter of routine and treated casually or omitted entirely in some organizations. But a good reference check used sincerely will fetch useful and reliable information to the organization.

Line Manager's Decision:

The line manager concerned has to make the final decision whether to select or reject a candidate after soliciting the required information through different techniques discussed earlier. A careless decision of rejection would impair the morale of the people and they suspect the selection procedure and the basis of the selection of the organization. A true understanding between the line managers and the personnel department should be established to take proper decisions.

Employment:

Thus after taking the final decision the organization handover the appointment orders to the successful candidate either immediately or after sometime depending upon its time schedule.

The concerned department after carefully completing the job analysis part identifies the gaps in the present and the desired manpower levels and taking into consideration this analysis, the concerned department ascertains the requirements of the department. This process is called Human Resource Auditing. Apart from the above said job analysis a summarized form of Human Resource Accounting Process is carried out with the help of which the value added by recruiting new candidates is ascertained and also various costs that are to be incurred in future in relation to the new recruitments are known. Then a list of specifications to be met about the quality and quantity of manpower required is prepared and the data from the list is used to fill the standard Manpower Requisition Form.

DATA ANALYSIS AND INTERPRETATION

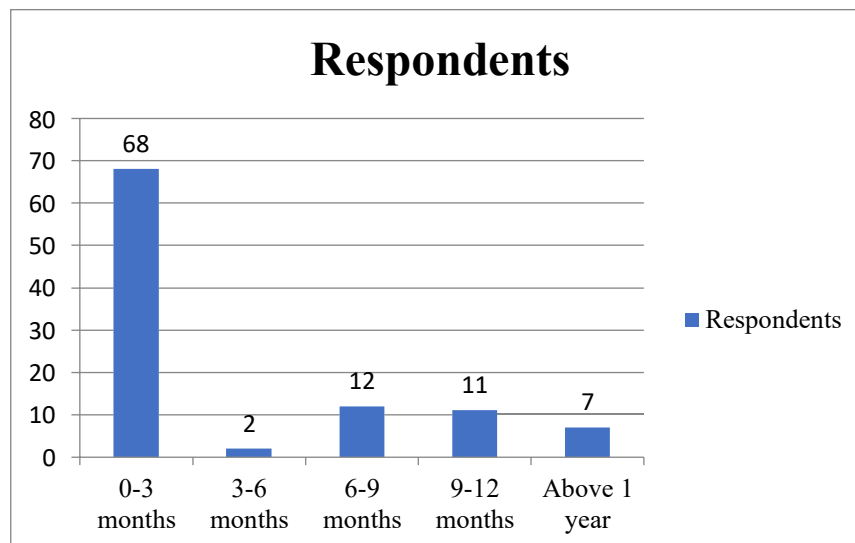
1. Since how many years you are working in this organization?

- a. 0 – 3 months c. 6 – 9 months e. Above 1 year
b. 3 – 6 months d. 9- 12 months

Table: 1

Opinion	Respondents	% of responses
0-3 months	68	68
3-6 months	2	2
6-9 months	12	12
9-12 months	11	11
Above 1 year	7	7
Total	100	100

Graph:1



Interpretation:

Form the above graph, it is observed that 68 respondents are working from 0-3 months in HGS, 3 respondents are working from 3-6 months, 12 respondents are working from 6-9 months, 11 respondents are working from more 9-12 months, 7 respondents are working from more than 1 year in HGS.

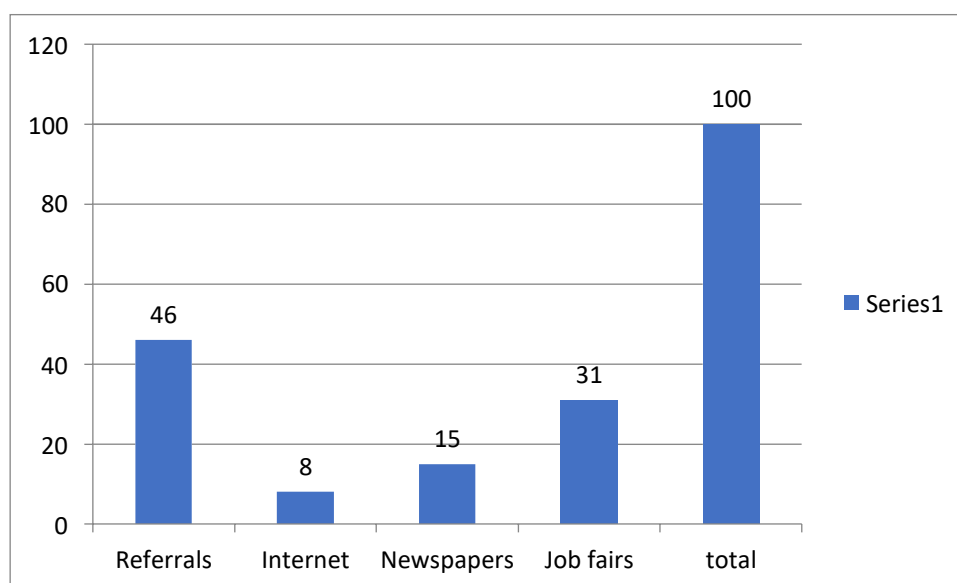
2. Which of the following method of recruitment would you prefer?

- a. Referrals
- b. Job fairs
- c. Newspapers
- d. Internet

TABLE-2

Opinion	Respondents	percentage
Referrals	46	46
Internet	08	08
Newspapers	15	15
Job fairs	31	31
total	100	100

Graph:2



INTERPRETATION:

From the above graph, it is observed that 46% respondents said that the HGS is using referrals, 15% respondents said that the HGS is using newspaper, 8% respondents said that the HGS is using internet and 31% respondents said that the HGS is using job fairs.

3. How do you rate recruitment process in HGS?

a. Highly Satisfied

c. Average

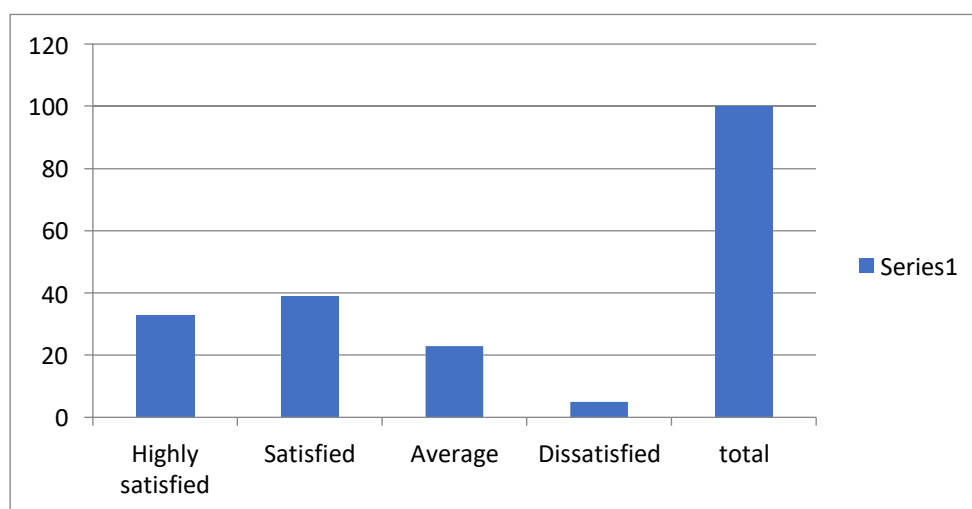
b. Satisfied

d. Dissatisfied

TABLE: 3

Opinion	NO. of respondents	percentage
Highly satisfied	33	33
Satisfied	39	39
Average	23	23
Dissatisfied	5	5
total	100	100

Graph:3



INTERPRETATION:

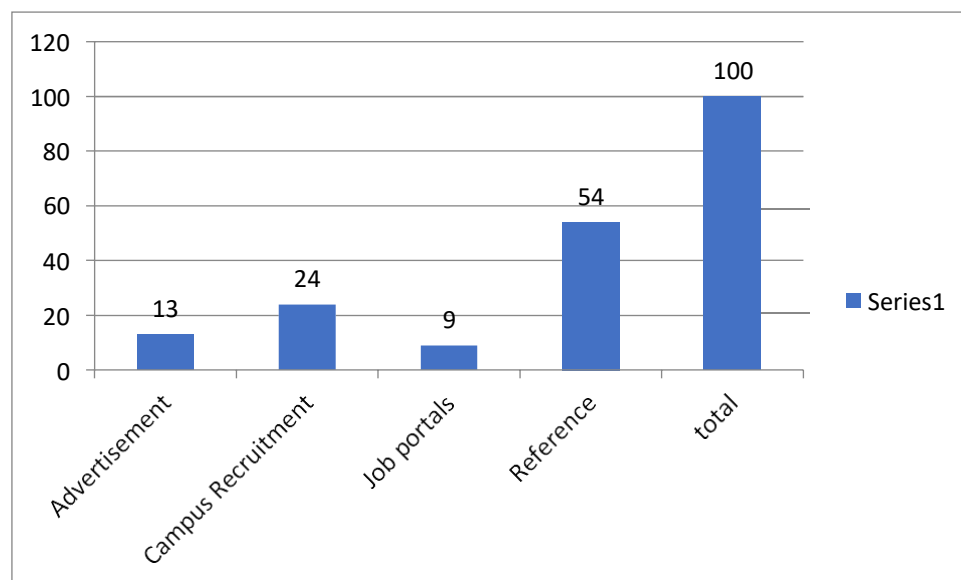
From the above graph, it is found that 33%respondents said that they are highly satisfied with the Recruitment team, 39%respondents said that they are satisfied with the recruitment process, 23%respondents said that the recruitment process is average and 5% respondents said that they are dissatisfied with the recruitment process of HGS.

4. What are the major sources for identification of prospective candidates in HGS?
- a. Advertisement
 - b. Campus Recruitment
 - c. Job portals
 - d. Consultancy

TABLE: 4

Opinion	No of respondents	percentage
Advertisement	13	13
Campus Recruitment	24	24
Job portals	9	9
Reference	54	54
total	100	100

Graph:4



INTERPRETATION:

From the above graph, it is found that 54%respondents said that the major source for identification of prospective candidates is employee referrals, 13%respondents said that the major source is advertisement, 9%respondents said that it is job portals and 24%respondents said that it is campus recruitment.

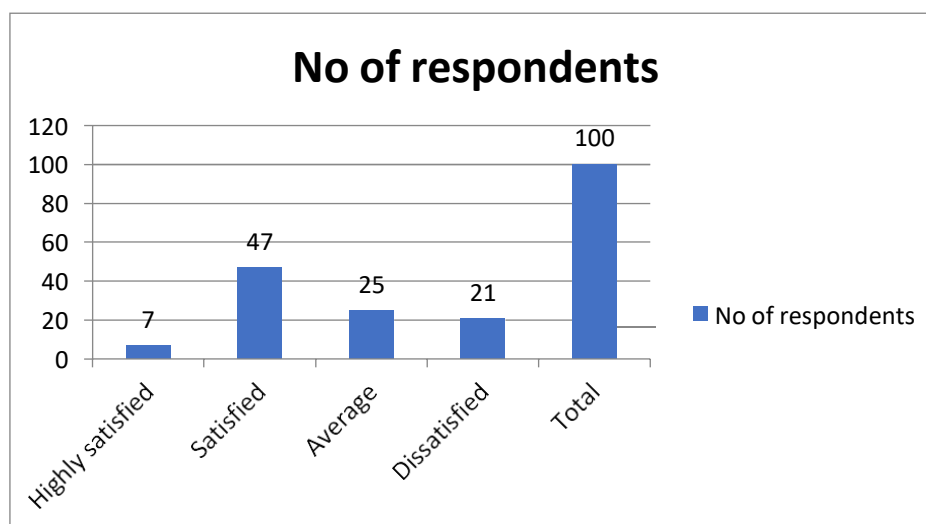
5. Safety measures taken in the Organization?

- a. Highly Satisfied
- b. Satisfied
- c. Average
- d. Dissatisfied

TABLE: 5

Opinion	No of respondents	percentage
Highly satisfied	7	7
Satisfied	47	47
Average	25	25
Dissatisfied	21	21
Total	100	100

Graph:5



INTERPRETATION:

From the above graph it is found that, 7% respondents said that they are highly satisfied with the safety measures taken in the organization, 47% respondents said that they are satisfied with the safety measures, 25% respondents said the safety measures taken in the organization are average, 21% respondents said that they are dissatisfied with the safety measures taken in HGS.

6. What are the main reasons for the candidates interested to apply jobs in HGS?
- a. Organization profile
 - b. Salary
 - c. Location
 - d. All

TABLE: 6

Opinion	No of respondents	percentage
Organizational profile	20	20
Salary	9	9
Location	42	42
All	29	29
Total	100	100

Graph:6



INTERPRETATION:

From the above graph it is found that, 20% respondents said that organization profile is the main reason for the candidates interested to apply jobs in HGS, 9% respondents said that it is salary, 42% respondents said that it is location and respondents said that organization, salary and location all are the reasons for the candidates interested to apply jobs in HGS.

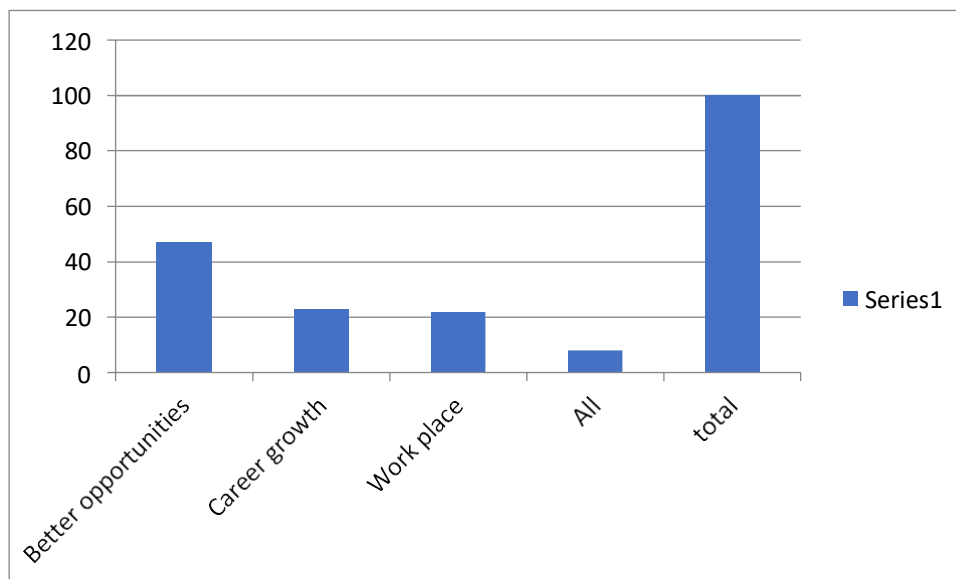
7. Why do people leave an organization?

- a. Better Opportunities
- b. Career Growth
- c. Work Place
- d. Others

TABLE: 7

Opinion	No of respondents	percentage
Better opportunities	47	47
Career growth	23	23
Work place	22	22
All	8	8
total	100	100

Graph:7



INTERPRETATION:

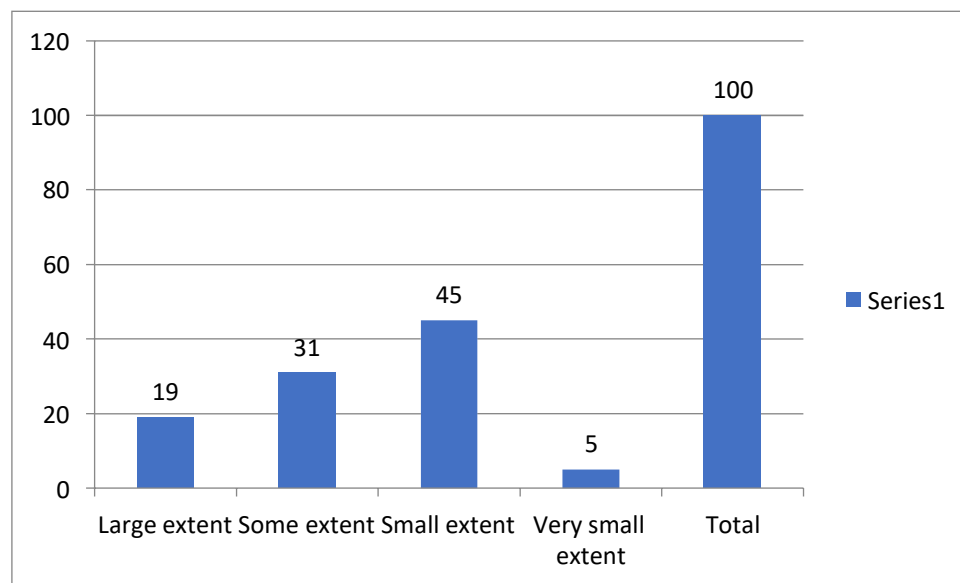
From the above graph it is found that, 47% respondents said that people leave an organization because they get better opportunities, 23% respondents said that it is career growth, 22% respondents said that it is work place, 8% respondents said that there may be other reasons to leave an Organization.

8. Do you think the recruitment process take quite long process?
- a. Large extent
 - b. Some extent
 - c. Small extent
 - d. Very small extent

TABLE: 8

Opinion	No of respondents	percentage
Large extent	19	19
Some extent	31	31
Small extent	45	45
Very small extent	5	5
Total	100	100

Graph:8



INTERPRETATION:

From the above graph it is found that, 19% respondents said that the interview process is taking large extent of process, 31% respondents said that it is of some extent, 45% respondents said that it of small extent and 5% respondents said that the interview process is of very small extent.

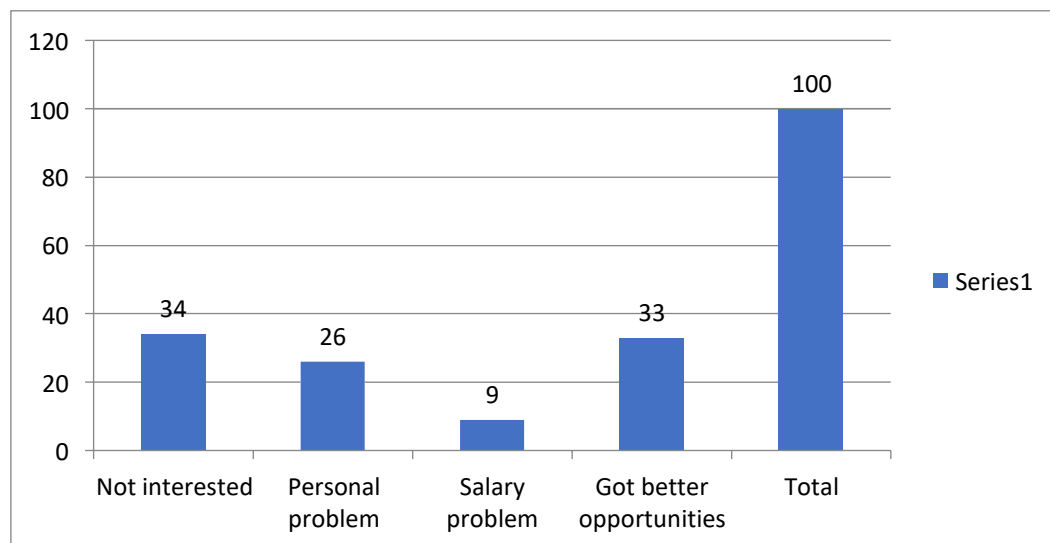
9. Why few people leave an organization?

- a. Not interested
- b. Personal problem
- c. Salary problem
- d. Got better Opportunities

TABLE: 9

Opinion	No of respondents	percentage
Not interested	34	34
Personal problem	26	26
Salary problem	9	9
Got better opportunities	33	33
Total	100	100

Graph:9



INTERPRETATION:

From the above graph it is found that, 33% respondents said that few people reject the offer after selection when they are not interested, 26% respondents said that it is personal problem, 9% respondents said that it is of salary problem, 32% respondents said that few people reject the offer after selection because they got better opportunities.

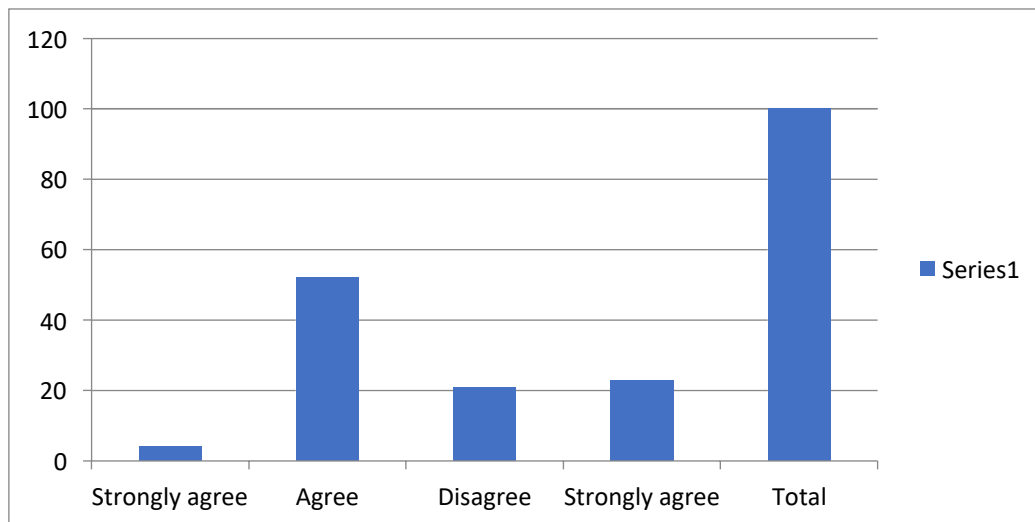
10. Do you feel your present role matches your qualification and capabilities?

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly agree

TABLE: 10

Opinion	No of respondents	percentage
Strongly agree	4	4
Agree	52	52
Disagree	21	21
Strongly agree	23	23
Total	100	100

Graph:10



INTERPRETATION:

From the above graph it is found that, 4% respondents said that they are strongly agree that their present role matches their qualification and capabilities, 52% respondents said that they agree, 21% respondents said that they disagree, 23% respondents said that they strongly disagree that their present role matches their qualification and capabilities.

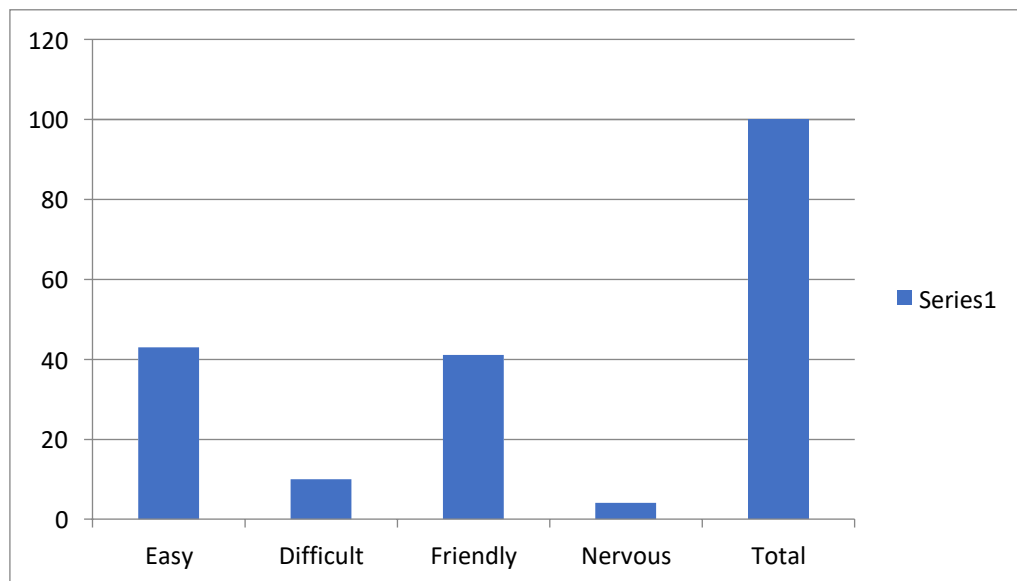
11. How do you feel about interview process?

- a. Easy
- b. Difficult
- c. Friendly
- d. Nervous

TABLE: 11

Opinion	No of respondents	percentage
Easy	43	43
Difficult	10	10
Friendly	41	41
Nervous	4	4
Total	100	100

Graph:11



INTEPRETATION:

Form the above graph it is found that, 44% respondents said that they felt the interview process was easy, 10% respondents said that it was difficult, 41% respondents said that it was friendly and 4% respondents said that the interview process was nervous in HGS.

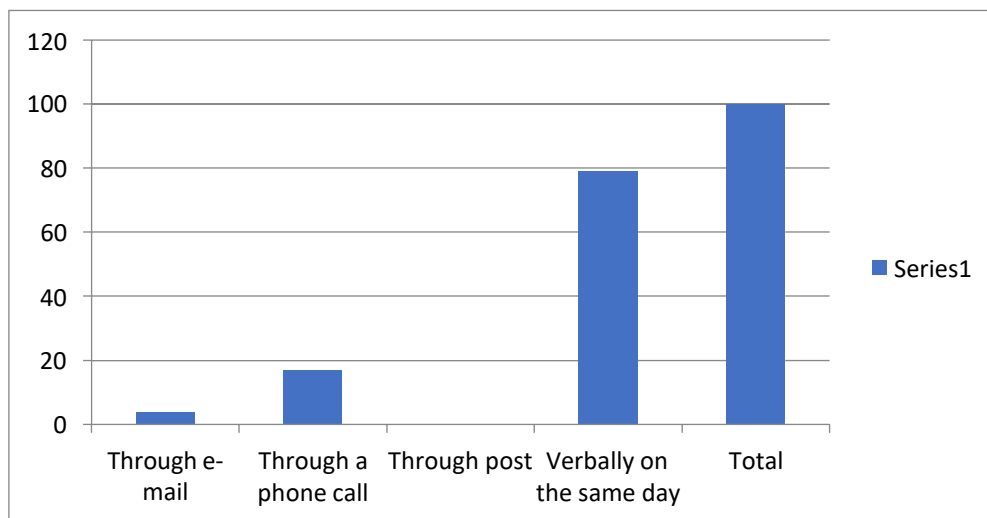
12. How the selected candidates are intimated in HGS?

- a. Through e-mail
- b. Through a phone call
- c. Through post
- d. Verbally on the same day

TABLE: 12

Opinion	No of respondents	percentage
Through e-mail	4	4
Through a phone call	17	17
Through post	0	0
Verbally on the same day	79	79
Total	100	100

Graph:12



INTEPRETATION:

From the above graph it is found that, 4% respondents said that they got intimated through an e-mail, 17% respondents said that they got through a phone call, 79% respondents said that they got intimated verbally on the same day.

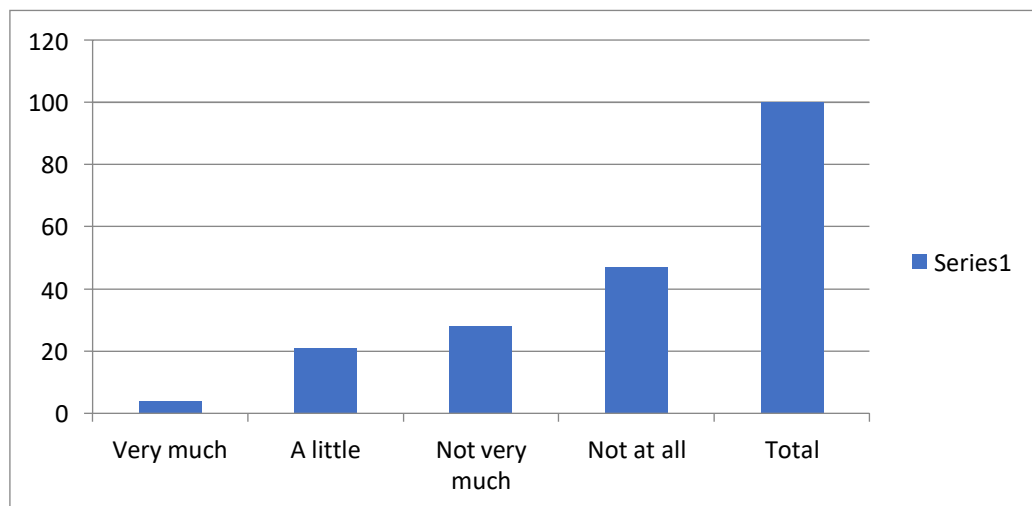
13. How far are you aware of UAN process?

- a. Very much
- b. A little
- c. Not very much
- d. Not at all

TABLE: 13

Opinion	No of respondents	percentage
Very much	4	4
A little	21	21
Not very much	28	28
Not at all	47	47
Total	100	100

Graph:13



INTERPRETATION:

From the above graph it is found that, 4% respondents said that they are very much aware of UAN process, 21% respondents said that they are aware a little, 28% respondents said that they are not much aware and 47% respondents said that they are not at all aware of UAN process.

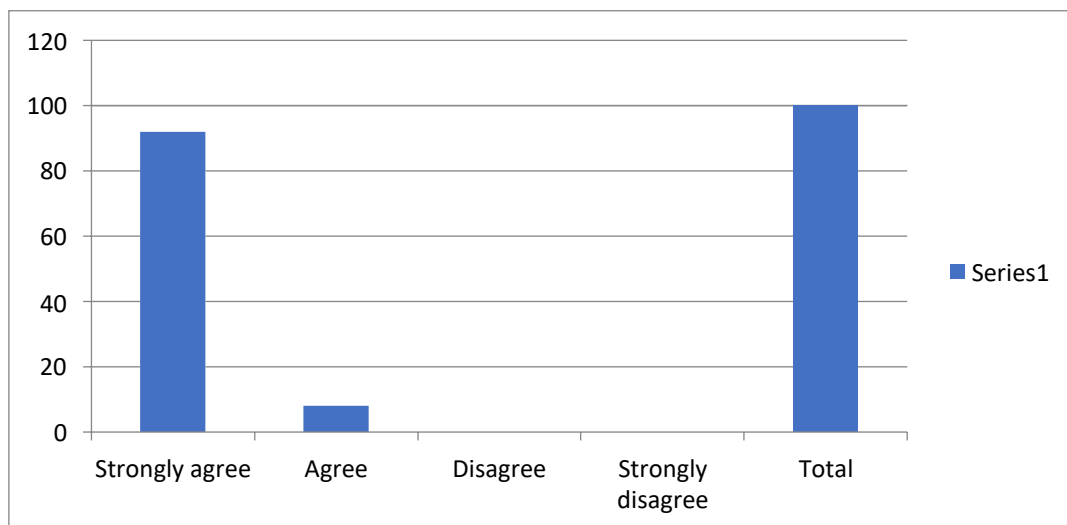
14. Did you find the initial briefing about the interview process by the HR person satisfactory and were the guidelines of the test clearly explained to you?

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree

TABLE: 14

Opinion	No of respondents	percentage
Strongly agree	92	92
Agree	8	8
Disagree	0	0
Strongly disagree	0	0
Total	100	100

Graph:14



INTERPRETATION:

From the above graph it is found that, 92% respondents said they strongly agree that they got initial briefing about the interview process by HR person, 8% respondents agree that they got initial briefing about the interview process by the HR person.

15. Was the feedback given to you at the end of the day?

a. Strongly agree

c. Disagree

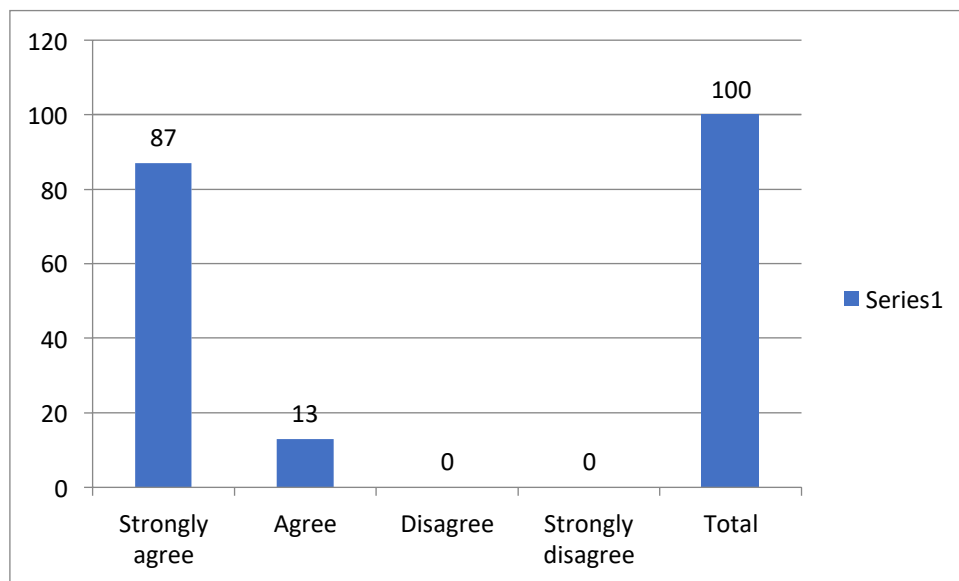
b. Agree

d. Strongly disagree

TABLE: 15

Opinion	No of respondents	percentage
Strongly agree	87	87
Agree	13	13
Disagree	0	0
Strongly disagree	0	0
Total	100	100

Graph:15



INTEPRETATION:

From the above graph it is found that, 87% respondents said they strongly agree that they got the feedback, 13% respondents said they agree that they got the feedback at the end of the day.

16. Would you like to refer any of your friends or relatives to apply to HGS?

a. Strongly agree

c. Disagree

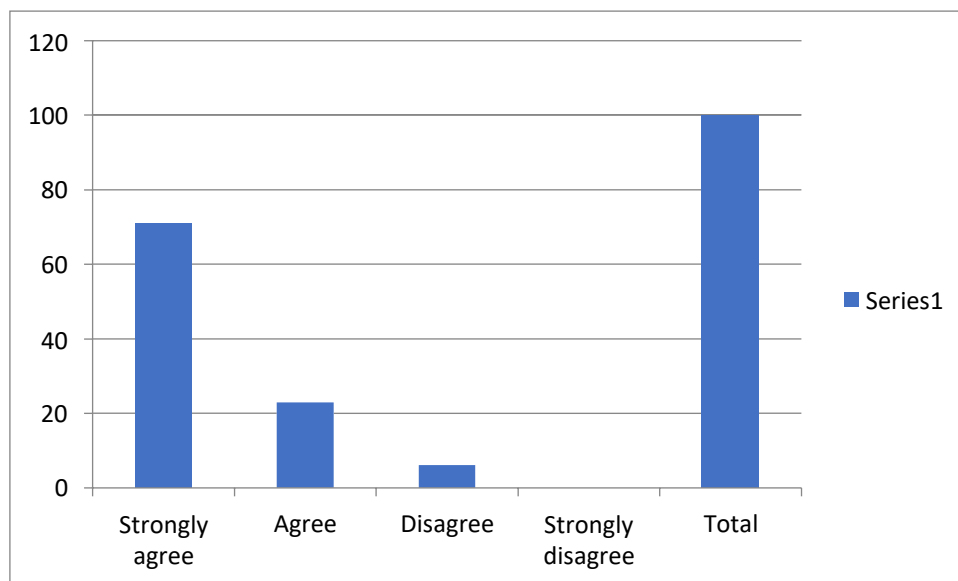
b. Agree

d. Strongly disagree

TABLE: 16

Opinion	No of respondents	percentage
Strongly agree	71	71
Agree	23	23
Disagree	6	6
Strongly disagree	0	0
Total	100	100

Graph:16



INTERPRETATION:

From the above graph it is found that, 71% respondents said that the strongly agree to refer to their friends and relatives to apply to HGS, 23% respondents said that they agree and 6 respondents said that they disagree to refer to their friends and relatives to apply to HGS.

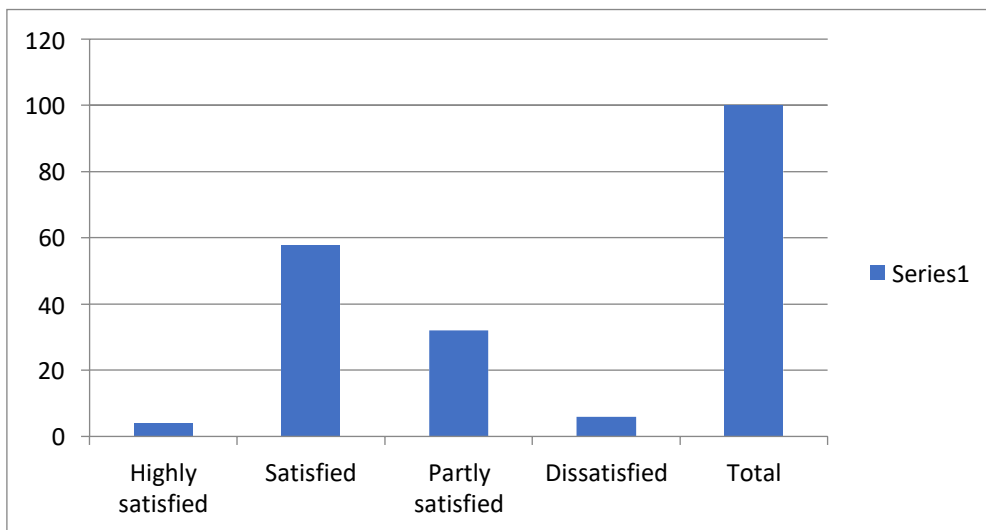
17. Are you satisfied of the PF&ESIC deductions process?

- a. Highly satisfied
- b. Satisfied
- c. Partly satisfied
- d. Dissatisfied

TABLE: 17

Opinion	No of respondents	percentage
Highly satisfied	4	4
Satisfied	58	58
Partly satisfied	32	32
Dissatisfied	6	6
Total	100	100

Graph:17



INTERPRETATION:

From the above graph it is found that, 58% respondents said they are highly satisfied with the PF&ESIC deduction process, 32% respondents said that they are satisfied with the process, 6% respondents said that they are partly satisfied with the process and 4% respondents said that they are dissatisfied with the PF&ESIC deduction process

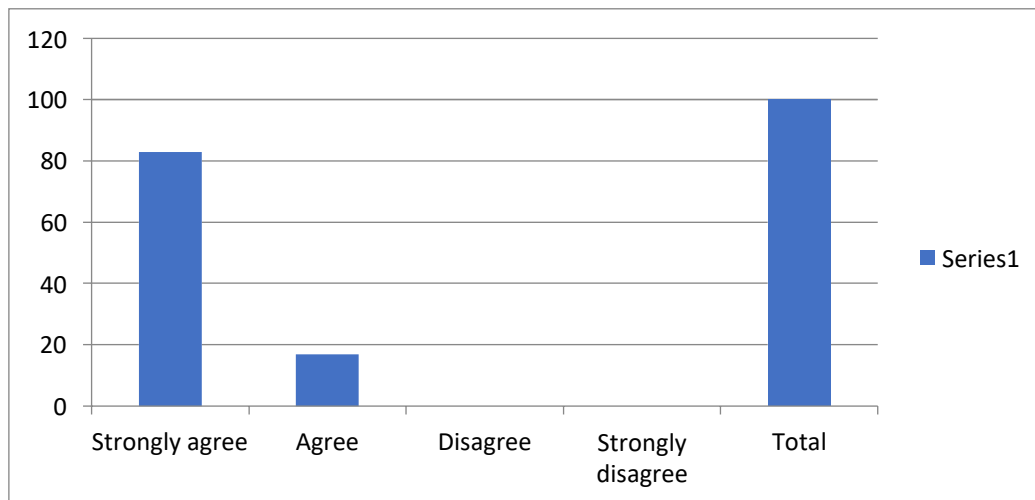
18. Is there a reward for referring employees in HGS?

- a. Written
- b. Aptitude
- c. Personal interview
- d. All the above

TABLE: 18

Opinion	No of respondents	percentage
Strongly agree	83	83
Agree	17	17
Disagree	0	0
Strongly disagree	0	0
Total	100	100

Graph:18



INTERPRETATION:

From the above graph it is found that, 83% respondents said they strongly agree that there is a reward for referring employees, 17% respondents said they agree that there is a reward for referring employees in HGS.

19. Is there a regular performance appraisal practice for your work?

a. Strongly Agree

c. Disagree

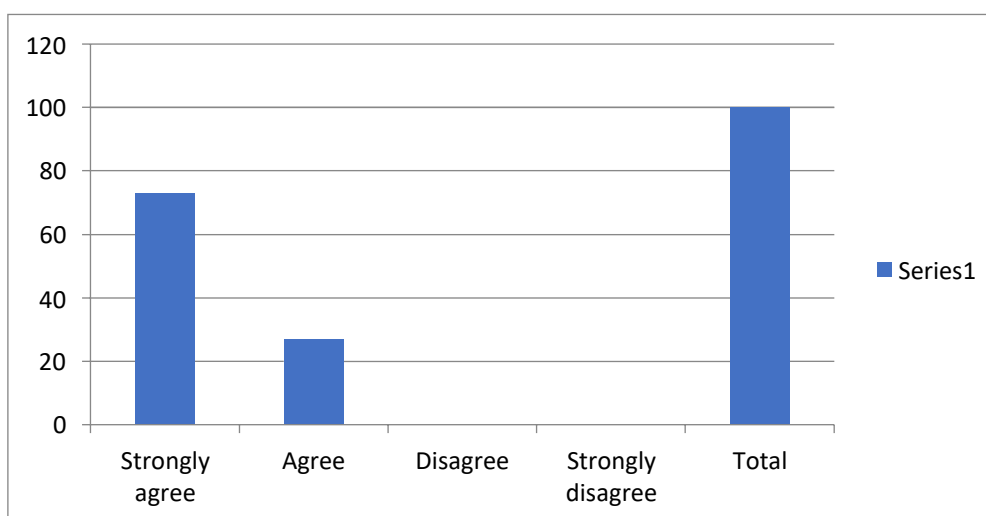
b. Agree

d. Strongly Disagree

TABLE: 19

Opinion	No of respondents	percentage
Strongly agree	73	73
Agree	27	27
Disagree	0	0
Strongly disagree	0	0
Total	100	100

Graph:19



INTERPRETATION:

From the above graph it is found that, 73% respondents said they strongly agree that there are performance appraisals for the work they have done, 27% respondents said that they agree that there are performance appraisals for their work.

20. Have you gone through any of the following tests in the process of interview?

a. Strongly Agree

c. Disagree

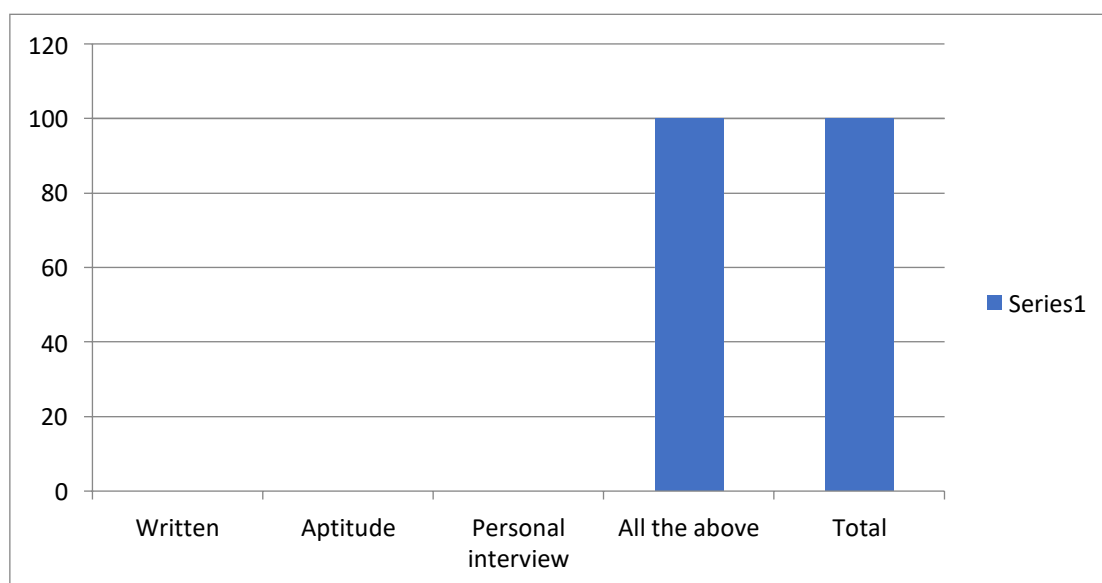
b. Agree

d. Strongly Disagree

TABLE: 20

Opinion	No of respondents	percentage
Written	0	0
Aptitude	0	0
Personal interview	0	0
All the above	100	100
Total	100	100

Graph:20



INTERPRETATION:

Form the above graph it is found that, respondents said that they have gone through all the process written Aptitude and personal interview.

FINDINGS

- 1) It was observed that more candidates are known about the job openings through Reference and consultancy services also. When compared to Advertising, Internet, Others, Maximum candidates come through the references.
- 2) It was found that the company recruits the people directly and do not depends upon any third party for this. The interview carried out face to face.
- 3) The recruiters are providing complete information to the candidates before joining into the company.
- 4) Most of the candidates are agreed that there are safety measures taken in the organization.
- 5) Maximum the candidates are informed verbally on the same day about their selection/rejection results. Sometimes they are informed through a phone call.
- 6) It was found that most of the employees are satisfied with the present recruitment and selection process.
- 7) It was found that a little bit of un-satisfaction was seen in few employees that they are not aware of UAN process.
- 8) It was observed that very friendly and easy environment in the recruitment process.
- 9) It was found that the employees are getting their referral amount for referring the candidates.
- 10) The employees felt that the interview process is taking a quite long process.

SUGGESTIONS

- 1) The recruiters must see to it that the reference check should be carried out for all the candidates and there should not be any kind of partiality (or) existence of personal bias while interviewing the candidate.
- 2) To get more effective candidates into the company, selection techniques should be adopted by the company.
- 3) The interview technique used for internal recruitment should not differ considerably with that of an external recruitment. This may give the candidates applying for the same post an advantage over the new candidate.
- 4) The employees of the company should be informed about all the vacancies in the company for internal recruitment and they should be given chance to compete for it along with other applicants.
- 5) It is better to complete the entire process of selection (including all rounds) within a short time period.

CONCLUSION

A process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected.

Recruitment and selection at Hinduja is very good as the employees are happy working with the company, the procedures and methods of hiring the candidates is quite satisfied. The company is following the objectives and the strategies framed by the executive board.

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3. Pattanyak, “Human Resource Management”, Prentice Hall of India, New Delhi.
4. Aswathappa.k, “Human Resource and personal Management”, 2nd Edition, Tata McGraw Hill, New Delhi, 2001.

Web References:

- www.teamhgs.com
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- www.mahalibrary.com

QUESTIONNAIRE

1. Since how many years have you been working with this organization?

- c. 0 – 3 months
- d. 3 – 6 months
- e. 6 – 9 months
- f. 9- 12 months
- g. Above 1year

2. Which of the following method of Recruitment would you prefer?

- c. Referrals
- d. Internet
- e. Newspapers
- f. Job fairs

3. How do you rate recruitment process in HGS?

- h. Highly Satisfied
- i. Satisfied
- j. Average
- k. Dissatisfied

4. What are the major sources for identification of prospective candidates in HGS?

- c. Advertisement
- d. Campus Recruitment
- e. Job portals
- f. Consultancy

5. Safety measures taken in the Organization?

- c. Highly Satisfied
- d. Satisfied
- e. Average
- f. Dissatisfied

6. What are the main reasons for the candidates interested to apply jobs in HGS?

- c. Organization profile
- d. Salary
- e. Location
- f. All

7. Why do people leave an organization?

- c. Better Opportunities
- d. Career Growth
- e. Work Place
- f. Others

8. Do you think the recruitment process take quite long process?

- c. Large extent
- d. Some extent
- e. Small extent
- f. Very small extent

9. Why few people reject the offer after selection?

- c. Not interested
- d. Personal problem
- e. Salary problem
- f. Got better Opportunities

10. Do you feel your present role matches your qualification and capabilities?

- c. Strongly agree
- d. Agree
- e. Disagree
- f. Strongly agree

11. How do you feel about interview process?

- c. Easy
- d. Difficult
- e. Friendly
- f. Nervous

12. How the selected candidates are intimated in HGS?

- c. Through e-mail
- d. Through a phone call
- e. Through post
- f. Verbally on the same day

13. How far are you aware of UAN process?

- c. Very much
- d. A little
- e. Not very much
- f. Not at all

14. Did you find the initial briefing about the interview process by the HR person satisfactory and were the guidelines of the test clearly explained to you?

- c. Strongly agree
- d. Agree
- e. Disagree
- f. Strongly disagree

15. Was the feedback given to you at the end of the day?

- c. Strongly agree
- d. Agree
- e. Disagree
- f. Strongly disagree

16. Would you like to refer any of your friends or relatives to apply to HGS?

- c. Strongly agree
- d. Agree
- e. Disagree
- f. Strongly disagree

17. Are you satisfied with the PF & ESIC process?

- c. Highly satisfied
- d. Satisfied
- e. Partly satisfied
- f. Dissatisfied

18. Is there a reward for referring employees in HGS?

- | | |
|-------------|-----------------------|
| c. Written | c. Personal interview |
| d. Aptitude | d. All the above |

19. Is there a regular performance appraisal practice for your work?

- c. Strongly Agree
- d. Agree

- e. Disagree
- f. Strongly Disagree

20. Have you gone through any of the following tests in the process of interview?

- | | |
|-------------------|----------------------|
| g. Strongly Agree | c. Disagree |
| h. Agree | d. Strongly Disagree |