A STUDY ON RECRUITMENT AND TRAINING PRACTICES IN INDIAN INDUSTRY WITH SPECIAL REFERENCE TO CHENNAI CITY

S.Shantha Bai
Research Scholar,Pachaiyappa's College, Chennai.
Dr. Venkatrama Raju D
Associate Professor and Research Guide (Retd..),PG and Research dept. of Commerce,Pachaiyappa's Chennai.

Abstract
The purpose of recruitment is to attract and encourage more number of candidates to apply in the organization. It facilitate in creating a talent pool of candidates to enable the selection of best candidates for the organization. Training is the provision of guided experience to change behaviour, attitudes or opinions. Training needs analysis identifies specific gaps which training designed to fill benefits of training. The present study focus in Indian industry particularly to the Chennai city from the sample test of 107 enhances confidence, commitment and motivation in oneself, which leads to recognition, greater responsibility, personal satisfaction, achievement, enhanced career prospects and a better pay. It helps in determining the present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.

Keywords: Training, Recruitment, Pay, Motivation.

Introduction
An effective recruitment process increase the success rate of selection by decreasing the number of over qualified and under qualified job applicants. It further helps in reducing the employee turnover rate. The factors that affect the recruitment can be internal or external. Some examples for internal factors can be like recruitment policy of the management, temporary and part time employees, engagement of the company in human resource planning, cost of recruitment and such other similar factors. The external factors that affect recruitment can be supply and demand for human resources, unemployment rate, political and legal considerations and like factors. Recruitment sources can be classified into internal and external. Some examples for internal source are; transfers, promotion, retired employees, dependents and relatives of deceased employees and like. External Sources include press advertisements, education institutions, employee referrals etc. The process of recruitment can be thus categorized into determination of vacancies, considering the sources, preparing the publishing information.

Training increases productivity. It increases the quality as well as quantity of output. A proper planned training programme reduces the learning time with consequent increase in productivity. Training helps in eradicating personal inefficiencies which makes the workplace safer. A training programme that emphasizes safety points reduces accidents and creates awareness among employees. This awareness makes the worker to handle the machineries carefully resulting in reduction of accidents. When the employees are adequately trained, they gain confidence of their own abilities and perform their roles much better. This results in better output and at the same time, it is possible for them to be independent and their managers can focus more on long term planning and strategic management. Training boosts the morale and results in the self-development. This self-development elevates the employees through the career ladder. They become the asset of the business.

Need for the Study
The study is undertaken to identify weaknesses in the present policies and procedures with respect to recruitment and training & development and offer suggestions to counter the weaknesses. The project also aims to identify processes in recruitment and training which has a potential for improvement and communicate the same to the human resources management thereby adding value to the organization.

Scope of the Study
The scope of the study is dependent upon the objective of the study. It starts with studying and understanding the

present recruitment and training practices. Once the initial study is over, gather data using tools and analyze it to identify the areas that require attention by pointing out the weakness and at the same time putting forth suggestions that could add value to the organization.

Objective of the Study
Primary Objective
1. To measure the effectiveness of current recruitment practices.
2. To study and understand the employees' perception about the management's current training policies and practices and its impact on employees' performance.

Secondary Objective
1. The secondary objectives of this study are derived from the primary objectives.
2. To understand the practical approaches adopted in recruitment.
3. To gain an in-depth knowledge on various training methodologies followed by the organization.
4. To understand the training need analysis undertaken by the organization to identify its training needs.

Review of Literature
Recognizing that one of the keys to organizational success is the ability to attract and retain highly qualified staff, organizations also need to carefully determine which search methodology will be more effective. When making your determination, take time to examine the market conditions, the availability of candidates, the impact of each strategy on current employees, the necessity for objectivity and the overall cost benefit. Keep in mind that each job will have a different need. (Paul Croteau – 2013)

The study speaks about the importance of recruitment and selection as human resource management function and various sources available for recruitment. Successful recruitment can be done through analysis of job and the labour market. This help in structuring the interview which include activities like telephonic interview, technical interview, personal interview, job discussion and such similar activities which test the applicants. (Jones, David A.; Shultz, Jonas W.; Chapman; Derek S. (2006)).

The journal throws light on the entire process of recruitment and how an effective recruitment practice can attract the right employee; thereby reducing the staff turnover and increases the commitment of employees. The report was drafted with the purpose to assess the strategy followed in recruitment and selection. The journal concludes by stressing the importance of communicating the vacancies and new position to those responsible for recruitment and selection. (Penny Clark).

Source of Data
The data for this study has been collected through both primary source and secondary source.
Primary Source The primary source of data for this study has been obtained through questionnaires and evaluation of feedback forms. The extra information was collected through interview with the HR Manager of the company.

Secondary Source The secondary source of information is based on statistical data, journals, websites and magazines. The statistics about organization's employees was the basis for sample design.

Sample Design
The sampling technique adopted for the purpose of the study is simple random sampling.

Simple Random Sampling Simple random sampling is a randomly selected sample from a larger sample or population giving all the individuals in the sample an equal chance to be chosen. In this method of sampling, individuals are chosen at random and not more than once to prevent a bias that would negatively affect the

validity of the result of the experiment.
Sample Size The sample size for the study is 107 which include HR Managers and Head of the Departments.

Statistical Tool Used in Data Analysis
Statistical tool used for the study are as follows:
1. Percentage analysis
2. Graphic representations
3. Weighted average analysis
4. Chi square test

Limitations
1. Time is the major constraint during the execution of the project.
2. The respondents were selected inside the organization and hence it cannot be generalized as a whole.
3. The human behaviour is dynamic and hence the results may not hold good for a long time.
4. The results of the survey are totally dependant on the accuracy and authenticity of the information provided by the respondents.
5. As the project report is prepared based on the responses collected from respondents who were selected on the basis of simple random sampling and hence prone to sampling errors.

Data Analysis
Table 1 Priority Given to the Factors Affecting Recruitment of the Organization

Particulars	Rank	%	Respondents
Organizational Goals	1	76%	13
Personnel Policies	3	41%	7
Preferred Source	5	65%	11
Needs of the Organization	2	47%	8
Cost and Implications	4	59%	10

Priority Given to the Factors Affecting Recruitment of the Organization
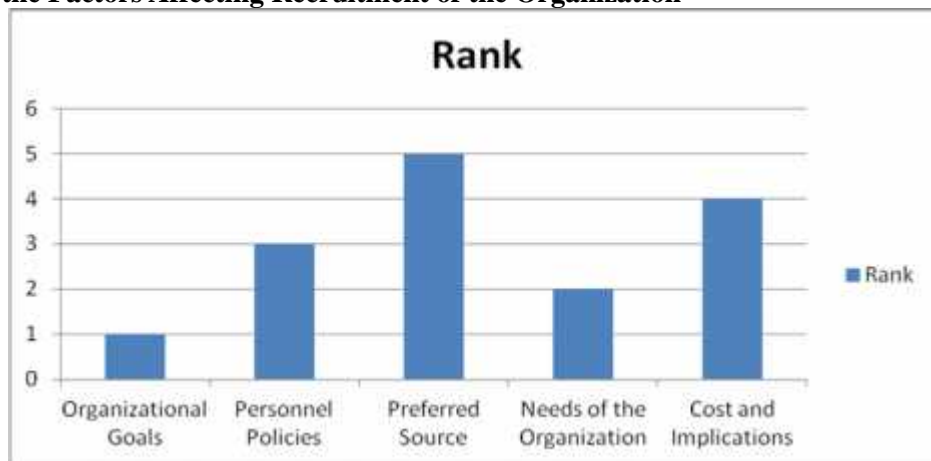
Inference
From the above, it is understood that the organization always keep in mind its goals when recruiting and at the same time it does not compromise with its need and personnel policies.

Weighted Average Analysis
TABLE 2. Role of Academic Performance in the Recruitment Procedure

Opinion	No. of Respondents	Weight	Weighted Index
Strongly agree	1	5	5
Agree	1	4	4
Neutral	5	3	15
Disagree	5	2	10
Strongly Disagree	5	1	5
Total	**17**		**39**

Weighted Average = Weighted Index/No. of Respondents = 39/17 = 2.29
Inference From the above table it can be inferred that management does not base their opinion about a candidate based on their academic performance.

Chi Square Test
H0   : Direct recruitment is better suited for management than e-recruitment
H1   : E-Recruitment helps the management to access pool of employees of wider skill sets

Condition		O	E	(O-E)	(O-E)^2	[(O-E)^2]/E
30-35	Average	1.00	0.9412	0.0588	0.0035	0.0037
30-35	Bad	2.00	1.6471	0.3529	0.1246	0.0756
30-35	Very Bad	1.00	1.4118	(0.4118)	0.1696	0.1201
35-40	Average	1.00	1.4118	(0.4118)	0.1696	0.1201
35-40	Bad	2.00	2.4706	(0.4706)	0.2215	0.0896
35-40	Very Bad	3.00	2.1176	0.8824	0.7785	0.3676
40-45	Average	1.00	1.4118	(0.4118)	0.1696	0.1201
40-45	Bad	3.00	2.4706	0.5294	0.2803	0.1134
40-45	Very Bad	2.00	2.1176	(0.1176)	0.0138	0.0065
> 45	Average	1.00	0.2353	0.7647	0.5848	2.4853
> 45	Bad	-	0.4118	(0.4118)	0.1696	0.4118
> 45	Very Bad	-	0.3529	(0.3529)	0.1246	0.3529
List of Respondents		**Condition**			**Calc Value**	**4.2669**
30-35	4	Average	4.00		Deg of Freedom	6
35-40	6	Bad	7.00		Level of Significance	5%
40-45	6	Very Bad	6.00		Table Value	12.59
> 45	1					
Total	17	Total	17			

Inference Since the calculated value is less than the table value Ho is accepted. Hence, direct recruitment is better suited than e-recruitment as the management will be able to gauge the candidate's Knowledge, Skill and Attitude much better.

Summary of Findings
Recruitment
1. Management prefers internal source of recruitment and when it is not possible to fill the vacancy through internal source; employee referrals are sought after.
2. HR Managers and department heads are of the unanimous opinion that mere academic performance does not guarantee better performance. Practical exposure and knowledge of industry is essential.

Training
1. Majority of the respondent feel in house training as they feel on the job exposure is more relevant for their work.
2. From the feedback, it is understood that management is conducting general and technical training programmes at regular intervals.
3. Most of the employees feel that they are satisfied and their confident levels have increased.
4. They reported that they are able to perform their work much better and the training programmes have re-enforced their existing level of knowledge.
5. The majority of the respondents expressed that there has not been changes in the pattern of training programmes.

Suggestions and Recommendations
Recruitment
1. Management prefers internal source and employee referral for filling their vacancies because of the benefit it offer. In-spite of all the benefits, there can be an element of bias in filling vacancies. Therefore, employee referral must be approached with caution.
2. HR Managers can explore various sources available and identify the best candidate suitable for the job.
3. Management give importance to qualification, communication and experience at the entry, middle and top level of management. Management can give importance for leadership quality at the middle and top level of management. As they are in the position to manage employees reporting them and guide them in achieving their targets.

Training
1. Management can find ways to make the training programmes interesting.
2. Management can review their training policy periodically to check whether it is in line with the changes happening in the internal and external environment.
3. Instead of collecting feedback through questionnaire most of the time, management can try other means of feedback for evaluation like conducting practical tests for which training has been conducted. It can give a clearer picture.
4. Management can try to involve employee participation when reviewing their training policies and get their opinions. At the same time, communicate to the employees how they have considered their feedbacks. This can boost the employee morale as they feel privileged that the management is valuing their feedbacks.
5. Management can motivate employees by pointing out the benefits of training and its impact in their career. This can improve the success rate of future training programmes.

Conclusion
From the study it is understood that the current recruitment practices are the result of HR team's past experiences and their perceptions as to what works best for them. To add to the previous point, the management must keep in mind the quote "change is the only thing that is constant" and review their practices frequently because what works best for them now may not work well at the later point of time. Especially in the current scenario or fierce competition, it is of utmost importance. HR department must be aware of current changes and development in their field and utilize that to their advantage.

Importance of training must be conveyed to every employees and must be motivated to participate in the training programmes. The training policy must support this. Recruitment can identify the potential employees but it is the training that moulds the potential employees to fit into their roles and become the asset for the organization. In addition to all the above points, management must keep in mind the time and money invested in training programmes must yield qualitative and quantitative returns that should justify the investment.

References
1. Ashleigh Calder (2012), Recruitment and Selection in Small and Medium Sized Enterprise, Otago Management Graduate Review, Volume 10 2012, 1-7.
2. FionaL.Robson,Southwood School:A Case study in training and development, http://www.shrm.org/education/hreducation/documents/re-ost_robson_southwood_t%20and%20d_instructor's%20manual_final.pdf.
3. Harshit Topno (2012), Evaluation of Training and Development: An analysis of various models, IOSR Journal of Business and Management (IOSR-JBM), ISSN: 2278-487X, Volume 5, Issue 2   (Sep-Oct 2012) PP 16-22.
4. James A. Breaugh and Mary Starke, Research on Employee Recruitment: So Many Studies, So Many Remaining Questions, Journal of Management, 2000, Vol.26, No.3, 405-434
5. Jones, David A.; Shultz, Jonas W.; Chapman; Derek S. (2006) International journal of Selection and Assessment, Volume 14, Number 2, PP 167-179
6. Paul Croteau, Hiring the Best: Internal vs. External Recruiting, Talent Management 2013
7. Penny Clark (1998), Recruitment and Selection Practices in a selected organization, Journal of Management Practice, 4(1), 166-177
.