Sources of Recruitment – A Case of GODREJ AGROVET Ltd

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ABSTRACT
As in case of any other functional area like marketing, production or finance, the work of personnel department has also to be planned. Planning in the personnel area is mainly concerned with crystallizing from where the right type of people can be secured for future anticipated vacancies. Manpower planning is the process by which management determines how the organization should move from its current manpower position to its desired manpower position. Through planning, management strives to have the right number and the right kinds of people, at the right places, at the right time, doing things, which result in the growth and success of both- the organization and the individual. The manpower planning is one of the basic steps in the recruitment and selection procedure. Recruitment and selection is the process wherein the organization finds the best candidate among the vast array of candidates. The objective of our research is to study the various sources of recruitment in Godrej Agrovet Ltd. entitled “Recruitment and selection in Godrej Agrovet Limited” aims at studying the recruitment and selection procedure undertaken at this ever growing organization. The paper gives a brief idea as to how the whole process works. Every organization has different policies, at times unique and it is very rare that the policy of one organization matches to the policies of another organization. It is true that the success of any organization depends upon the old dictum: right person for the right job.

Keywords: Recruitment, Godrej Agrovet Ltd.

INTRODUCTION
The aim of personnel planning is to determine the needs of persons both in terms of number and type. For deciding about the number both present and future requirements should be taken into account. If there are expansion plans in near future then these recruitment should be considered. Besides number, the type of persons needed is also important. This will be decided by studying the job requirements etc. The educational and technical requirements to manage various jobs should be properly analysed so that right type of persons are employed.

Recruitment is sometimes confused with employment. The two are not one and the same. Recruitment is just one step in the process of employment. Similarly recruitment and selection are also different in nature. The function of recruitment precedes the selection process. Recruitment is concerned with developing suitable techniques for attracting more and more candidates while selection is the process of finding out the most suitable candidate for the job.

MEANING OF RECRUITMENT
Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. When more persons apply for jobs then there will be scope for recruiting better persons. The job seekers too, on the other hand, are in search of organizations offering them employment. Recruitment is a linkage activity bringing together those with jobs and those seeking jobs.

According to Yorder, “Recruitment is 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 effective selection of an efficient working force.”
RULES OF RECRUITMENT

- Commonality
- Openness
- Competitiveness
- Legality
- Non-discrimination
- Constancy of criteria
- Neutrality
- Objectivism
- Transparency
- Personal data security
- Acting without delay

STRATEGIES FOR SUCCESSFUL RECRUITMENT

Recruitment and selection is not only about choosing the most suitable candidate. The recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their commitment. Recruitment strategy is a worthwhile investment. Poor recruitment choices (i.e., poor person-job fit) can have a range of undesirable consequences for the organization and the worker including:

- Higher rates of turnover
- Reduced performance effectiveness
- Lowered job satisfaction
- Reduced work motivation.

In this section we consider three steps in an effective recruitment process:

1. Ensure an up-to-date job description
2. Develop an effective recruitment strategy
3. Evaluate the recruitment strategy.

THE SOURCE OF RECRUITMENT

A range of strategies (e.g., newspaper advertisements, personal networks) can be used to recruit new workers. There is evidence that hiring new staff through referrals from existing staff or direct (unsolicited) applications is likely to result in lower turnover rates and higher job satisfaction compared to more traditional avenues of recruiting (e.g., newspaper advertisements).

(A) Internal Sources:

Best employees can be found within the organization. When a vacancy arises in the organization, it may be given to an employee who is already on the pay-roll. Internal sources include promotion, transfer and in certain cases demotion. When a higher position is given to a deserving employee, it motivates all other employees of the organization to work hard. The employees can be informed of such a vacancy by internal advertisement.

Methods of Internal Sources:
The Internal Sources Are Given Below:

1. Transfers:
   Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

2. Promotions:
   Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organization. A promotion does not increase the number of persons in the organization. A person going to get a higher position will vacate his present position. Promotion will motivate employees to improve their performance so that they can also get promotion.
3. **Present Employees:**
   The present employees of a concern are informed about likely vacant positions. The employees recommend their relations or persons intimately known to them. Management is relieved of looking out prospective candidates. The persons recommended by the employees may be generally suitable for the jobs because they know the requirements of various positions. The existing employees take full responsibility of those recommended by them and also ensure of their proper behavior and performance.

(B) **External Sources:**
All organizations have to use external sources for recruitment to higher positions when existing employees are not suitable. More persons are needed when expansions are undertaken.

**Methods of External Sources:**

1. **Advertisement:**
   It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisement can be given in newspapers and professional journals. These advertisements attract applicants in large number of highly variable quality.

2. **Employment Exchanges:**
   Employment exchanges in India are run by the Government. For unskilled, semi-skilled, skilled, clerical posts etc., it is often used as a source of recruitment. In certain cases it has been made obligatory for the business concerns to notify their vacancies to the employment exchange. In the past, employers used to turn to these agencies only as a last resort. The job-seekers and job-givers are brought into contact by the employment exchanges.

3. **Schools, Colleges and Universities:**
   Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice. A close liaison between the company and educational institutions helps in getting suitable candidates. The students are spotted during the course of their studies. Junior level executives or managerial trainees may be recruited in this way.

4. **Factory Gates:**
   Certain workers present themselves at the factory gate every day for employment. This method of recruitment is very popular in India for unskilled or semi-skilled labour. The desirable candidates are selected by the first line supervisors. The major disadvantage of this system is that the person selected may not be suitable for the vacancy.

5. **Recommendation of Existing Employees:**
   The present employees know both the company and the candidate being recommended. Hence some companies encourage their existing employees to assist them in getting applications from persons who are known to them. In certain cases rewards may also be given if candidates recommended by them are actually selected by the company. If recommendation leads to favoritism, it will impair the morale of employees.

6. **Casual Callers:**
   Those personnel who casually come to the company for employment may also be considered for the vacant post. It is most economical method of recruitment. In the advanced countries, this method of recruitment is very popular.

7. **Central Application File:**
   A file of past applicants who were not selected earlier may be maintained. In order to keep the file alive, applications in the files must be checked at periodical intervals.

8. **Labour Unions:**
   In certain occupations like construction, hotels, maritime industry etc., (i.e., industries where there is instability of employment) all recruits usually come from unions. It is advantageous from the management point of view because it saves expenses of recruitment. However, in other industries, unions may be asked to recommend candidates either as a goodwill gesture or as a courtesy towards the union.
9. Labour Contractors:
   This method of recruitment is still prevalent in India for hiring unskilled and semi-skilled workers in brick kiln industry. The contractors keep themselves in touch with the labour and bring the workers at the places where they are required. They get commission for the number of persons supplied by them.

10. Former Employees:
   In case employees have been laid off or have left the factory at their own, they may be taken back if they are interested in joining the concern (provided their record is good).

11. Other Sources:
   Apart from these major sources of external recruitment, there are certain other sources which are exploited by companies from time to time. These include special lectures delivered by recruiter in different institutions, though apparently these lectures do not pertain to recruitment directly.
   Then there are video films which are sent to various concerns and institutions so as to show the history and development of the company. These films present the story of company to various audiences, thus creating interest in them.
   Various firms organize trade shows which attract many prospective employees. Many a time advertisements may be made for a special class of work force (say married ladies) who worked prior to their marriage.
   These ladies can also prove to be very good source of work force. Similarly there is the labour market consisting of physically handicapped. Visits to other companies also help in finding new sources of recruitment

RECRUITMENT POLICY

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 for implementing recruitment programmes and procedures by filling up vacancies with best qualified people.

Components of recruitment policy

• The general recruitment policies and terms of the organization
• Recruitment services of consultants
• Recruitment of temporary employees
• Unique recruitment situations
• 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.
• 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.

REVIEW OF LITERATURE

Most employers recognize the fact that their staff is their greatest asset and the right recruitment and induction processes are vital in ensuring that the new employee becomes effective in the shortest time. The success of an organization depends on having the right number of staff with the right skills and abilities. Organizations’ may have a dedicated personnel/human resource function overseeing this process or they may devolve these responsibilities to line managers and supervisors. Many people may be involved and all should be aware of the principles of good practice. Even it is essential to involve others in the task of recruitment and induction. Some of the past studies and researches in the area of recruitment are given below:

Robert (2005), in his study titled “Strategic HR Review 2004” states that successful recruitment can improve organization performance.” The meta-analysis of the research conducted by Chapman, Uggersler, Carroll, Piasentiner Jones (2005) concluded that timely responses from HR managers were linked to greater applicant attraction to a job with an organization. Dr. Sneha Mankikar in her study does A Critical Study on Recruitment and Selection with Reference to HR Consulting Firms. According to Robins in his study revealed that. “The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. So recruiting is a process of discovering the potential candidates for actual organizational vacancies”. Ms Ambika Verma (2009) in their survey research on the use of technologies in recruiting. Screening and selection processes for job candidates conducted in Dimension group found that most organizations implemented technology based recruitment tools to improve efficiency, reduce costs and expand the applicant pool. Furthermore, according to Silzer et al (2010), there exist several reasons why the most apparent information have been more promising; including the well-structured nature of interviews, the use of questionnaires based on a job analysis, inclusion of panel of interviewers, the practice of note-making during the interview, and the use of rating scale based on behavioural factors to gauge the interviewee's answers all play an integral part in the improvement of the recruitment validity.

RESEARCH METHODOLOGY

In everyday life human being has to face many problems viz. social, economical, financial problems. These problems in life call for acceptable and effective solutions, and for this purpose, research is required and a methodology applied for the solutions can be found out. 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.

NEED OF THE STUDY

- Attract and encourage more and more candidates to apply in the organization.
- Create a talent pool of candidates to enable the selection of best candidates for the organization.
- Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.
- Recruitment is the process which links the employers with the employees.
- Increase the pool of job candidates at minimum cost.
OBJECTIVES

“WELL BEGIN IS THE HALF DONE”

Each and every task performed by human beings must have a reason behind it. Without a reason no work can be accomplished successfully because in the absence of a purpose one doesn’t know where he want to go and how one can reach there. So objective not works as a destination but also as a guiding scholar who tells us the path of our success.

So the following is the objective of our study:

To study the various sources of recruitment followed by Godrej Agrovet Ltd

DATA COLLECTION

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. Keeping in view the objectives of the study, data is collected from following sources.

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

Primary Data:-
Primary data was collected through survey method by distributing 100 questionnaire consisting 12 questions based on primary data using pilot testing technique having total 20 questions in questionnaire. The questionnaires were carefully designed by taking into account by the parameters of our study. The primary data is collected by using primary methods such questionnaires, interviews, observations etc. For this study, questionnaires are used to collect primary data from the employees of GAVL Company.

Secondary Data:-
Data was collected from books, magazines, websites, going through the needs of organization etc. It is the data which has been collected by individual or someone else for the purpose of other than those of our particular research study. In other words we can say that secondary data is the data used previously for the analysis and the results are undertaken for the next process. Secondary data is collected from various Journals, books, websites, Government reports, News papers, and other research reports.

INSTRUMENT USED

1. Questionnaire

TOOLS ANALYSIS:
The data collected from both the sources is analyzed and interpreted in the systematic manner with the help of statistical tool like percentages, likert scale.

POPULATION SIZE:
Total size of sample is 280 out of which blue collar employees is 170 and white collar 110.

SAMPLE SIZE:
It refers to the number of people surveyed for this topic, in the study 100 people were surveyed and responses are drawn.

LIMITATION OF THE STUDY
Following are the limitations of the study:

• Sample constraint
• Time constraint
• Respondents did not take the questionnaire method seriously.
• Respondent were very much reluctant in answer the question.
OBJECTIVE – To study the various sources of recruitment followed by Godrej Agrovet Ltd.

1. Source you adopt to source candidates

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>NO. OF RESPONDENT</th>
<th>% OF RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee referral</td>
<td>30</td>
<td>30%</td>
</tr>
<tr>
<td>Campus Recruitment</td>
<td>20</td>
<td>20%</td>
</tr>
<tr>
<td>Advertising</td>
<td>40</td>
<td>40%</td>
</tr>
<tr>
<td>Consultant agencies</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>Job portals</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

TABLE NO.1 shows that 40% of respondent says they use advertisement, 30% say employee referrals, 20% campus recruitment and remaining 10% says that consultant agencies are used to recruit their employees.

2. Use technological support for the process of recruiting

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>NO. OF RESPONDENT</th>
<th>% OF RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td>25</td>
<td>25%</td>
</tr>
<tr>
<td>Video Conferencing</td>
<td>25</td>
<td>25%</td>
</tr>
<tr>
<td>Online Support</td>
<td>50</td>
<td>50%</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

TABLE 2 depicts that the company also uses technical support for the purpose of recruitment. 50% of respondent says that they use online support, 25% of respondent says through telephone and remaining 25% through video conferencing.

3. The company reimburse the traveling cost incurred by the candidate for appearing in the interview

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>NO. OF RESPONDENTS</th>
<th>% OF RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>60</td>
<td>60%</td>
</tr>
<tr>
<td>No</td>
<td>40</td>
<td>40%</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

TABLE NO.3 depicts that 60% respondents says that company reimburse the travelling cost incurred by the candidate for appearing in the interview, 40% says company did not reimburse the travelling cost incurred by the candidate for appearing in the interview.

4. The attributes taken into preference for recruitment process

<table>
<thead>
<tr>
<th>PARTICIPANTS</th>
<th>NO. OF RESPONDENTS</th>
<th>% OF RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience</td>
<td>17</td>
<td>17%</td>
</tr>
<tr>
<td>Qualification</td>
<td>30</td>
<td>30%</td>
</tr>
<tr>
<td>Both</td>
<td>50</td>
<td>50%</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

TABLE NO.4 depicts that the attributes taken in preference to recruitment is conducted and in this 50% employees are recruited through analysis of both experience and qualification, 30% only trough qualification, 17% in accordance to experience and remaining 3% are recruited according to other parameters.

So, from primary sources the overall interpretation of objective -To study the various sources of recruitment followed by Godrej Agrovet Ltd. I find that Godrej Agrovet Ltd mainly adopt advertisement (40%) as a source of recruitment, also take 50% online support for this purpose, 50% employees are recruited through analysis of both experience and qualification and 60% employee have view point that travelling expenses are reimbursed.

From the secondary sources, we came to know that Godrej Agrovet Ltd. follow the online procedure for recruiting the employees. They mainly adopt only six sources of recruitment which are shown as follow:
Either they recruit their employees by direct recruitment, employee referral, advertisement etc. They follow the proper procedure for recruiting the employees. They follow fair means and procedure. The procedure followed for recruiting employees in Godrej Agrovet Ltd. was very proper and fair. They follow the proper procedure for recruiting employees. They check each and everything regarding their candidate like what are the candidate’s aspirations, leadership qualities, communication skills, hunger to learn and improve and so many others thing. In nut shall we can say that they check the overall performance of candidate.

As the aim of personnel planning is to determine the needs of persons both in terms of number and type. For deciding about the number both present and future requirements should be taken into account. If there are expansion plans in near future then these recruitment should be considered. Besides number, the type of persons needed is also important. This will be decided by studying the job requirements etc. The educational and technical requirements to manage various jobs should be properly analysed so that right type of persons are employed.

FINDINGS
To study the Recruitment procedure used at GAVL

For study the recruitment process at GAVL 100 active employees filled the questionnaire and observations are following:

The company is adopting both internal and external recruitment sources.

The company is giving preference to both experience and qualification candidates.

The company is following:
1) written test
2) Group discussion
3) Interview tests as main source of selection.

The company recruits employees whenever they required.

Kind of requirement in GAVL:
1) Newspaper
2) Campus recruitment
3) Employees referral
4) Consultancies all these types are used for recruitment.

Most of employee’s undergone formal and structured type of interview

RECOMMENDATION

From the interpretations I can suggest Godrej Agrovet Ltd. following things for the more effectiveness of recruitment process

• More emphasis should be given on advertisement so that more and more candidates apply for the jobs and it will be easy to find the right employee among them.
• Company should not reimburse the traveling cost incurred by the candidate for appearing in the interview because it will increase the company expenses.
• Also company should adopt latest techniques like stress test, psychometric test and personality test to find the right candidate suitable for the job.
• Time management is very essential and it should be ignored at any level of the process.
• The recruitment process should not be so lengthy and time consuming.
• The candidates called for interview should be allotted timings and it should not overlap with each other.
The company has to encourage the fresher’s based on their skills, along with the experienced candidates.

The company should work on placing right people on right place.

The company should give equal importance to external sources like agencies, references and data banks in order to get the desired & required employees.

The employees file should be updated by using Automation process with the help of SAP software. GAVL is a developing company so manual process will not work out.

CONCLUSION

In our research author found that the recruitment in GAVL is the HR manager of the organization have to focus on selecting the right persons through other sources like campus placements, job.com, data banks etc. The selection is done by evaluating the candidate’s skills, knowledge and abilities which are highly required to the vacancies in the company.

- It is observed that, the GAVL have satisfied all the procedures of recruitment. To motivate the employees; the company have planned to offer incentives of both monetary and non monetary.
- Most of respondents feel their company plays an important role in building talent pool.
- It was found that majority of the respondents feels very good about the area sufficient to the efficiency of recruitment policy in terms of recruitment and selection process.
- It is found from the study that the Most of responses are satisfied the organization recruits people with necessary qualification and skill set.

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