



## A STUDY ON RECRUITMENT AND SELECTION OF PANTALOONS PVT LTD, SILIGURI

**Rupam Majumder**

*Assistant Professor and HOD of Department of BBA, Salesian College, West Bengal, India.*

### **Objective**

The main objective of detailing guidelines is that the right type of personnel's are recruited, who fulfills the requisite job specifications for Recruitment including the desirable level of qualification, skills/ experiences and competence which is essential for the sustained vitality and growth of the organization.

### **Recruitment**

Recruitment shall be resorted for induction of talent from outside, when suitable Candidates are not available from within the organization or upon a specific demand of the post is such that it has to be filled up from the open market.

### **Sources of Recruitment**

From within organization through Transfers;

- Through Employment Exchanges
- Through Placement agencies/ Consultants
- Through open Market Advertisements
- From Engineering /Management / Educational Institutes.
- Through E-mail sources viz Naukri.com etc.
- Through referred cases, relatives / friends etc

### **General**

All recruitment shall be done exclusively on merit basis only Except experienced personnel maximum age for recruitment shall be 28 years of age & Minimum 18 years.

### **Job Specifications/ Age at Entry Level**

Each person is expected to fulfill the requisite job specifications / as required for the position before his candidature is considered for the post. Age requirement at entry point with 10+2 qualification shall be around 20 years and for Graduate / Post graduate / Professional Qualification shall be between 21 years to 25 years for a fresher. The upper age limit for recruitment of experienced personnel shall normally be not more than 45 years.

### **Age of Superannuation**

Normally the age of superannuation shall be 60 years for all classes of employees. In order to streamline the recruitment age and to ensure that no person is retiring on his birthday, all employee shall be retiring only on first day of the next month in which he attains the age of superannuation.

### **Extensions in Service**

In case any employee requests for extension of services on attaining the age of superannuation, i.e., 60 years, or management wishes to retain his service in the interest of the organization, subject to medically fitness, the management at its sole discretion, may grant such extension of service for one year at a time, However, a management may also consider reappointment of a retired employee on a contract basis. However such a person shall be entitled to a consolidated amount and contracted facilities/ perquisites only.

### **Requisition for Recruitment of Personnel**

All HOD's / Sectional Heads shall raise a requisition in the prescribed format, as per sanctioned manpower and duly approved by competent authority.

### **Standard Application Form**

Candidates application screened / short listed are required to fill in the prescribed application form in their own handwriting and submit the same to HR Department along with a passport size photograph, photocopies of certificate and testimonials etc, in support of their Age, Qualification, Experience conduct etc.

### **Letter of Appointment**

Every candidate selected and appointed in Executive Cadre shall be issued a letter of appointment as per the Standard Format placed.



### **Service Agreement**

Experienced personnel recruited in Executive cadre may be required to execute a service agreement to serve the organization at least for a period of two years, after joining the service of the company.

### **Antecedent Verification**

Each Candidate should state names along with contact address Telephone number etc of at least 2 persons (not in relation), who can be referred by the employer to verify candidate antecedents etc, in the application form itself, out of which one should be preferably of immediate past employer.

### **Scrutiny of Application**

All application received from the candidates, shall initially be screened by HR Department Recruitment section to ensure that candidate fulfills the job specifications and there after send the screened applications to respective HOD / Requisition authority for detailed screening and ensuring that the candidate meet their requirement and return such screened applications back to HR Department for further action to request and fill the vacancy.

### **Application Blank for Employment**

All applicants, who have been short listed for an appointment in the Company, shall be required to complete an Application Blank for Employment in his own handwriting.

### **Recruitment and Selection Policies**

**Scope & Objectives:** Keeping in the view the existing and expansion needs as well as to meet the competition Pantaloons needs well qualified, and talented personnel in various discipline of Retail business Viz, Merchandizing, Sales, Supply chain, Warehousing, HR and Finance & A/c's, General Management etc. In view of that it has been considered desirable to induct fresh entrants as ET's/ MT's so as to mould and develop them as per organization need and to frame guidelines to Recruit, Select and provide effective Training to new entrants, so as to ensure that each one of them shoulders appropriate responsibility and produce desired results.

**Title & Applicability:** This scheme shall be called as ET/MT scheme which interlaid include CA's, MBA's, ICWA, Engineers. IT Professionals and Commerce discipline candidates and shall come into force, w.e. from 1<sup>st</sup> April 2007.

**Training and Stipend:** Candidate recruited as Trainee shall undergo six month training. Their job specifications and level shall be as stated here under:-

**Management Trainee:** i) Minimum qualifications : MBA's from 'A' & 'B' class Management Institutes IT Engineers Fresh CA's

**Training Duration:** Total 6 months unless extended by another 3 months, in no case training period shall exceed for 9 months

**Training Schedule: First Fortnight** - General Overview and theoretical training/visits etc including organizational setup, orientation and exposures to organizational Rules and Regulations

**Next 2 ½ Months:** On the job training in various Departments on rotational basis so as to know all the functions of the organization

**Next 3 Months:** On the job/ under study /Training in the parent Department where the Trainee has to be placed finally. To be trained in detailed working and in depth studies & working of that department.

### **Training Schedule**

**First Fortnight:** General Overview and theoretical training/visits etc including organizational setup, orientation and exposure to organizational Rules and Regulations.

**Next 2 and ½ Months:** On the job training in various Department on rotational basis so as to know the all the functions of the organization.

**Next 3 Months:** On the job/ under study / Training in the parent Department, to be trained in detailed working and in depth studies & working of that department, where he has to be placed initially.

**Age:** The age limit of trainee shall not be above 25 years of age at the time of selection.

**Review:** Progress of each trainee shall be reviewed by a committee consisting of Guru/ Supervisor/HOD/Trainer and a HR representative every quarter.

**Recruitment:** Recruitment of MT;s/ET/s shall be done on a continuous basis. However, campus recruitment shall be encouraged for this level of personnel. To impart effective training recruitment of MT's and ET's shall be done twice a year, keeping into view the manpower requirement of the organization. During recruitment specific emphasis shall be laid on the



overall personality, IQ, EQ and performance in the exam starting from Board School Exams onward and his potential to meet organizational needs & challenges and to fit in organizational culture.

Candidates to be recruited shall be evaluated through written Tests, Group Discussions and Interviews by the expert committee, candidates selected for recruitment shall be physically fit and mentally alert and each trainee shall have to qualify in medical standards as laid down by the company.

**Service Agreement:** As company incurs a substantial costs on training the personnel, all Trainees, shall have to execute a service agreement with the company for a minimum period of two years after the completion of scheduled training period.

#### **Progress Report**

Each trainee shall submit a Monthly Report to Training Manager about his Training work, difficulties and suggestions made. As stated in Para 4 and in order to keep a watch on the progress of each trainee there shall be a Quarterly Assessment by the concerned Guru/Supervisor and Training officer about the learning and progress of the Trainee. Every quarter each trainee shall undergo Performance Review so as to assess his learning and get feedback about his adjustment in the organization and if needed counseling session shall be held with the Trainee.

Each trainee shall undergo a written Test upon completion of Training and only trainees who have got constantly a 'Good' rating shall be withdrawn from the training scheme and be placed in appropriate level/ Grade.

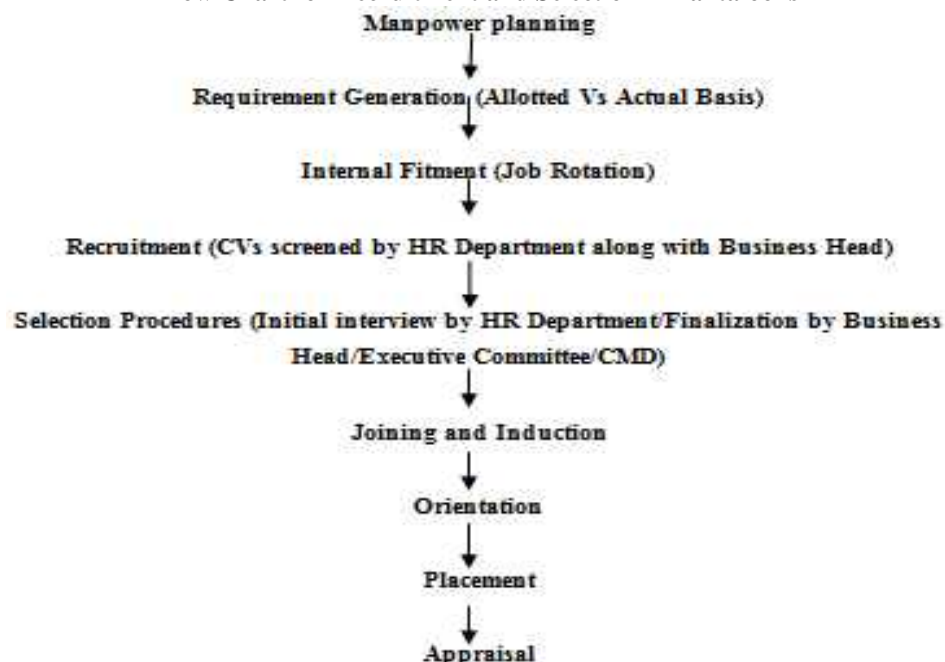
**Training Module:** Training modules for each trade shall be announced and circulated by the Training department from time to time.

**Implementation of Training Scheme:** Training scheme shall be coordinated by Training Manager/ H R Department, and shall be reviewed periodically on need based.

**Placement of Trainees Upon withdrawal from Training:** Each person upon successful completion of training shall be placed in the company's Executive cadre and in regular pay scale as per the service agreement / Company pay structure.

**Service Conditions:** All Trainees engaged in Executive Cadre shall be governed by the Service Rules of the company and the terms and conditions laid down in their letter of appointment and service agreement which they shall be required to be executed at the time of joining the company.

#### **Flow Chart for Recruitment and Selection in Pantaloons**



### Research Methodology

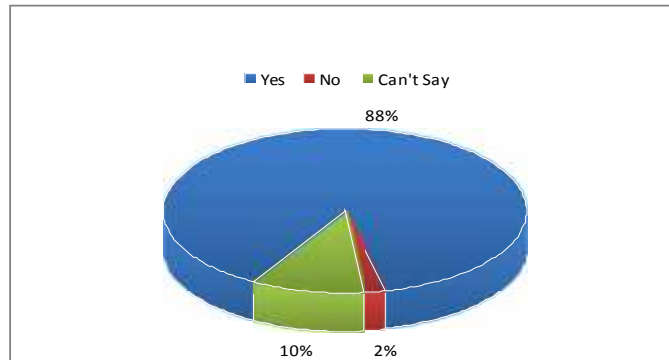
This section includes the research methods, their rationale, validity, reliability, sample size, alternatives and limitations faced during primary research.

- To know about the various needs of staff and what they want from their job.
- To discuss what steps do managers to take the motivate their staff and fulfill their needs.
- To gauge the impact of staff motivation on employee productivity.

### Primary Research

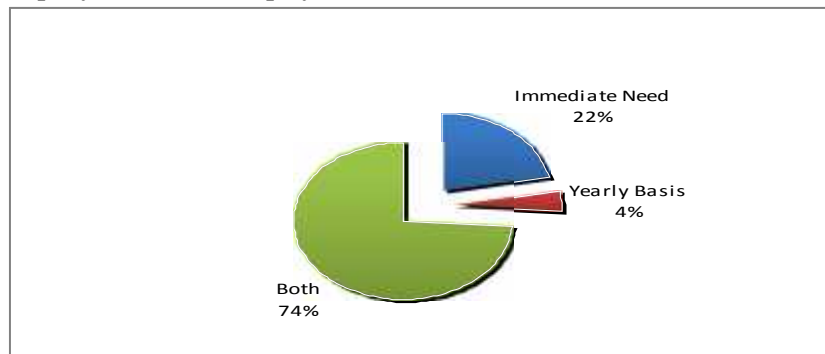
#### Analysis and Interpretation

##### 1. Does Your Company Follow Formal Recruitment Process?



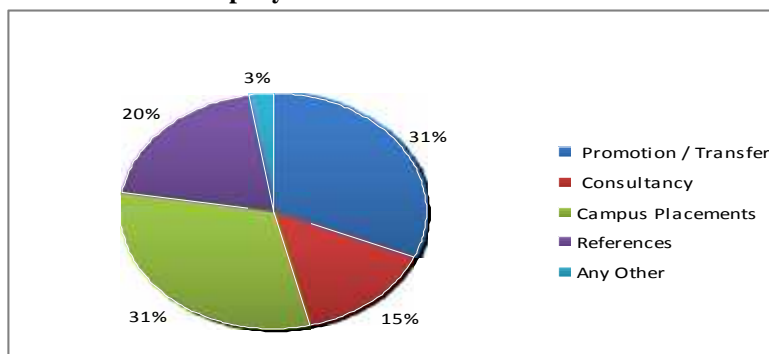
From the above diagram it is quite clear that employees of Pantaloons (88%) are satisfied by the recruitment and selection procedure followed by the company. However there can be some changes introduced in the procedure which are suggested by the employees to improve the recruitment and selection policy of the company.

##### 2. When Does Your Company Hires New Employees?



From the above diagram we can see that there were mix responses from the employees regarding the above mentioned question. 74% said that company is hiring employees annually as well as according to the company needs but 22% of my sample size believes company hires according to the need of the organization and 4% says that Big Bazaar employs on yearly basis.

##### 3. Which Sources of Recruitment Your Company Should Follow?

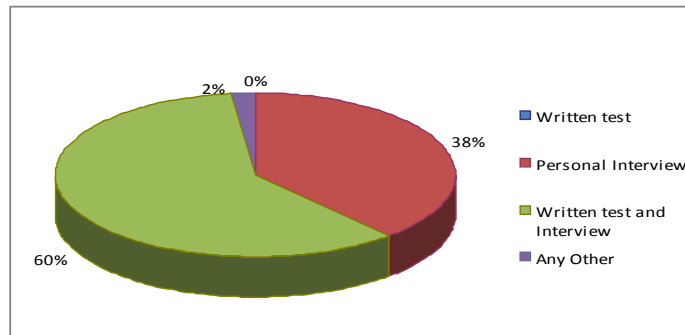


There are various ways of recruiting candidates in the Pantaloon.

Some of the sources used by them are promotion, internal referrals and consultancy firms.

From the chart it is clear that employees of Big Bazaar are in favour of Campus placements and promotion and transfers. 20% of employees are in favour of internal references and 15% have suggested using consultancy services. Some have suggested advertising the vacancy in newspapers also.

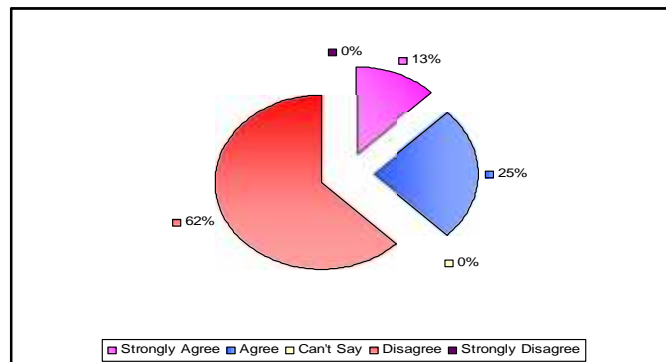
#### 4. What Criteria Do You Think Should be Used for Selection Process?



Pantaloon's practices panel interview for selecting a candidate but from the chart it is clear that 60% of employees want written test along with the interview to select a candidate.

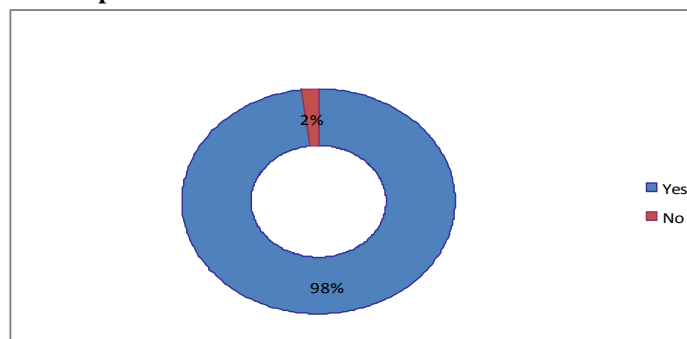
No employee is in favour of written test only and some have suggested that even physical examination should be included while selecting the candidates along with written test and interview.

#### 5. According to You, 3 Rounds of Interview in Pantaloon's are Essential for an Effective Recruitment Process



**Interpretation:** 62% (10 in number) of the departments disagree with the statement that 3 rounds are essential. It depends upon the position for which the interview is being conducted.

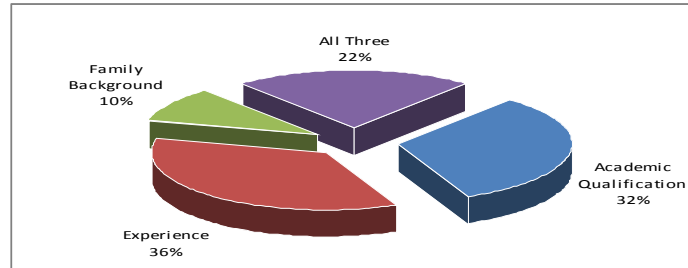
#### 6. Were You Given Same Job Description as Discussed in the Interview?



Almost all the employees got the specified jobs offered to them. This implies that the Pantaloons have the organized manpower planning and well organized recruitment policy.

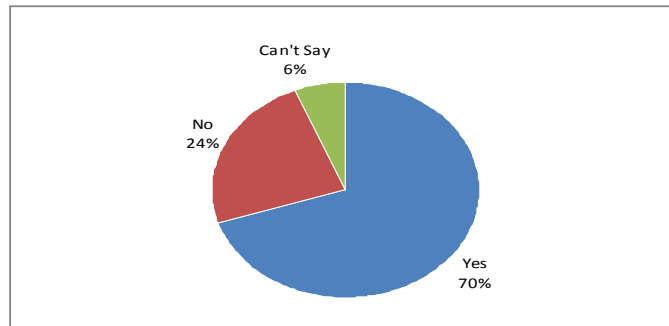
From the chart it is crystal clear that the candidates get exactly the same job as described. So from Big Bazaar perspective it is a good sign for the overall growth and development. There were some employees around 2% of my sample study who were against the above mentioned point.

**7. According to You on What Basis Candidates Should be Evaluated for Selection?**



The above diagram clearly depicts that the employees prefer Experience as a criteria to select the candidate. Next they consider academic qualification should be given importance while selecting a candidate. Only 10% are in favor of family background to be used as a selection criteria by the company. 22% of sample size is in favour of all the three factors that are experience, academic qualification and family background.

**8. Do You Think Physical Examination Should be Included in Selection Process?**

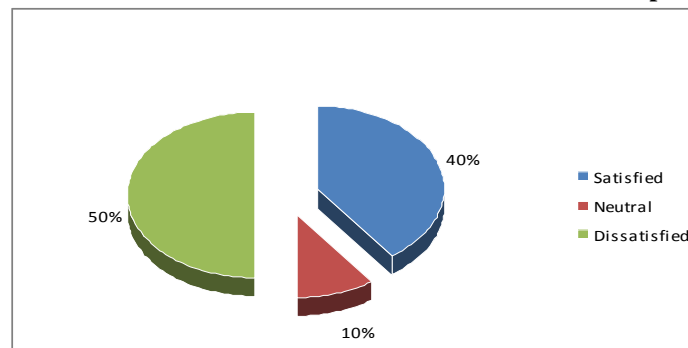


The physical examination discloses the physical characteristics of the individual that are significant from the standpoint of his efficient performance of the job that he may be assigned.

Accordingly 70% of employees are in favor of physical examination to be included in the selection procedure because they believe it will ensure higher standard of health and physical fitness of the employees and will reduce the rates of accident, labour turnover and absenteeism.

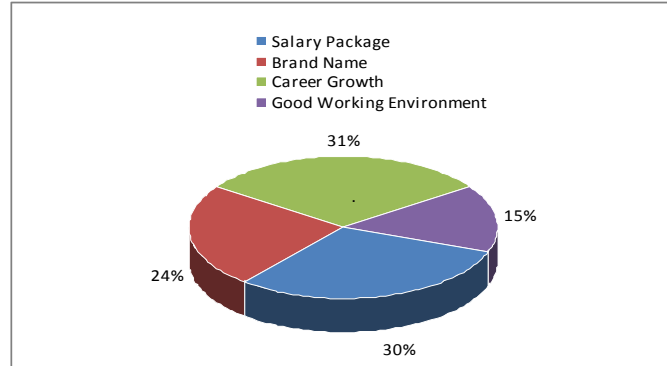
24% are not in favour of physical examination as they think it is a wasteful expenditure of the company.

**9. Are You Satisfied With the Overall Recruitment & Selection Process of Your Company?**



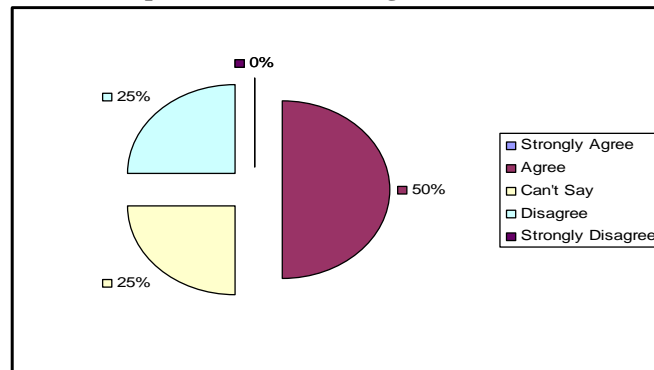
From the above figure, it is quite clear that out of my sample size, 50% are those who are not satisfied with the recruitment and selection policy followed by Pantaloons and have suggested some measures to improve them. 40% were those who were satisfied by the policy and 10% were those who were not able to comment on it.

**10. Which of the Following Factors Mentioned Below You Think Have a Beneficial Effect Upon the Ability of Pantaloons to Attract and Retain Good Employees?**



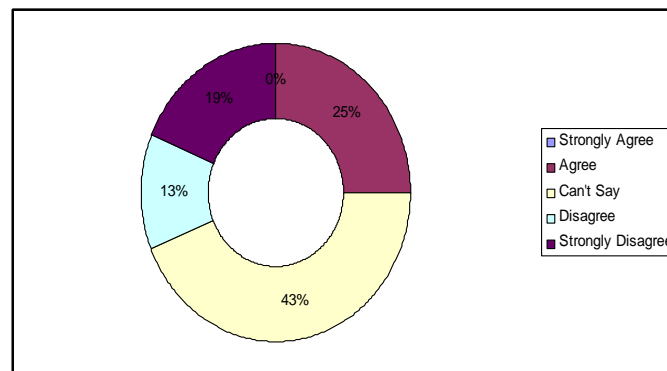
From the above chart it can be understood that most of the employees are inspired by the career growth and salary package of the Pantaloons. Its clear from the chart that Brand name is also important factor which is a motivating force for the employees of Pantaloons. Only 15% of the employees consider working environment in Big Bazaar to be a motivating factor.

**11. According to You, the Recruitment Department in Your Organization is Efficient Enough**



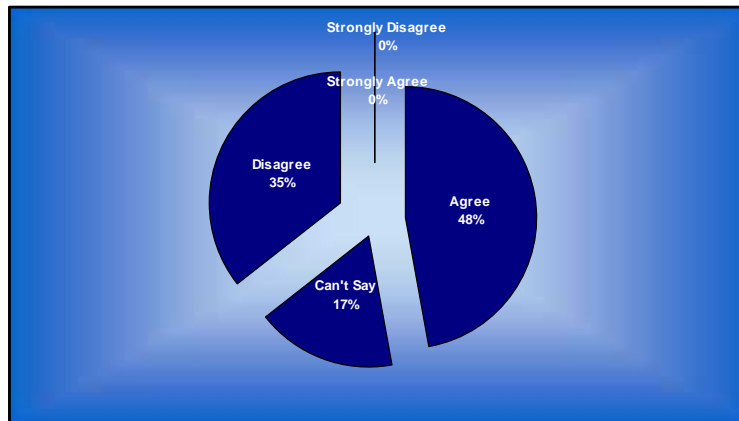
**Interpretation:** Half of the departments agree that the recruitment department is efficient enough in hiring the best talent from the pool of large people. It means they are satisfied from the persons recruited in the organization.

**12. The Salary Offered at the Time of Interview to the Candidates is at Par With the Market Rate**



**Interpretation:** The above graph tells us that around half of the departments are unaware of the salary being offered to the people at the time of joining.

### 13. You are Satisfied With the Recruitment Process in Your Organization



**Interpretation:** There is a mixed reaction of this question. Around half of the departments don't know anything in this regard. So, no clear picture can be drawn on the basis of this answer.

#### Conclusion

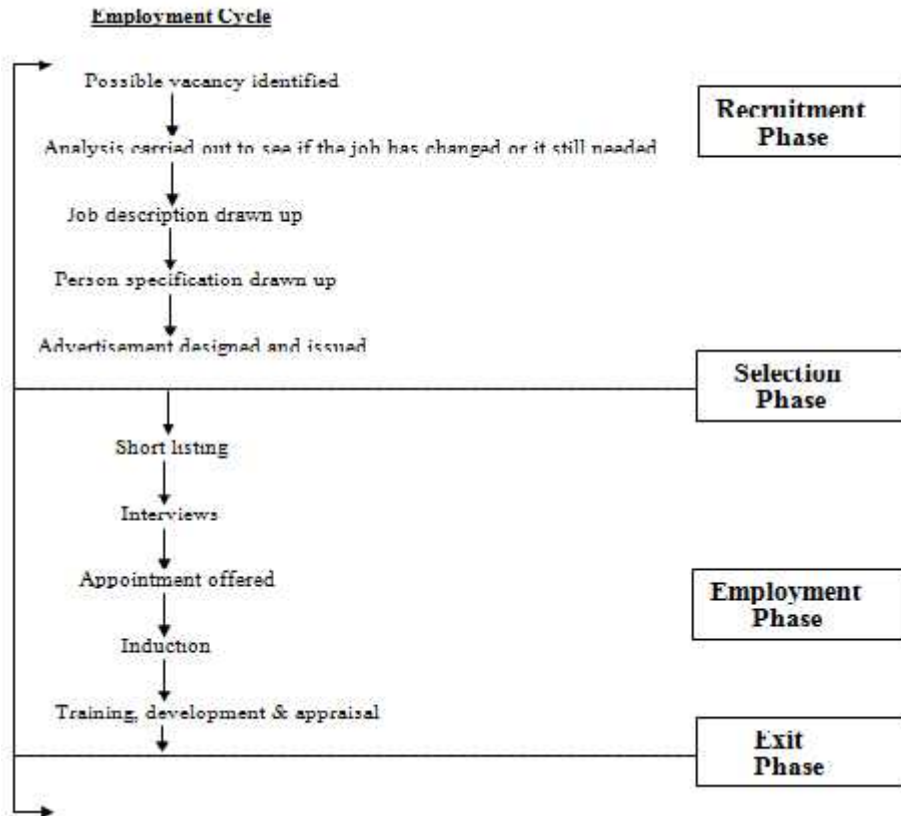
- According to my analysis Pantaloon Retail should use Campus placements as a source of recruitment. Company mainly focuses on internal sources which has its own limitations. By focusing on Campus Placements Company can attract qualified personnel for vacant jobs in the organization. It can facilitate the infusion of fresh blood with new ideas in to the enterprise. This will improve the overall working of the enterprise.
- For the selection of the candidate for a vacancy company should first conduct written test and on the basis of the result of the test score interview should be scheduled for the selected candidate.
- According to the analysis company should evaluate the candidates on all the factors (experience, qualification and family background) however greater importance should be given to the experience and then qualification should be considered.
- Company should include physical examination in the selection process. After the result of this question THE COMPANY HAS DECIDED TO INCLUDE PHYSICAL examination in the selection process and are now getting in touch with various hospitals to enter into a contract with them. Certain changes should be made in Recruitment and Selection process of Pantaloons such as new sources of recruitment should be entertained, written examinations should be included in selection process and physical examination should be considered as a part of Selection Process.

#### Recommendations

My study of the recruitment and selection processes at Pantaloons generated the following findings:

- The recruitment process at Pantaloon is in line with the recruitment policy of the company. The entire process works exactly as it should according to the policy.
- The recruitment process i.e. the activity of generating the pool of perspective employees, is similar for all entry – level positions. However the selection process is unique for every position. The recruitment process at Pantaloons is shown in above flowchart.
- The human resources department maintains the blanket count of personal in each department and is responsible for filling up vacant positions in all departments throughout the organization.
- The recruitment and selection activity is centralized and is conducted by the human resources department at Pantaloons head office.
- Different sources of recruitment for every position has been tried and tested over the years at Pantaloons and at present every position has one unique source of recruitment, which is always resorted to.
- Walk-ins are always used as a source of recruitment for junior level Pantaloons has earned a good name for itself in the entire country and hence huge pool of candidates is created through this source. However the hiring/applicants ratio is very low. This is because a lot of unsuitable candidates also show up for interview. This leads to wastage of time and effort.
- Pantaloons can improve its recruitment and selection process with the advices mention below and can increase the sources of recruitment for selecting the right pool of candidates.





### Resignation or Retirement

Not only recruitment and selection phase but also other phases (employment phase and exit phase) of employment cycle can be improved if all phases are properly interlinked with each other, as shown in above figure. At the time of recruitment, when a possible vacancy occurs, it is a good idea to look at the post that is being vacated to see:

- Are the functions that were being carried out still going to be needed?
- Is the position changing such that new skills will be needed in the near future?
- Can the job be combined with another job that may also be undergoing a change?  
 Only after checking all these points, go ahead with other parts of recruitment phase.
- In case of advertisement designed and issued:
  - Where would you advertise your job in order to attract suitable candidates?
  - How would you word the advertisement?
- At the time of selection, first comes short listing and after this interview.
  - In case of interview, check the following points:
    - Structure of interview (one-to-one interview, two-to-one interview, panel interview)
    - Feasibility of interview pattern
- And after this, last part of selection phase that is appointment offered comes.

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