

**A STUDY ON IMPACT OF RECRUITMENT AND
SELECTION PROCESS IN ORGANISATIONAL
DEVELOPMENT OF TEA PLANTATION INDUSTRIES,
VALPARAI, COIMBATORE DISTRICT, TAMIL NADU**

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ABSTRACT

This study is to examine the process through which the personnel are recruited and selected in Tea plantation Industries, Valparai, Coimbatore District and its impact on the industrial development. The need to attract and select a highly skilled and competent workforce in the competitive labour market has necessitated the adoption of best practices in recruitment and selection by firms in India. A self - designed questionnaire was framed and used in the collection of data. The findings of the study revealed certain recruitment and selection process adopted in Industries. It also revealed that the recruitment and selection process used in the Industry's influence the personnel behaviour and performance to a large extent.

Keywords: Recruitment, Selection, Industrial development, process and procedure.

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Introduction

Human Resource is an important resource in an organisation. Successful Human Resource management should identify human resource needs in the organisation. When the need for human resource was identified then the recruitment and the selection process can be started. To deliver outstanding results, the organisation requires people with requisite skills, qualifications, experience and right mental ability. The job market is wide open; it's really hard to get good candidates unless the company has an excellent recruitment strategy. The company should get talent at any cost to stay ahead of competition. Poor hiring decision may prove to be very costly in the long run. Unqualified or unmotivated employees may not be able to meet the growing expectations of customers. They demand close supervision and addition, training (L.Adler, 2005)¹. Best brains for best result are the new corporate mantra. This study is to examine the process through which the personnel are recruited and selected by Tea Plantation Industries, Valparai, Coimbatore district, Tamil Nadu and its impact on the industrial Development.

Recruitment and Selection Process

Recruitment is the process of locating and encouraging potential applicants to apply for existing or anticipated job opening (Barver, 1998)². The firm informs the job market about possible vacancies and encourages qualified candidates to apply.

Recruitment, which is the securing supply of possible candidates for the jobs in an organisation is the first stage in the process of employment which involves determining the required number of personnel required, the kind and type of personnel needed, kind of employment to offer, determine where such personnel are available and find the means of attracting them towards the organisation before starting the process of selection. This is the most common process of recruiting in organisations, but now-a-days the things are changed, influence and backdoor recruitment is happening in the organisation.

The selection is the process of picking individuals who have relevant qualifications to fill jobs in the organisation. The basic purpose is to choose the individual who can most successfully perform the job from the pool of qualified candidates. Selecting a wrong person may prove to be

¹L.Adler, "The 2X Factor: The Real cost of Bad Hiring", *China Staff*, 11,27,2005.

²Braver, "Recruiting employees", Thousand Oaks, CA:Sage, 1998.

very costly for global sized firms (Andrew C.poe)³. Effective selection therefore demands constant monitoring of the 'fit' between the person and the Job (Gatewood and H.Field)⁴.

The person in his self –employment, he is very hardworking and when he is in wage-earning, his attitude to work generally falls far below that of his counterpart in more advanced countries (Ahiauzu, 1999)⁵

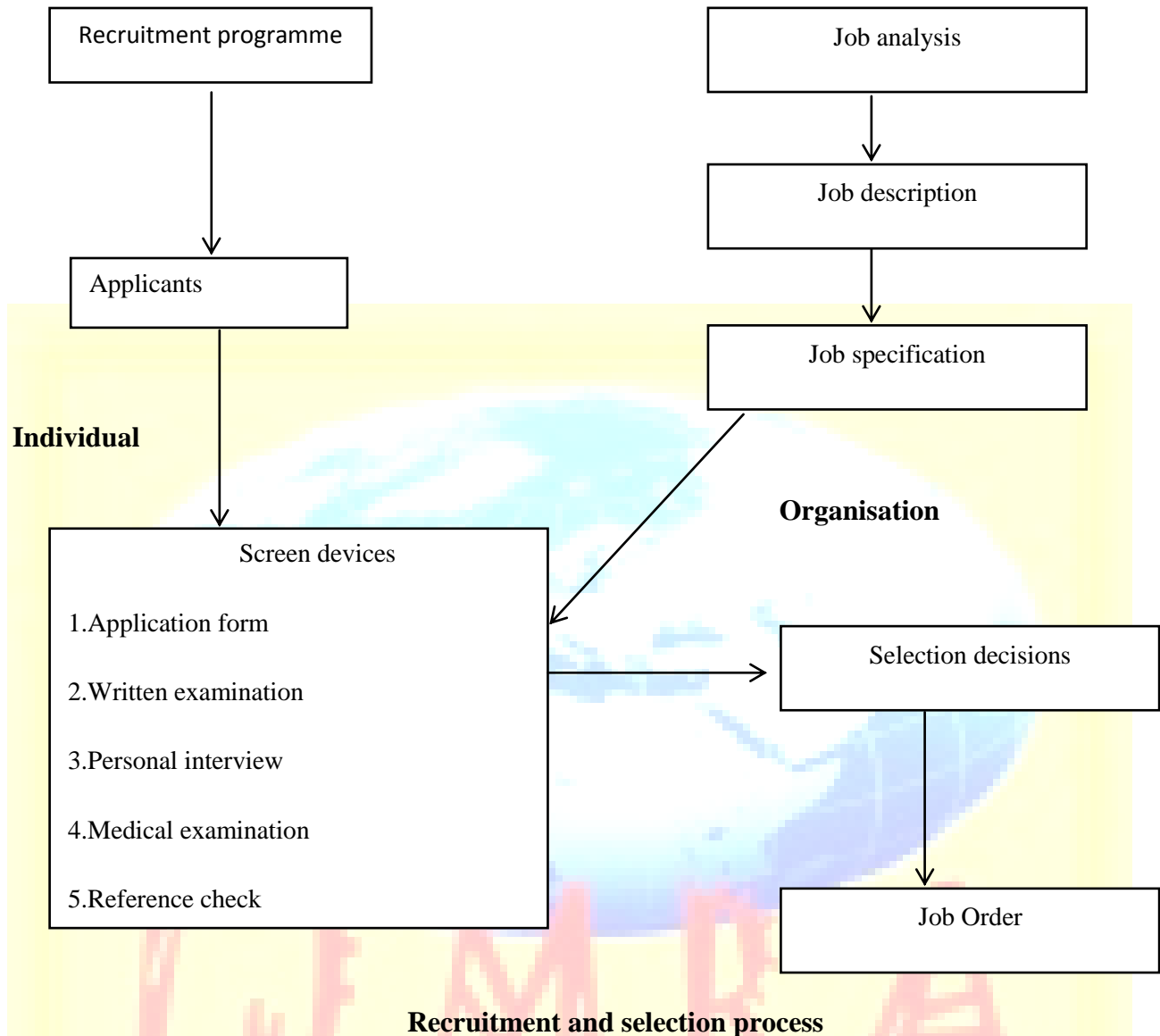
Recruitment and Selection Process in Tea Plantation

Tea plantation Industries recruit and select its employees by certain own procedure. In this study only the middle management employees are considered. The Job is analysed and based on that, the requirement of the particular job is analysed and the advertisement is given in the media with certain eligibility criteria. The person fulfils that eligibility can be applied for the post. After receiving the application form, the Industries scrutinize the application form and call the eligible candidates for the interview. The Industry would select the candidate who are best in all the screening test, would be provided with the appointment order or job order. This would be the usual procedure adopted by the Tea Plantation Industries in recruiting and selecting the prospective employees. But now-a-days the things changed. They provide opportunities to their relatives, friends or to those who they like. Some Industries would conduct recruitment and selection process as eyewash and they recruit the employees in a backdoor way. This type of recruit was happened with the influence of the other political parties or local parties. This recruitment and selection process in Industries would disturb the smooth functioning of the Industries. This creates conflict between employees in the Tea Plantation Industries.

³Andrea C.Poe, "Selection Savy" Human Resource Management Magazine, 47, April 2002.

⁴R.Gatewood, H.Field, " HumanResource",Fort Worth, TX, Dryden 1998.

⁵Ahiauzu.A, The African Industrial MA. Port Harcourt: CIMRAT, 1999.



Objective of the Study

1. To identify the procedure in staff recruitment and selection in the Tea Plantation Industries.
2. To analyse the extent to which the recruitment and selection procedure influence workers behaviour and performance.
3. To determine whether there is any significant relationship between recruitment and selection process and organisational development.

4.To determine whether there is any significant relationship between recruitment and selection process and organisation performance.

Problem Statement

The process in recruitment and selection of personnel is common in nature, but there are some factors which disturb the smooth process of recruiting and selecting personnel such as influence and back door recruitment, this would cause problems in the workplace between the employees in many ways. This affects individual worker performance and the organisational development. The problem of studying the recruitment and selection process of employees in Tea plantation Industries determines the extent to which it influences worker behaviour and performance.

Significance of the Study

The study on the impact of personnel recruitment and selection process of organisational development and employee performance. It is very useful and important to all the Industries, recruiting officer. This study is to expose the impact of recruitment and selection process on organisational development in Tea Plantation Industries Valparai, Coimbatore district.

Review of Literature

Boxall, Purcell and Wright, (2007) highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success. Those questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” The notion of effectiveness in this study relates to the manner by which SO.NA.RA implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed. What is of interest here is that if such policies are contravened in the process of implementation it implies that the recruitment and selection of candidates in the studied company is likely to be biased.

Boxall and Purcell (2008)⁶ present the best fit and best practice approaches as a two way process to be used by firms in order to connect their human resource strategy with their business strategy. Efficiency on the other hand reveals whether the planned objectives of the policies bring forth the anticipated returns to the business. The bone of contention here is to establish a matrix of the policy objectives and the intended outcome.

James et al., (1979) state that effectiveness is measured in terms of achieving and with the use of limited resources. They emphasize that; the concept of efficiency must be added to that of effectiveness. Though these two concepts are related, they however have some common differences. To understand the meaning of effective performance it is realized that achieving desirable ends is necessary for effective performance whereas the efficient use of resources is necessary but not sufficient for effectiveness.

Micheal et al., (1979) hold that effectiveness is easy to understand when it is contrasted with efficiency. They claim that, effectiveness underscores the long-range continuing nature of management meanwhile efficiency is considered a short term measure on how well an organization uses its resources. Efficiency measures are used to see whether organizations are meeting their short-term targets in which case, efficiency is considered a short measure. It compares the input or cost directly with the output or benefits (cf. Etzioni, 1964). Measuring effectiveness and efficiency raises several thorny questions. When a company has a goal that is short and concrete, it is comparatively easy to measure effectiveness. For example, in cases of two companies, one whose goal is to construct a canal linking the Red and Mediterranean seas and another whose goal is to build a tunnel linking Britain and France, it is true that the former was effective while the latter was not. If the organizational goal is a continuous one, measurement is already a problematic, (Etzioni, 1964)⁷. This is the motivation behind the purpose of studying the recruitment strategy of SO.NA.RA that is likely influenced by several factors for instance, discrimination and corruption.

⁶Boxall, P.Purcell,J, Strategy and Human Resource Management, Bristol:Palgrave

⁷Etzioni, Modern Organisation, New Jersey; Prentice Hall Inc , 1964.

Corruption is a complex phenomenon that needs to be understood from varying perspectives. Treisman (2000)⁸ noted that corruption is a contributory factor for the failure of most developing countries to develop and that, results from recent studies show that there is a correlation between higher perceived corruption and lower investment and growth. Stanley et al., (2008) argue that as an abuse of public power for private benefit through bribery, nepotism, embezzlement etc, and corruption has become a global phenomenon that affects nearly all aspects of social and economic life. It is known to weaken the institutional foundation of a country that is fundamental for economic growth (World Bank, 2000)⁹. The World Bank also notes that people in poverty are the most reliant on social security and the least capable of paying the extra costs that are needed for bribery and fraud thus, making them the most affected victims of corruption. It is important to note that companies that practice corruption are most likely to experience an increase in project cost. In addition to such financial costs and loss of business opportunities; the brand of the company, the morale of its staff and its reputation also suffer, (Transparency International, 2009a)¹⁰. Discrimination and corruption are visible in Cameroon and are perceived variables that give Cameroon employers the tendency to have an influence or control over and causing imbalances in the labour market.

Research Methodology

Instrument and Measurement

This is an exploratory study based on primary data; the data were collected through questionnaires. The questions were based on recruitment procedure. The recruitment and selection process in organisational development and employee performance.

Population and sampling

The questionnaire was distributed to the middle level employees of the Tea Plantation Industries. The data were collected from 110 employees of various plantation Industries in Valparai,

⁸Treisman.D, "The cause of corruption: A cross national study". Journal of public economic 76(2000), pp.399-457.

⁹World Bank 2000: Anti - corruption in Transition. A contribution to the policy Debate
[www.info.worldbank.org/etools/docs/library/17506/contribution .pdf](http://www.info.worldbank.org/etools/docs/library/17506/contribution.pdf).20120417.

¹⁰Transparency International (2009a). The Global Corruption Report www.transparency.org. Accessed 20120415.

Coimbatore district such as Parry Agro Industries, Jay Shree Tea Plantation Industries, BBTC, Tata Coffee Private Limited, Wood Briar Group and PKT Private Limited.

Data Analysis

Data collected from respondents were hand scored on scoring sheets for analysis. Percentage analysis mean score and standard deviation were also used in analysing the data collected and present in tabular form, Bench marks was obtained by calculating the mean of the table, the mean score obtaining by dividing the summation of the mean score by the number of item analyses.

Table 1:

Variable	Classification	Number of Respondent	Percentage
1.Marital status of the respondent	Married	87	79
	Single	23	21
	Total	110	100
2.Gender of the respondent	Male	93	85
	Female	17	15
	Total	110	100
3.Age of the respondent	Below 25 years	11	10
	25-40 years	41	37
	40-55 years	49	45
	Above 55 years	09	08
	Total	110	100
4.Recruitment and selection meets the requirement of the Industries	Strongly Agree	22	20

	Agree	18	16
	No opinion	27	25
	Disagree	33	30
	Strongly disagree	10	09
	Total	110	100
5.Right Job is performed by the deserved person	Strongly Agree	21	19
	Agree	49	45
	No opinion	0	0
	Disagree	40	36
	Strongly disagree	0	0
	Total	110	100
6.Satisfaction of Salary	Yes	41	37
	No	69	63
	Total	110	100
7.Period of Experience	1-5 years	29	26
	5-10 years	11	10
	10-15 years	33	30
	15-20 years	17	16
	Above 20 years	20	18
	Total	110	100
8.Employee competency matches Job	Yes	53	48

specification			
	No	57	52
	Total	110	100
9.Right designation offered	Yes	72	65
	No	38	35
	Total	110	100
10.Recruitment Source	Internal Recruitment	11	10
	External Recruitment	65	59
	Both	34	31
	Total	110	100
11.Method of recruitment	Advertisement	31	28
	Employee referrals	37	34
	Employment Exchange	0	0
	Walk-ins	42	38
	Total	110	100

From the table 1, percentage analysis was calculated for many variables. The analysis reveals that 79% of the respondents were married and 21% of the respondents were single in marital status. Under Gender of the respondent 85% of the respondent belongs to male category and 15% of the respondent belongs to female category. In the Age factor, 10% of the respondent fall under the category of Below 25 years of age, 37% of the respondent belongs to 25-40 years of age, 45% of the respondent belongs to 40-55 years of age and 8% of the respondents belong to above 55 years of age. Under recruitment and selection meets the requirement of the Industries 20% of the respondent strongly agree, 16% of the respondent agree, 25% belongs to No-opinion category, 30% of the respondents belong to dis-agree category and 9% of the respondents belong

to strongly disagree category. Under Right job is performed by the deserved person 19% of the respondent strongly agree, 45% of the respondent agree and 36% of the respondent dis-agree. Towards salary satisfaction of the employee 37% of the respondents are satisfied and 63% of the respondents are not satisfied. Period of the experience of the respondent 26% of them had 1-5 years of experience, 10% of them had 10-15 years of experience, 16% belongs to 15-20years of experience and 18% belongs to above 20 years of experience. Employee competency matches job specification 48% say that the competency match job specification and 52% say that the competency do not match the job specification. Under the right designation offered 65% accept the designation offered was correct and 35% do not accept. In recruitment source,10% of the respondent prefers Internal recruitment, 59%of the respondent prefers External Recruitment and 31% prefers both types of recruitment. Method of recruitment 28% of the respondent chooses advertisement, 34% referrals, and 38% by walk-ins.

Table 2:

S.No	Description	SA	A	DA	SDA	TS	MS	TS-MS	(TS-MS) ²	(TS-MS) ² /N	√(TS-MS) ² /N
1	Job Analysis	151	140	23	7	321	2.92	318.08	101174.89	919.77	30.33
2	Application Form	132	165	48	2	347	3.15	343.85	118232.82	1074.84	32.78
3	Written Examination	157	116	31	5	309	2.81	306.19	93752.32	852.29	29.19
4	Personal Interview	136	127	42	13	318	2.89	315.11	99294.31	902.67	30.04
5	Medical Examination	181	103	16	8	308	2.80	305.2	93147.04	846.79	29.10
6	Reference	102	137	68	21	328	2.98	325.02	105638.0	960.35	30.99
7	Job order	119	177	9	14	319	2.90	316.10	99919.21	908.36	30.14
		978	965	237	70	2250	20.45	2229.55	711158.59	6465.07	212.57
Benchmark							2.92				

From the Table 2, the analysis revealed that the procedure adopted in recruitment of personnel is Job analysis with total score of 321, mean score 2.92; application form with the total score of 347, mean score 3.15; written examination with total score 309, mean score 2.81; personal interview with a total score 318,mean score 2.89; Medical examination with total score of 308, mean score 2.80; reference with total score 328, mean score 2.98;Job order with total score 319, mean score 2.90. The Benchmark is 2.92.

Table 3:

S.No	Description	SA	A	DA	SDA	TS	MS	TS-MS	(TS-MS) ²	(TS-MS) ² /N	$\sqrt{(TS-MS)^2/N}$
1	Recruitment procedure influence employee performance	180	141	16	5	342	3.11	338.89	114846.43	1044.06	32.31
2	Backdoor recruitment affect organisational development	152	129	18	3	302	2.75	299.25	89550.56	814.10	28.53
3	Improper recruitment affects employee performance	161	118	12	6	297	2.70	294.30	86612.49	787.39	28.06
4	Influence of political parties in the employee recruitment affect the employee behaviour	129	147	26	9	311	2.83	308.17	94968.75	863.35	29.38
5	Backdoor employee workers are not inefficient and not loyal	109	89	51	19	268	2.44	265.56	70522.11	641.11	25.32
		731	624	123	42	1520	13.83	1506.17	456500.34	4150.01	143.6
Benchmark							2.77				

From the Table 3, the analysis revealed that the recruitment and selection procedure influence employee performance with the total score of 342, mean score 3.11; Backdoor recruitment affect organisational development with the total score of 302, mean score 2.75; Improper recruitment affects employee performance with total score 297, mean score 2.70; Influence of political parties in the employee recruitment affect the employee behaviour with total score 311, mean score 2.83, Backdoor employee workers are not inefficient and not loyal with total score 267, mean score 2.44. The Bench mark is 2.77.

Recommendations

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gate, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A.

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Recruiting and selection process and procedures must be developed in the Tea plantation Industries. The recruitment and selection process should be based on the size of the organisation. The entire applicant must be passing through the recruitment process perfectly and the selection must be only based on merit and qualification. There should not be any practice on the back door appointment of employees in an organisation because it would affect the employee performance and organisation development. The organisation should provide an equal opportunity to prove their efficiency in work.

Conclusion

The outcome of the study revealed that the recruitment and selection process influence the employee performance, Backdoor recruitment affect organisational development, Improper recruitment affects employee performance, Influence of political parties in the employee recruitment affects the employee behaviour and backdoor employee workers are not inefficient and not loyal to the organisation.

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