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**RECRUITMENT AND SELECTION PROCESS IN PUBLIC SECTOR  
INDUSTRY: A STUDY AMONG NON-EXECUTIVES IN SALEM, TAMIL NADU**

**Article Particulars**

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**D. DEEPIKA**

Guest Lecturer, Department of Social Work

Government Arts College, Dharmapuri, Tamil Nadu, India

**Dr. C. GOBALAKRISHNAN**

Assistant Professor, Department of Sociology

Periyar University, Salem, Tamil Nadu, India



**Abstract**

*Recruitment and Selection are considered as two important functions of human resource management. Among these two processes, recruitment preceded the selection because it includes developing prospective employees and attracting them to apply for job in an organization. Selection is the process of finding out the most suitable employee among the applicants to the job. In this paper the researchers analyses the perception of the non-executives about the existence of recruitment and selection process in Salem Steel Plant with the help of four statements. The results indicate that moderate level of respondents are expressed either neutral or negative opinion for the four statements and they want to change in the existing recruitment and selection processes.*

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**Introduction**

In any manpower planning process the recruitment is the first stage which continues with selection and cease with placement of the candidate. Recruitment makes it possible to acquire the number and type of people necessary to ensure the continued operation of the organization. It is understood as a process for searching and obtaining applicants for jobs, from among the available recruits. Selection has been regarded as the most important function of HR department. It ensures that; the right number, right kind of people at the right place and at the right time as well as. So for every organization recruitment and selection is very important for selecting a right person.

Among the HR practices, the recruitment is considered as the basic function in which the employees are making entry into the organization. Selection is the process of selecting an appropriate employee from the applicants who applied for the post. Recruitment is the first step then after selection and placement comes in the

employment process (Rao, 2010). Selection is the second step in the process of manpower planning. Selection is the process of choosing the appropriate candidate which matches the candidate skill and the job requirements (Bhattacharyya, 2010). The purpose of recruitment is to identify suitable manpower to meet the job requirement and job specifications. It is the most important function of personnel administration on the other hand selection is concerned with securing right information about the applicant. The object of selection process is to determine whether the prospective candidate possesses the qualification for the specific job and it is a long process which starts from interview and ends with the contract of employment (Naveen and Rao, 2014). In the present the researchers assess the perception of the non-executives about the existing recruitment and selection process in the Salem Steel Plant.

### **Methodology**

The unit of analysis for the present study is the non-executives, who are working in Salem Steel Plant, Salem. There are 1007 non-executives working in sixteen different departments. Each and every department is considered as stratum in the present study and Salem Steel Plant consists of sixteen strata. From these 1007 employees, first it is decided to select 1/3<sup>rd</sup> as a sample and latter on this percentage is rounded off with 35% and the sample size is 353. After fixing the sample size, again the researcher has fixed 35 per cent of the samples from each stratum proportionately. Thus in the present study, the researcher has used Proportionate Stratified Random Sampling Method to select the samples from the universe.

After thorough review of existing literature and conducting pilot study, the researcher has developed a list of statements with five point scale for measuring the variable 'recruitment and selection' and the five-point scale consists of strongly disagree = 1, disagree = 2, neutral = 3, agree = 4 and strongly agree = 5. There are four statements used in the present study to assess recruitment and selection of the selected organization among the respondents and the respondents' responses are given in the Table No.1. Along with the statements related to recruitment and selection, the tool also includes the age, education, income and years of experience.

### **Results**

As far as the age of the respondents concerned, 41.1 per cent of the respondents belong to the age group of 36-44 years, 29.5 per cent of the respondents belong to the age group of 44-51 years, 21.1 per cent of the respondents belong to the age group of 51-58 years and remaining 8.2 per cent of the respondents comes under the age group of 23-36 years. The Mean age of the respondents works out to 44.67 years with a standard deviation of 7.765.

While considering the respondents' education, 42.25 per cent of the respondents have completed their I.T.I and Diploma, 30.6 per cent of the respondents are Under Graduate degree holders like B.Sc., B.Com., B.E., B.Ed. etc., 19.8 per cent of the respondents have completed Post Graduate degrees like M.Sc., M.B.A., MA, M.Com., M.C.A., M.E. etc., 3.96 per cent of the respondents have completed SSLC and remaining 3.39 per cent of the respondents have completed their Higher Secondary. The mean years of schooling of the respondents works out to 13.49 with a standard deviation of 2.092. Since the individual who wants to get employment in the Steel Plant, the minimum years of schooling has been fixed as 10th standard and this affects the mean years of schooling of the respondents.

With regard to years of experience, majority of respondents (43.1%) have minimum years of experiences between 5-15 years, 41.6 per cent of the respondents level between 15-26 and remaining 15.3 per cent of the respondents have more years of experience of work between 26-35 years. The Mean years of Experience of the respondents works out to 18.31 years with a Standard Deviation of 7.932. Since it is a traditional organization and that reflects the years of experience of the respondents.

As far as the monthly income of the respondents, nearly two-fifth of the respondents (38.8 %) are getting Monthly Income between Rs.37000 – Rs.44000, 29.7 per cent of the respondents are getting Monthly Income between Rs.29000 – Rs.37000, 16.7 per cent of the respondents are getting Monthly Income from Rs.44000 – Rs.52000 and remaining 14.7 per cent of the respondents are getting Monthly Income from Rs.18000- Rs.29000. The mean monthly income of the respondents works out to Rs.39614.27 with a standard division of 9357.22.

While considering the statement “**Selecting high quality candidate can lessen the employee turnover**”, more than three-fifth of the respondents (62.6%) agreed, nearly one-fifth of the respondents (17.0%) strongly agreed, 14.2 per cent of the respondents neither agreed nor disagreed and less number of respondents either disagreed (4%) or strongly disagreed (2.3%). For this statement 6.3 per cent of the respondents responded negatively, 14.2 per cent took neutral stand and the remaining 79.6 per cent of the respondents replied positively. The respondents who responded negatively to the statement mentioned that even though the Salem Steel Plant is a public sector organization sometimes the recommendations of the officials also occupy the top most position in the organization and nepotism also prevailed while selecting the employee to the job. This is stated as reason for the respondents (6.3%) who responded negatively and another 14.2 per cent took neutral stand.

**Table 1** Distribution of the Respondents based upon their Responses on Recruitment and Selection

S. No.	Statements	S.A. * (%)	A* (%)	N* (%)	D.A.* (%)	S.D.A.* (%)	Total (%)	Mean (S.D.)
1.	Selecting high quality candidate can lessen the employee turnover	60 (17.0)	221 (62.6)	50 (14.2)	14 (4.0)	8 (2.3)	353 (100)	3.88 (0.81)
2.	There is a vast scope for improvement in current process of hiring	68 (19.3)	172 (48.7)	53 (15.0)	51 (14.4)	9 (2.5)	353 (100)	3.68 (1.02)
3.	Advanced tools and techniques will enhance the success rate of recruitment & selection process	49 (13.9)	172 (48.7)	42 (11.9)	86 (24.4)	4 (1.1)	353 (100)	3.50 (1.04)
4.	Dedication of employees towards performance can increase due to fair practice in recruitment & selection	72 (20.4)	191 (54.1)	52 (14.7)	36 (10.2)	2 (0.6)	353 (100)	3.84 (0.88)
Overall Mean Score (SD): 19.11 (2.653)								

\*- S.A: Strongly Agree, A: Agree, N: Neutral, D.A.: Disagree, S.D.A: Strongly Disagree.

With regard to the statement **“There is a vast scope for improvement in current process of hiring”**, nearly half of the respondents (48.7%) agreed, one-fifth of the respondents (19.3%) strongly agreed, nearly 14.4 per cent of the respondents disagreed and rest of respondents (15.0%) neither agreed nor disagreed with the statement. In other words 68 per cent of the respondents responded positively 15 per cent expressed neutral opinion and the remaining 17 per cent replied negatively to the statement. The respondents who replied negatively to the statement revealed that Salem Steel Plant is a public sector organization and therefore there is no scope for improvement in the present selection process of the employee. For this reason they responded negatively to the statement. But others (68%) believed that there is vast scope for improvement in the present form of selection process.

With regard to the statement **“Advanced tools and techniques will enhance the success rate of recruitment & selection process”**, nearly two-fourth of the respondents (48.7 %) agreed, around one-fourth of the respondents (24.4 %) disagreed, nearly 13.9 per cent of the respondents strongly agreed and 1.1 per cent strongly disagreed. To this statement around one-fourth of the respondents (25.5%) responded negatively to the statement. They mentioned that during the tenure of their service, Salem Steel Plant never purchased any new tools and equipments and at the same time all of them accepted that whatever the tools and equipments available in the organization are maintained properly by the management. The non-purchase of the new tools and equipments by the management may be the reason for this statement to get minimum

mean score than other statements in this dimension. Because of this, the respondents negatively 11.9 per cent took neutral stand.

Similarly for the statement **“Dedication of employees towards performance can increase due to fair practice in recruitment & selection”**, around one-fifth of the respondents (20.4 %) strongly agreed, more than half of the respondents (54.1 %) agreed, nearly 14.7 per cent of the respondents neither agreed nor disagreed, 10.2 per cent disagreed and 0.6 per cent strongly disagreed with the statement. The respondents who replied negatively to the statement mentioned that the dedication of employees should be recognized with some awards and rewards. Similarly whenever the management comes forward to give away any award or reward to the dedicated employees that should be popularize among the employees as well as among the general public. Therefore due to absence of the recognition of the dedication of the employees by the management, 10.8 per cent of the respondents responded negatively to the statement and another 14.7 per cent who took neutral stand.

### **Conclusion**

From the above results it is concluded that 12 to 15 per cent of the respondents took neutral stand and 6 to 25 per cent of the respondents responded negatively to the statements which are used to measure their perception on the existing recruitment and selection process in the Salem Steel Plant. These respondents want a complete change in the existing recruitment and selection process which may be free from recommendation and nepotism. Similarly these respondents also want the management must recognize the employee who performs best. Like these respondents expressed their negative opinion over the non-purchase of the advanced tools by the management for several years. If the management dully considers all these opinions in a positive manner then the Salem Steel Plant will again get its name and fame.

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