

# ciber

An HTC Global Company

Date: 02-Apr-2018

## TO WHOM SOEVER IT MAY CONCERN

This is to certify that Mr. VISHAL.C.N USN NO.1AZ16MBA79 second year MBA student of Acharya Institute of Technology Bangalore, has done the project on the topic "Recruitment Life Cycle Process in CIBER India Pvt Ltd" in our organization during the period from 15.01.2018 to 24.03.2018.

During this period his performance and conduct were found to be good.

We wish his all success in her future endeavor.

FOR CIBER INDIA PRIVATE LIMITED



AUTHORIZED SIGNATURE



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**CIBERsites India Private Limited**

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# ACHARYA INSTITUTE OF TECHNOLOGY

(Affiliated to Visvesvaraya Technological University, Belagavi, Approved by AICTE, New Delhi and Accredited by NBA and NAAC)

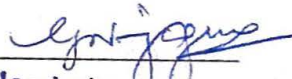
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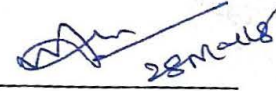
## CERTIFICATE

This is to certify that **Mr. Vishal C N** bearing USN **1AZ16MBA79** is a bonafide student of Master of Business Administration course of the Institute 2016-18 batch, affiliated to Visvesvaraya Technological University, Belagavi. Project report on "**A Study on Recruitment Life Cycle Process**" at **Ciber India Pvt. Ltd, Bangalore** is prepared by him under the guidance of **Prof. Arundathi K L** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, Karnataka.

 28/5/18

Signature of Internal Guide

  
Head of the Department  
Signature of HOD  
Department of MSA  
Acharya Institute of Technology  
Soldevanahalli, Bangalore-560 107

 28/5/18

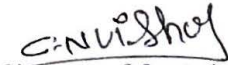
Signature of Principal

PRINCIPAL  
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Soldevanahalli, Bangalore-560 107

## DECLARATION

I VISHAL C N, hereby declare that the project report entitled "A study on RECRUITMENT LIFE CYCLE PROCESS " with reference to CIBER INDIA PVT LTD, Bangalore prepared by me under the guidance of ARUNDHATI KL , faculty of MBA department, Acharya Institute of Technology and external assistance by ARPIT SRIVATSAVA, CIBER INDIA PVT Ltd. I also declare that this Project work is towards the partial fulfilment of the university regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum. I have undergone a summer project for a period of ten weeks. I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University/Institution.

Place: Bangalore

  
Signature of the student

Date: 28/05/2018.

## **ACKNOWLEDGEMENT**

The success and the final outcome of this project required a lot of guidance and assistance from many people and I'm extremely privileged to have got this all along the completion of my project. All that I have done is only due to such supervision and assistance and I would not forget to thank each one of them.

I respect and thank Mr. ARPIT SRIVATSAVA for providing me an opportunity to do the project work in CIBER INDIA PVT LTD , Bangalore and giving me all the support and guidance which made me complete the project duly. I am extremely thankful to them for providing such a nice support and guidance, although he had busy schedule managing the company's tasks.

I also thank Dr.S.C. Pilli Principal of Acharya Institute of technology, Bangalore and Dr.Nijaguna HOD of MBA department for their cooperation in completing the project work.

I owe my deep gratitude to my project guide PROF ARUNDHATHI KL who took keen interest on my project work and he guided me all along, till completion of my project work. Also, I would like to extend my sincere thanks to all staff for their timely support.

VISHAL CN

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## EXECUTIVE SUMMARY

The project report was based on “A STUDY ON recruitment life cycle process at CIBER INDIA PVT LTD” which is conducted the period of 10 weeks at ciber india pvt ltd. A project was conducted to gain fewer knowledge and source the information on the related topic.

The literature review was done using the reference books and journals .

There is a unique set of challenges facing operators in the transportation and logistics sector. Entire economies would grind to a halt if your systems broke down. It would be hard enough if the job was to simply get something from point A to point B. But this has to be done efficiently, securely, timely, consistently, and cost-effectively. Technology is your workhorse and data is your lifeblood. Ensuring you have a 360-degree view of your operation is vital to not just your survival, but also the all of ours.

## CHAPTER 1 INTRODUCTION

### 1.1 INTRODUCTION

Recruitment refers to the process of attracting, screening, selecting, and on boarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an "employee offering".

Staffing a small business isn't always simple. Hiring employees takes more than just posting an ad, accepting applications and running a background check. The recruitment and selection process, from start to finish, entails several stages, which are collectively referred to as the recruitment life cycle. The recruitment life cycle ensures your organization attracts the best possible talent and seals the employment relationship deal with an on boarding process that welcomes new additions to your staff

The stages of the recruitment process include: job analysis and developing some person specification; the sourcing of candidates by networking, advertising, and other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and on boarding of new employees.

#### **STAGE 1- DEFINE THE REQUIREMENT**

The first and foremost step is to describe the skills and competencies that the candidate must possess to fulfill the needed requirement. This is called as Job description. Practically it means what the employee is expected to do. There can be different kinds of requirements depending upon the type of organization. Few of them are:

- Requirement for the upcoming project,
- Replacement,
- Immediate requirement, etc.

Since a new project is brought into the organization, in view of that employees with required skills can be the need of the hour. The project can be related to finance, marketing, production, operations.

Replacement usually takes place when an employee resigns the organization or gets transferred to another branch of the organization.

Basically immediate requirement comes into play when an employee expires or there is urgency.

This is the most decisive stage in the whole life cycle because if there is a fault in the requirement or different perception made by receiver then it will end up in either selected candidates not possessing required skills that the organization needed or non closure of the requirement.

## **STAGE 2-SOURCING OF RESUMES**

Once the requirement is defined then the hunt starts. According to the skills defined the resumes of the candidates have to be looked into and matched

There are different sources of resumes such as:

- Job portals such as naukri.com, monster.com
- Employee referrals
- Consultancies
- Social media (LinkedIn)

## **STAGE 3-PRESENT THE OPPORTUNITY**

After the hunt for resumes, the desired candidates have to be clearly informed regarding the opportunity either through telephonic conversation, email or by other means.

For example, while providing information regarding the requirement in the organization via telephone, the HR person must try to grab the necessary information from the candidate like

total experience in a particular program or field, current CTC(Cost to Company), Expected CTC, Notice Period, Current location, current company, reason behind leaving the current company, contact number, etc.

#### **STAGE 4- PRE ASSESSMENT OF THE CANDIDATES**

Then depending upon the response of the candidates, after informing them about the requirement, the first round of interview is scheduled. Mostly the first round is telephonic interview.

Basically there are two types of interview panels: Technical and Managerial

Technical panel is led by the Tech lead and the Managerial panel is led by the competency lead or by the General Manager

#### **STAGE 5-SCREENING AND SHORTLISTING CANDIDATES**

Once the pre-assessment of the candidates is done, the resumes are sorted out to get the finest candidates. Then a shortlist is made and second round of interview is scheduled which is face to face, conducted mostly over Skype or else direct. Then the selected candidates undergo HR evaluation and a final shortlist is made.

Screening resumes is the process of sorting resumes to disqualify candidates using successively more detailed examinations of the resumes. The selected candidates must be trustable to the company and should ensure long term commitment.

This is one of the most crucial stages of the recruitment life cycle as, if the candidate selected won't possess any of the skills or minimum of the skills described in the requirement then the whole process gets dissipated.

#### **STAGE 6-FINAL SELECTION AND OFFER**

The final candidates are hired by the organization.

There are basically three different modes of hiring:

- Vendor contract

- Direct contract
- Temporary to Permanent

A vendor contract is a contract agreement between an individual or business and a service provider. Typically a position that is not permanent, and has a specific time frame attached to it. Contract work might be needed to complete a project, or to cover a permanent employee's leave of absence. This type of position does not usually offer any benefits.

Direct hire positions are permanent, usually full time positions with benefits. A direct hire position is one in which the client company utilizes the staffing company to find the talent, and then hires them directly. A candidate offered a direct hire position is not an employee of the staffing company, but goes directly on the client company payroll.

Temporary to Permanent Hiring positions are where the employer would like a full time employee, but does not want to commit to a permanent offer up front. During the temporary to hire period, the employee is considered working for the staffing firm and paid by the staffing firm. Clients seeking temporary to hire candidates through Emerson are sincere in their desire to hire permanent staff members and not just "kicking tires." This can be a benefit to job seekers as well as companies.

After choosing the hiring mode, the offer process starts. The process begins with collection of documents from the desired candidate(s) such as:

- 1) Educational certificates, Provisional Certificates, Consolidated Statement of Mark, degree Certificates (X, XII, UG, P.G)
- 2) Photo Copy of your Passport
- 3) Employment certificates (offer letters and relieving letters of all the companies you have worked for so far)
- 4) Current company ID card / company offer letter & last 3 months pay slip.
- 5) Signed copy of the attached offer letter (either scanned or as a hard copy)

Next is the question of salary where initially negotiation takes place and finally acceptance. Usually there are two types of offers: Indicative and Final.



## **STAGE 7-ONBOARDING**

The last stage of the recruitment life cycle is Onboarding, also known as organizational socialization, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders. Tactics used in this process include formal meetings, lectures, videos, printed materials, or computer-based orientations to introduce newcomers to their new jobs and organizations.

Research has demonstrated that these socialization techniques lead to positive outcomes for new employees such as

- higher job satisfaction,
- better job performance,
- greater organizational commitment,
- and reduction in stress and intent to quit

These outcomes are particularly important to an organization looking to retain a competitive advantage in an increasingly mobile and globalized workforce.

### **1.2 company PROFILE**

Business acceleration. Powered by Ciber India Pvt Ltd

Outpace your competitors. Make processes potent. Leverage enterprise data to improve organizational performance. Gain the technology that will empower your people and drive your business forward.

For more than 43 years, Ciber has delivered the technical savvy and IT solutions that help businesses achieve strategic goals. Ciber is a global IT consulting company with over 2,900 employees and offices across North America and India. At any one of them, you'll find a team of top-tier technologists and business leaders who care deeply about delivering exceptional outcomes for your organization.

Ciber is now an HTC Global Company

HTC Global helps its clients reimagine technology to reach business goals. HTC is growing so we can help you grow – and Ciber is part of that vision.

Ciber and HTC align with clients, turning engagements into long-term partnerships. Ciber applies proprietary methodologies and accelerators to increase the speed of projects and improve return on investment. Compared to small niche companies, Ciber now has far greater scale, geographic reach and more access to exceptional expertise.

And, Ciber provides better communication than pure-play offshore providers because we speak your local language. As a client, you have unmatched access to our consultants.

Expertise is our strength, and now we're even stronger

HTC Global's and Ciber's first customers are still customers. Both organizations are in the business of bringing the value of technology expertise to clients.

- **Application Management Services** for application, operation and infrastructure management that also delivers optimization and innovation
- **Application Modernization** to update costly legacy technology with business ready systems
- **Business Process Optimization Services** to improve organizational performance
- **Collaboration Services** to empower teamwork and increase organizational efficiency
- **Cognitive/Artificial Intelligence Services** anticipate how new insight will impact your business
- **Data Management Services**, including business intelligence, and analytics, to turn data into insight
- **Digital Content Management Services** to streamline and manage content for business enablement
- **Digital Services** including **Enterprise Mobility, Experience Driven Design** and **Internet of Things** solutions
- **ERP, EMR and CRM** systems implementations to support best practices at your organization
- **Infrastructure and Cloud Services**
- **IT Security Services** to protect your information assets

- **Program Management Services** to provide best practice **IT Project Management** including **PMO, BAO and BTO** implementation management and **Agile Transformation**
- **Service Desk Services** so you can be confident that technology user needs are supported
- **Talent services**, bringing you top-level IT professionals and teams for on-site staff augmentation
- **Transformational Advisory Services** to drive velocity by aligning technology with your business objectives

Industry-specific expertise

With Ciber, you'll get both technical expertise and industry knowledge. Most of our consultants are former practitioners in the industries they serve. We have experts in the fields of automotive and manufacturing, banking and financial services, entertainment government, energy, healthcare, higher education, hospitality, insurance, media and publishing, retail, as well as telecommunication. We understand your business, and can help you benefit from industry-specific best-practices.

*“Just as HTC’s acquisition of CareTech Solutions in December of 2014 has broadened and strengthened our offerings and the healthcare clients we serve, the addition of Ciber Global to HTC Global Services allows us to give more to customers with increased expertise for our innovative and cost effective solutions.*

*We believe that the power of three – HTC, CareTech and Ciber – brings a new level of strength and synergy which together can drive powerful results for clients.”*

George Surdu, Chief Strategy Officer, HTC Global Services

## **HTC Global Services**

HTC Global Services is a global provider of IT services headquartered in Troy, Michigan. Established in 1990, HTC is an Inc. 500 Hall of Fame and our client base spans several Global 2000 organizations.

[www.htcinc.com](http://www.htcinc.com)

## **CareTech**

CareTech Solutions is a leader in information technology and end-user interface services for U.S. hospitals and health systems. CareTech creates value for clients through customized IT solutions that contribute to improving the patient experience while lowering healthcare costs.

### **What we do**

There is a unique set of challenges facing operators in the transportation and logistics sector. Entire economies would grind to a halt if your systems broke down. It would be hard enough if the job was to simply get something from point A to point B. But this has to be done efficiently, securely, timely, consistently, and cost-effectively. Technology is your workhorse and data is your lifeblood. Ensuring you have a 360-degree view of your operation is vital to not just your survival, but also the all of ours.

### **Experience for the long haul**

We bring decades of experience to bear for our clients in this sector. Not only are we the authority on the latest technology and tools, but also we have unrivaled depth in our understanding of your industry and its unique requirements. Globally, we partner with:

- Departments of transportation
- Transit agencies
- Highway departments
- Turnpike agencies
- Port authorities
- Toll agencies

From strengthening your existing technology capabilities to ensuring the security of systems and users, Ciber's experts have a comprehensive and unique understanding of project development and implementation in both the transportation system and a government environment.

### **Industries**

Distribution, logistics and transportation functionality

Ciber is keenly aware of how diverse your technology ecosystem can be. We have developed practices that cover every facet of your operation and can tailor a team to precisely match your needs.

Project management – We implement the software tools, databases and workflows that enable departments to tackle huge projects.

System management – We provide scalable systems that allow operators a complete, real-time view of their networks.

Security – We build data solutions that enable operators to track, review and store all their activity to provide transparency and oversight.

Your system lives or dies, runs or stops on information. The more up-to-date, usable, and trustworthy your data is, the better. Ciber helps you collect, consolidate and collaborate like never before so you can meet and beat your goals and the expectations of us all.

## **SOLUTIONS**

### **Distributed Agile Custom Development**

Organizations are being challenged to deliver application-development projects more quickly, with more flexibility, across distributed teams. Traditional linear development simply takes too long, often rendering requirements outdated before they can be fulfilled. Companies are looking for a solution that allows their distributed teams to stay on the same page, in spite of working in disparate geographies. Organizations need a solution that integrates business knowledge, enables clear communication, and ensures requirements have been understood and are being processed correctly, with the flexibility to alter mid-project.

### **Improve collaboration and increase application effectiveness**

Ciber's Distributed Agile Custom Development solution helps development projects to work at peak productivity. At its core, it's a model of collaborating in distributed teams and fostering an iterative approach to development that enables efficient enterprise application programs. This approach seamlessly integrates teams across geographies, reduces travel costs, and makes smaller offshore teams more efficient.

## **Harness agile methodologies for business**

- Improve speed with more frequent releases
- Deliver better solutions specifically tailored to the requirements
- Consistently meet expectations
- Reduce time to market
- Lower labor costs and administrative overhead
- Increase direct collaboration between teams
- Give you better control of your teams

## **Ciber understands the agile enterprise**

In addition to the traditional offshore and nearshore delivery-center capabilities, our strong regional delivery capabilities are leading the way in perfecting the distributed agile development model. Based on our successful implementations, you can be confident that our Distributed Agile Custom Development model can impact your business by eliminating the communication barriers of distributed teams, increasing efficiency, lowering costs and improving the quality of the end product.

### Financial services

As a brand-new financial market evolves, the industry is looking for financial services, banking and insurance leaders to master change and create the future. The winners will thrive despite an environment of unprecedented consolidation, regulation and volatility. They will be the earliest to adopt new technology, the quickest to develop new processes and will reap the largest rewards from the revolution in customer and market data. There is no reason why you cannot be one of them.

- Ciber provides a financial services platform for success
- A collaborative strategic IT road map
- Class-leading managed services
- A game-changing, service-oriented architecture

Of course, your needs are different from any other organization. That is why Ciber values partnership above all else. Together, we can tackle your enterprise resource planning projects, laser-focus your customer-relationship management, deliver features and products your customers can only dream of and ensure you have a robust security and compliance posture.

## Overcome industry upheaval with a trusted partner

With us, you'll have the people, the expertise and the proven track record to help you engineer a vibrant future. We will help you make the vital strategic decisions today that will ensure you prosper tomorrow. Optimization and transformation of your current systems will realize immediate savings and productivity gains. Our service-oriented architecture will ensure you surprise and delight your customers and shareholders with the latest features and products before your competitors.

## Strong partnerships are like money in the bank

Ciber has developed strong alliances with partners that have had a lasting impact on the financial-services industry. We have decades of experience developing and implementing the programs and platforms on which the financial industry runs. Ciber is a member of the Inner Circle for Microsoft Dynamics and one of only six globally supported system integrators for Microsoft Dynamics CRM. Ciber is a SAP alliance partner and one of five companies in the world that are both global SAP hosting partners and SAP application management-services providers.

## **Manufacturing**

Keeping your manufacturing process in a constant state of improvement is the way to thrive in today's dynamic, global marketplace. Productivity gains, upgraded processes, streamlined inventory and refined supply chains are achieved through the mastery and shrewd application of data. Profitable and healthy manufacturers understand the importance of putting in place the optimal systems to ensure they maximize their workflow and increase visibility into their operations. And they do all this while keeping costs low and minimizing the risk to their enterprise.

## Insight drives process manufacturing productivity

Ciber offers a manufacturing execution system that provides total visibility into your critical operation elements. Our solution automates data capture on your manufacturing floor, visualizes the information and integrates it into your enterprise resource planning systems.

The Ciber solution delivers manufacturing intelligence applications for continuous improvement, integration of plant applications to the enterprise, real-time manufacturing analytics, planning and scheduling. Ciber's streamlined solution simplifies manufacturing

operations and execution and provides visibility for production, warehouse and maintenance personnel. Functions include:

- Dispatching
- Shop-floor execution
- Enhanced tracking and traceability
- Reporting and analysis

Ciber can adapt and deploy solutions quickly. This remarkable turnaround can have you making valuable insights almost immediately — connecting the shop floor to the top floor and enabling integration to the “Internet of Things.” You can take advantage of a fully customized solution that scales to the size of each plant and works with existing applications and systems.

Ciber’s first client is a manufacturer and still a large global partner

Ciber manufacturing clients rely on more than 40 years of global manufacturing experience and proven best practices gained by Ciber employees on multiple manufacturing implementations. With in-depth knowledge of how your specific processes work and the expertise to pair the right technical solutions to your manufacturing needs, we can help your company communicate more effectively, operate more efficiently, and, ultimately, gain a sustainable competitive advantage.

## **PARTNERS**

- IBM
- Microsoft
- Oracle platinum partner

## **INSPIRE / INNOVATE / SUCCEED**

### **That’s what we do**

We’re not only experts on the technology we implement, we understand how your business works. That means you get results that satisfy the CFO as well as your CIO.

Our work culture is inspired by the Navy Seals, one of the most elite forces in the world, adept in all environments. And, what drives their effectiveness and success is not the



physical, but the mental grit and integrity that they embody towards each other - one of the key techniques they achieve this is by 'finding their tribe'; like we believe we found ours!

At Ciber India, we are more than a team, we are a tribe that works cohesively towards a common goal, drawing from each other's strengths. We speak with integrity and contribute to our collective success. We nurture and mentor each other in an environment rich with opportunities to learn and stay agile. What's more, our initiatives and policies are designed with our people in mind, ensuring our collective well-being, and enabling organization success to go hand in hand with our professional growth.

So, join us and help our tribe grow.

India is Ciber's largest delivery center, with offices in Bangalore, Chennai and Hyderabad. Ciber India is CMMI ML 3 assessed and ISO 9001 and 270001 certified.

## **NEWS & EVENTS**

### **VIGILANT / VERSATILE / VISIONARY**

It's who we are

With cloud first digital transformation services, unique accelerators and focused talent services, we make your future possible.

News

### **HTC Global Services Officially Acquires Ciber Inc.'s U.S. and India Operations**

**Troy, Michigan, June 9, 2017:** HTC Global Services, a global provider of information technology services and solutions, has officially acquired Ciber Inc.'s U.S. and India operations. HTC is headquartered in Troy, Michigan, USA, with several global delivery centers in India and an operational presence in the Asia-Pacific region. Established in 1990, HTC is an Inc. 500 Hall of Fame company.

HTC's combined strength brings increased value to our customers. Our first customers are still our customers. For more than forty years Ciber [www.ciber.com](http://www.ciber.com) has delivered the technology expertise that helps businesses achieve strategic goals, and the teams that make it happen for clients. HTC's CareTech Solutions, [www.CareTech.com](http://www.CareTech.com) is a healthcare company that specializes in IT and provides customized, scalable solutions that enable top-of-the-line

healthcare. With technology experts from HTC Global who understand the big picture, your decisions are better and strong results for your business are the proof of a successful partnership.

As an organization that is focused on digital transformation, with services ranging from application modernization, infrastructure and cloud, ERP implementation, big data analytics, mobile and IoT, to application development and management, Ciber's strong solutions and staffing services will complement and strengthen our offerings in many differentiating ways. The values of both companies are closely aligned to focus on the client first. HTC Global Services and Ciber take pride in operating with simplicity, honesty and humility; and focus our solutions and services around innovation, flexibility and velocity.

CHAPTER 2  
CONCEPTUAL BACKGROUND AND LITERATURE REVIEW

**2.1 THEORETICAL BACKGROUND OF THE STUDY**

**Brief Overview:**

Effective research cannot be accomplished without studying critically what already exists in the form of general literature and specific studies. Therefore, it is considered as an important prerequisite for actual planning and execution of research projects. The review of existing literature helps to formulate hypothesis, identify research gaps and formulate a framework for further investigation.

There are four major sections in the review of literature.

**Section 1:** Theoretical framework of Recruitment and Career Advancement.

**Section 2:** Studies related to Women Career Advancement.

**Section 3:** Studies related to the Self-efficacy.

**Section 4:** Studies related to the Gender Differences and Glass Ceiling.

**Theoretical framework of Recruitment & Career Advancement**

**Concept of Recruitment**

**Barber (1998)** defines Employee recruitment as “practices and activities carried on by an organization for the purpose of identifying and attracting potential employees”. Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization’s culture.

**According to Costello (2006)** recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests.

**According to Montgomery (1996)** is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

**Jovanovic (2004)** said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

### **Need of the Recruitment and Selection Process**

**Dessler, (2000)** found in his study that the Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes. Recruitment and selection had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair. Dessler listing the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

**Mullins (1999)** indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii)

performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security.

### **Process of Recruitment**

**Odiorne (1984)** indicated that the quality of new recruits depends upon an organization's recruitment practice, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

**Smith et al. (1989)** argue that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

**According to Odiorne, (1984)** one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labor turnover. A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employees recruited.

**Miyake, (2002)** indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. The study reviewed five studies in which average labor turnover of those recruited by advertising was 51 percent.

The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 percent. One hypothesis proposed to account for this was the “best information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects.

**Burack, (1985)** argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. In a survey of 201 large US companies, Burack asked respondents to rate the effectiveness of nine recruitment sources in yielding high-quality, high-performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources.

**Kersley et al (1997)** reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of students’ job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the “evolving sequence of a person’s work experiences” which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match. Through job search activities and awareness of employers’ recruitment literature and events, students gather information about the organization’s goals, values, climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used.

**Delery and Doty (1996)** argued that providing students with a greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes.

## **The Selection Decision**

**Gould, (1984)** argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers. Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity.

**Miyake, (2002)** In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent.

**Burton (2001)** in his study of recruitment and selection practices in the USA, found that approximately 25 percent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres.

**Cran (1995)** suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends to a large degree, on sectoral circumstances and on the wider employment-management policies being pursued.

## **Recruiting Sources/Methods**

**Armstrong (1991)** studied the issues to consider include the type of sample (random or convenience), cost, ease, participant time demands (e.g., total time, days of the week, and time of day), and efficiency (e.g., staff hours per recruited participant). Researchers have a number of methods from which to choose, including advertising, direct mail, and telephone.

**French (1982)** found that there are two options of recruitment. **First**, Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Recruitment at schools may not be appropriate in studies having a family or neighborhood context, requiring a greater dispersal of participants from a larger area, or focusing on data collection in the home. Door-to-door recruitment is another option. For large studies, this recruitment method can be costly in terms of staff time and travel expenses, and it is difficult to assure that recruiters randomly sample homes. Despite these concerns, door-to-door recruitment may be a necessary recruitment strategy for certain potential participants (e.g., those who do not have a residential phone).

**Kaplan and Norton (2004)** found that the number of people who refused to provide screening information tended to be higher by telephone than in person. However, refusals over the telephone tend to be less likely than with mailed surveys (**Kelly, 2006**). It should be noted that telephone methods can be used not only for recruitment, but also for data collection. Recent advances in telephone survey methodology have made telephone recruitment and surveying an increasingly attractive option in many research fields.

**Drucker (1999)** has studied that Recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project. For example, use of focus groups and pilot studies that involve the community and pre-recruitment, publicity can lead to higher rates of consent.

From the above review of literature, it is observed that the sources of recruitment and selection are through advertising, via the internet and so forth. However, recruitment and selection are faced with lots of challenges.



## **Challenges of Recruitment and Selection**

**According to Kaplan and Norton, (2004)** a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team.

**Whitmell Associates, (2004)** observed that the extent of recruitment and selection strategy integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequately qualified people, and to a great extent this uncertainty involves the quality of employees. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with the business.

**Johnston, (1999)** analyzed that for every job in the organization, a thorough job analysis, which includes the job description and job specification, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job.

**Dess and Jason, (2001)** suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of

orienting practice towards social justice are often cited. The first two problematic, as **Burton, (2001)** notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations.

### **Concept of Career**

**Prasad (2005)** found that an individual joins an organization not just for a job, but for a career, that is, where he/she will be at the far end of his work-life through a series of progression in responsibilities and reward for such a responsibility. It is common to find out that after the initial excitement in a job, executives/managers tend to lose interest and begin to feel that there is no career in a particular organization. This implies that career advancement has not taken place as expected of them after a certain period of time. This mismatch between a manager's expectations and his/her actual career advancement experience may prove very shocking to both managers and the organization. However, much of this problem can be overcome by proper career strategies by the individual and the organization..

**Greenhouse et al., (2000)** in his study defines the above phenomenon of stagnation and meaninglessness in the current job is often termed as 'burnout'. This study defines career as 'the pattern of work-related experiences that span the course of a person's life. This definition includes both objective events, such as jobs, and Subjective views of work, such as the person's attitudes, values and expectations. Therefore, both a person's work-related activities and his/her reactions to those activities form part of the person's career.

**Naidoo (2004)** in his study definition of the career consistent with the notion that career develops over time, and that all persons have careers, regardless of their profession, their level of advancement or the stability of their work pattern.

**Geber (1992)** has identified four distinct explanations for a career, namely a career as advancement, a profession, a lifelong sequence of jobs, and a lifelong sequence of role related experiences. **A career as an advancement:** A career can imply a vertical movement; in other words, upward mobility in an organization. It means that a person moves onwards in this work life, by means of a promotion, a transfer or a new job in a higher position in another company. It may also involve a lateral move with more responsibilities. A career in this sense refers to basic advancement, for example, a sales representative who advances through the

ranks of the sales department to become a sales manager. **A career as a profession:** This concept refers to those careers where a person has to follow a certain route during his/her career path; in other words, there is a clear pattern of advancement. The legal profession is an example of such a career. In such a profession a person starts his/her career as a law student, becomes a clerk in a law firm once he/she has completed his/her articles, an associate and then a partner, once a sufficient level of experience or expertise has been achieved. **A career as a lifelong sequence of jobs:** This refers to a series of positions held during a person's work life. There is no mention of a specific profession or any mobility, but it refers purely to any jobs held by the individual during his/her working life. **A career as a lifelong sequence of role-related experiences:** This refers to the way an individual personally rotates his/her job functions and gain experience. It is more of a personal experience (satisfaction, changing aspirations and attitude changes).

**Selmer 1999 defined** “Career is a sequence of related work experiences and activities, directed at personal and organizational goals, through which a person passes during his or her lifetime, that are partly under their control and partly under that of others.

**National Career Development Association** in his Guidelines of a federal project which combining the hard work of several government agencies and professional associations, stated that career basically defined as a road, or a course to be travelled, in time it began to mean a course of achievement within a profession. Throughout the first seventy-five years of the twentieth century, career referred to a professional occupation generating both money and a respectful position & status in which one could advance, from this perspective, some people thought it as a “careers” while others merely thought it as “jobs”. However, in the last quarter of the twentieth century career has been viewed in the broadest sense, encompassing work, leisure and other lifespan dimensions.

**According to the Oxford English Dictionary**, career defined as “a person’s course or progress through life.” Career is a developmental and lifelong process, including a wide range of occupational, family, civic, and political roles which individuals will undertake throughout their adult lives. It includes paid employment, self employment, unpaid work, multiple jobbing, entrepreneurial enterprise, home based enterprise, study as an adult, and unemployment.

**Naidoo (2004)** said that it is clear that a career can be seen as a twofold process consisting of individual factors (such as the individual's likes, identity, self-image and interests) and job factors (being part of an organization, work relationships and work lifestyles)

### **Feminization of career**

**Fondas (1996)** pointed out that there has been a feminization of paid work. A feminization is taking place not only in that more women participate in the labor force, but also in that those attributes ascribed to women are becoming more prevalent in contemporary working life. This can be witnessed (Ferguson, 1984), for example, in the rather recent spread of a management style that is characterized by caring and supportiveness. In his study an important point is stating that women's career development has had significant implications for the changing nature of the career. The features associated with careers in the postindustrial society, indeed, and also apply well to the career situation of women.

**Marshall (1989)** has been discussed about how women's experiences can inform and extend career theory and who posits that during the process of career development, action and inaction both are equally important. This career theory has often placed too much focus on mobility, specifically upward mobility, while non-mobility has tended to be viewed as a type of career stability that should be ignored. Marshall Focuses that the inaction time period in a career is important in that it allows for "inner deepening". The inaction period is thereby a process of self-development, whereas the Mobility period is a process of career development. **Secondly**, Marshall Points out that communication and cooperation both have been ruined in male career development. She advocates that independence and interdependence both should be equally credited. **Thirdly**, Marshall holds that linear career paths characterized by sequential progression should be supplemented by cyclic career paths that cover peaks and valleys. Cyclic career patterns either require giving something up or starting over in order to learn something new. **Finally**, she advocates that taking into account the whole life instead of only a single work role, stressing that a balanced life should be a source of identity. A work clearly indicates how research on women's careers can be beneficial for the understanding of the contemporary boundaryless career.

**Woodd (2000)** in his study emphasized that typical female career patterns are more suitable & reliable to the new economic era since they enable women to readily cope up with the new

demands associated with the changing nature of careers. The existing career theories and models have been criticized as being biased toward men's living conditions, thus suggesting that features of women's career development, especially how they organize their working life and other aspects of life, still need additional research attention.

### **Career Planning**

**Rao and Rao (1990)** in his study defined career path as 'it is the sequential pattern of jobs that forms a career'. The career path is the logical possible sequence of positions that could be held by an individual based on how he performs in the organization.

**Schein (1978)** has defined career planning as

- A deliberate process of becoming aware of the self, opportunities, constraints, choices, and consequences;
- The identification of career-related goals;
- A programming of work, educational and related developmental experiences to provide the direction, timing and sequence of steps required to attain a specific career goal.

### **Career Path**

**Rao and Rao (1990) & Prasad (2005)** have defined career path as 'it is the sequential pattern of jobs that forms a career'. The career path is the logical possible sequence of positions that could be held by an individual based on how he performs in the organization. Career path consists of two elements: line and ladder. Line is the field of specialty in which an individual is placed like production, marketing, finance, HRM, etc. Within each line, there are various positions arranged in hierarchical order. Placing an individual on a career path indicates, how the individual will progress to those positions. This placing is essentially determined by the alignment of individual needs, his strengths and weaknesses, and organizational opportunities.

## **Career advancement**

**Judge et. al. (1995)** defined Career success as extrinsic or objective and intrinsic or subjective accomplishments of individuals in their work lives. The link between intrinsic career success (satisfaction with one's career) and extrinsic career success (pay, promotions, job level) has been demonstrated in numerous studies(**Judge et al., 2004**).

**Gattiker and Larwood (1988)& (Bozionelos, 2004)** in his study said that in extrinsic terms, careers are evaluated with the use of external reference points or norms; while in intrinsic terms, careers are evaluated by individuals themselves using personal subjective definitions of success or failure. Unlike extrinsic career success, intrinsic career success is primarily associated with personality; with no consistent effects of general mental ability and with very weak experiential effects.

**Naidoo (2004)** observed that “Career advancement is often defined in terms of promotion within managerial ranks, the level of management and ultimately reached the level of pay received.”

**Seibert and Kraimer (2001)** observed that “Career advancement is defined as the accumulated positive work and psychological outcomes resulting from one's work experiences.”

**Seibert et al. (1999)** defined career success as "positive psychological or work related outcomes or achievements that the individual accumulates as a result of work experiences".

**Gutteridge(1973) &(Judge et al., 1995)** in their study operationalise the term career advancement in one of two ways. The first includes variables that measure objective or extrinsic career advancement. These include indicators of career advancement that can be seen and therefore evaluated objectively by others, such as salary attainment and the number of promotions in one's career. The second way that career advancement is operationalised is by variables that measure subjective or intrinsic career advancement.

**Burke(2001)**in his study said that individual variables capture individuals' subjective judgments about their career attainments, such as job and career satisfaction.

## CHAPTER 3

### RESEARCH DESIGN

#### **3.1 STATEMENT OF PROBLEM**

Even with all advances in information technology that are available to managers, job satisfaction plays a vital role in any organization. Dissatisfaction of job is detrimental for managers, employees and organization; it can lead to poor performance, limited career growth, poor work life balance, poor management, low motivation and low morale. For an organization to be effective and gain a competitive advantage, managers at all levels need to focus on job satisfaction aspect of each and every employee. Most problems the organization experience is as a result of job satisfaction, thus the role of job satisfaction as a management aspect has to be overemphasized. Therefore, the current research study is an attempt to study the significance of employee job satisfaction in today's scenario and the impact it has on the performance of employees.

#### **3.2 NEED FOR THE STUDY**

The main research focus of current study is to analyze the impact of employee job satisfaction in relation to employee's performance in the organization and intensity of employee job satisfaction in ciber india pvt ltd, employee's opinion and their point of view towards various parameters of job aspect which in turn meets employee's expectation increasing their performance. As identified in various studies employee job satisfaction is crucial in improving the employee performance in an organization.

#### **3.3 OBJECTIVES OF STUDY**

- To make a study on recruitment life cycle of the organization.
- To determine how sourcing of employees is done in the organization.
- To understand the different recruitment strategies adopted by the organization
- To assess the importance of recruitment and selection in the HRM
- To analyze the challenges encountered by the recruiters and the employees while recruitment

### **3.4 SCOPE OF STUDY**

The scope of research work is limited to ciber india pvt ltd. The parameters taken for current research study are limited which includes employee job satisfaction and impact on performance of employees in organization. Therefore, the study focus on employee's of ciber india pvt ltd.

### **3.5 RESEARCH METHODOLOGY**

The current research study is descriptive in nature. Descriptive research is used to describe characteristics of a population which is been studied. The study aims at finding out “what is”, so observational and survey methods are frequently used to collect data. The three main purposes of research is to describe, explain and validate findings.

#### **SAMPLE DESIGN**

A sample design is a definite plan for obtaining a sample from a given population. Random Sampling method is used for selecting samples.

#### **SAMPLE SIZE**

The sample size for the study is 100 respondents.

#### **METHODS OF DATA COLLECTION**

The data collected for the study consists of both primary and secondary data.

##### **Primary Data**

The primary data has been collected from the respondents by administering a structured questionnaire with regard to job satisfaction level of employees.

##### **Secondary Data**

Secondary data for the study was collected from,

- Previously published records, Statistics, research reports and documents
- Books and websites

#### **PERIOD OF STUDY**

This study on employee satisfaction was conducted during the period of 10 weeks (date).



## **TOOLS USED FOR ANALYSIS**

### **3.6 HYPOTHESIS**

### **3.7 LIMITATIONS OF THE STUDY**

- The study is subjected to the bias and prejudices of the respondents, hence 100% accuracy cannot be assured.
- The findings are based on the answers given by the employees, so any error or bias may affect the validity of the findings.
- To create good image respondents may give responses that vary from facts.
- It is possible that respondents might have tried to maintain consistency in terms of their responses.
- It was comparatively difficult to get response from the employees because of their responsibilities and busy schedule.

### **3.8 CHAPTER SCHEME**

**CHAPTER 1** – This chapter consists of introduction about topic “ Job Satisfaction” followed by industry and company profile which includes promoters, vision, mission, quality policy, product profile and areas of operation and so on.

**CHAPTER 2** – This chapter gives information regarding conceptual theoretical background of study and literature review on Job Satisfaction.

**CHAPTER 3** – This chapter includes information of research design followed by statement of problem, objectives of study, need and scope of study, research methodology with hypothesis and limitations.

**CHAPTER 4** – This chapter explains analysis and interpretation of data and statistical tool result using Chi- Square.

**CHAPTER 5** - This chapter consists of summary of findings, conclusion and suggestions.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

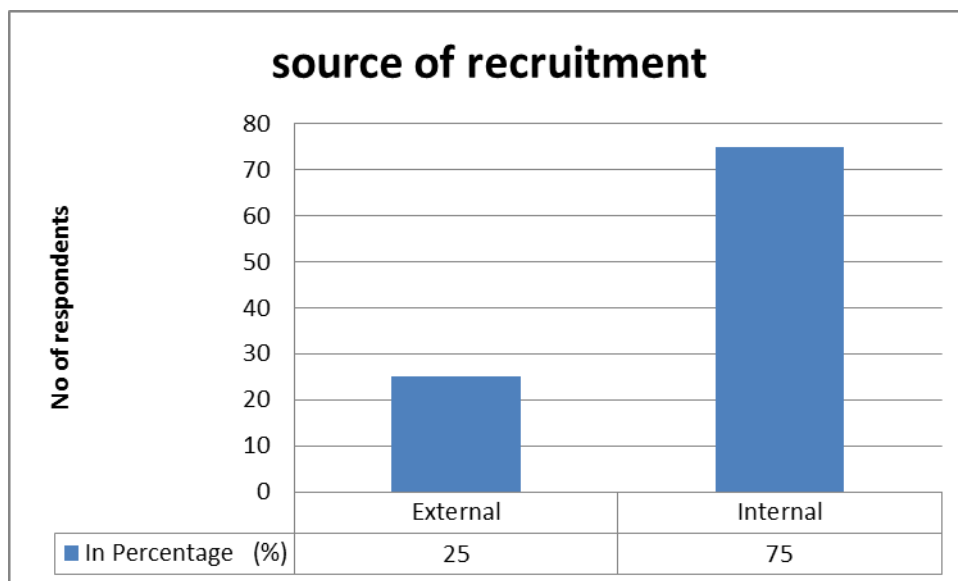
#### Clause A: For recruiters

4.1 During the time of recruitment, among the following sources, which one is the most preferable option?

- a) External sources
- b) Internal sources

Sources	No. of Respondents	In Percentage (%)
External	15	25
Internal	35	75

4.1



#### INTERPRETATION

From the above graph, the following inference can be drawn

- 25% of the recruiters say that external source of recruitment is the most preferable option for the company, whereas
- 75% of the recruiters say that internal source of recruitment is the most preferable option for the company.

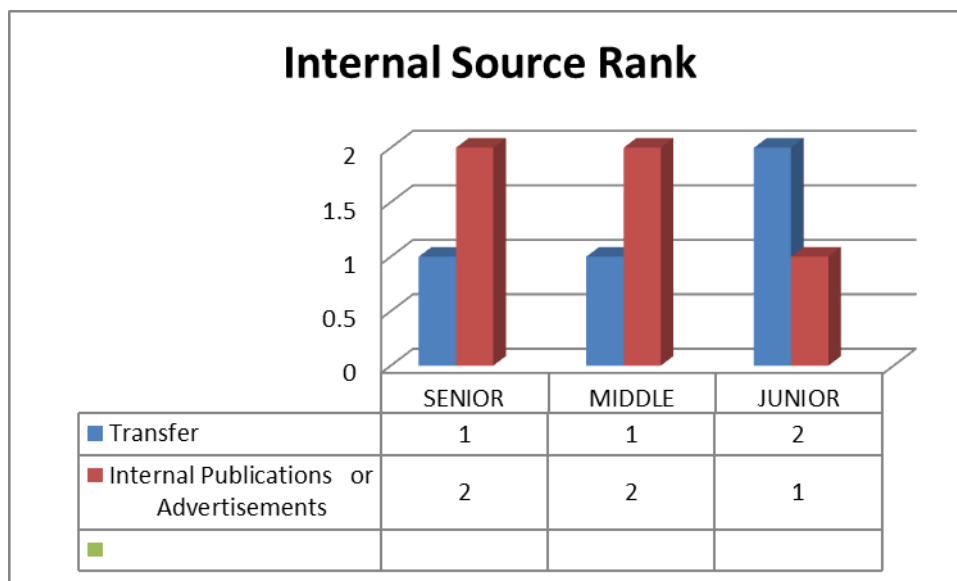
## Analysis

External sources of recruitment include Employee Referrals, Vendors, Campus Recruitment, Job Portals, Social Media whereas Internal sources of recruitment include transfer and Internal Publications and advertisements.

4.2 Kindly mention the preferable internal & external sources used by your company for different levels of recruitment (rank them accordingly as per your preference).

	SENIOR	MIDDLE	JUNIOR
<b>Internal source Rank (1-2)</b>			
Transfer	1	1	2
Internal Publications or Advertisements	2	2	1
<b>External Source Rank (1-4)</b>			
Vendors	4	4	4
Employee Referrals	3	3	3
Social Media	1	1	2
Job Portals	2	2	1

4.2



## INTERPRETATION

From the above graph, the following inference can be drawn (in case of internal sources):

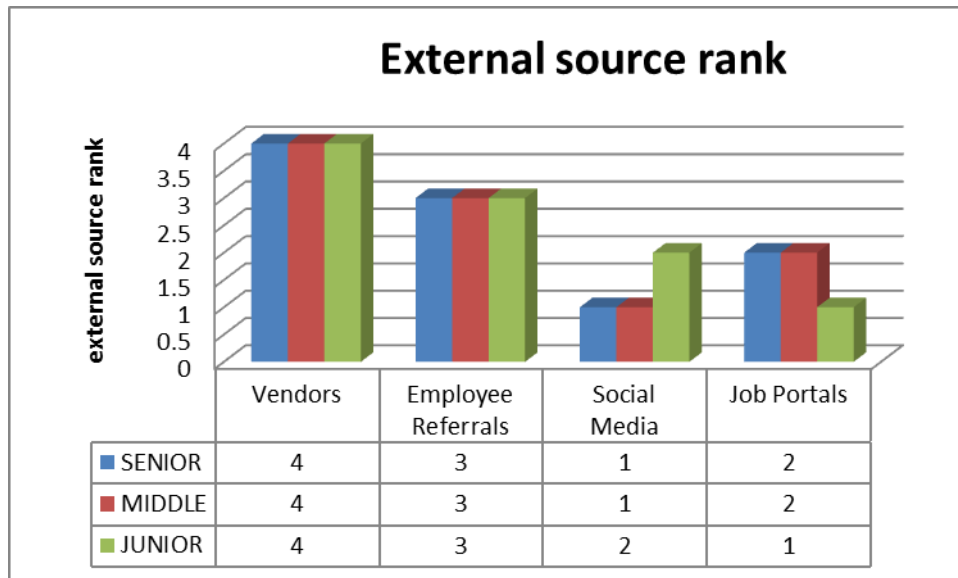
In SENIOR level of management, transfer accounts for 75% whereas internal publications and advertisements account for only 25%.

## Analysis

In MIDDLE level of management, transfer accounts for 75% whereas internal publications and advertisements account for only 25%.

In JUNIOR level of management, transfer accounts for only 25% whereas internal publications and advertisements account for 75%.

4.2



## INTERPRETATION

From the above graph, the following inference can be drawn (in case of external sources):

In SENIOR level of management, Vendors account for 40% whereas the least is social media accounting for 10%.

In MIDDLE level of management, Vendors account for 40% whereas the least is social media accounting for 10%.

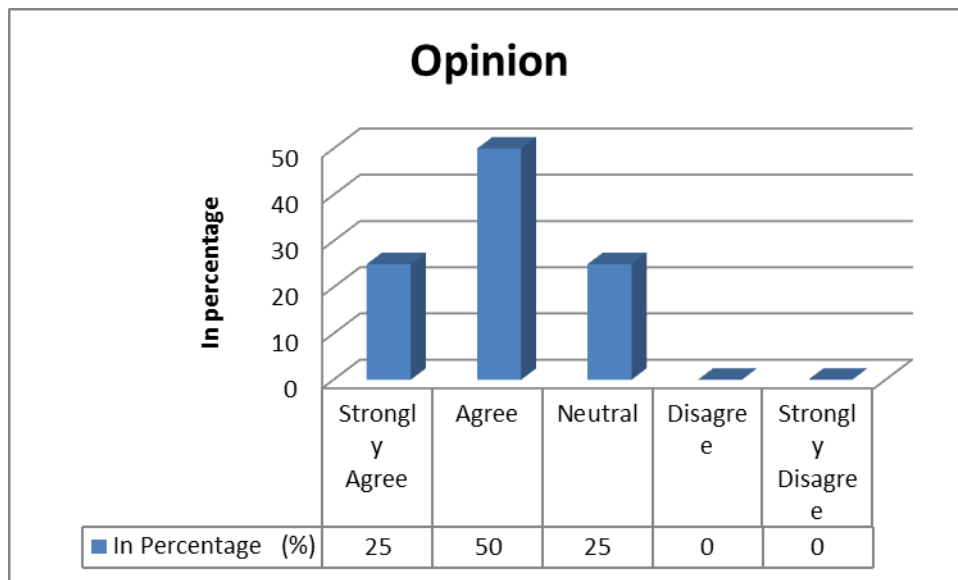
In JUNIOR level of management, Vendors account for 40% whereas the least is Job Portals accounting for 10%. Employee Referrals remain the same for all the levels of management according to the survey and same is in the case of social media except in junior level where it's the highest, i.e., 20%.

4.3 Academic marks play an important role in recruitment.

- a) strongly agree
- b) agree
- c) neutral
- d) disagree
- e) strongly disagree
- f)

Opinion	No. of Respondents	In Percentage (%)
Strongly Agree	25	25
Agree	50	50
Neutral	25	25
Disagree	0	0
Strongly Disagree	0	0

4.3



**INTERPRETATION**

From the above graph, the following inference can be drawn:

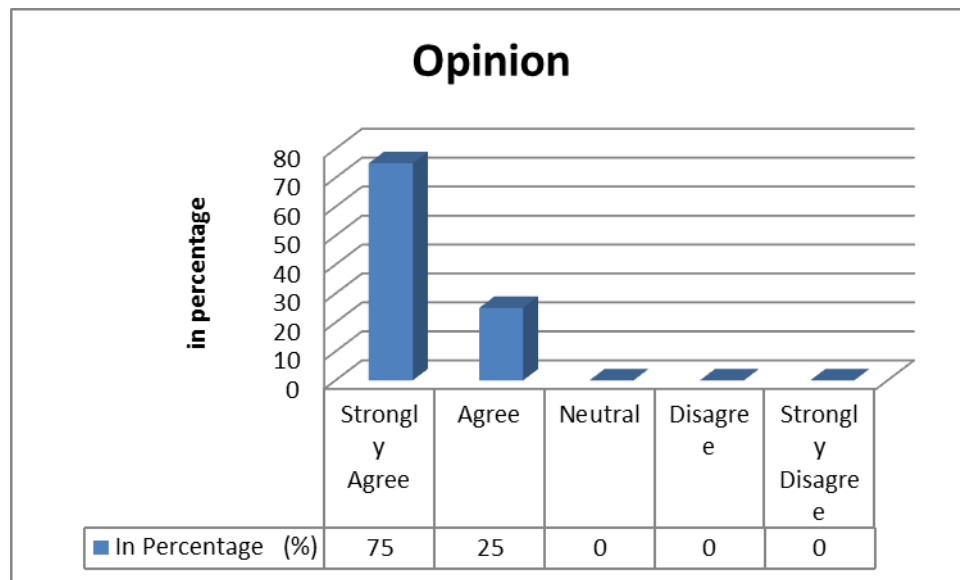
50% of the recruiters think academic marks play an important role in Recruitment and while 25% of the recruiters strongly agree to this fact, whereas 25 % of the recruiters say it's neutral.

#### 4.4 E-recruiting is a suitable way

- a) strongly agree
- b) agree
- c) neutral
- d) disagree
- e) strongly disagree

Opinion	No. of Respondents	In Percentage (%)
Strongly Agree	35	75
Agree	15	25
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0

4.4



#### ANALYSIS

E-Recruitment is the process of personnel recruitment using electronic resources, in particular the internet. Companies and recruitment agents have moved much of their recruitment process online so as to improve the speed by which candidates can be matched with live vacancies.

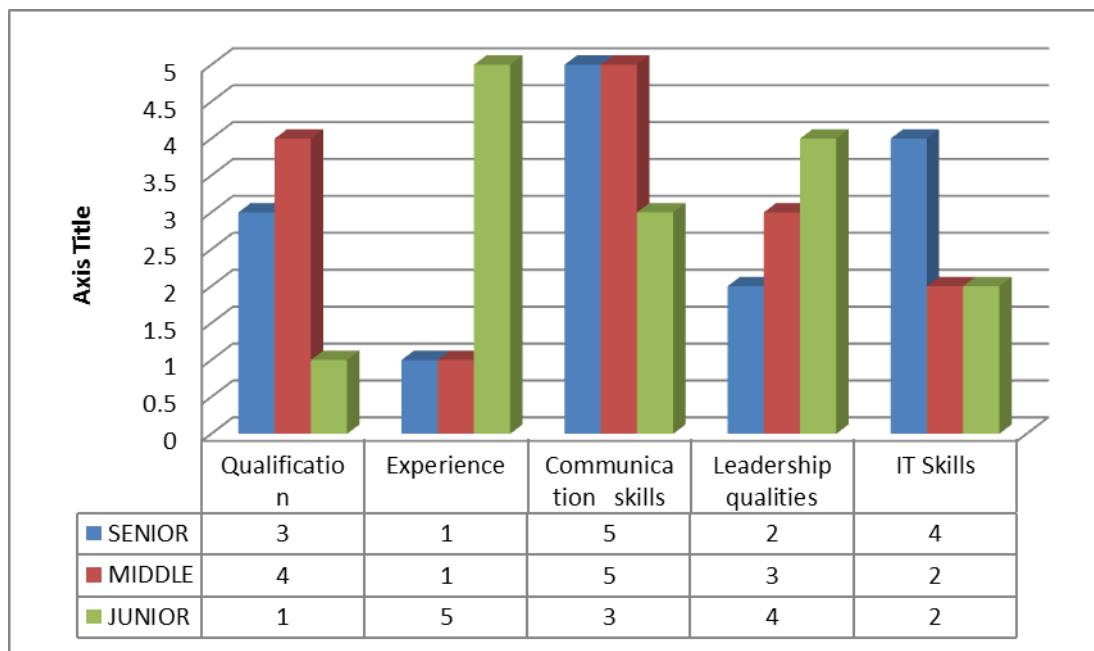
#### INTERPRETATION

From the above graph, the following inference can be drawn: 75% of the recruiters strongly agree to the fact that E-Recruiting is a suitable way of recruitment in the organization.

4.5 Rate the following according to the importance given while recruiting the employees of different levels in the organization (from 1-5)

Rating(1-5)	SENIOR	MIDDLE	JUNIOR
Qualification	3	4	1
Experience	1	1	5
Communication skills	5	5	3
Leadership qualities	2	3	4
IT Skills	4	2	2

4.5



## INTERPRETATION

In case of SENIOR and MIDDLE level, Experience is a major factor while recruiting candidates.

In SENIOR level, experience is followed by Leadership qualities, Qualification, IT skills and lastly Communication skills.

In MIDDLE level, experience is followed by IT skills, Leadership qualities, Qualification and finally Communication skills.

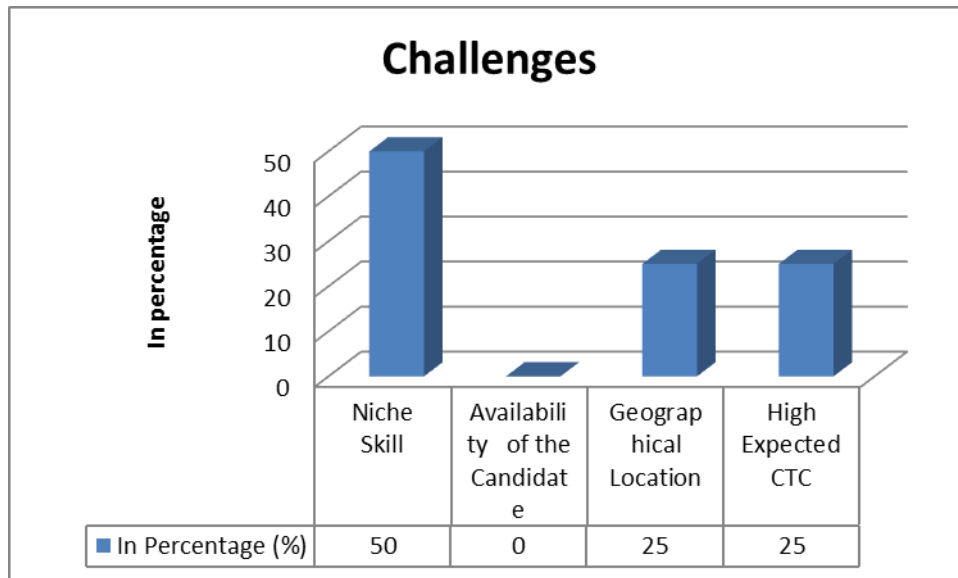
In JUNIOR level, Qualification is a major factor which is followed by IT skills, Communication skills, Leadership qualities and lastly Experience.

4.6 What among the following, according to you is the major challenge while recruiting?

- a) Niche skill
- b) Availability of the candidate
- c) Geographical location
- d) High expected CTC

Challenges	No. of Respondents	In Percentage (%)
Niche Skill	25	50
Availability of the Candidate	0	0
Geographical Location	10	25
High Expected CTC	10	25

4.6



### INTERPRETATION

From the above graph, the following inference can be drawn:

According to the recruiters, niche skill is the major challenge faced by them as it amounts to 50% while Geographical location and High Expected CTC account for 25%. Availability of the candidate rates at 0%, i.e. it is not a major challenge to the recruiters in comparison to other challenges.

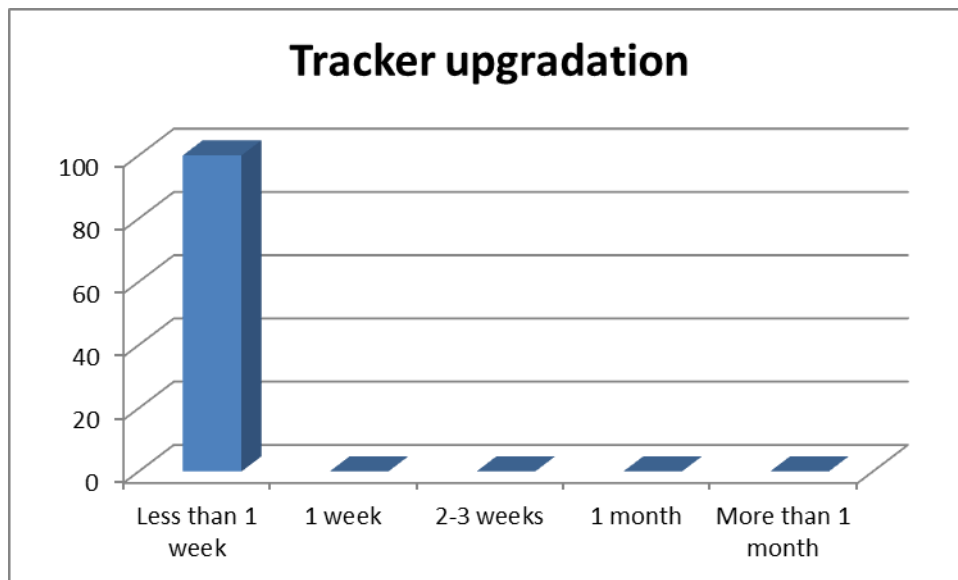


#### 4.7 How frequent the tracker is updated and adhered to?

- a) Less than 1 week
- b) 1 week
- c) 2-3 weeks
- d) 1 month
- e) More than 1 month

DURATION	NO OF RESPONDENTS	IN PERCENTAGE (%)
Less than 1 week	49	100
1 week	0	0
2-3 weeks	0	0
1 month	0	0
More than 1 month	0	0

4.7



#### INTERPRETATION

A Tracker is a record of the status of candidates who are identified, sourced and selected by the organization. Every organization consists of trackers to track the different events going on in the organization.

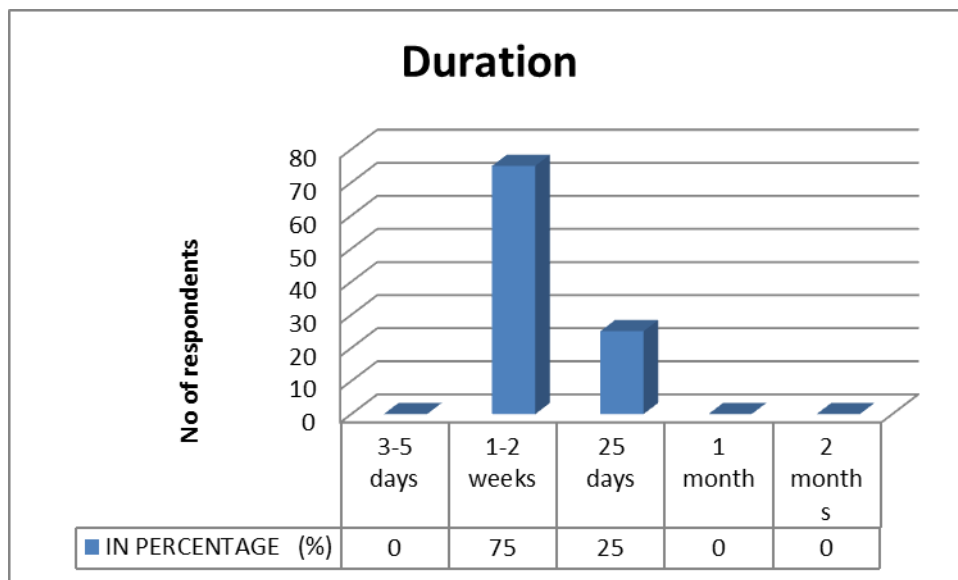
In Defiance Technologies, the tracker is updated in every week. So 100% of the recruiters agree to the option that the tracker is updated and adhered in less than a week.

4.8 What is the maximum time for the vacant position to be closed?

- a) 3 -5 days
- b) 1-2 weeks
- c) 25 days
- d) 1 month
- e) 2 months

DURATION	NO OF RESPONDENTS	IN PERCENTAGE (%)
3-5 days	0	0
1-2 weeks	35	75
25 days	15	25
1 month	0	0
2 months	0	0

4.8



### INTERPRETATION

From the above graph, the following inference can be drawn:

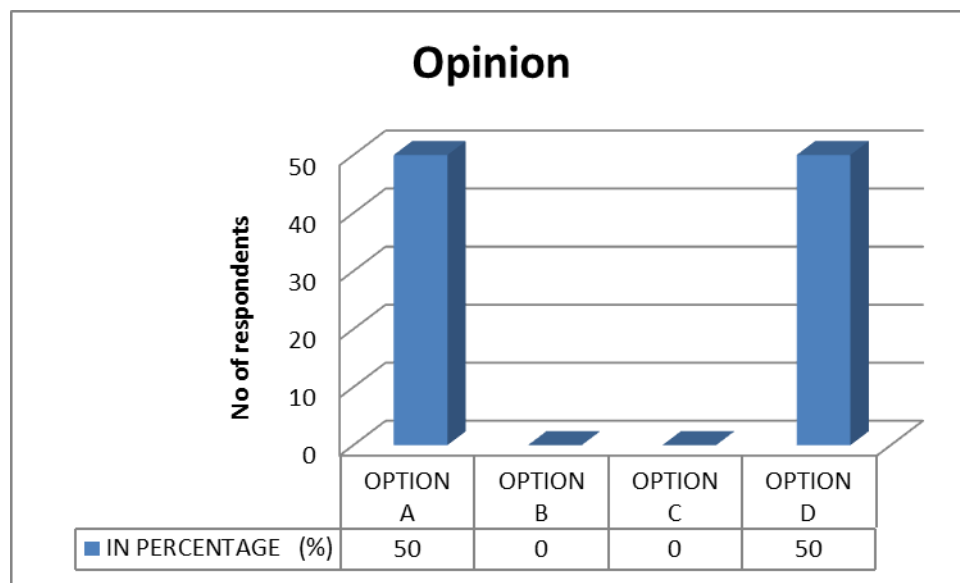
- 75% of the recruiters agree with the fact that the vacancies are closed within 1-2 weeks.
- 25% of the recruiters agree with the fact that the vacancies are closed within 25 days.
- This shows that whenever there is vacant position in the organization, it gets up filled very
- quickly.

4.9 Now-a-days in the IT market employees don't remain stable for more than 3 years. In the view of this, what among the following is the criterion that you are going to use while recruiting the candidate to minimize the instability?

- a) The employee must have work experience of 2+ years in the same company.
- b) By interacting with the candidate and understanding his mentality.
- c) By getting them sign a bond agreement
- d) By finding out the candidate's adaptability with the company's culture.

	<b>NO OF RESPONDENTS</b>	<b>IN PERCENTAGE (%)</b>
OPTION A	25	50
OPTION B	0	0
OPTION C	0	0
OPTION D	25	50

4.9



**INTERPRETATION:**

From the above graph, the following inference can be drawn:

In case of instability, 50% of the recruiters agree with the fact that they must recruit those candidates who has work experience of at least 2 years in the same company.

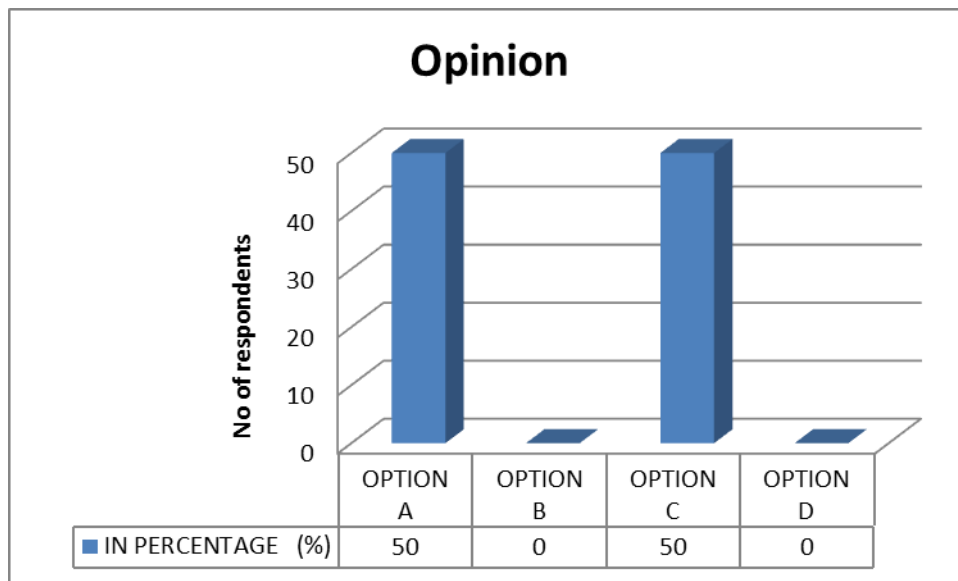
While 50% of the recruiters agree that the adaptability of the candidate to the company's culture has to be found out, so that accordingly the candidate stays promising for a long term.

4.10 These days there are a number of fake profiles available in the JOB Market. So, what among the following criterion is adopted, to minimize recruiting such candidates?

- a) By cross checking the resumes with the social media portal
- b) By having a long conversation with them and then finding out whether the profile is fake or real
- c) By asking the vendors to check into the profiles before on boarding them.
- d) Others –

	NO. OF RESPONDENTS	IN PERCENTAGE (%)
OPTION A	20	50
OPTION B	0	0
OPTION C	20	50
OPTION D	0	0

4.10



**INTERPRETATION:**

From the above graph, the following inference can be drawn:

In order to eliminate the amount of fake profiles while recruiting, recruiters adopt the following criteria the most:

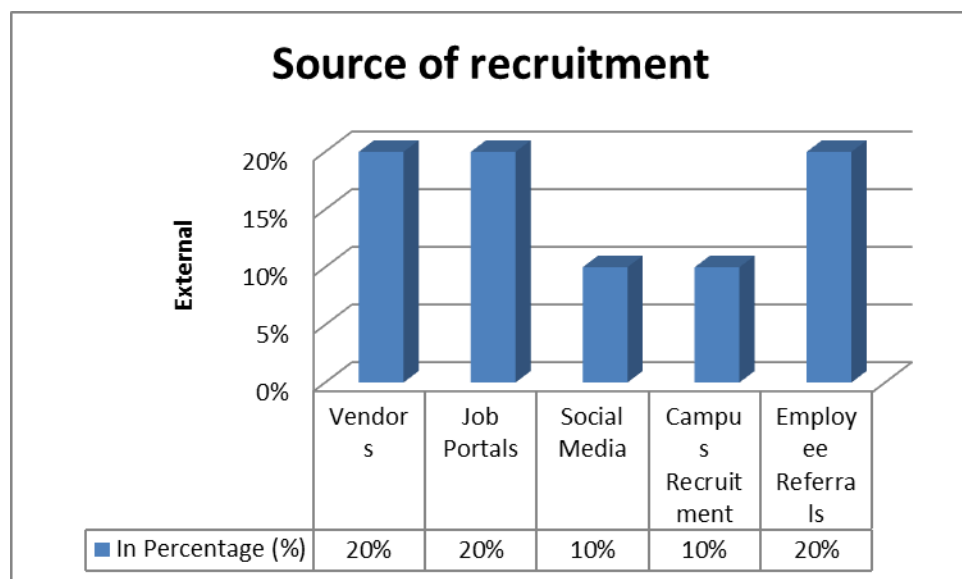
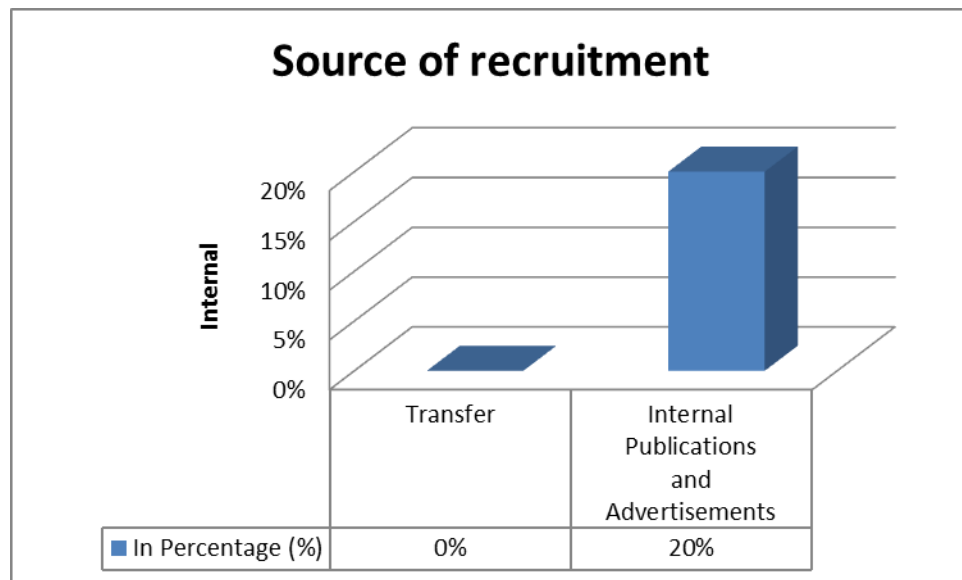
- a) By cross checking the resumes with the social media portal (50%), and
- b) By asking the vendors to check into the profiles before on boarding them(50%).

**CLAUSE B – For the Employees**

4.11 How were you recruited in the company?

Source of recruitment	No. of Respondents	In Percentage (%)
<b>Internal</b>		
Transfer	0	0%
Internal Publications and Advertisements	20	20%
<b>External</b>		
Vendors	20	20%
Job Portals	20	20%
Social Media	10	10%
Campus Recruitment	10	10%
Employee Referrals	20	20%

4.11



**INTERPRETATION:**

From the above graph, the following inference can be drawn:

80% of the employees are recruited through external source, i.e. by vendors, Job Portals, Social

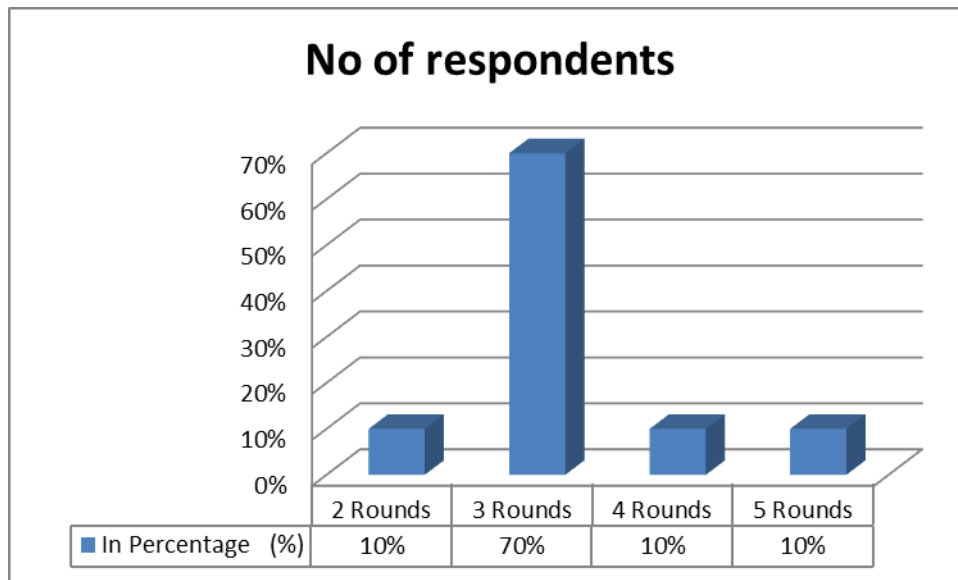
Media, and Campus Recruitment and Employee Referrals. The remaining 20% of the employees are recruited through internal source, i.e. by Transfer and Internal Publications and Advertisements.

4.12. How many rounds of interview were held before providing you the offer letter?

- a) 2 rounds
- b) 3 rounds
- c) 4 rounds
- d) 5 rounds

No. of Rounds of Interview	No. of Respondents	In Percentage (%)
2 Rounds	10	10%
3 Rounds	70	70%
4 Rounds	10	10%
5 Rounds	10	10%

4.12



**INTERPRETATION:**

From the above graph, the following inference can be drawn:

70% of the employees underwent 3 rounds of interview namely,

1. Telephonic Interview
2. Face-to-face Interview
3. HR Evaluation

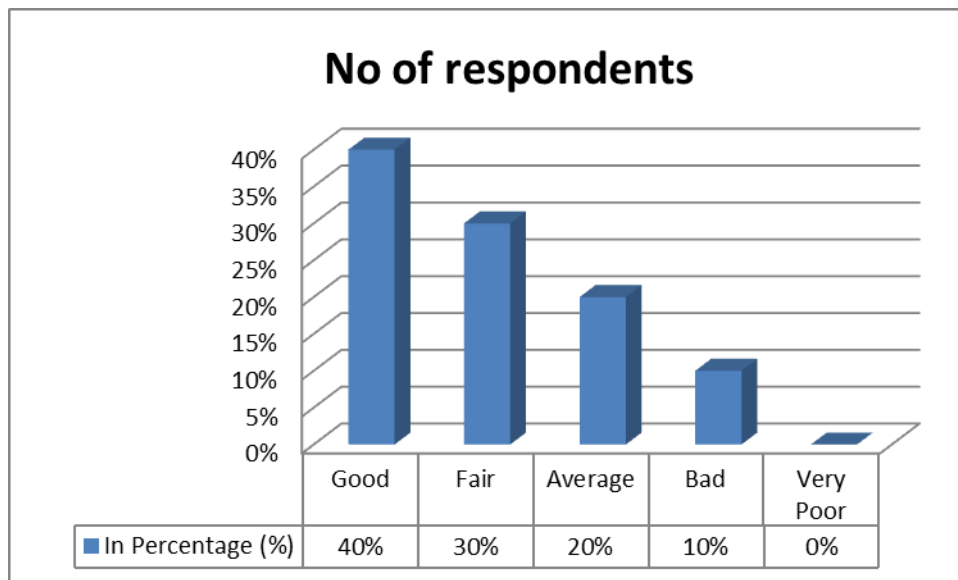
Remaining 30% of the employees underwent 2 rounds, 4 rounds and 5 rounds of interview depending upon their capability

4.13. What is your opinion regarding the recruitment system in our company?

- a) Good
- b) Fair
- c) Average
- d) Bad
- e) Very poor

Opinion	No. of Respondents	In Percentage (%)
Good	40	40%
Fair	30	30%
Average	20	20%
Bad	10	10%
Very Poor	0	0%

4.13



**INTERPRETATION:**

From the graph, the following inference can be drawn;

40% of the employees rate the recruitment system of the company as good.

30% of the employees rate the recruitment system of the company as fair.

20% of the employees rate the recruitment system of the company as average.

10% of the employees rate the recruitment system of the company as bad.

0% of the employees rate the recruitment system of the company as very poor.



4.14. Do you think any kind of improvement is required in the recruitment system of the company?

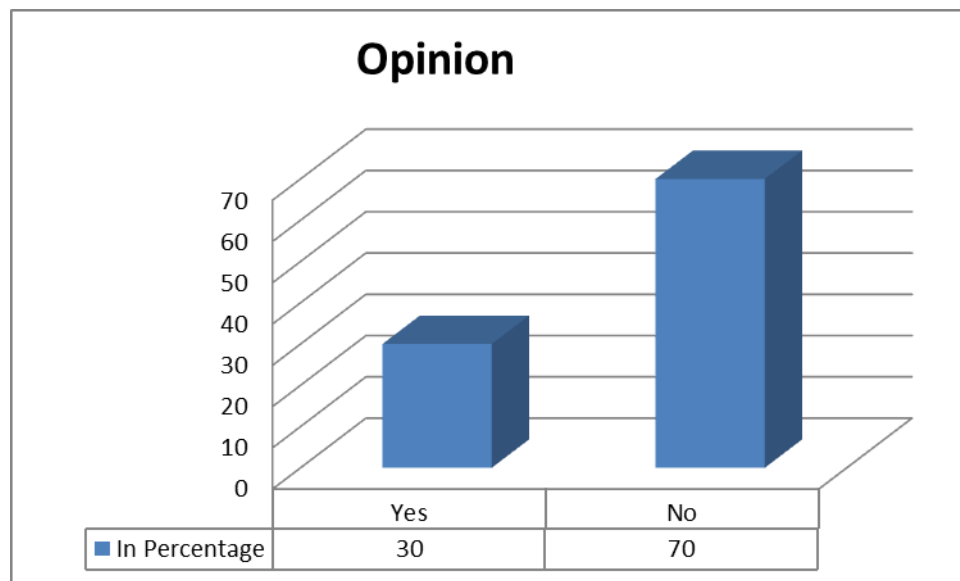
If yes, then what kind of improvement is needed?

a) Yes

b) No

Opinion	No. of Respondents	In Percentage
Yes	30	30
No	70	70

4.14



### INTERPRETATION:

From the graph, the following inference can be drawn:

70% of the employees say that the recruitment system of the company requires no change.

30% of the employees say that the recruitment system of the company needs change.

### Improvements

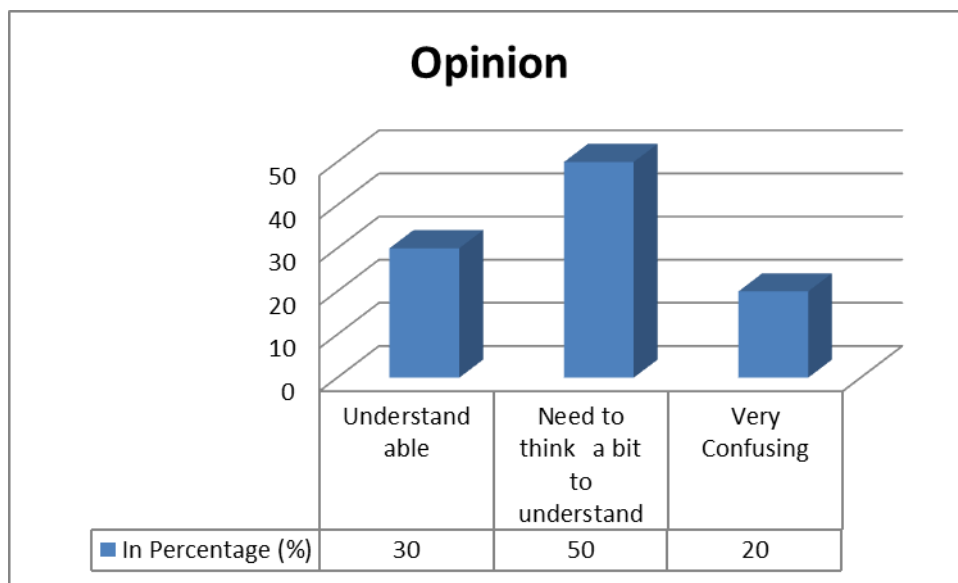
- The interviews and the offer providing system have to be carried out quickly without any delays.
- The process needs to be upgraded according to the up gradation of technology.
- Data have to be entered repeatedly according to few candidates while recruiting. So this has to be minimized.

4.15. What was your experience while filling the joining formalities online and while using ideal portal?

- a) Understandable
- b) Need to think a bit to understand
- c) Very Confusing

<b>Opinion</b>	<b>No. of Respondents</b>	<b>In Percentage (%)</b>
Understandable	30	30
Need to think a bit to understand	50	50
Very Confusing	20	20

4.15



**INTERPRETATION:**

From the graph, the following inference can be drawn:

30% of the employees say that it is understandable while filling the joining formalities online and while using the ideal portal.

50% of the employees say that there is a need to think for understanding while filling the joining formalities online and while using the ideal portal.

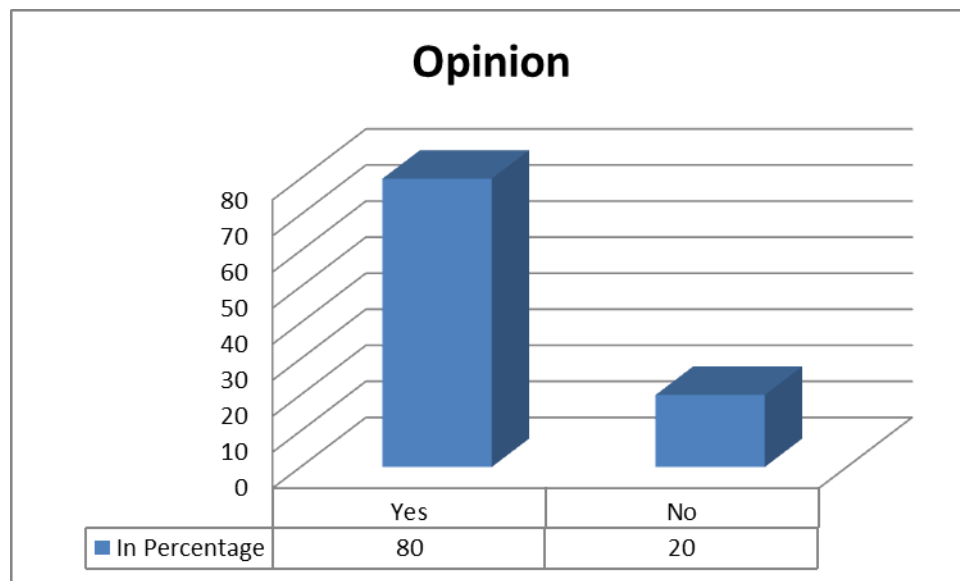
20% of the employees say that it is very confusing while filling the joining formalities online and while using the ideal portal.

4.16. At the point of interview, whether clear information regarding the job/project was provided to you?

- a) Yes
- b) No

Opinion	No. of Respondents	In Percentage
Yes	80	80
No	20	20

4.16



**INTERPRETATION:**

From the graph, the following inference can be drawn:

80% of the employees agree with the fact that correct information regarding the job/project is provided to them at the point of interview.

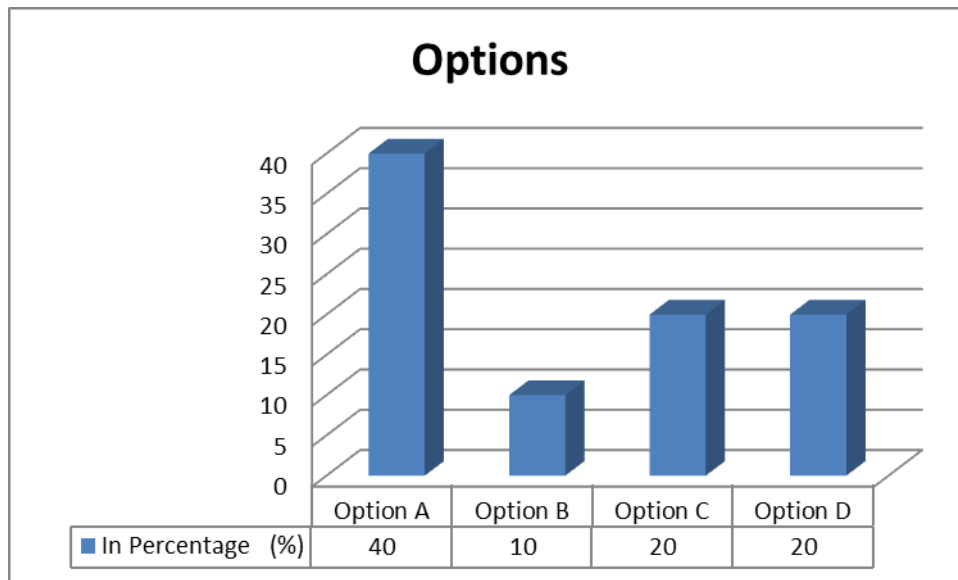
While 20% of the employees feel that correct information regarding the job/project is not provided to them at the point of interview.

4.17. What made you to join the organization?

- a) Good salary Package and Good Designation
- b) Good Project
- c) Brand Dynamite
- d) Top Management
- e) Others

Options	No of Respondents	In Percentage (%)
Option A	40	40
Option B	10	10
Option C	20	20
Option D	20	20

4.17



**INTERPRETATION:**

From the graph, the following inference can be drawn:

40% of the employees gave the reason for joining the organization as Good Salary Package and Good Designation.

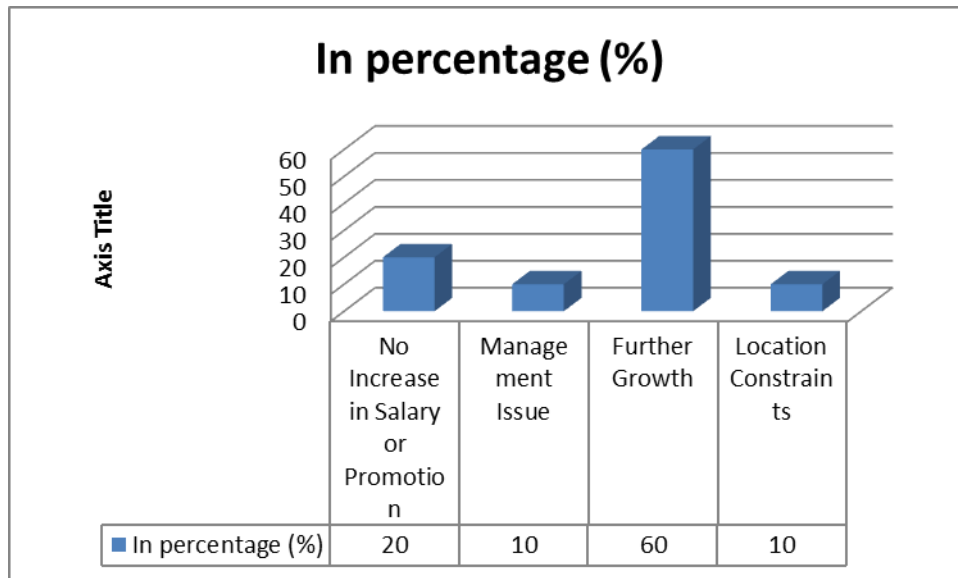
Remaining 50% of the employees gave reasons for joining the organization as Good Project, Top management and because of the Brand name. While 10% of the employees gave some other reasons like their house is nearby to the company.

4.18. What was the reason behind leaving the previous organization?

- a) No Increase in Salary or Promotion
- b) Management Issue
- c) Further Growth
- d) Location Constraints

Reasons	No. of respondents	In percentage (%)
No Increase in Salary or Promotion	20	20
Management Issue	10	10
Further Growth	60	60
Location Constraints	10	10

4.18



**INTERPRETATION:**

From the graph, the following inference can be drawn:

- 60% of the employees joined in the company for further growth.
- 20% of the employees left their previous organization as there was no increment in salary and promotion.
- Remaining 20% of the employees joined as there were location constraints or management issues.

## CHAPTER 5

### FINDINGS, CONCLUSION AND SUGGESTION

#### **5.1 FINDINGS**

##### **CLAUSE A- For recruiters**

- During the time of recruitment, internal source is the most preferable option in the company. Internal source includes transfer and internal publications and advertisements.
- In internal source of recruitment, transfer is the preferred option for Senior and Middle levels of management and internal publications and advertisements for junior management level. In case of external source of recruitment, social media is the preferred option for Senior and Middle management levels whereas Job portals are mostly preferred for junior levels.
- According to the recruiters, academic marks play an important role in recruitment.
- E-recruiting is a suitable way of recruitment in the company.
- Experience is a major factor while recruiting the senior and middle levels of recruitment whereas qualification is a major factor in case of junior management level.
- According to the recruiters, Niche skill is a major challenge while recruiting.
- A Tracker is a record of the status of candidates who are identified, sourced and selected by the organization. Most of the recruiters in the company update the tracker within a week.
- Most of the vacant positions are filled in the organization within 2-3 weeks.
- In order to select employees who can stay for a long term in the organization, the recruiters must select candidates who have work experience in the same company for at least 2 years.
- To eliminate the amount of fake profiles, recruiters can consult vendors before on boarding them.

**CLAUSE B- For employees**

- 80% of the employees were recruited by external sources of recruitment. External source includes Vendors, Job Portals, Campus Recruitment, Social Media and Employee Referrals.
- Most of the employees underwent 3 rounds of interview during recruitment, namely:
  1. Telephonic Interview
  2. Face to face Interview
  3. HR evaluation
- 85% of the employees say that the recruitment system of the company is good and requires no change.
- Most of the employees agree to the fact that clear information has been provided to them regarding the job/project while recruitment.
- Most of the employees joined the organization because of Good package and good designation while they left the previous organization generally for future growth.

## 5.2 CONCLUSION

Recruitment refers to the process of attracting suitable candidates to apply for a vacancy arising within an organization. When an organization needs individuals with certain skill sets, it taps the market. It may require individuals to join the organization to supplement the existing skill or complement the existing skills. In both the cases after careful job analysis and manpower planning an organization develops a candidate profile. This comprises of the technical skills sort and the attitude. Depending upon the status of the job market an organization deploys its sources of recruitment (Company website, search agencies, head hunters, campus placement, newspaper advertisement and others).

Recruitment life cycle is a complete process of recruitment such as -- Identification of vacancy- Understanding the requirement, eligibility criteria, qualification and experience- Applying the sources of recruitment- Screening the resumes- Conducting telephonic round of interview- Scheduling personal interviews with concerned department heads-Shortlisting the candidates- Conducting final round of interview- Selecting the right candidate- Verifying the collected documents- Issuing the offer letter- Completing the joining formalities.

Depending on the size and practices of the organization, recruitment may be undertaken in-house by managers, human resource generalists and/or recruitment specialists. Alternatively, parts of the process may be undertaken by either public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies.



### 5.3 SUGGESTIONS/ RECOMMENDATIONS

Suggestions for improving employee job satisfactions as specified by employees at Ciber india pvt ltd., are as follows:

- Make space for creativity by asking suggestions from all department employees.
- Involve and engage the workforce by proper flow of communication.
- Timely development of skills.
- Provide competitive benefits.
- Promotion.
- Positive working environment.
- Help staff to bond with one another.
- Provide recreational activities to reduce fatigue.
- Provide Cafeteria (Canteen facilities).
- Regular feedback by conducting meetings.

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**Clause A: questionnaires for recruiters**

1. During the time of recruitment, among the following sources, which one is the most preferable option?

- a) External sources
- b) Internal sources

2. Kindly mention the preferable internal & external sources used by your company for different levels of recruitment (rank them accordingly as per your preference).

	SENIOR	MIDDLE	JUNIOR
<b>Internal source Rank (1-2)</b>			
Transfer			
Internal Publications or Advertisements			
<b>External Source Rank (1-4)</b>			
Vendors			
Employee Referrals			
Social Media			
Job Portals			

3. Academic marks play an important role in recruitment.

- a) strongly agree
- b) agree
- c) neutral
- d) disagree
- e) strongly disagree

4. E-recruiting is a suitable way

- a) strongly agree
- b) agree
- c) neutral
- d) disagree
- e) strongly disagree

5. Rate the following according to the importance given while recruiting the employees of different levels in the organization (from 1-5)

Rating(1-5)	SENIOR	MIDDLE	JUNIOR
Qualification			
Experience			
Communication skills			
Leadership qualities			
IT Skills			

6. What among the following, according to you is the major challenge while recruiting?

- a) Niche skill
- b) Availability of the candidate
- c) Geographical location
- d) High expected CTC

7. How frequent the tracker is updated and adhered to?

- a) Less than 1 week
- b) 1 week
- c) 2-3 weeks
- d) 1 month
- e) More than 1 month

8. What is the maximum time for the vacant position to be closed?

- a) 3 -5 days
- b) 1-2 weeks
- c) 25 days
- d) 1 month
- e) 2 months

9. Now-a-days in the IT market employees don't remain stable for more than 3 years. In the view of this, what among the following is the criterion that you are going to use while recruiting the candidate to minimize the instability?

- a) The employee must have work experience of 2+ years in the same company.
- b) By interacting with the candidate and understanding his mentality.

- c) By getting them sign a bond agreement
- d) By finding out the candidate's adaptability with the company's culture.

10. These days there are a number of fake profiles available in the JOB Market. So, what among the following criterion is adopted, to minimize recruiting such candidates?

- a) By cross checking the resumes with the social media portal
- b) By having a long conversation with them and then finding out whether the profile is fake or real
- c) By asking the vendors to check into the profiles before on boarding them.
- d) Others –

**Clause b: questionnaire for employees**

**Name of the respondent:**

**Age:**

**Gender:**

**Department:**

**Tenure of service:**

1. How were you recruited in the company?

<b>Source of recruitment</b>	
<b>Internal</b>	
Transfer	
Internal Publications and Advertisements	
<b>External</b>	
Vendors	
Job Portals	
Social Media	
Campus Recruitment	
Employee Referrals	

2. How many rounds of interview were held before providing you the offer letter?

- a) 2 rounds
- b) 3 rounds
- c) 4 rounds
- d) 5 rounds

3. What is your opinion regarding the recruitment system in our company?

- a) Good
- b) Fair
- c) Average
- d) Bad
- e) Very poor

4. Do you think any kind of improvement is required in the recruitment system of the company?

If yes, then what kind of improvement is needed?

- a) Yes
- b) No

5. What was your experience while filling the joining formalities online and while using ideal portal?

- a) Understandable
- a) Need to think a bit to understand
- b) Very Confusing

6. At the point of interview, whether clear information regarding the job/project was provided to you?

- a) Yes
- b) No

7. What made you to join the organization?

- a) Good salary Package and Good Designation
- b) Good Project
- c) Top Management
- d) Others

8. What was the reason behind leaving the previous organization?



- a) No Increase in Salary or Promotion
- a) b) Management Issue
- b) c) Further Growth
- c) d) Location Constraints



ACHARYA INSTITUTE OF TECHNOLOGY  
DEPARTMENT OF MBA  
WEEKLY PROGRESS REPORT(16MBAPR407)

Name of the Student: VISHAL CN

Internal Guide: Prof. ARUNDHATHI KL









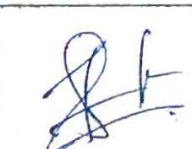

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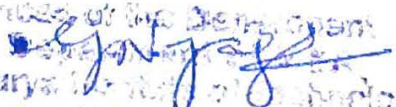
Specialization: Marketing& HR

Title of the Project: A study on RECRUITMENT LIFE CYCLE PROCESS

Company Name: CIBER INDIA PVT LTD

Week	Work undertaken	External Guide Signature	Internal Guide Signature
15-01-18 to 20-01-18	Introduction about CIBER India Pvt Ltd. operation.		
22-01-18 to 27-01-18	Learning about diff operation & products by CIBER India Ltd.		
29-01-18 to 03-02-18	orientation & gathering information about the growth of the company.		
05-02-18 to 10-02-18	orientation with functional department of the organization & detailed study of department.		
12-02-18 to 17-02-18	Research problem identification.		

19-02-18 to 24-02-18	Preparation of the research Instrument for data collection		
26-02-18 to 03-03-18	Theoretical background of the Study.		
05-03-18 to 10-03-18	Data collection & data analysis.		
12-03-18 to 17-03-18	Interpretation of the data gathered during the survey.		
19-03-18 to 24-03-18	Final report preparation & submission.		

Head of the Department  
  
 Lecturer, Department of Psychology  
 All Saints' College, Perth