

A Study on “Recruitment and Selection” at Intelnet Global Service

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ABSTRACT

The main objective of the study is to know how the Recruitment and Selection process is held in the organization. The methods and techniques they use for this process. In Intelnet global services the data is collected from managers of organization and Candidates from that data analysis and study is done. Based on the analysis findings are given. Various techniques are used by organization to get the candidates rather than depending only on consultancies. The recruitment and selection process followed by the organization is helping in getting right candidates and helping in growth of organization.

Key words: *Recruitment, Selection, Growth of organization, Process, Techniques*

Recruitment and Selection is a core part of human resource functions in an organization. Human resource managers need to play a crucial role in this process as they need to do various activities like identifying the vacancy, analysis the vacancies and candidates need to do the job, sourcing the candidate, setup the appropriate recruitment process and selection method in an organization. Manager need to hire the right candidate at the right time. If he hire correct candidates it helps in increase of revenue in an organization and also leads growth so this process plays an important role among all the functions in an organization. The process of recruitment starts with the job analysis and then vacancies need to be made known by the suitable candidates and attract them to apply for the job. Once the candidates applied for a job then process of selection starts where, from the pool of candidates shortlisting of few will be done by conducting various rounds and finally the suitable person is finalized and selected.

Recruitment definitions given by various authors

Decenzo and Robbins : “Recruitment is the process of discovering the prospective people for actual or anticipated vacancies or from other prospective, it is a linking activity bringing the jobs that need to be filled and people who want jobs”.

Selection definitions given by some authors:

Dale Yodher : “Selection is the process where candidates looking for a job are divided into 2 groups one who will get the job and other who will not get the job “.

Heinz Wehrich & Harold Knootz have defined: “Selection is the process of choosing from the candidates, within or outside, the most suitable for the positions which are available at present or in the future .”

Innovative Techniques of Recruitment:

1. Open-ended job postings: this type of jobs do not consist of any fixed terms
2. Video interviews: these are the interviews conducted by the companies through video.video interview may be live through video software or it can be previously recorded one
3. Online networking events: it is the platform where the job seekers and business persons
4. Social media: All the job openings will be posted in Social media like linkedin ,facebooketc
5. Other effective digital tools

Innovative Techniques of Selection:

1. Describe in 100 Words or Less...: in this any topic will given either it is general or subject .candidate should describe in his own words.
2. External Contests: contests will be conducted between candidates and based on their performance ,they will be selected.
3. Open-Source Solving of Real Company Problems: candidates will be given with real problems facing by the company and they need to solve the problem .candidate who gives the best solution will be selected
4. Case Study: case will be given to the candidates to solve based on their solving techniques and solution they give they will be hired
5. Job Simulation: it is conducted for employees,they will be given with various tasks or tests where they need to finish them.

CONCEPT OF RECRUITMENT AND SELECTION

Recruitment is one of the important aspect of human resource management in an organization.it is the process of identifying the suitable and potential candidates and stimulate the candidates to apply for the job.it is done after estimating the need and requirement of human resource in an organization,human resource manager identifies the various sources of human resource which can be termed as Recruitment Selection is the process of picking up the most suitable candidates out of pool of applications which are filled by candidates ,through screening.candidates who possess all the required qualifications and skills will be shortlisted and then by conducting various rounds or tests the best candidate among all will be selected .organizations follow different techniques to select appropriate candidate for the jobThe process of identification and selection of candidates is known as recruitmentRecruitment is a process of searching the candidates who are in search of job and making them to apply for a job in an organization.it is an linking activity that brings together those who are offering jobs and seeking jobsRecruitment refers to the attempt of getting interested applications and gather all the candidates so that the management can select the right person for the right job from the pool.Recruitment process precedes the selection process,that is selection of right candidate for various positions in an organization.recruitment of wrong kind for people came become an serious issue for an organization and also decreases the revenueGenerally recruitment process involves identifying

the vacancies in an organization that is shortage of employees and next is to do job analysis that is preparing job description and specification of a job, advertising, managing the response, shortlisting, scheduling interviews, conducting interviews, decision making, convey the decision and appointment letter. Interviews are an important and crucial part of recruitment process. In this both the interviewer and interviewee both need to be prepared well in advance. Interviewer should be known about location of interview in case of campus recruitment, the time table, the structure of the questions, way of talking with the candidates and getting needed information from them. Recruitment process may include various tests to judge the candidate's skills and abilities. Generally many companies conduct the aptitude round to judge the skill of candidate and also there will be various tests like just a minute, group discussion, technical and HR round. All the tests can be followed or may not by the companies as per their norms they prepare tests to select right candidate for their organization. In an interview resume or CV plays an crucial role human resource manager can judge the candidates by seeing there resumes, candidates should present their resume in perfect manner as it makes first impression about the candidate. Based on the resume or CV one's mindset and attitude can be judged. Recruitment team or manager need to be keep few things in mind during this process. From the first stage of recruiting to final stage they need to follow up the candidates. They need to provide necessary information to candidates. Result of the interview should be mentioned to them. Selected candidate should be informed about his appointment and joining formalities once the decision is taken. All the required documents need to be collected from the candidate and a record should be maintained for future reference. Recruitment is a process of selecting the prospective candidates and motivating them to apply for a job in an organization. Recruitment play a very important role in any company. Recruiting is not only a process of filling the vacancies but also one of the best way to select the right candidate for the job at the right time.

- To select and involve someone to work for a company or to become a new member of a company
- Usually recruitment process is undertaken by recruiters. It may also done by employment agency or member of staff. Through this they find suitable candidates for a job in an organization.

THESE ARE STEPS IN RECRUITMENT PROCEDURE

1. Planning to recruit
2. Defining the position
3. Attracting the applicants
4. Selecting a candidate
5. Appointing the candidate

Planning to Recruit:

Planning need to be done carefully and various considerations need to be taken to recruit candidates successfully. When planning is made to recruit, one should consider scheduling the various recruitment and selection tasks. Manager need to make some important decisions about the position and complete certain tasks before getting approval to recruit

Defining the Position:

The first and the most important aspect of recruitment process is defining the position .In this skills,experience,qualifications,knowledge and attributes that a candidate should have to be successful in job are need to be determined

Attracting the applicants

- Choosing the best method to attract candidates(Internet, Referrals etc)
- Releasing a good job advertisement

Selecting the Correct Method:

There are various ways to attract applicants to apply for a job or to fill the vacant position. It depends on position,budget and market.

Different ways to attract applicants

- Add in News Paper
- Internet(Job Portals, Social networking sites etc)
- Recruitment Consultants
- Employee Referrals

Add in news Paper

Releasing an ad in the news paper is one of the powerful sources to get good number of candidates.

Internet

In current scenario internet has been explored every where it is an effective way to reach the people or candidates whom we are looking for. It saves time and budget.there are various job portals from where we can find the candidates.we need to publish the vacancy in the portal so that candidates can see and apply for a job .other source is social media we can post the vacancy in social sites like Facebook,linked-in,etc

Recruitment consultants:

Employment agencies are one of the way to get the candidates to companies .they maintain all databases of candidates who post their resumes in internet and other sources .and as per company requirement of candidates they provide to them.

Employee Referrals

This is one of the best modes of getting good candidates. Organizations will release employee referral schemes to get good candidates with less cost.

Selection can be defined as the process of choosing the appropriate candidate who is fit for the job. In other words weeding out to unsuitable applicants and selecting the most suitable candidate based on job criteria

PROCESS OF SELECTION

1. **Preliminary Interview:** It is done to eliminate the unfit profiles out of pool of profiles. It is the first phase where candidates will be shortlisted based on criteria of the job and profiles who do not satisfy the minimum criteria will be rejected. In this based on communication or other aspects will be checked.

2. **Selection Test:** The candidates whose pass the preliminary interview will qualify to the test round. There are different types tests conducted by different companies like aptitude, personality, psychology ability test to judge the candidates capability and analysis whether they are fit for job or not. There are also other tests like graphology, medical tests.

3. **Employment Interview:** Candidates who are shortlisted in the previous or above tests interview will be conducted. It may be panel or face to face interview it will be the final round of interview where human resource manager select the suitable candidate for the vacancy available. It may be structured or unstructured interview as per the company's norms.

4. **Reference & Background Check:** It is one of the main aspect of the process before selecting a candidate. It is done to verify the candidate's profile and background like education details, previous employment details, in some cases criminal background verification will also be done.

5. **Physical Examination:** Once the selection is done, the candidate need to undergo the physical fitness tests. If candidate pass the test then offer is made. This test is will be conducted by some organizations.

6. **Job Offer:** Job offer is given to those candidates who have passed all the tests and rounds. It is done by giving appointment letter.

8. **Final Selection:** This process ends when candidate accept the job offer and joins the organization.

INDUSTRY PROFILE

Outsourcing is a job, task, operation or process that can be performed by employees within the company, but it is contracted to the other party for a period of time. Outsourcing is the functions performed by the other party on site or off site. The most common model of out sourcing today refers to sent the jobs to overseas for countries like India or china. This is more commonly called as shoring. Examples of outsourcing are telephone call centers; tech support and computer programming. Business process outsourcing is the contract made for specific tasks, such as payroll to the other party service provider. Usually it is consider as a cost saving element that a company require to maintain their position in the market. Business process outsourcing is an act of giving responsibility of service or system to other party. Some of the examples of BPO are call centers and payroll out sourcing. Most of the countries adopt this because it reduces the cost for their company. Companies of one country outsource their functions to other so as to reduce the cost that incur with their country's employees. They outsource to that countries where cost of labor or employee is less. They do the work as per their norms in other country. In some cases some organizations outsource their operations to other companies in same country or place.

BUSINESS PROCESS OUTSOURCING (BPO) INDUSTRY IN INDIA

The term Business Process Outsourcing (BPO) is used to refer outsourcing in all fields. it is different from other as it put itself in an new technology or improve the existing technology in a new way. Assignment of one or more Information technology business process to the external provider is business process outsourcing. it owns manages, administrate the given process based on their criteria . It is the one of the rapidly growing segment of the technology enabled services industry Business Process Outsourcing (BPO) is one of the fastest growing service or operations of the Information Technology Enabled Services (ITES) industry.

- The growth of the revenue of BPO sector in India is 54%.
- BPO services in India have high demand .it is being increasing with 50% of annual growth rate .
- In India ,the BPO industry has given employment to 74,400 candidates.the percent of employment providing by this industry is rapidly growing every year .
- BPO Sector in India gets revenue from various sectors.in that 70% of revenue is from contact centers,20% is from Data Entry work and 10% is IT related work.
- 56% of the worlds business outsourcing is handled by the BPO's in India

STRUCTURAL FORMS OF BPOs IN INDIA

The major structures of BPO prevalent in India are described as follows:

1. CAPTIVE BPO: In the case of a Captive BPO, the parent company set up a dedicated call centre for servicing its own clients. The objective of setting up a captive BPO is to ensure that customers get excellent and quality service within the least possible time. H.S.B.C (Hong Kong and Shanghai Banking Corporation), Citibank, Prudential (Leading player in the insurance segment in U.K.) are the examples of captive BPO.

2. THIRD PARTY BPO: Under this form of BPO, one BPO company handles many accounts or processes. To take an example, HCL, could handle 6 processes, of which 3 processes could be from U.K., 2 processes from U.S. and one process from Australia. These processes can again be either inbound or outbound or a combination of both. All third party BPOs are rated each year by NASSCOM on the basis of set parameters. WNS Global Services, Genpact Allsec Technologies, Accenture, HCL BPO. (HCL Chennai) are the examples of this form of BPO.

3. HORIZONTAL BPO: Horizontal BPO involves function centric outsourcing. The vendor specializes in carrying out particular functions across different industry domains. Examples of horizontal BPO are: outsourcing in procurement, payroll processing, HR, facilities management and similar functions. Automatic Data Processing (ADP) is an example of a horizontal BPO vendor. ADP focuses on providing services in horizontal functions such as payroll, HR, benefit administration, tax solutions, etc.

4. VERTICAL BPO: A vertical BPO focuses on providing various functional services in a limited number of industry domains. Healthcare, financial services, manufacturing and retail are examples of vertical BPO domains. EXL Service Holdings is a vertical BPO having focus on industry domains such as healthcare, business services, utilities and energy and manufacturing.

5. TRANSACTIONAL BPO: Transactional BPO handles one aspect of a process only. The customer has to carry out a significant part of the process in-house and hence the customer owns

the risk of the process. Also, outsourcing many aspects of the process in a transactional mode leads to complex fragmentation which can pose a threat to productive delivery.

6. NICHE BPO: A niche BPO carries out 3-4 aspects of a process. A niche BPO, which also makes certain investments in the customer's process, aims at improving the efficiency of the process. The vendor in a niche BPO works in close coordination with the buyer, sometimes seeking the services of the customer's employees. Both the vendor and the buyer share the risk of the process.

7. COMPREHENSIVE BPO: A comprehensive BPO handles both transactional and administrative tasks in a process and takes 70 percent responsibility of the output. The vendor purchases the buyer's assets and also hires most of its employees. Comprehensive BPO has bulk deals lasting for 7-10 years.

INDIA IS NUMBER ONE BPO DESTINATIONS: REASONS

There are several reasons to choose India consistently number one BPO destination or service provider which have been described as follows:

- a) **HUMAN RESOURCES:** Availability of suitable human resources is one of those factors which have made India one of the hotspots of BPO/IT industry. India is home to a vast pool of human resources consisting of educated, English speaking, tech-savvy personnel. Every year, approximately 19 million students are enrolled in high schools and 10 million students in pre-graduate degree courses across India. Moreover, 2.1 million graduates and 0.3 million post-graduates pass out of India's non-engineering colleges. India is rich not only in terms of number of qualified people but the quality is also of international level.
- b) **LANGUAGE:** India definitely enjoys the benefits of a vast pool of skilled workers who are proficient in English language. Thus, language is one of those factors which attract MNCs to contract out their business operations to Indian BPOs and IT companies. Though there are competitors like China which also have a large pool of skilled workers but they don't have enough graduates who have command over English language. In addition to this, the Indian education system also places strong emphasis on Mathematics and Science. This has resulted into a large number of science and engineering graduates. Mastery over quantitative concepts coupled with English proficiency makes India one of the hot spots of the IT/BPO world.
- c) **GOVERNMENT POLICIES:** IT is now one of the top priorities of the Indian government, and favorable policies are being formulated to extract maximum benefits from the industry. Here, we are highlighting some of the government policies which have proved very beneficial in the growth of IT/BPO industry. The Indian government is actively promoting FDI and investments from NRIs. Till 1994, DOT was the sole provider of basic telecom services in India, but the new telecom policy opened the field to the private operators as well. It has made India one of the fastest growing countries in the field of telecom. The IT Bill passed in 2000 provides a legal framework for the recognition of electronic contracts, prevention of computer crimes, electronic filing of documents etc. In pursuance of the liberal policies, the Indian government has been continuously proposing amendments in the Indian Evidence Act, Indian Penal Code and the RBI Act. The mechanism of digital signature has been proposed to address the issues of jurisdiction, authentication and origination. Recognizing the importance of Venture Capital Funding, the Ministry of Information & Technology has set up a National Venture

Capital Fund for the Software and IT Industry with a corpus of Rs. 100crore. The main aim of the venture capital fund is to provide venture capital to start up software professionals and small IT units. Nasscom has been playing a crucial role in helping the IT industry achieve the IT and ITES vision and make India far ahead of other players in the field of IT and BPO. Nasscom has helped the government implement almost all the original recommendations of the Nasscom-McKinsey Reports concerning the capital markets, venture capitalists, SEBI and the Companies Act

- d) **INFRASTRUCTURE:** Improved infrastructure is another important factor which has helped India to achieve tremendous success in the field of IT/BPO. There has been tremendous growth and improvement in telecom, power and roads infrastructure in the last few years in India. We have now entered the arena of multi lane highways. Most of the cities and towns are connected and interlinked to each other. The privatization of the telecom Industry has resulted not only in significant drop in rates but also better services. Similar changes have been observed in the power sector infrastructure. In addition to this, state governments in India have undertaken reforms in the power sector to improve power supply to ITES companies.
- e) **COST-EFFECTIVE:** With a vast pool of skilled human resources ready to work at lower wages in comparison to the European or American countries, India is attracting business process outsourcing. In India, the manpower cost is approximately one-tenth of what it is overseas. For example, per agent cost in USA is approximately \$40,000, while in India it is only. It is but natural that companies contract out their work to cost effective destinations like India. In such situations, MNCs choose to outsource their business processes to cost effective India, rather than offshoring to other costly destinations.
- f) **TIME ZONE DIFFERENCE:** India is able to offer a 24x7 services and reduction in turnaround times by leveraging time zone differences. This difference in time zone is because of India's unique geographic location. When it is day in India, it is night in America and even as we go to bed, they rise and go to work. This time difference has been intelligently brought to their advantage by the call centers/BPO. Not only does the time difference allow Indian companies/BPOs/Call centers to service American clients by working in the nights, it also helps in better utilization of their resources. The companies can utilize the same resources to serve other clients in India and abroad during the day. Thus the time zone difference also helps in sharing of resources which, in turn, saves costs and also earns call centers better revenues.

CAREER OPPORTUNITIES IN THE INDUSTRY OF BPO Email support, Data entry, Recruitment process outsourcing, Voice process (inbound & outbound), Content writing, Knowledge process outsourcing, Semi-voice process or back office support, Medical transcription, Legal process outsourcing, Education process outsourcing, Medical billing, Technical writing, Web designing

The Major Components of BPO:

There are 3 major components of business process outsourcing. They are

- i. The Client
- ii. The Vendor
- iii. The Project

The Client:An Organization or a team who would like to outsource the project is called as client. In an organization a unit or entire organization can be as a client.if the outsourcing of project is of entire it department then we can say entire organization as a client.if only payroll function of human resource department is outsourced the department will be the client ,we can also say organization is client indirectly as not entire organization is not involved.

The Vendor:The Service provider who will takeover and conduct the out sourced work is a vendor.vendors will be in many shapes and sizes. Most often vendor would be an external organization. in some cases vendors can be as a subsidiary.for example dell computers in spite of their operations in their own organization it sends its software work to Brazil as they get skilled labor from Brazil and also it reduces the cost for them we can differentiate vendors based on their locations .some vendors located in same area some are outside.for example,Canadian companies clients will be US and for India clients will be British

The Project:Project is the one of the component of business process outsourcing it is the work being outsourced .previously projects was of manufacturing and labor intensive.now,it has been become more advanced .various operations is being outsourced from one organization to other various projects like software development and Research & development are being outsourced.project will be handled by a team or whole organization .in some cases one company can handle various projects

Intelenet Global Services (IGS) is a company of business process outsourcing and also a contact center whose headquarters is in Mumbai and it is backed by black stone group.it is an third party organization.Various services like contact center ,finance,accounting,transaction processing and out sourcing of human resource will be provided by the company 24/7.it offers its services to 500 companies in US,UK,India and Australia .black stone group backs this company it is a leading player of global equity with current portfolio.this organization consist of55,000employees spread across global delivery centers of 66 across Poland ,Philippians,India ,UK and US.it supports 100clients in over many languages that is 50.the chief executive officer of company is Bhupendersingh and executive chairman is Susuirkumar.The company operates from delivery centers in Chennai, Hyderabad ,Mumbai,Gurgaon,new Delhi, Mauritius, Fargo,fort William, Bangalore, Pune,Pondicherry,calcutta,patna , Dehradun and Lucknow. At present the revenue of the company is more than USD 420 million dollars. The aim of the company is to cross one billion dollars by 2020

RECRUITMENT IN IGS

IGS is the company which hires for Google. it has two project mapping and EE based on the project and their process recruitment is done they source the candidates through portals like Naukri and campus every day walkin will be conducted one round will be the communication round .candidates based on their communication divided in to two projects for the mapping second round will be conducted for shortlisted candidates that is aptitude test the candidates shortlisted in this will be conducted with different rounds based on project .if it is mapping the final round that is HR round will be conducted and for the EE process Test will be conduct which is on Google products if it is passed by candidates final round will be conducted .selected students will undergo verification and then offer letter will be given .selected candidates if it is on site then they need to work in Google office.

FINDINGS

- The recruitment process at IGS helps to maintain adequate manpower to fill up the vacancies.
- The most valued components in their profile during their interview process at IGS are Qualification and Personal Traits.
- The time taken for the entire recruitment and selection process at IGS is more than three weeks.
- The interview process that they undergone at IGS is formal and structure interview.
- employee before getting recruited in to the job at IGS communication and subject knowledge are considered most.
- Company Reputation is the reason which makes them to apply for IGS.

CONCLUSION

For any organization, Recruitment and Selection is main function irrespective of its nature. The efficiency of the organization purely depends on its quality hires .The modern business organizations adopting innovative methods of recruitment and selection from time to time in order to get competitive advantage. IGS is also adopting modern recruitment and selection techniques in order to hire quality intellectual capital according to the needs of its client. Because of its best recruitment and selection practices all the requirements of its client are fulfilled without any bias.the selection process has also been improved by IGS so that they can get suitable candidate for their projects

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