

A PROJECT REPORT
On
“RECRUITMENT AND SELECTION”
AT
GAGAL CEMENT WORKS, BARMANA (H.P)
SUBMITTED TO HP UNIVERSITY SHIMLA



In Partial Fulfillment of the Requirement for the Award of
The Degree of
BACHELOR OF BUSINESS ADMINISTRATION
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IN SWAMI VIVEKANAND GOVT. COLLEGE GHUMARWIN

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ACKNOWLEDGEMENT

“Acknowledgement is an art, one can write glib stanzas without meaning a word, on the other hand one can make a simple expression of gratitude” I take the opportunity to express my gratitude to all of them who in some or other way helped me to accomplish this challenging Project report on “**RECRUITMENT AND SELECTION**”. No amount of written expression is sufficient to show my deepest sense of gratitude to them. I very sincerely acknowledge my sense of reference to **Prof. RAM KRISHAN (Principal), Assistant Professor RAJENDER KUMAR (Coordinator BBA), and Assistant Prof. Swati Thakur** and faculty members of **Swami Vivekananda Govt. College Ghumarwin**.

I also express deepest gratitude to my family for their blessings and good wishes. I also acknowledge with a deep sense of reverence, my gratitude towards my parents and member of my family, who has always supported me morally as well as economically. At last but not least gratitude goes to all of my friends who directly or indirectly.

RITIK SHARMA

DECLARATION

I hereby declare that the Project Report was submitted by me under the supervision and guidance of **Asst. Prof. Swati Thakur** Project Guide of **Swami Vivekanand Govt. College, Ghumarwin** in partial fulfillment For the Award of the Degree of Bachelor of Business Administration (BBA) I further declare that I am solely responsible for omission and commission of errors if any.

Signature of the Student

CERTIFICATE

This is to certify that the Project Report entitled “**Recruitment and Selection**” for the award of the degree of Bachelor of Business Administration (BBA) from Himachal Pradesh University, is a record to Project Report carried out by **Mr. Ritik Sharma of BBA 6TH Sem. Swami Vivekanand Govt. College Ghumarwin, University Roll No. 5190350025** under my supervision and guidance, no part of this report has been submitted to any other Degree/Diploma and this report may be taken for evaluation.

Sign of Candidate

Sign of Guide

Sign of Coordinator

Date:-

Place:- GHUMARWIN

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CHAPTER-1

1.1 Introduction of Company

1.2 Introduction of Recruitment and
Selection

Company Profile



Fig.No.1.1

India's No.1 Cement Company

Company profile ACC is an organization with extraordinary beginnings with crossed and created many milestones. Incorporated in 1936 as the associated cement company limited, its roots point to a historic amalgamation of ten cement companies belonging to the four leading Indian business houses of Tata, Kellogg, Nixon, Khataus and FE Dinshaw who decided to merge their cement activities into one entity. In 2006 the company name was abridged to the acronym ACC limited in 2006. The story of ACC is told in three books published to mark its silver, gold and platinum anniversaries. Nationwide footprints headquartered in Mumbai the company has a nationwide reach with 17 cement plants, 50 ready mixed concrete plants, a large technical service campus with a learning academy, cement handling terminals, 21 sales offices and several zonal offices.

ACC had a permanent workforce of 8368 in the close of the year. The company family extends to embrace a vast distribution network make up of around 9000 dealers and 50000 retailers who reach out to lakhs of customers in towns.



Fig.No.1.2

Trusted brand from the start, ACC is a name that has enjoyed a high level of equity in the Indian market. Flagged as one of the country most trusted brands, the company has touched the lives of millions of Indians, setting unmatched benchmark and a trail of groundbreaking trends in the world of cement and concrete. Every region of the country has iconic and enduring masterpieces built with ACC cement. Mumbai iconic marine drive the mighty BHAKRA BAND. It is also a preferred brand off cement and concrete used to construct mega contemporary industrial, commercial and infrastructural projects. Millions of houses dotted across the country stand testimony to the trust the brand has earned from generations of satisfied customers. Lineage in 1999, the house of Tata, one of the groups that founded ACC, sold all 14.45% of its shareholding in the company to the AMBUJA CEMENT group (then Gujarat AMBUJA) who in turn divested their holding to HOLCIM limited of Switzerland in 2005. Thus ACC became a subsidiary of HOLCIM (India) private limited; at the close of 2015 it held 50.3% of the company's equity.



Fig.No.1.3

The global merger has no immediate impact on Acc Organization. The organization's structure was revised with effect from April 1, 2015 from a geographical arrangements made up of three autonomous regions to a conventional functional style with overall management headed at the corporate level by the Chief Executive Officer and managing director. Some key functions such as a manufacturing sales, logistics, human resources and finance are also overseen at regional level with their respective cluster heads reporting to the functional head at the corporate office.

Governance ACC's founders were large business groups of repute that practiced high standards of governance. Those rich traditions continue to be maintained. The company's core values are based on integrity, respect of the law, deep commitment to product quality, customer's excellence and concern for the planet and its people.

ACC is professionally managed with a majority of its directors being independent directors. Mr. N S SEKHSARIA is the Chairman of the board of the directors and nonexecutive and an independent directors. Mr. HARISH BADAMI, Chief executive officer and managing director, oversees day to day working and operations of the company. Both held offices during the entire period of the year 2015. Mr. Bernard Terver, who served as deputy chairman during the year 2015, was succeeded by Mr. Eric Olsen as deputy chairman in February 2016.

Trendsetter ACC led the industry in producing the environment-friendly blended cement that utilizes waste by products from steel plants and thermal power stations. Its innovations in R&D have enabled several breakthroughs in cement and concrete. ACC was 1st to offer bulk cement and ready mixed concrete, two value additions that have enhanced the quality and pace of large construction in the country.

The Jamul plant was first to install air pollution control equipment year before it was mandatory to do so in 2011, the world's largest clinkering plant was commissioned at WADI in Karnataka ACC was first to introduce GPS and RFIED technologies to modernize logistics in cement industry. A new clinkering plant is on the verge of completion at Jamul in Chhattisgarh with grinding stations in Jamul and Sindri. Green practices a deep concern for the plant made ACC among the first companies in India to include environment conservation as corporate objectives.

ACC is recognized as a company that has one of the lowest carbon footprints as compared 9 to its global peers. Concern for conservation of natural resources is integrated into all activities of its value chain from mining to sales. The company has numerous planet- friendly practices from rehabilitating used mines into forest or water bodies, to promoting renewable energy sources and pursuing alternative fuels and resources. Under the Geocycle umbrella, ACC offer effective solution for management of industrial agricultural and municipal wastes through co-processing in its spread of cement kilns. A champion sustainable construction in India, the company headquarters, and cement houses was the first renovated building in India to win the green building LEED gold certification. Two others green buildings are showpieces of its planet-friendly agenda.

Recruitment and Selection

Human Resource is a basic need of any work to be done. According to ARTHUR LEWIS: “There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviors” The project report is all about recruitment, selection and placement process that’s an important part of any organization.

Recruitment highlights each applicant’s skills, talents and experience. Their selection involves developing a list of qualified candidates, defining a selection strategy, identifying qualified candidates, thoroughly evaluating qualified candidates and selecting the most qualified candidate and placement involves placing the candidates at right places according to their qualification, experience and capability.

It is said if right person is appointed at right place the half work has been done. In this project I have tried to cover all the important point that should be kept in mind while recruitment, selection and placement process and have conducted a research study through a questionnaire that I got it filled with all the sales managers of the Gagal Cement Works, Barmana and tried to find out which methods and various other information related to recruitment and selection and tries to come to a conclusion at what time mostly the manpower planning is don’t, what the various method used for recruiting the candidates and on what basic the selections is done.

Acc Gagal Cement Works, Barmana has a well-articulated equal opportunity policy, which lays strong emphasis on hiring of individuals irrespective of age, caste or gender. As a best practice in recruitment.

RECRUITMENT

Recruitment is “hiring” of employees from outside. Recruitment has been regarded as the most important function of the HR department, because unless the right type of people are hired, even the best plans, organization chart and control system would not do much good. Recruitment is the discovering of potential applicant for actual or anticipated organizational vacancies. It is defined as “a process to discover the sources of manpower to meet the requirements of staffing schedule and to apply effective measures for attracting the manpower to adequate number to facilitate effective selection of an effective workforce” Yoder points out that recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce. Edwin B Flippo defines recruitment as the process of searching for prospective employees and stimulating them to apply for the jobs in the organization. “It is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their application are submitted. The result is a pool of applicants from which new employees are selected.”

Methods of Recruitment

Dunn and Stephens Summaries the Possible Recruiting Methods into three Categories, Namely

1. Direct Method

2. Indirect Method

3. Third Party Method

Direct Method

The direct method includes sending of the recruiters to different educational and professional institutions, employees contact with public and mannered exhibits. One of the widely used methods is sending the recruiters to different colleges and technical schools. This is mainly done with the cooperation of the placement office of the college. Sometimes, firms directly solicit information from the concerned professors about student with an outstanding record. Other direct methods include sending recruiters to conventions and seminars, setting up exhibits at fairs, and using mobile offices to go the desired centers.

Indirect Method:

Indirect method involves mainly advertising in newspapers, on the radios, in trade and professional journals, technical magazines and brochures. Advertisements in newspapers and or trade journals and magazines are the most frequently used methods. Senior post is largely filled with such methods.

Advertising is a very useful for recruiting blue color and hourly worker, as well as scientific, professional, and technical employees.

Local newspaper can be good sources of blue collar workers, clerical employees, and lower level administrative employees. The main point is that the higher the position in the organization the more dispersed advertisement is likely to be. The search for the top executive might include advertisement in a national periodical, whereas the advertisement of the blue color jobs usually confine to the daily newspaper.

According to the Advertisement tactic and strategy in personnel Recruitment, three main points need to be borne in the mind before an advertisement in inserted.

First, to visualize the type of applicants one is trying to recruit.

Second, to write out a list of advantages the company offers, or why should the reader join the company.

Third, to decide where to run the advertisement, not only in which area, but also in which newspaper having a local, state or a nationwide circulation.

Third Party:

These include the use of commercial or private employment agencies, state agencies, and placement offices of schools colleges and professional associations recruiting firms, management consulting firms, indoctrination seminars for college professors, and friends and relatives.

Private employment agencies are the most widely used sources. They charge a small fee from the applicant. They specialize in specific occupation; general office help, salesmen, technical workers, accountant, computer staff, engineers and executives.

State or public employment agencies are also known as the employment or labour exchanges, are the main agencies for the public employment. Employers inform

them of their personnel requirement, while job seekers get information for them about the type of job are referred by the employer.

Schools and colleges offer opportunities for recruiting their student. They operate placement services where complete bio data and other particular of the student are available.

Evaluation of the Recruitment Method

The Following are the Evaluation of the Recruitment Method:

1. Number of initial enquires received which resulted in completed application forms.
2. Number of candidates recruited.
3. Number of candidates retained in the organization after six months.
4. Number of candidates at various stages of the recruitment and selection process, especially those short listed.

Objective of Recruitment:

1. To attract with multi dimensional skills and experience that suite the present and future organization strategies.
2. To induct outsider with new perspective to lead the company.
3. To infuse fresh blood at all levels of organization.
4. To develop an organizational culture that attracts competent people to the company.
5. To search or headhunt people whose skill fit the company's values.
6. To seek out non-conventional development grounds of talent.
7. To devise methodology for assessing psychological traits.
8. To search for talent globally not just within the company.
9. To design entry pay that competes on quality but not on quantum.
10. To anticipate and find people for position that doesn't exists yet.

Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals come to know about the company and eventually decide whether they wish to work for it.

The recruitment process should inform qualified individuals about the job so that applicant can make comparison with their qualification and interest.

Factors Affecting Recruitment

There are two types of Factors that Affect the Recruitment of Candidates for the Company

1. Internal Factors: These Includes

- Company's Pay Package
- Quality of Work life
- Organizational Culture
- Company's Size
- Company's Product
- Growth Rate of the Company
- Role of Trade Unions
- Cost of Recruitment

2. External Factors: These Includes

- Supply and Demand Factors
- Employment Rate

- Labour Market Condition
- Political, legal and Government Factors
- Information System

Factors to be Undertaken while Formulating Recruitment Policies

The Following Factors Should Be Undertaken While Formulating the Policies –

- Government Policies
- Recruitment Sources
- Recruitment Needs
- Recruitment Cost
- Organizational and Personal Policies

Recruitment Process:

The Actual Steps Involved in Recruitment Follow a well Defined Path:

Application Shortlist

In this step, we shortlist the resume received from various sources based on the suitability for the requirement.

Preliminary Assessment

The short listed candidates go through a preliminary round of interviews. This interview lays more emphasis on functional competencies. To have more data on the functional skills, the candidates may be given a business case for analysis and presentation (This is done for certain positions only).

Final Interview

Here the candidates who successfully clear the first round of interview go through another round of interview with one or more of the functional heads.

Medical Evaluation

Candidates who are selected by ACC Limited Company are asked to undergo a medical test.

Evaluation of Recruitment Process

The following are the evaluation of the recruitment process

1. Return rate of application sent out.
2. Number of suitable candidates for selection.
3. Retention and performance of the candidate selection.
4. Cost of recruitment.
5. Time lapsed data.
6. Comments on image projected.

Philosophies of Recruitment

Basically there are two Philosophies of recruitment. These are as follows:

- 1) Realistic Job Previews (RJP)
- 2) Job Compatibility Questionnaire (JCQ)

1. Realistic Job Previews (RJP):

Realistic Job Previews provides complete job related information to the applicants so that they can make the right decision before taking up the jobs. It includes positive and the negative aspects of the job.

2. Job Compatibility Questionnaire (JCQ):

Job Compatibility Questionnaire was developed to determine whether an applicant's preference for the work match the characteristic of the job.

The JCQ is designed to collect information on all aspects of the job which have a bearing in on employee performance absenteeism, turnover and job satisfaction.

The underlying assumption of JCQ is that, greater the compatibility between an applicant's preference for the job and characteristic of the job as perceived by the job seeker, the greater the probability of employee effectiveness and longer the tenure.

SELECTION AND PLACEMENT

Selection and Placement

Selection is a negative process and involves the elimination of candidates who do not have the required skills and qualification for the job proposed. Also it is a process of differentiating between applicants in order to identify and hire those with greater likelihood of success in job.

Placement is a process of placing the selected candidates at the right place according to their qualifications, experience and capability. This is the last step of hiring process in every organization.

The objective of selection and placement decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates. It is the system of function and devise adopted in a given company to ascertain whether the candidate specifications are matched with the job specifications and recruitment or not.

The traditional selection process includes: preliminary screening interview, completion of application form, employment test, comprehensive interview, background investigation, physical examination and final employment decision to hire.

Organization for Selection and Placement:

Until recently the basic hiring process was performed in a rather unplanned manner in many organizations. In some companies, each department screened and hired its own employees. Many managers insisted on screening their own employees as they thought no one else could do that as efficiently as they themselves.

But now selection is centralized and handled by the Human Resource Department. This type of arrangement is also preferred due to some of these advantages:

- It is easier for the application because they can send their applications to a single centralized department.
- It facilitates contact with applicants because issues pertaining to employment can be cleared through one central location.
- It helps operating managers to concentrate on their operating responsibilities. This is especially helpful during the chief hiring period.
- It can provide for better selection because hiring is done by specialist trained in staffing techniques.
- The applicant is better assured of consideration for a greater variety of jobs.
- Hiring cost is cut because duplication of efforts is reduced.
- With increased governmental regulation on selection process, it is important that people who know about these rules handle a major part of the selection process.

Ideally, a selection process involves mutually decision making. The organization decides whether or not to make a job offer and how attractive the job offer should be.

Barriers to Effective Selection and Placement:

The main objective of selection and placement process is to hire people having competence and commitment towards the give job profile. But due to some reason the main purpose of effectively selecting candidates is defeated. These reasons are:

1. Perception or the Halo Effect

Many a times the interviewer selects a candidate according to the perception he has or he made up while talking or looking at the individual. This way he does not see through the caliber or the efficiency of the individual and many times it leads to the selection of the wrong candidates.

2. Fairness -

During the selection process the interviewer does not select the individual on the basis of his knowledge and hence the right type of the candidates is not selected.

3. Pressure -

The people from the HR department and also have a lot of pressure from the top management and from other top class people for selecting the candidates they want. This ways the purpose of effective selection process of effective selection process is defeated as they have to select that individual whether or not he is capable of the job that is being offered.

Importance of Selection and Placement-

- To fairly and without any element of discrimination evaluate job applicants in view of individual difference and capabilities.
- To employee qualify and competent hands that can meet the organization job requirements of the organization.
- To place job applicants in the best interest of the organization and the individual.

- To help in human resources and manpower planning purposes in organization.
- To reduce recruitment costs that may arise as a result of poor selection and placement exercise.

I started my job as HR Trainee. My job profile was to handle Recruitment in my project. The Senior HR Manager narrated me the whole procedure. My job profile was to generate resumes from the various job sites such as Naukri.com, Timesjobs.com etc. according to the requirements of the company. After generating the resumes from the sites the next step is to shortlist the resume which best suite the requirements.

Now the short-listed candidates have to be given a phone call in order to find out their interests and schedule them for interview.

There are two Forms of Interview that a Candidate can appear for:

1. Personal Interview.
2. Telephonic Interview.

Personal Interview

This is regarded to be the best form of interview. In such form of an interview the candidate personally appears in front of the interviewer and gives his interview. This is regarded to be the best form of interview as the interviewee has the best chances of making his points clear in front of the interviewer.

Telephonic Interview:

Sometimes an interview is taken on the phone. A telephonic conversation is done between the interviewer and the interviewee where the interviewer calls up the candidate via phone and conducts the interview.

CHAPTER-2

2.1 Scope and Need of the Study
Research Methodology

2.2 Review of Literature

2.3 Research Meaning and Research
Design

2.4 Research Methodology

2.5 Data Collection

2.6 Sampling Decisions

2.7 Limitations of the Study

Objective:

Putting a robust recruitment procedure into place help your business to get things right. Our experience gives you the opportunity to:

- Introduce recruitment and selection processes that suit your business.
- Manage your campaigns to ensure that you recruit the right staff.
- Design and deliver interview processes based on your ideal behaviors and competencies.
- Introduce recruitment-related analysis, allowing you to evaluate your strategy.
- Set up managed preferred supplier relationships with recruitment agencies.
- Provide psychometric tests, personality profiling, and run assessment centres.

Scope and Need of the Study

Need of the study-

- Determine the present and future requirement of the organization personnel-planning and job analysis activities.
- To identify general practices that organizations use to recruit and select employees.
- To determine which Recruitment and Selection practices are most effective.

1. To Study the Various Sources of Recruitment Followed in ACC Gagal Cement Works, Barmana.
2. To Search or Headhunt People whose Skill Fits into the Company's ACC Gagal Cement Works, Barmana.

The scope of Recruitment and Selection is very wide and it consists of a variety of operations. Resources are considered as most important asset to any organization.

Hence, hiring right resources is the most important aspect of Recruitment. Every company has its own pattern of recruitment as per their recruitment policies and procedures.

The Scope of Recruitment and Selection Includes the Following Operations –

- Dealing with the excess or shortage of resources.
- Preparing the Recruitment policy for different categories of employees.
- Analyzing the recruitment policies, processes, and procedures the organization.
- Identifying the areas, where there could be a scope of improvement.
- Streamlining the hiring process with suitable recommendations.
- Choosing the best suitable process of recruitment for effective hiring of resources.

Any organization wants its future to be in good and safe hands. Hence, hiring the right resource is a very important task for any organization.

Review of Literature

Meaning of Human Resource Management

Human Resource plays a crucial role in the development process of the modern economics. ARTHUR LEWIS observed “There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviors”

Human resource management is the management of employee’s skill, knowledge abilities, talent, aptitude, creativity, ability etc. different terms are used for denoting Human Resource Management.

They are labour management, labour administration, labour management relationship, employee –employer relationship, industrial relationship, human capital management, human asset management etc. Though these terms can be used differently widely, the basic nature of distinction lies in the scope or coverage and evolutionary stage. In simple sense, human resource management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements.

• Barber (1998)-

Defines Employee recruitment as “practices and activities carried on organization for the purpose of identifying and attracting potential employees” Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization’s culture.

- **Bratton & Gold (1999)-**

Applicants have a specific view of expectations about how the company is going to treat them; recruitment and selection acts as an opportunity to clarify this view.

- **French (2000)-**

Found that there are two options of recruitment. First, Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Door-to door recruitment is another option. For large studies, this recruitment method can be costly in terms of staff time and travel expenses, and it is difficult to assure that recruiters randomly sample homes. Despite these concerns, door-to-door recruitment may be a necessary recruitment strategy for certain potential participants (e.g., those who do not have a residential phone).

- **Bohlander Snell & Sherman (2001)-**

Reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions.

- **Mullins (2005)-**

Indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, 36 selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization.

Research Meaning and Research Design

Research Meaning

Research is defined as careful consideration of study regarding a particular concern or problem using scientific methods. According to the American sociologist Earl Robert Bobbie, “Research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. It involves inductive and deductive methods.

Inductive research methods analyze an observed event, while deductive methods verify the observed event. Inductive approaches are associated with qualitative research, and deductive methods are more commonly associated with quantitative analysis.

Characteristics of Research

1. Good research follows a systematic approach to capture accurate data. Researchers need to practice ethics and a code of conduct while making observations or drawing conclusions.
2. The analysis is based on logical reasoning and involves both inductive and deductive methods.

Research Design

Research design is the framework of research methods and techniques chosen by a researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter and set up their studies up for success.

The design of a research topic explains the type of research (experimental, survey, correlation, semi-experimental, review) and also its sub-type (experimental design, research problem, descriptive case-study).

There are three main types of Designs for Research:

1. Data Collection
2. Measurement
3. Analysis

The type of research problem an organization is facing will determine the research design and not vice-versa. The design phase of a study determines which tools to use and how they are used.

An impactful research usually creates a minimum bias in data and increases trust in the accuracy of collected data. A design that produces the least margin of error in experimental research is generally considered the desired outcome.

The essential elements are:

1. Accurate purpose statement.
2. Techniques to be implemented for collecting and analyzing research.
3. The method applied for analyzing collected details.
4. Type of research methodology.
5. Probable objections for research.
6. Settings for the research study.
7. Timeline.
8. Measurement of analysis.

Research Methodology

Research methodology is a method to solve the research problem systematically. It involves gathering data, use of statistical techniques, interpretations and drawing conclusions about research data. Keeping in view the objectives of the study, data is collected from following sources.

Data Collection Methods

Data Collection:

Data refers to a collection of organized information, usually the results of experience, observation or experiment, or a set of premises. This may consist of numbers, words, or images, particularly as measurements or observations of a set of variables.

Data Sources: There are two types of data sources available to the research processes.

1. Primary data.

2. Secondary data.

Primary Data

The primary data is collected by using primary methods such questionnaires.

Secondary Data

Secondary data is collected from various Journals, books, websites, News papers, and other research reports.

Sampling Decisions

Sample Size

The sample is selected on the basis of random sampling technique drawn from ACC Private Limited Company. A sample of 60 employees is selected and analysis has been done by questionnaire.

Sampling Technique

Simple Random Sampling Method.

Sampling Media

Sampling media has been in the form of filling up of the Questionnaire.

Statistical tool

Simple Percentage Method.

LIMITATIONS OF THE STUDY

- There existed some respondents who refused to respond and these respondents who did not participate in the survey may be distinct and might have affected the result of the study.
- The sample was chosen randomly which might not to be an actual representative of the total population, due to which there may be an error.
- The information given by few Employees were deemed to be correct in the beginning and later on were found to be partially incorrect which caused inconvenience.
- Even after assuring the respondents that the data will not be made public and will be used for the study only, still they were heritable to reveal certain information.
- Many of the respondents gave a negative the answer in order to finish the interview quickly, which has affected the study.

Need of the study-

- Determine the present and future requirement of the organization personnel-planning and job analysis activities.
- To identify general practices that organizations use to recruit and select employees.
- To determine which Recruitment and Selection practices are most effective

CHAPTER-3

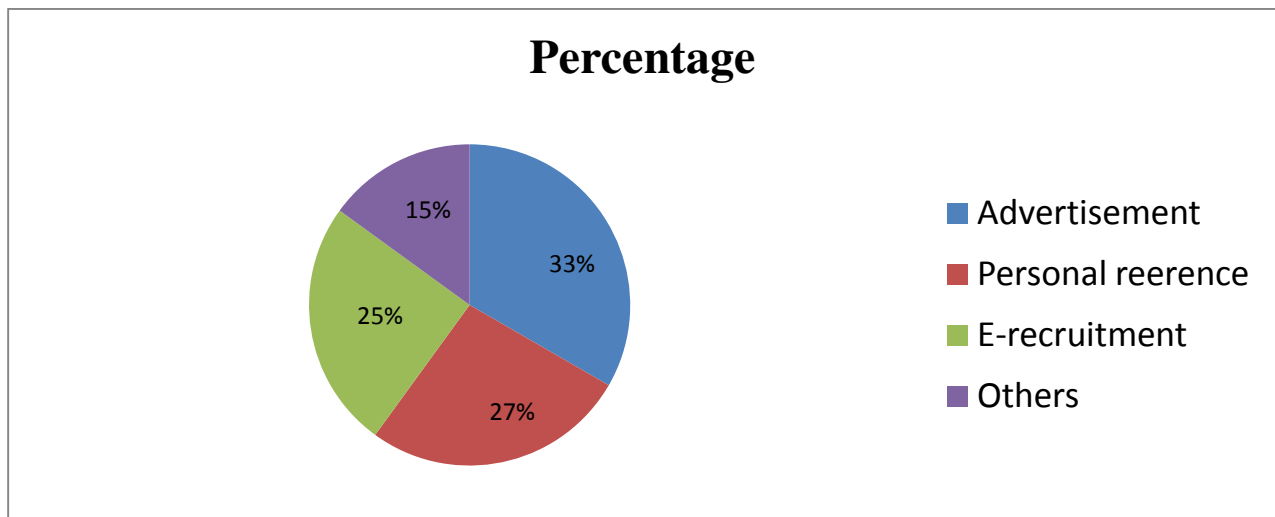
3.1 Data Analysis and Interpretation

1. From which of sources you came to know about the job?

Table No.3.1

Parameters	No. of Respondents	Percentage
Advertisement	20	33%
Personal reference	16	27%
E-recruitment	15	25%
Others	9	15%
Total	60	100%

Fig.No.3.1



INTERPRETATION: According to the above fig.3.1, it shows that 33% employees know about the job by the advertisement source, 27% employees know

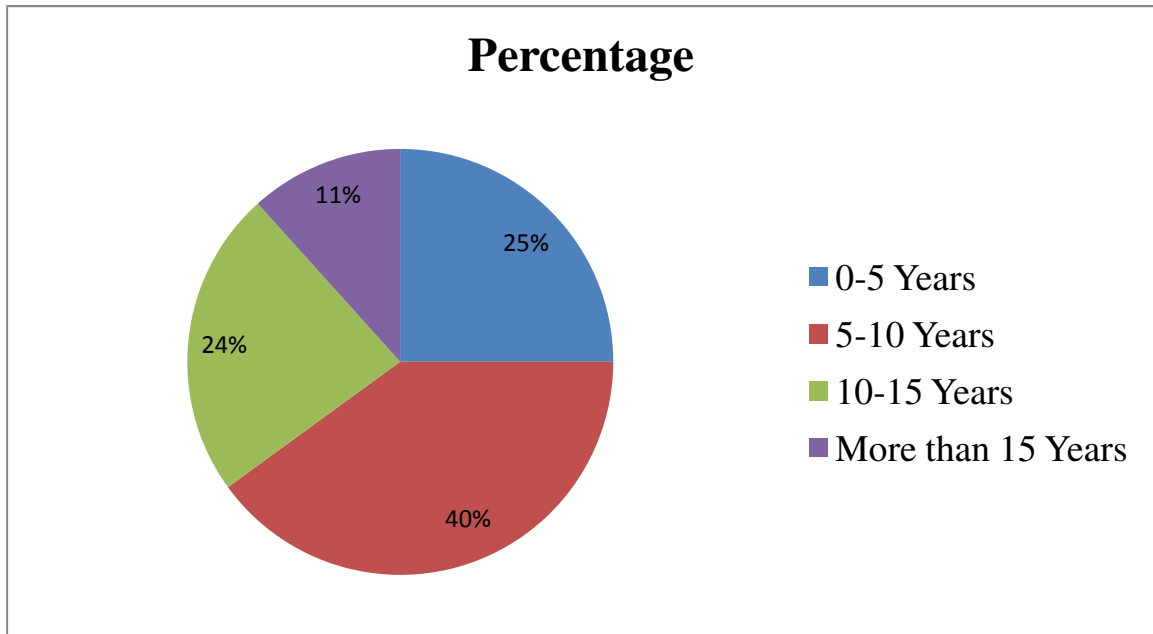
about the job by personal reference, 25% employees know about the job by e-recruitment and rest of 15% with other sources.

2. How long you are working in the organization?

Table No.3.2

Parameters	No. of Respondents	Percentage
0-5 Years	15	25%
5-10 Years	24	40%
10-15 Years	14	24%
More than 15 Years	7	11%
Total	60	100%

Fig.No.3.2



INTREPRETATION: According to the above fig.3.2, it shows that 25% of employees are working between 0-5 years, Even 40% employees are

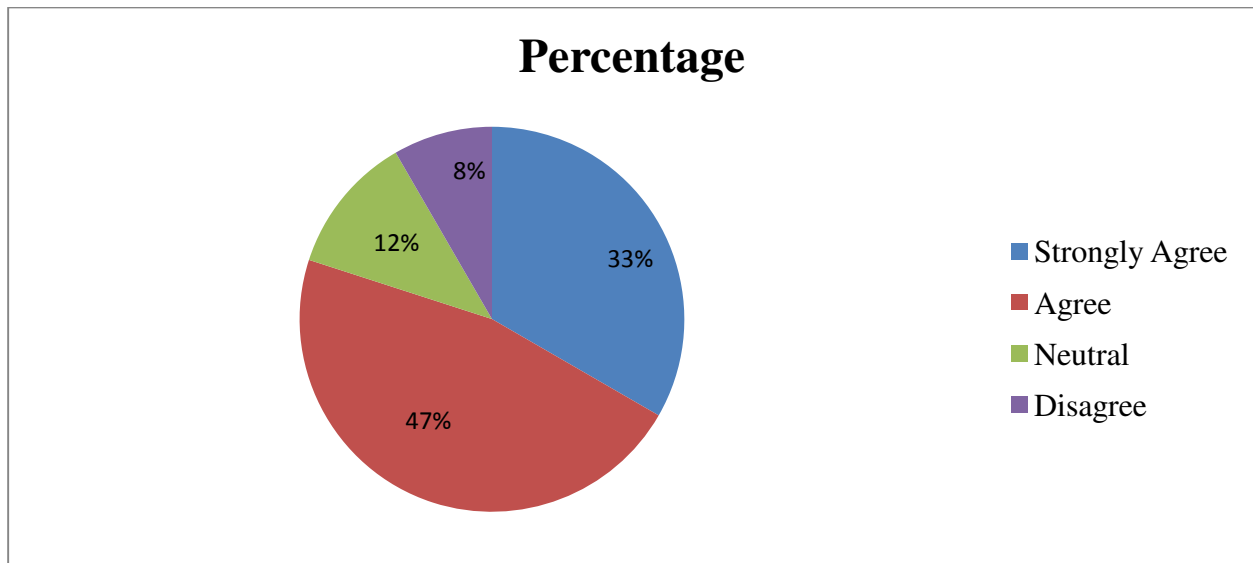
working between 5-10 years, 24% employees are working between 5-10 years and 11% employees are working more than 15 years.

3. Was the Recruitment related to your field?

Table No.3.3

Parameters	No. of Respondent	Percentage
Strongly Agree	20	33%
Agree	28	47%
Neutral	7	12%
Disagree	5	8%
Total	60	100%

Fig.No.3.3



INTREPRETATION: According to the above fig.3.3, it shows that 33% employees are strongly agree and 47% Employees are Agree that their recruitment is related to their work, out of the remaining are neutral 12% and

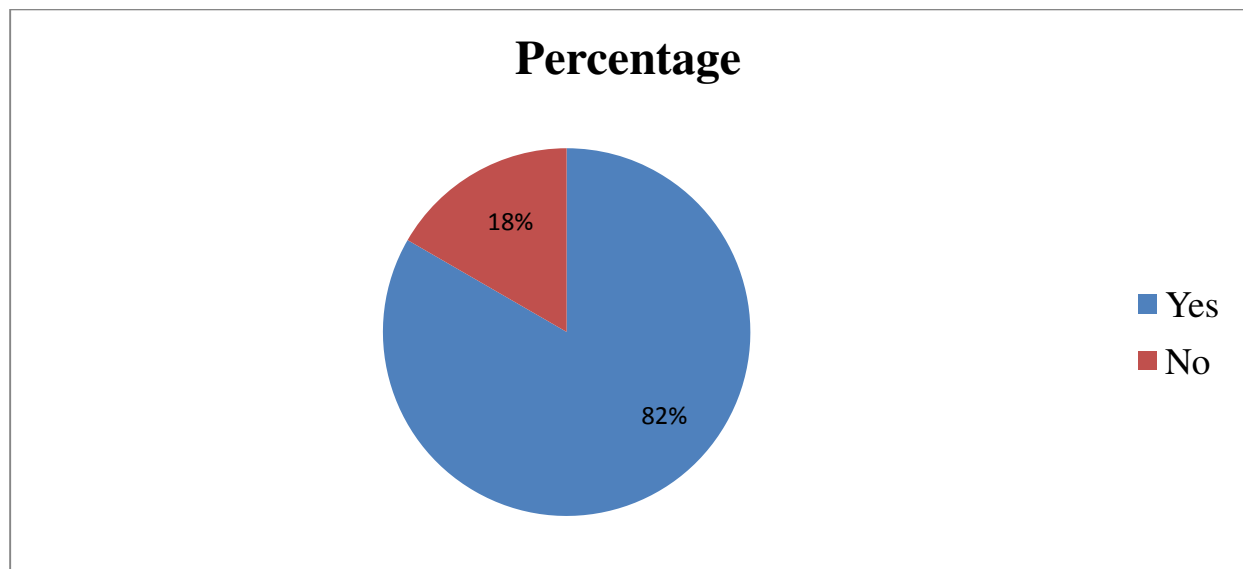
disagree 8%. Now the conclusion can be drawn that almost of the employees say that recruitment content was related to their field.

4. Is this organization helpful to update the knowledge of the employees?

Table No.3.4

Parameters	No. of Respondents	Percentage
Yes	50	82%
No	10	18%
Total	60	100%

Fig.No.3.4



INTREPRETATION:

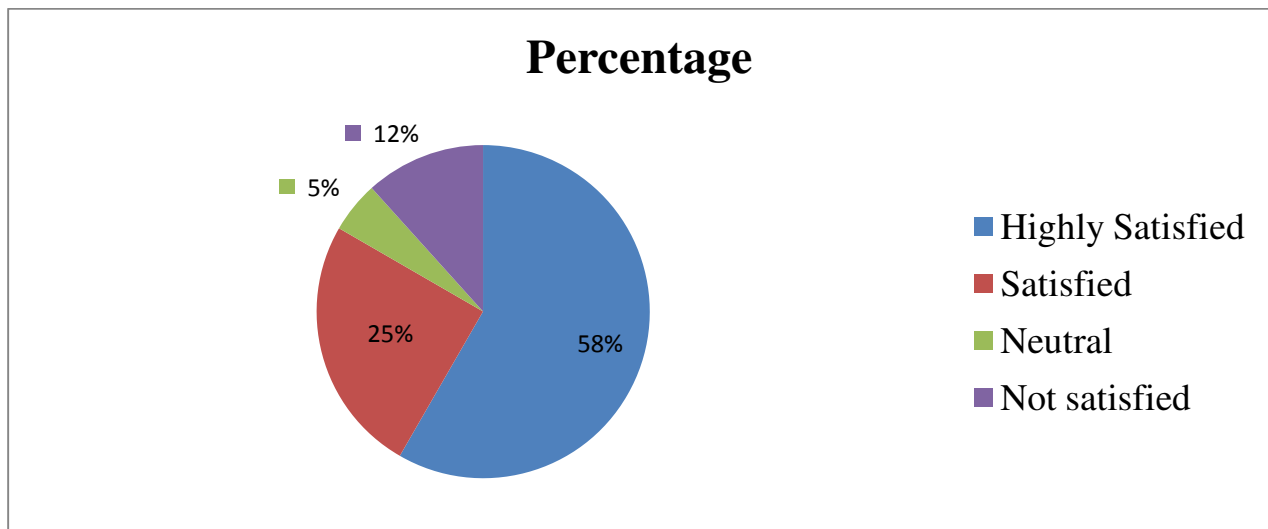
According to the above fig.3.4, it shows that 82% of the employees says 'yes' with a fact that organization helpful to update their knowledge where as 18% employees says 'no'.

5. Do you satisfied with the Recruitment and Selection sessions organized by the organization useful in future?

Table No.3.5

Parameters	No. of Respondents	Percentage
Highly Satisfied	35	58%
Satisfied	15	25%
Neutral	3	5%
Not Satisfied	7	12%
Total	60	100%

Fig.No.3.5



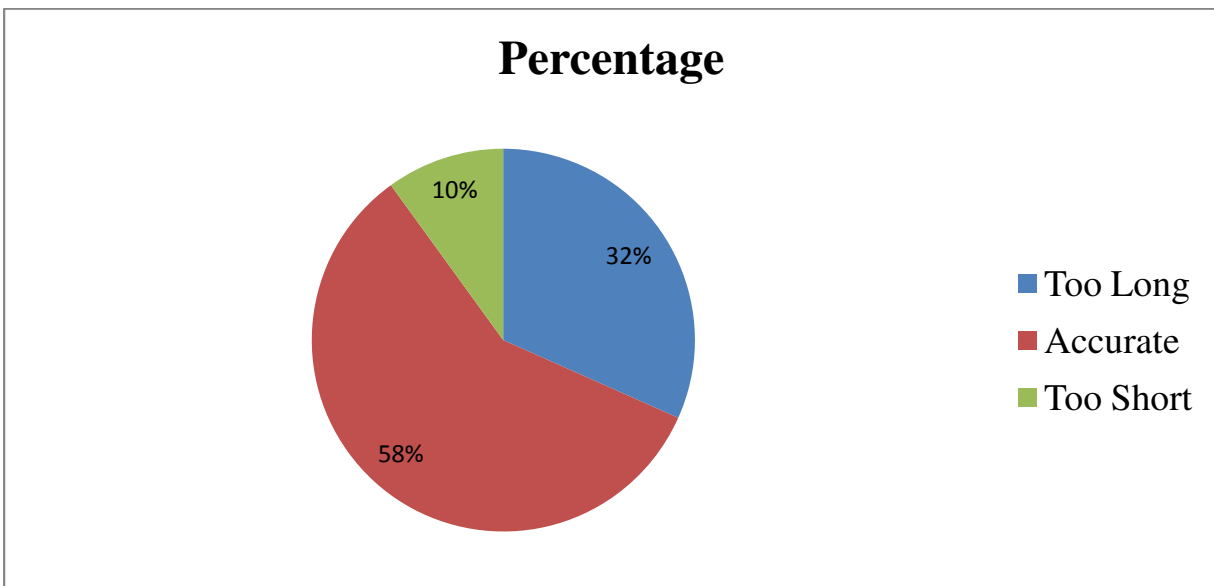
INTREPRETATION: According to the above fig.3.5, it shows that 58% employees highly sure that the recruitment provided to them by the company will help them in getting a job in the future. 25% employees sure that training section would be helpful in getting a job in the future, 5% employees not sure and 12% employees highly not sure that the recruitment provided to them by company will not help them in getting a job in the future.

6. Was the duration of the Recruitment and Selection appropriate?

Table No.3.6

Parameters	No. of Respondents	Percentage
Too Long	19	32%
Accurate	35	58%
Too Short	6	10%
Total	60	100%

Fig.No.3.6



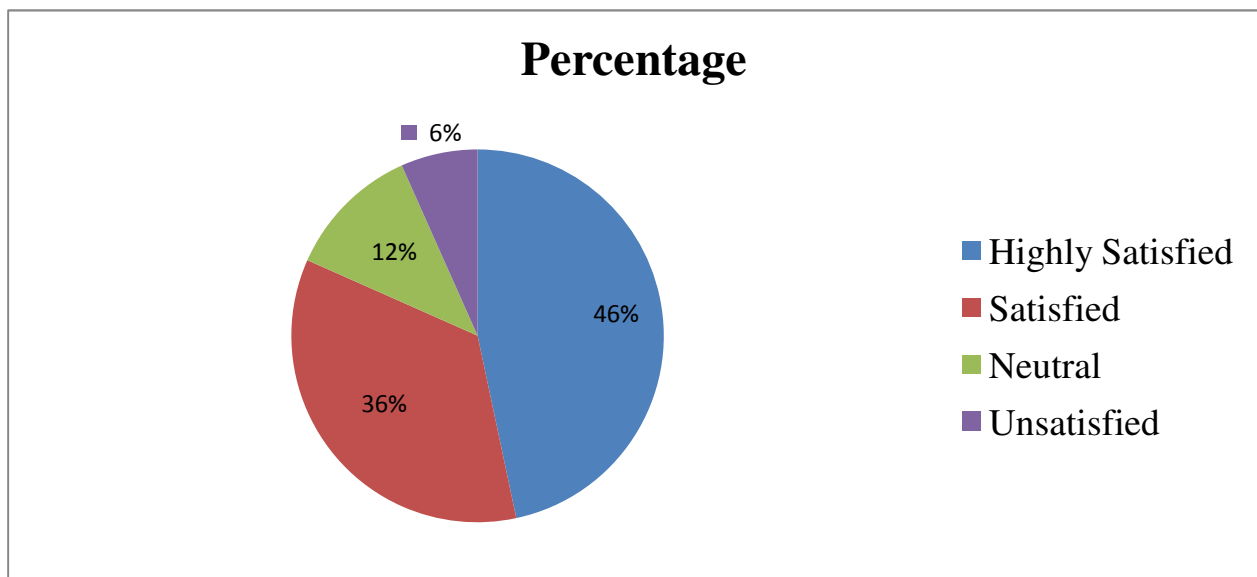
INTREPRETATION: According to the above fig.3.6, it shows that that 32% of the employees say that training period is too long and 58% employees feels that recruitment is accurate and remaining 10% are of the view that selection is too short.

7. Does Selection that you have done was based on your need identified by your organization?

Table No.3.7

Parameters	No. of Respondents	Percentage
Highly Satisfied	28	46 %
Satisfied	21	36 %
Neutral	7	12 %
Unsatisfied	4	6 %
Total	60	100 %

Fig.No.3.7



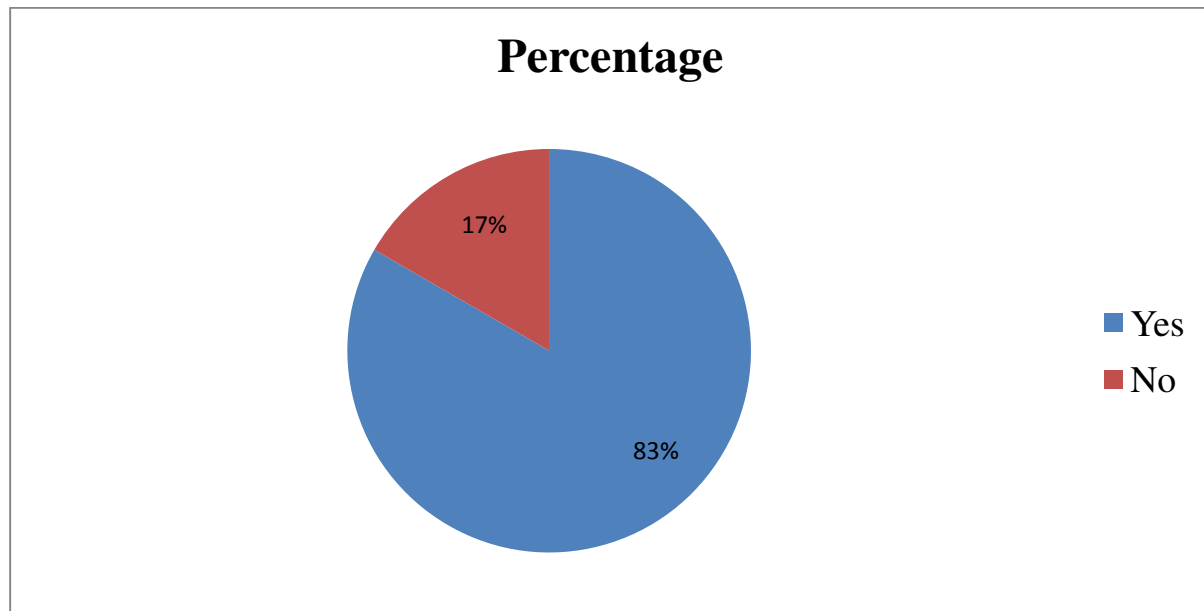
INTREPRETATION: From the above fig.3.7, it shows that 46% employees has highly sure that they are selected according their identity and needs, 36% of the respondent sure, 12% of the respondent not sure, and 6% of the respondent highly not sure that they are selected according their needs and identity.

8. Do you like the methods and techniques used in the Selection and Recruitment by the Organization?

Table No.3.8

Parameters	No. of Respondents	Percentage
Yes	50	83%
No	10	17%
Total	60	100%

Fig.No.3.8



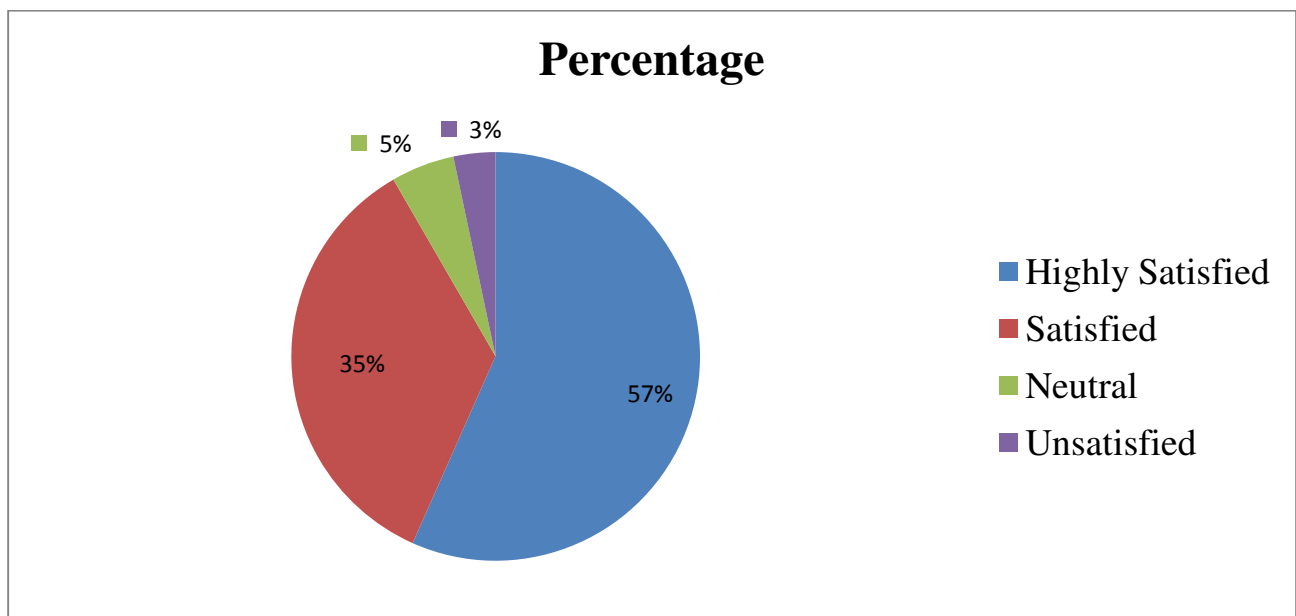
INTREPRETATION: From the above fig.3.8, it shows that 83% employees Likes the methods and techniques adopted by the trainer. While the remaining 17% employees doesn't like the methods and techniques adopted by the organization.

9. Are you satisfied with the Training?

Table No.3.9

Parameters	No. of Respondents	Percentage
Highly Satisfied	34	57%
Satisfied	21	35%
Neutral	3	5%
Unsatisfied	2	3%
Total	60	100%

Fig.No.3.9



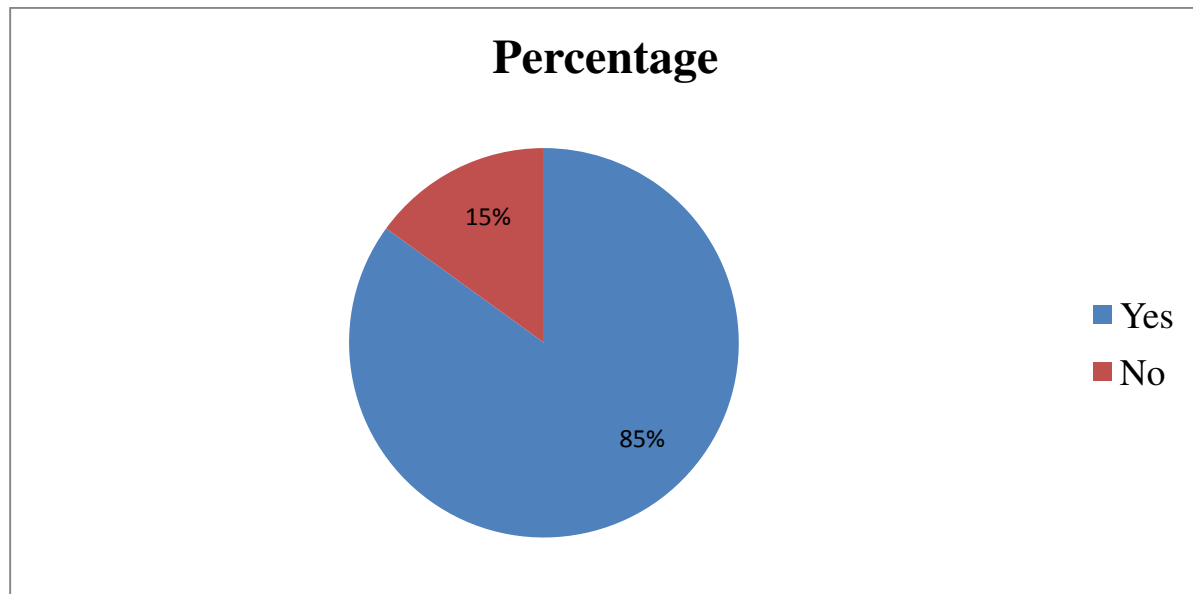
INTREPRETATION: From the above fig.3.9, it shows that 57% of employees are highly satisfied with the training, 35% employees are satisfied with the training provided to them by the company and 5% employees are unsatisfied, 3% employees are highly unsatisfied with the training provided to them by the company.

10. Does your Company follow Different Recruitment Process for Different Grades of Employment?

Table No.3.10

Parameters	No. of Respondents	Percentage
Yes	51	85%
No	9	15%
Total	60	100%

Fig.No.3.10



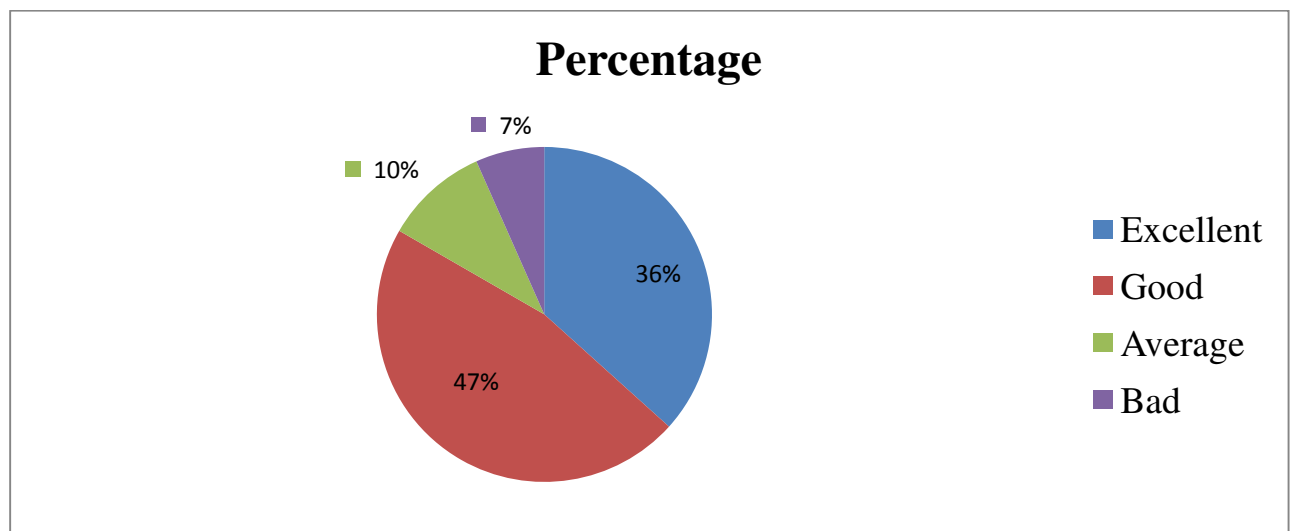
INTREPRETATION: From the above fig.3.10, it shows that 85% of employees says 'yes' that company follow different recruitment process for different employment grades and 15% employees says 'no' that company does not follow different recruitment process to them.

11.How do you rate HR practices of the Company?

Table No.3.11

Parameters	No. of Respondents	Percentage
Excellent	22	36%
Good	28	47%
Average	6	10%
Bad	4	7%
Total	60	100%

Fig.No.3.11



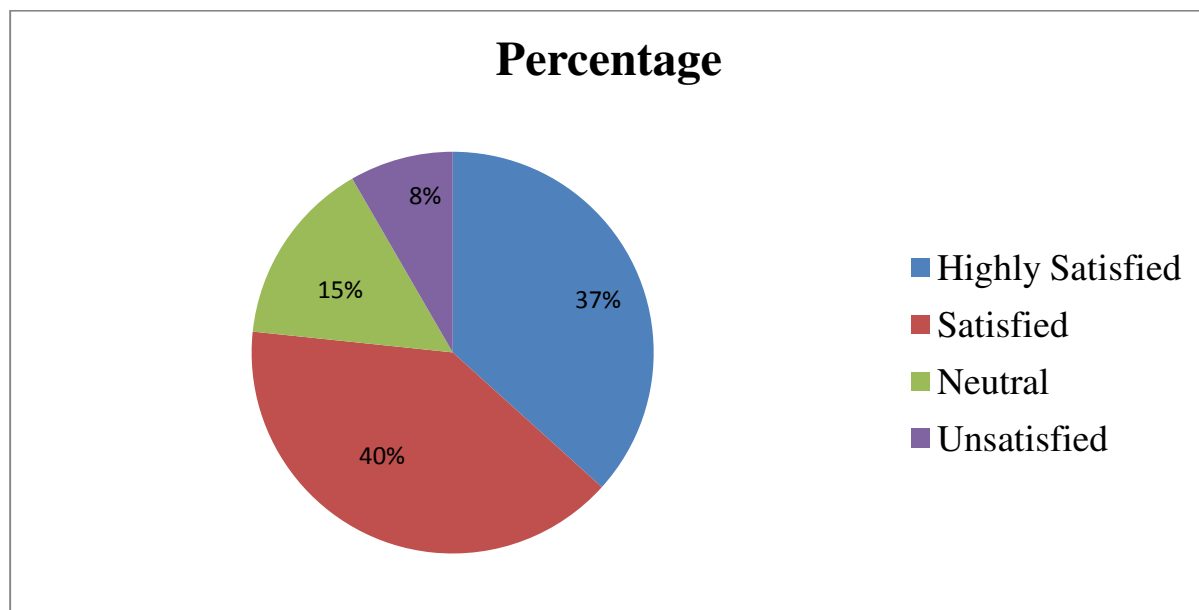
INTREPRETATION: From the above fig.3.11, it shows that 36% of employees says that HR practices of the company is 'Excellent' and 47% employees says that good, 10% of employees says that average and rest 7% employees says that the HR practices of the company is bad.

12. Are you satisfied with Salary Package?

Table No.3.12

Parameters	No. of Respondents	Percentage
Highly Satisfied	22	36%
Satisfied	24	40%
Neutral	9	15%
Unsatisfied	5	9%
Total	60	100%

Fig.No.3.12



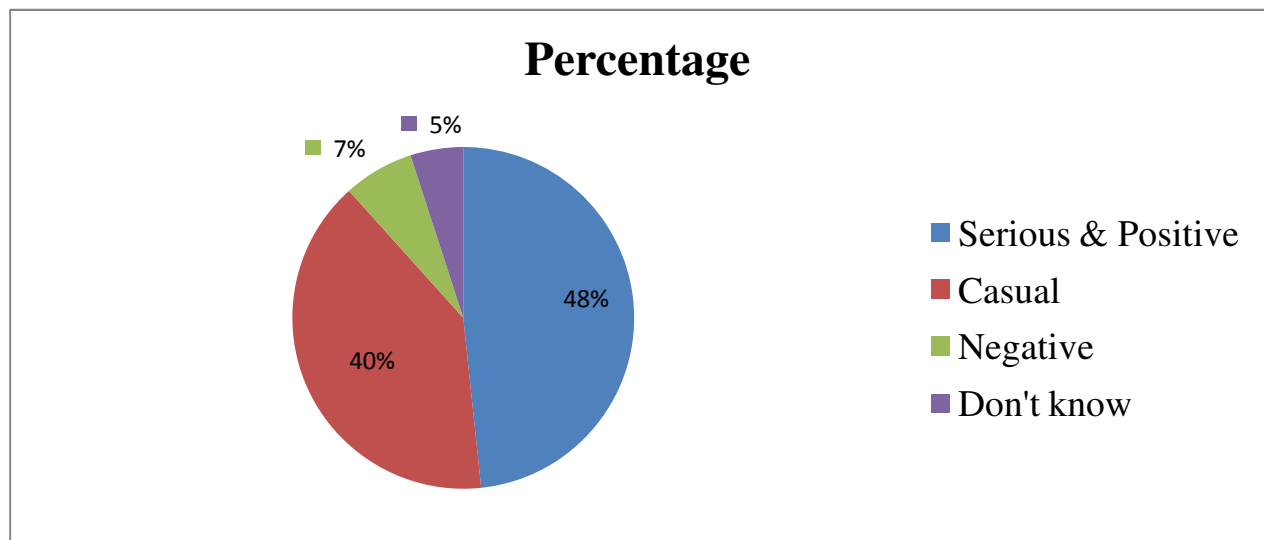
INTREPRETATION: From the above fig.3.12, it shows that that 36% of employees are highly satisfied with the salary package, 40% employees are satisfied with the salary package, 15% employees are dissatisfied with the salary package and 9% employees highly dissatisfied with salary package.

13.How was the Approach of Management during Recruitment?

Table No.3.13

Parameters	No. of Respondents	Percentage
Serious & Positive	29	48%
Casual	24	40%
Negative	4	7%
Don't know	3	5%
Total	60	100%

Fig.No.3.13



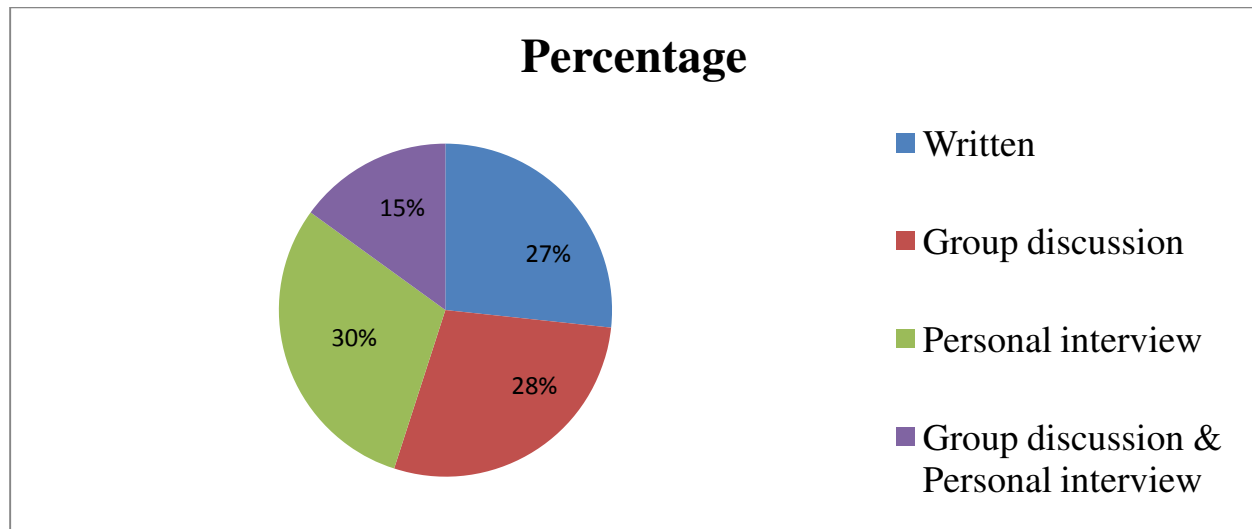
INTREPRETATION: From the above fig.3.13, it shows that 48% of employees goes with the Approach of Management during Recruitment is 'serious and positive', 40% employees goes with the 'casual' and 7% employees goes with the fact 'negative' and 5% employees goes with the fact 'don't know' approach of management during selection.

14. Which of the following methods are used during Selection process by the Organization?

Table No.3.14

Parameters	No. of Respondents	Percentage
Written	16	27%
Group discussion	17	28%
Personal interview	18	30%
Group discussion & Personal interview	9	15%
Total	60	100%

Fig.No.3.14



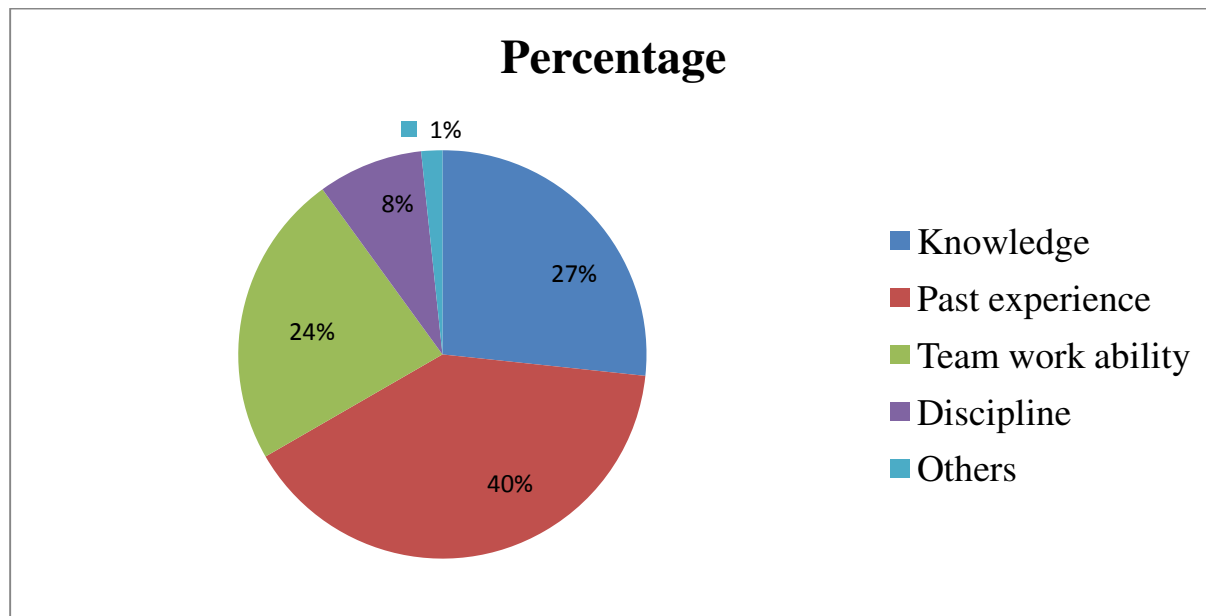
INTREPRETATION: According to the above fig.3.14, it shows that 27% employees agree with written method does used during selection, 28% employees goes with group discussion , 30% employees goes with personal interview and 15% employees goes with group discussion and personal interview.

15. Which is the most Important Quality the Organization looks for in a Candidate?

Table No.3.15

Parameters	No. of Respondents	Percentage
Knowledge	16	27%
Past Experience	24	40%
Team Work Ability	14	24%
Discipline	5	8%
Others	1	1%
Total	60	100%

Fig.No.3.15



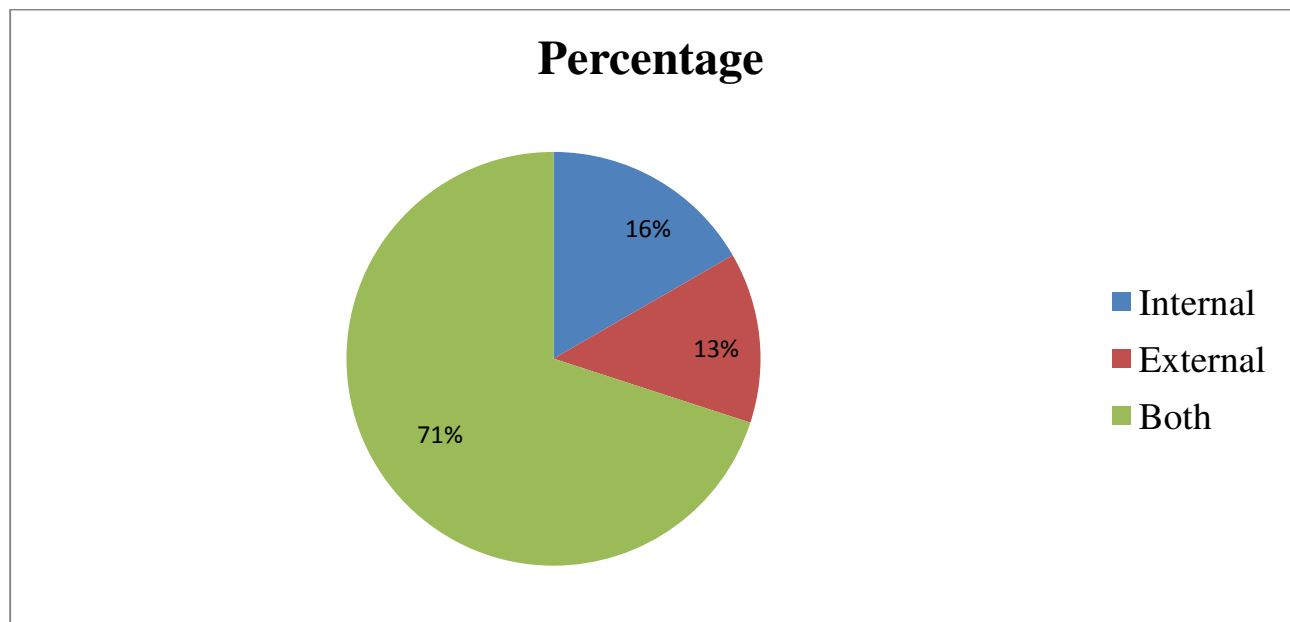
INTREPRETATION: From the above fig.3.15, it shows that that 27% of the employees should have great knowledge, 40% of the employees should have great past experience, 24% of the employees should have great team work ability, 8% of the employees should have great discipline, 1% of the employees are included in others.

16. Which of the sources of Recruitment and Selection are used in Acc Limited Company?

Table No.3.16

Parameters	No. of Respondents	Percentage
Internal	10	16%
External	8	13%
Both	42	71%
Total	60	100%

Fig.No.3.16



INTREPRETATION: From the above fig.3.16, it shows that that 16% of employees are goes with internal method and 13% of employees are goes with external method and rest of 71% employees are goes with both internal and external method.

CHAPTER-4

4.1 Findings and Conclusion

4.2 Suggestions and
Recommendation

FINDINGS

- The research study “Recruitment and Selection” is conducted in the Bilaspur district of Himachal Pradesh. The responses were taken from 60 respondents. The main objective behind the study is to find out employees satisfaction towards Recruitment and Selection. At the end of the study, on the basis of data analysis and interpretation the researcher has drawn the following inferences. Out of 60 respondents, 33% employees know about the job by the advertisement source, 27% employees know about the job by personal reference, 25% employees know about the job by e-recruitment and rest of 15% with other sources.
- Out of 60 respondents, 25% employees are working between 0-5 years, Even 40% employees are working between 5-10 years, 24% employees are working between 5-10 years and 11% employees are working more than 15 years.
- Out of 60 respondents, 33% employees are strongly agreed and 47% Employees are Agree that their recruitment is related to their work, out of the remaining are neutral 12% and disagree 8%. Now the conclusion can be drawn that almost of the employees say that recruitment content was related to their field.
- Out of 60 respondents, 82% of the employees says ‘yes’ with a fact that Organization helpful to update their knowledge where as 18% employees says ‘no’.

- Out of 60 respondents, 58% employees highly sure that the recruitment provided to them by the company will help them in getting a job in the future. 25% employees sure that training section would be helpful in getting a job in the future, 5% employees not sure and 12% employees highly not sure that the recruitment provided to them by company will not help them in getting a job in the future.
- Out of 60 respondents, 32% of the employees say that training period is too long and 58% employees feels that recruitment is accurate and remaining 10% are of the view that selection is too short.
- Out of 60 respondents, 46% employees has highly sure that they are selected according their identity and needs, 36% of the respondent sure, 12% of the respondent are not sure, and 6% of the respondent highly not sure that they are selected according their needs and identity.
- Out of 60 respondents, 83% of the employees says 'yes' with a fact that the methods and techniques used in the Selection and Recruitment by the Organization knowledge where as 17% employees says 'no'.
- Out of 60 respondents, 57% of employees are highly satisfied with the training, 35% employees are satisfied with the training provided to them by the company and 5% employees are unsatisfied, 3% employees are highly unsatisfied with the training provided to them by the company.
- Out of 60 respondents, 85% of the employees says 'yes' with a fact that Company follow Different Recruitment Process for Different Grades of Employment where as 15% employees says 'no'.

- Out of 60 respondents, 36% of employees says that HR practices of the company is 'Excellent' and 47% employees says that good, 10% of employees says that average and rest 7% employees says that the HR practices of the company is bad.
- Out of 60 respondents, 36% of employees are highly satisfied with the salary package, 40% employees are satisfied with the salary package and 15% employees are dissatisfied with the salary package and 9% employees highly dissatisfied with salary package.
- Out of 60 respondents, 48% of employees goes with the Approach of Management during Recruitment is 'serious and positive', 40% employees goes with the 'casual' and 7% employees goes with the fact 'negative' and 5% employees goes with the fact 'don't know' approach of management during selection.
- Out of 60 respondents, 27% employees agree with written method does used during selection, 28% employees goes with group discussion , 30% employees goes with personal interview and 15% employees goes with group discussion and personal interview.
- Out of 60 respondents, 27% of the employees should have great knowledge, 40% of the employees should have great past experience, 24% of the employees should have great team work ability, 8% of the employees should have great discipline and 1% of the employees are included in others.

- Out of 60 respondents, 16% of employees are goes with internal method and 13% of employees are goes with external method and rest of 71% employees are goes with both internal and external method.

Conclusion

This presents the summary of the study and survey done in relation to the Recruitment and Selection in ACC limited company. The conclusion is drawn from the study and survey of the company regarding the Recruitment and Selection process carried out there.

The recruitment process at ACC limited company to some extent is not done objectively and therefore lot of bias hampers the future of the employees. That is why the search or headhunt of people should be of those whose skill fits into the company's values.

Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company.

Selection process is good but it should also be modified according to the requirements and should job profile so that main objective of selecting the candidate could be achieved.

SUGGESTIONS AND RECOMMENDATION

- Manpower requirement for each department in the company is identified well in advance.
- If the manpower requirement is high and the recruitment team of the HR department alone cannot satisfy it, then help from the placement agencies is needed.
- Time management is very essential and it should not be ignored at any level of the process.
- The recruitment and selection through placement agencies as the last resort and is utilized only when need.
- The recruitment and selection procedure should not to lengthy and time consuming.
- The candidates called for interview should be allotted timings and it should not overlap with each other.

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Books

Financial Management - Kalyani

Human Resource Development - Kalyani

Human Resource Development - V.K

Website – <http://www.acchelp.in/>

QUESTIONNAIRE

Dear Respondent,

I Ritik Sharma will be preparing a project on topic “Recruitment and Selection”. So dear respondent please help me by filling up the following questionnaire. I will be very thankful for your co-operation.

Name:

Age:

Gender:

Qualification:

Marital status:

1. From which of sources you came to know about the job?

- ☐ Advertisement
- ☐ Personal reference
- ☐ E- recruitment
- ☐ Others

2. How long you are working in the organization?

- ☐ 0-5 yrs
- ☐ 5-10 yrs
- ☐ 10 to 15 yrs
- ☐ More than 15 yrs

3. Was the recruitment related to your field?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

4. Is this organization helpful to update the knowledge of the employees?

- ☐ Yes
- ☐ No

5. Do you satisfied with the Recruitment and Selection sessions organized by the organization useful in future?

- ☐ Highly Satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Not Satisfied

6. Was the Duration of the Selection and Recruitment Appropriate?

- ☐ Too long
- ☐ Accurate
- ☐ Too Short

7. Does Selection that you have done was based on your need identified by you?

- ☐ Highly Satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Unsatisfied

8. Do you like the Methods and Techniques used in the Recruitment and Selection by the Organization?

- ☐ Yes
- ☐ No

9. Are you satisfied with the training?

- ☐ Highly Satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Unsatisfied

10. Does your Company follow different Recruitment Process for different grades of Employment?

- ☐ Yes
- ☐ No

11. How do you rate HR practices of the Company?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Bad

12. Are you satisfied with Salary Package?

- ☐ Highly Satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Unsatisfied

13. How was the Approach of Management during Recruitment?

- ☐ Serious and positive
- ☐ Casual
- ☐ Negative
- ☐ Don't know

14. Which of the following Methods does uses during Selection?

- ☐ Written
- ☐ Group discussion
- ☐ Personal interview
- ☐ Group discussion and personal interview

15. Which is the most important quality the Organization looks for in a Candidate?

- ☐ Knowledge
- ☐ Past experience
- ☐ Team work ability
- ☐ Discipline
- ☐ Other

16. Which of the sources of Recruitment and Selection are used in Acc Private Limited Company?

- ☐ Internal
- ☐ External
- ☐ Both

Thank you for your time and experience