

RECRUITMENT AND SELECTION PROCESS FOR CLIENTS AT RIVERA MANPOWER SERVICES BANGALORE

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Abstract: In any organisation, the recruitment and selection process are the key part of finding the right person for the right job. The study was done at Rivera Manpower Services in Bangalore to find out how well the process of hiring and picking people works. The company has evolved from a single business entity to a multi-business corporation. The study is made regarding how the recruitment process is and how the candidates are selected. Rivera Manpower Services was established in the year 2011, the company is specialised in delivering the recruitment and placements of the right candidate into the right job for their clients. The company is a major service provider for both IT and non-IT companies. Since it's a service provider company, it faces a lot of problem in processing recruitment and placements of the candidates and satisfaction of the clients. So, to reduce the problem of recruitment and placements the topic was undertaken. The paper was oriented towards finding out the effectiveness of the recruitment and selection process and also its effects both on employees and Management, by going through interaction with the employees of Rivera. This exercise has helped in the better understanding with the recruitment policy of Rivera, and also to the employees' participation in the recruitment process that affects the organisation and its day-to-day work.

Keywords: Recruitment, Selection Process, Rivera Manpower Services

OBJECTIVE OF STUDY

- To study the recruitment process.
- To know the sources used for recruiting at various levels.
- To study the methods and techniques used in the recruitment and selection process.
- To find employees opinion, satisfaction level about the present recruitment and selection process and handle the recruitment and selection process for the improvements.

Need for the Study: This study was done to find out what the recruitment process was like for different client companies.

Scope of Study: The researcher benefitted from the study because it helped him or her learn new things and get more experience. It also gave them the chance to look into and learn about how people are usually hired. The most important parts of my study are: To understand and analyse different HR factors, such as the consultant's hiring process.

To make any suggestions or recommendations for improving the hiring process.

Research Strategy

This study is led by gathering and dissecting the information from essential and optional sources.

Information has been gathered from 50 workers, this example incorporates advisors, and can lead specialists as well as ranking directors of Rivera. The poll has been intended to know the enrollment and to know the best wellspring of enlistment and strategy for choice.

Essential Information

Essential information was gathered by controlling the survey to the scouts working at Rivera Labour Administrations. What's more, gathered the information by noticing the representatives as well as by working in a group.

Optional Information

Optional information was gathered from the organisation reports, diaries, and sites and through the communication with the people in the association.

Research Design

Descriptive and Exploratory

Sample Size

50

Data Analysis

SPSS Software

RECRUITMENT AND SELECTION PROCESS IN RIVERA MANPOWER SERVICES

- *Analysing the Clients Requirements*

Rivera is a seven-year-old organisation, it deals with MNCs and IT companies. They work with several clients. The clients trust Rivera's stability and provides the requirements and number of vacancies and other details in brief. Rivera has been awarded with the appreciation of the best performer, the Rivera chooses the clients they want to work with.

- *Job Posting*

After analysing the requirements from the clients they want to work with the next step is that they post the job details in e-Portals such as like Naukri, Monster, Freshers World, etc., they post every detail about the job whether it is a BPO/Technical/Finance related job and also the years of experience and qualification will be posted.

- *Mass Mailing*

Once the job posting is done they next concentrate on mass mailing the job requirements/details to the candidates who are registered in Monster.com, the process starts with logging in with registered employer id then clicking on the option Full time job in the dashboard, typing in the suitable keywords, location, qualification, etc., after entering the required information we get matching profiles (candidates) then there is an option of mass mailing typing the requirements and office number they mass mail it to

all the candidates saying "Your Resume has been shortlisted to every random candidate to attract them and generate calls and pool of applicants".

- *Sourcing*

After advertising the next important step is to source the candidates, the candidates are sources from Naukri, Monster, Freshers World, etc. The recruiters log in with their office-registered employer ID and select the keywords and qualification that matches the requirements of the clients, after getting the matching profiles the recruiters call the candidates with the official number they are given, if the recruiter feels the requirements matches the candidates profile they maintain a tracker with the candidates details.

- *Screening*

Once the sourcing is done, the manager or team leader will call the candidates whose details are mentioned in the tracker to cross verify the candidates about ability to attend the interview. The manager or team leader will rebrief the candidates about the requirements to check the candidate's interest in the job profile. After confirming with the candidates, they are sent a call letter and venue details.

- *Profile Screening*

After sourcing and sending the venue details the recruiters will call them up for the double confirmation if the candidate is attending the interview, the recruiters will conduct MOCK INTERVIEW for the candidates, once the candidates reach the venue their resume has been collected and are screened by the manager or senior consultant they check the candidates communication, seriousness towards the job profile, etc., If they feel the candidate is not up to the mark and will be a reject then they process the candidate with other profiles his interest and communication matches with. If they feel that the candidate has to be briefed for the rounds, they brief them and make sure the candidate is a select.

- *Arranging the Interview*

Once the profile screening is done the next step is the senior recruiter and manager will discuss when the event or drive has to take place in the organisation. They call up the HR (client) and convince them to come to our consultancy for the drive. After arranging the interview the candidates are mailed to attend the interview.

- *Conduct the Interview*

After arranging the interview with the HR and mailing the candidates to attend the interview the candidates will be briefed again about the rounds of interview and

are processed. The first round will be the HR round i.e., a face-to-face interview if they clear the round they will be processed with next round, second round will be Telephonic if they clear this round last round would be Skype with the Manager (client). It is a one-day process.

- *Decision Making*

After conducting the interview, HR (client) and the manager will discuss about the rounds of the interview and the process held in our consultancy and the quality of candidates we sourced for the interview, and then they will discuss about the candidates and recruiters performance and make a decision.

- *Convey the Decision*

Once the decision is made, the next step is to convey the decision to both the recruiter and the candidate about their performance into the rounds of interview. The Manager will announce the results after discussing with the HR about the drive/event.

- *Appointment Letter*

After getting selected the candidate will be informed that he will get a call from the company for his documentation, after getting the call from the organisation has to go to the client location and has to collect the appointment letter as well as he has to take all the documents for the documentation.

- *Follow up*

The recruiter's work doesn't end here, the recruiter has to keep in touch with the candidate for the next 90 days, i.e., follow up the candidate that whether he has done his documentation, received the appointment letter, joining date, and once he gets the joining date, the recruiter will keep in touch with the candidate so that the candidate shouldn't drop out.

- *Billing*

Billing is done when the candidates join the company and doesn't drop out for the next 90 days, If, he drops out then that candidate's billing will either be cancelled to the consultancy or will be paid half the amount. Billing is usually done after 90 days of joining. It is paid through a cheque.

- *Sourcing in Naukri.com*

- *Tracker that we maintain*

- *Job Posting*

- *Call Letter*

LITERATURE REVIEW

Recruitment is a decision of human resource management planning regarding the number of employees needed, when needed, as well as the criteria for what is needed in an organisation. It is the first step in acquiring staff and is considered a positive function that aims to attract a large pool of qualified candidates to apply for available job vacancies (Armstrong, 2009). In the views of Henry and Temtime (2009), it can be said that they considered the fact that recruitment is a process by which talented individuals can be allowed to get entry into an organisation, and with time-tenured training, the rationality of such types of recruitments can be testified and verified. According to Abbasi, Tahir, Abbas, and Shabir (2020), recruitment can be considered to be a process in which the different types of desirable candidates who are in search of a suitable type of job can be allowed entry to the said organisation for gaining a talents pool of employees and gaining a competitive edge in the said market dynamics. Moreover, Geetha and Bhanu (2018) maintain that with the era of increased global competition and rapidly changing business environments, corporate process depends largely on recruiting and retaining high-quality individuals whose contributions will add considerable value to the employing organisation or institution. The above evidence thus allows us to understand that different types of recruitment and selection methods are considered by the different types of organisations. Here, organisations use different methods so that they can have a cost-effective approach for sustainable practice. The overall objective of recruitment is to assess the most qualified applicants from the data of applicable applicants for a said job in the domain (Gamage, 2014). Recruitment is all about making sure that qualified people are available to meet the job needs of the business. Ineffective recruitment prevents any chance for effective candidate selection because when recruitment falls short, selection must proceed with a pool of poorly qualified candidates. He (Gamage) further opined that the task of recruitment is to generate a sufficient pool of applicants to ensure that there are enough people available with necessary skills and requirements to fill positions (Geetha & Bhanu 2018).

According to Burack (1985), recruitment sources are closely linked to the organisational activities, such as performance of employees, employee turnover, employee satisfaction, employee wishes and the commitment of the organisation (Burack, 1980). These recruitment and selection process should be done at each and every sector for fulfilling their organisational goals (Nartey, 2012). Recruitment and selection practices were important in the police department as said by Michael D. White and Glipsy Escobar (2008) in the

world and this paper shows the importance of seven issues relating to recruitment, selection and training practises in the organisations (Malhotra, 2014) (Terpstra, 1996). Mohammed Nurul Absar (2012) says the importance of recruitment and selection in his paper by considering both public and private manufacturing firms in Bangladesh (Absar, 2012). Some of the research professionals and scholars say that there is a close linkage between the recruitment selection employee satisfaction organisation performance and HR practices (Gorter, 1996). In his paper Recruitment and Selection of public workers: An international compendium of modern trends and practises say that the importance of using technology in the recruitment and selection process for updating the organisational resources (Hays, 2004). Henry and Temtime (2009) say that in their paper the recruitment and selection practices of the small and medium enterprises and make them to improve their HR practices (Omolo, 2012). French says that the importance of certain selection and recruitment activities in the organisations

(French, 2012). Among recruitment sources Bernardin say that internal source of recruitment is effective compared to the external source (John, 2003). Decker and Cornelius say that compared to the traditional recruiting sources the modern sources like referrals, casual applicants and direct approaches will benefit at large (Barclay, 1985) (Cappelli, 2001). The selection procedure also should be in application to the modern techniques (M. Smith, 2001). The literature says that employers are doing the traditional method of recruiting rather than the modern technologies (Schmidt, 1998). Chris Piotrowski and Terry Armstrong say that in their article that around all the organisations are using traditional recruitment sources and 30% of organisations are screening candidates honestly (Armstrong, 2006). According to SHRM (Society for Human Resource Management) says that 15% joined in the organisations are placing false resume (Gusdorf, 2008). Some of the employers select the candidates with discrimination that was not supposed to be done in the organisations (Fomunjong, 2009).

ANALYSIS AND INTERPRETATION

Table 1: Since How Many Years Have You Been Working with this Organisation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	8	16.0	16.0	16.0
	1-3 years	22	44.0	44.0	60.0
	3-5 years	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

Interpretation: Near about 16% of the employees have less than 1 year of experience, 44% of the employees have 1-3 years of experience, and 40% of the employees have 3-5 years of experience (Table 1).

Observation: The majority of the employees have 1-3 years and 3-5 years of job experience in this current organisation.

Table 2: Do You Think Recruitment and Selection Process Have Impact on Overall Organisation Outcome?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	82.0	82.0	82.0
	No	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Interpretation: 82% of the employees feel that recruitment and selection process have impact on overall organisation outcome. 18% of the employees feel that recruitment and

selection don't give any impact on overall organisation outcome (Table 2).

Table 3: Through Which Source Did You Get Recruited in the Company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	News Paper (Advertisement)	7	14.0	14.0	14.0
	Campus Recruitment	7	14.0	14.0	28.0
	Job Portal	19	38.0	38.0	66.0
	Other	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

Interpretation: 14% of the employees got information about recruitment through newspaper. 14% of employees got selected through campus recruitment. 38% of the employees

got selected through the job portal. 34% of the employees got information through other means (Table 3).

Table 4: Which Job Portal You Feel That, You Can Find Suitable Candidates?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Monster.com	14	28.0	28.0	28.0
	Naukri.com	30	60.0	60.0	88.0
	Freshersworld.com	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

It is found that 60% of them feel Naukri.com is the best source to get a suitable candidate. 12% feel that Freshersworld.com is best source to find a suitable candidate. 28% feel that

Monster.com is the best source to find suitable candidates (Table 4).

Table 5: How Do You Screen the Candidates?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Face to Face Interview	9	18.0	18.0	18.0
	Telephonic Interview	12	24.0	24.0	42.0
	All the above	29	58.0	58.0	100.0
	Total	50	100.0	100.0	

18% of the employees got selected through face-to-face interview. 24% of them got selected through telephonic

interview. 58% of them got selected through face-to-face interview and telephonic interview (Tables 5 and 6).

Table 6: On An Average How Many Candidates will Attend the Interview Sourced by You?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-8	24	48.0	48.0	48.0
	12-16	13	26.0	26.0	74.0
	20-25	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

Table 7: Does the Organisation Clearly Define the Objectives, Requirements and Candidate Specifications in the Recruitment Process?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	40	80.0	80.0	80.0
	No	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

80% of the candidates say that they are clear about objectives, requirements, and specifications before they attend the

recruitment process. 20% are not clear about requirements and specifications before they apply for job (Table 7).

Table 8: What is the Average Time Spent by the Executive in Screening Each Candidate?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 min	22	44.0	44.0	44.0
	5-10 min	21	42.0	42.0	86.0
	10-15 min	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

44% of the candidates say that the executive spent 1-5 min time to screen the candidate. 42% say that executive take 5-10 min to screen the candidate. 14% of the candidate say

executive take 10-15 min to screen the candidate (Tables 8 and 9).

Table 9: Do You Follow Different Grades of Recruitment Process for the Clients?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	100.0	100.0	100.0

Table 10: What Kind of Verification You Do While Screening?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Qualification	7	14.0	14.0	14.0
	Professional background	12	24.0	24.0	38.0
	Legal background	5	10.0	10.0	48.0
	All the above	26	52.0	52.0	100.0
	Total	50	100.0	100.0	

14% said qualification is considered in the screening process. 24% said that professional background is considered more in screening the candidate. 10% said legal background

is considered more in screening the candidate. 52% said qualification, professional background, and legal background are all considered in screening (Table 10).

Table 11: Are You Satisfied with the Recruitment and Selection Process Held in this Organisation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfied	24	48.0	48.0	48.0
	Satisfied	7	14.0	14.0	62.0
	Neither satisfied and dissatisfied	11	22.0	22.0	84.0
	Dissatisfied	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

48% of the candidates are highly satisfied with the recruitment process carried out in the organisation. 14% say they are satisfied with the recruitment process carried in

the organisation. 22% of the candidate are neutral. 16% of the candidate are not satisfied with the recruitment process carried in the organisation (Tables 11, 12, 13, and 14).

Table 12: For How Many Clients You Work At a Time?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 clients	5	10.0	10.0	10.0
	3-4 clients	6	12.0	12.0	22.0
	More than 5 clients	39	78.0	78.0	100.0
	Total	50	100.0	100.0	

Table 13: Is There Any Provision for Effectiveness and Control of Recruitment Process?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	40	80.0	80.0	80.0
	No	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Table 14: Once the Candidates are Screened and are Eligible for Further Process of Interview, Does Your Job End Here?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	50	100.0	100.0	100.0

Table 15: Do You Think That the Current Recruitment and Selection Process at Rivera Manpower Services is up to the Industry Standards?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	36	72.0	72.0	72.0
	No	11	22.0	22.0	94.0
	Cannot say	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

72% of the candidates feel the current recruitment process is as per industry standards. 22% say that the current

recruitment process in the organisation is not as per industry standards.

Table 16: What is the Drop Out Percentage of the Candidates After Being Offered the Job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5%	45	90.0	90.0	90.0
	5-10%	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

DISCUSSION

The importance of recruitment and selection search showed that every organisation adopts a process, but the success of such process or practice depends on workforce planning as it has direct impact on recruiting and retain competent workforce. Furthermore, appropriate recruitment and selection have significant impact on organisations performance because investment on human resources is considered as an asset. Creating an effective recruitment and selection strategy in the organisation will help the organisation on following the right steps to recruit the best employees and has also a lot of benefits for the company. There is no specific process as a standard for the recruitment and selection but most of the process that are highlighted on this research are mostly the popular ones. Modern organisations have developed recruitment and selection methods certain additional method (such as campus, graduate, job openings from company website and e-recruitment methods), however, traditional methods of selection (such as classic trio & assessment centre) still popular among many organisations across the globe.

SUGGESTIONS

As it was found that the majority of the recruiters work for more than 5 clients a day, this leads to a lack of concentration

and stress due to which the recruiters may resign from the job. The head department of the organisation has to divide the employees in teams and assign them the clients requirements based on their capability. It is found that majority of the employees feel that from 1-5% are drop outs. This may cause loss to the organisation, after the candidate is being selected the recruiter who sourced the candidate has to follow up properly and also the head department has to show importance to the candidates. Majority of the suitable candidates are found in Naukri.com, but the login is given to only senior recruiters whereas, the fresher's and less than 2 years are given Monster.com and Fresher world. The head department has to pay attention of this otherwise they may lose the recruiters or may not find good number of candidates for clients. According to research it was found that personal interview is considered as more effective technique for Recruitment and Selection whereas emphasis should also be given on other techniques like aptitude, skill test and psychometric techniques which helps to know the actual efficiency of the candidates. And it helps to "select right candidate with the right skill".

CONCLUSION

This article, "A Concentrate on Viability of Enrollment and Choice Cycle for Clients in Rivera Labour Supply Administrations" was useful to be familiar with the

enlistment and determination process at Rivera, Bangalore. This study was useful to concentrate on the wellsprings of enrollment and choice strategies and techniques utilised. The concentrate on enrollment choice is Craftsmanship as opposed to process. HR experts having liability to recruit best individual from the accessible ability pool. Simultaneously, one should be cost cognizant. The business ought to decide on individual merits and set same principles for all. In the current situation its greatest test for HR Supervisor to chase after right ability.

Thus, it can be concluded that a misinterpretation of HR practices, particularly the recruitment and selection methods can create conflicting signals for employers, resulting in reduced less skilled employees and lower organisational performance. So, it is suggested that organisations to can have positive consequences, it needs to develop HR strategies that not only align with business objective and plan, but also support integrating various aspects of strategic human resource aspects. Managing the organisation efficiently is possible by the standard organisational as well as HR policies. It also helps in leading the company. Utilisation of a fair, valid and reliable R & S process helps in improving the business by the point of view of a competitive job market. Identifying the strengths and weakness of the employee is very essential for organisational growth, as it will inversely affect the overall performance of the organisation. A few positive changes in the R & S process can help the company to grow. Talented employees are retained, and new talents are hired for the job to meet the client expectations and project demand. Training & development activities can be conducted to enhance the skills of the employee. The above study, says many employees working in the organisation are quite happy with the standard of R & S practiced by the organisation.

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