



## ANALYSIS OF THE PROS AND CONS OF ONLINE RECRUITMENT METHODS IN INDIA

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### ABSTRACT

In this research paper, study has been made about recruitment and selection process of Genpact, Jaipur in Rajasthan. The study indicates that although the company follows a well-defined recruitment policy. In most of the cases the company does compensate the employees for the expenses incurred by them. It is also observed that the company has got all the databases fully computerized. All employees said that the company strictly follows their recruitment system. It can be said that in spite of some odd factors, the company is doing well since establishment.

**KEYWORDS:** Recruitment, Selection, Computerization.

### INTRODUCTION

Recruitment and selection are two of the most important functions of personnel management. Recruitment precedes selection and helps in selecting a right candidate.

Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of efficient personnel. Staffing is one basic function of management. All managers have responsibility of staffing function by selecting the chief executive and even the foremen and supervisors have a staffing responsibility when they select the rank and file workers. However, the personnel manager and his personnel department is mainly concerned with the staffing function. Every organization needs to look after recruitment and selection in the initial period and thereafter as and when additional manpower is required due to expansion and development of business activities.

'Right person for the right job' is the basic principle in recruitment and selection. Every organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise. Every business organization/unit needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates are essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit.

### RECRUITMENT PROCESS

Recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. The process comprises five interrelated stages,

- 1) Planning.
- 2) Strategy development.
- 3) Searching.
- 4) Screening.
- 5) Evaluation and control.

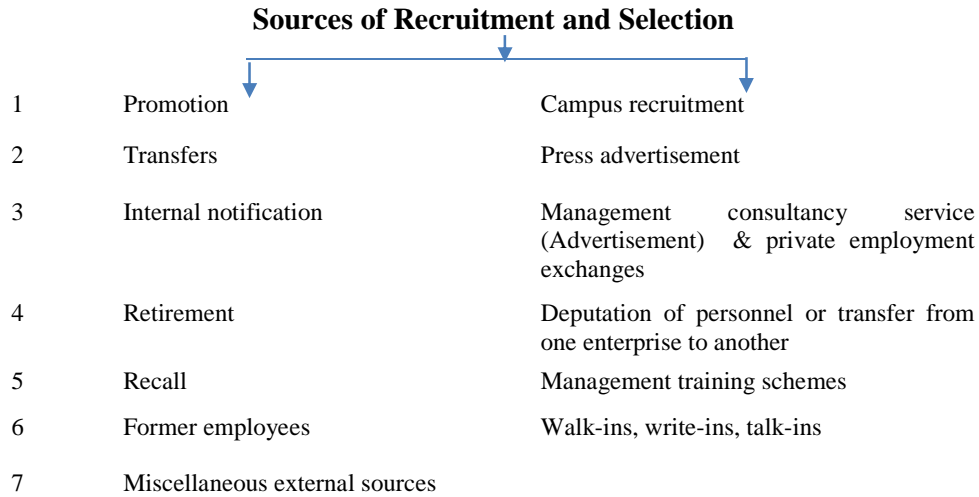
The ideal recruitment program is the one that attracts a relatively larger number of qualified applicants who will survive the screening process and accept positions with the organization, when offered. Recruitment programs can miss the ideal in many ways i.e. by failing to attract an adequate applicant pool, by under/over selling the organization or by inadequate screening applicants before they enter the selection process. Thus, to approach the ideal, individuals responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for the individuals with the appropriate qualifications and interests, what inducement to use for various types of applicants groups, how to distinguish applicants who are qualified from those who have a reasonable chance of success and how to evaluate their work.

### SELECTION PROCESS

Selection is a long process, commencing from the preliminary interview of the applicants and ending with the

**Different Sources of Recruitment and Selection**

**Sources of Recruitment**



**Company Profile**

The Company traces its beginnings to 1997, where under the name of GECIS, it was established as an independent business unit of GE Capital. The organization was chartered to provide business process management capabilities that would deliver outstanding efficiencies to all businesses across GE. Genpact became an independent company in 2005 and was successfully listed on the NYSE in 2007, trading under the stock symbol G. An early innovator in the business, Genpact has been responsible for introducing many of the concepts that have given strength to the industry. Genpact was the first to leverage Six Sigma for process transitions, delivering greater process gains to clients. With Smart Enterprise Processes (SEPSM), Genpact is the first to introduce a proven, scientific approach that delivers the benefits of effectiveness in addition to efficiency, and focuses on business outcomes

versus only looking at transactional results. Genpact’s approach puts process at the forefront, understanding the value it brings to a company in driving frontend results such as customer satisfaction and retention, revenue generation and profitability. The Company couples deep process knowledge and insights with a focused IT approach, targeted analytics and pragmatic engineering to deliver an integrated process solution. Genpact has built its credentials to support this direction with the single largest pool of dedicated Lean Six Sigma experts in the industry; extensive industry-leading people processes, earning it one of the lowest attrition rates in the industry; the largest global analytics and research services organization; and the technology expertise to enable great processes.

**Services Portfolio**

Genpact has a broad portfolio of core enterprise and industry specific services including:

Services	
Core Business	Industry Specific Services
Finance & Accounting	Banking & Financial Services
Procurement & Supply Chain	Insurance
Collections & Customer Service	Capital Markets
Human Resource Services	Manufacturing
Legal Processing	Energy & Utilities
IT Services	Retail & CPG
IT Consulting	Healthcare
	Life Sciences
	Transportation & Logistics
	Media & Entertainment
	Hospitality
Smart Decision Services	
Analytics & Research	
Risk Management Services	
Reengineering	

## RECRUITMENT AND SELECTION PROCESS OF GENPACT

**Genpact has a rigorous method of recruitment and selection, which involves the following:**

1. Written Test
2. Group Discussion
3. Interview –Technical
4. Interview- HR

### Written Test Pattern

Duration: 30 Questions in 60 Minutes

The written test constitutes questions from General English, Aptitude, and Verbal & Non-Verbal reasoning for 10 Questions each.

### Group Discussion

The group discussion is held between maximum 10 candidates at a time, the topics of this group discussions are from the recent economic and social scenario.

### Interview –Technical

In the technical round of the interviews the candidates are grilled on the question related to their technical knowhow, as such Genpact holds the selection process for a number of areas, like BPO, IT, Accounts, HR Deptt., Etc, and the interview procedure grill the candidates in the area they had applied for.

### Interview- HR

This is the final round of the interview, where the candidate's documents are cross checked, salaries are negotiated, locations are finalized, and the references are cross checked.

## SCOPE OF STUDY

The scope of study is to observe the degree of satisfaction levels of the employer as well as the employees towards the process of recruitment and selection techniques adopted by the company. It will also show the deviations if any, towards this affect that will be experienced in research. Apart from getting an idea of the techniques and methods in the recruitment procedures it will also give a close look at the insight of corporate culture prevailing out there in the organization. This would not only help to aquanaut with the corporate environment but it would also enable to get a close look at the various levels authority responsibility relationship prevailing in the organization. Also the stipulated time for the research is insufficient to undergo an exhaustive study about the topic assigned and moreover the scope of the topic (recruitment and selection) is wide enough, so it is difficult to cover all the topic within the stipulated time.

## RESEARCH METHODOLOGY

The purpose of this section is to describe the methodology carried out to complete the work. The methodology plays a dominant role in any research work. The effectiveness of any research work depends upon the correctness and effectiveness of the research methodology.

## OBJECTIVES OF THE STUDY

- To analyze the general practices that organizations use to recruit and select employees.
- To determine which recruitment and selection practices are most effective.
- To determine how the recruitment and selection practices affect organizational outcomes.

## RESEARCH DESIGN

**Exploratory Research:** The research design used in this project is the exploratory type. Exploratory type of research is used because the sources of information are relatively few and the purpose is merely to find and to understand the possible actions.

The exploratory study is often used as an introductory phase of a larger study and results are used in developing specific technique for larger study.

### Sampling Plan and Design

A questionnaire will be used for the purpose of research: **Questionnaire:** To test the validity and effectiveness of the recruitment and selection procedures within the organization and to test the validity and effectiveness of the policies and procedures within the organization. The basic rationale of Questionnaire is to ascertain the perception of the non-HR departments in terms of the validity and effectiveness of the policies and procedures used by the organization. It is also in line with the assessment of any suggestions/recommendations that the respondents from these Departments might have in terms of the use of an alternative source/device of recruitment and selection, than what already forms the current practice of the HR Department.

Questionnaire would be administered to 15 respondents, holding a senior designation within the Personnel Department of the organization. It will also be administered to at least 15 respondents belonging to typical Departments within the organization and holding senior designations within their respective Departments.

### Sampling Element

For the purpose of administering the Questionnaire, the respondents would comprise of personnel holding senior designations within the Personnel Department of the organization. The respondents for the **Questionnaire** will also be preferably being panel members of the Recruitment & Selection Board of the organization.

The respondents would comprise of personnel holding senior designations within certain typical Departments identified within the organization, namely:

- Stores
- Finance
- Operations

### Sampling Technique

Judgment Sampling would be used for the purpose of choosing the sample for the purpose of administering Questionnaire. The identified expert would have a thorough knowledge about all the respondents within the Personnel Department of the organization. Thus his/her expertise would be incorporated in locating, identifying and contacting the required respondents.

## ANALYSIS AND FINDINGS

The response entailed from the HR Department (as analyzed from Questionnaire) represents current practice within the organization in terms of the sources of recruitment and selection devices used. The analysis of the response entailed from all the other departments (as analyzed from Questionnaire) forming the sample, represents the perception of the respondents from these Departments in terms of the validity and effectiveness of the various sources/devices of recruitment/selection (specific to these Departments) The analysis further entails any suggestions/recommendations given by these non-HR Departments (forming the sample for administering Questionnaire), in terms of any recruitment source and/or selection device that should be deployed by the organization.

- The company considered engineering and management institutions as the most important medium of hiring employees and then employee references are also act as the important source of recruiting people and also with my working experience with the company I found them most effective.
- The employees working in the company consider the employee references are one of the most reliable source of hiring the new employees and also to some extent portals, but before hiring from portals the references provided there are need to be confirmed as I did during my training period.
- The most important feature in company's recruitment & selection policy is that we need to take in consideration the ratio between the turn-up and line-up candidates, and after analysis I found it most of the employees are also holding the same opinion.
- The existing recruitment process of company is good but it has some shortcomings that is being Covered in recommendations and on overall the recruitment department has pressure on it.
- After analysis of the company selection procedure I found out the company is using quite effective method of doing selection of candidates and they always take in consideration the cost-benefit ratio which is quite important from the long perspective of hiring employees.
- The ratio of selected candidates to joining candidates is quite effective and highest in number as the employees

being selected are also of the view that they are analyzed properly and effectively.

## CONCLUSION

This is concluded from the above mentioned studies that the performance of the company is holding a successful procedure of recruitment and selection. All the selected samples said that company maintains and manage candidate's file including maintenance of database to ensure comprehensive data collection of candidates. Company spends about 20%-30% of its total expenditure on recruitment and selection. The company strictly follows recruitment and selection procedure. It basically depends on the post the candidate is applying for, in most of the cases the company does compensate the employees for the expenses incurred by them. The company compensates the employees for the expenses made by them.

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