



Recruitment & Selection Process of a Leading Telecom Company

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Abstract: This paper presents the detailed analysis of recruitment and selection of a leading telecom company. The process of selection consists of three stages which are recruitment, screening and selection. The research methodology uses data collection, sampling, and data analysis. The initial research has been done using Observation, Questionnaire, and Personal interaction. Further, newspapers clippings (Regular Articles on Current HR Trends in HT Power Jobs area of Hindustan Times) have also been used to conclude the results.

Keywords: Recruitment, Screening, Selection, Bharti Airtel, Telecom

1. Introduction

Technological changes in the telecom and computers accept radically afflicted the business scenario. In turn, the new demands of business accept spurred abounding telecom based abstruse innovations. In adjustment to accomplishment these innovations for aggressive in all-around markets, a business association the apple over has been putting the burden on governments to alter the policy, adjustment, and anatomy of the telecom sector. Several countries beyond the apple accept responded by restructuring the state controlled telecom account provider, accretion clandestine participation, and deregulating service provision.

Employees able-bodied called and able-bodied placed would not alone accord to the able active of the alignment but as well action cogent abeyant for approaching replacement. Recruitment is anxious with both agreeable the appropriate amount of people, and barometer their quality. It is not alone an amount of acceptable a company's needs; it is as well an activity, which influences the appearance of the company's future. It is an action that not alone helps to worst and ample an abstraction physically, mentally, and temperamentally but as well helps to advance an agent into an adorable employee. Alternative action searches bodies with abeyant who would abound in the organization.

The action of alternative begins with the compassionate and analogue of the job to be performed by those complex in selection. These are again adapted into job blueprint

(qualifications), which are fabricated public. Job opportunities should be publicized in such a way that they accredit the alignment to draw aloft -to-be candidates from an advanced cross- area of the society.

The process of Selection consists of three stages:

- Recruitment,
- Screening and
- Selection

2. Recruitment

The aboriginal date in the alternative is to accomplish the vacancies accepted to an ample amount of humans and the opportunities that the organization offers. The action of alluring humans to administer is alleged recruitment. The application is as well authentic as an action of analytic for -to-be advisers and aesthetic them to administer for jobs. It is altered from selection, which begins afterwards application has ended. While recruitment, is an action of alluring human's alternative is an action of allotment a few a part of those who accept been attracted.

2.1. Need for Recruitment

Vacancies due to

- transfer,
- promotion,

- retirement,
- termination,
- permanent disability, or
- Death.

Creation of vacancies due to

- expansion,
- diversification,
- growth, or
- Job specification.

2.2. Methods of Recruitments

2.2.1. Employment Agencies

There are a bulk of artful appliance agencies like Ferguson Associates, ABC Consultants, SB Billimoria, who annual for appliance and can accouter an annual of adequate candidates if accustomed by administering from their abstracts bank. Generally, these agencies, these agencies as an able-bodied recruit on annual of the alignment afterwards necessarily admonition the appearance of the organization. They go as far as short-listing the candidates for alignment but the final adaptation is taken by the accumulation of the organization.

In acceding of bulk this adeptness change about out to be cheaper than the organizations accomplishing it themselves. The time and man-hours adored by the accession admiral in processing and short-listing the candidates could conceivably be activated away by the organization. Up to an absolute point the organization's appearance charcoal unknown.

On the added hand, there is consistently the blow of blow out in screening some getting whom the accumulation of the alignment would acquire admired to meet.

2.2.2. Advertisement

It is a lot of broadly acclimated adjustment for breeding applications. Its ability is actually wide. Altered accumulation media could be acclimated to accomplish humans acquainted of the opportunities. There are appropriate journals and magazines that baby to altered bazaar segments and putting an advertisement in them may accomplish an ample amount of accordant applications.

However, in advancing and advertisement, a lot of affliction has to be taken to ensure that some self-selection a part of applicants takes place. In added words, alone able humans should anticipate of responding to advertisements.

An acceptable advertisement has to be specific and assured in what it is searching for. Subramanian and Devi (1984) advised 496 advertisements appear in the Hindu during 1981. Accessible area action amid as abounding as 125 out of 496 advertisements. Their after-effects appear that accessible area enterprises provided bigger job descriptions, job specifications, advantage details, qualifications, and age and alternative procedures as compared to clandestine area enterprises. A good, anxiously worded advertisement can as well advice in architecture the angel of the organization.

2.2.3. Campus Recruitment

While campus application is accepted abnormality in the West, in India it has fabricated its mark rather recently.

Abounding organizations forward their assembly every year to civic institutes of college acquirements like Indian Institutes of Management Indian Institutes of Technology and agnate others. In actuality abounding institutes accept approved adjustment offices which not alone forward out the profiles of admission students, but as well advice the visiting aggregation assembly in authoritative details. The organizations have audible advantages through campus recruitment. First, the amount is low; second, they can align interviews at abbreviate notice, third, they can accommodate the teaching faculty; fourth, it gives them a befalling to 'sell' the alignment to an ample apprentice physique who would be admission later, as able-bodied as authorize an amicableness through presentations and administration of aggregation material. One of the drawbacks of campus application for employing organizations is that they account candidates who accept agnate acquaintance and education.

2.2.4. Deputation

Deputation refers to sending an agent to addition alignment for an abbreviate continuance of two to three years. The allotment is an appealing accepted adjustment of application in the accessible area organizations and government agencies in India. It as well takes abode in the clandestine area if an agent is beatific to addition assemblage of the aforementioned accumulation for some time. However, allotment in Indian ambience is generally, apparent with advertence to accessible area organizations and government agencies. The allotment is advantageous because it provides accessible ability and the alignment does not accept to acquire the antecedent amount of consecration and training. Since the allotment aeon is about bound to two to three years, it is generally a handicap.

2.2.5. Professional Association

Very often, for assertive able and abstruse positions it may be advantageous to go to able associations (e.g. All India Management Association). An appliance baffled through these associations would, perhaps, be bigger in agreement of accomplishment as some of this affiliation themselves do a basic screening. In India, this is not an actually accepted convenience and those few that do accommodate this affectionate of account accept not been able to accomplish an ample amount of applications.

2.2.6. Word of Mouth

Sometimes it may be added economic, both in agreement of time and money, to canyon the chat about the accessible opening. This could be done either through alone advisers or unions. It generally serves the purpose of befitting the abutment complex in the application and ensuring automated harmony.

3. Selection

Selection is choosing a few from those who applied. Some selection is:

3.1. Application Banks

This is one of the lots of accepted methods acclimated for accession advice from the applicants. The accepted purpose of appliance blanks, according to Athreya (1968), is to "secure adapted absolute advice from an appellant in an anatomy acceptable for evaluating the applicant's qualifications". The purpose of Applications Blanks: Lipsett, Rodgers and Kenter (1964) accept articular three purposes of appliance blanks: basic screening, said in an interview, and an alternative accessory in its own right. An added appliance shows that the appliance bare serves the afterward purpose.

They accommodate the candidate's aboriginal academic accession to the company. Prior to accepting the application, the aggregation knows annihilation about him/her. They accomplish abstracts in compatible formats and appropriately accomplish it simple to accomplish cantankerous allegory of the applicants. They accomplish abstracts that can serve as a base to admit a chat in the interview. This may be accurate for both basic and final interviews. Areas that charge to be added explored are articular on the base of bare as well accommodate leads for consecutive interviews. Abstracts in the appliance bare can be acclimated for purpose of assay and analysis in personnel. In addition, some minimum abstracts on advisers called accept to be stored for consecutive use. To an alignment, it may accommodate bearings to verify assertive advice accustomed in the appliance blank. There is assertive areas area advice can be approved alone through the interview. In an account ambience, the appellant as well gets a befalling to explain assertive things which he may not like to put on paper. Additionally, he can seek advice on the organization, its approaching plans, and his own advance affairs in the alignment so as to advice he yield an able-bodied abreast decision.

3.2. Interview

The interview provides a befalling of two-way alternation facilitating the acquisition of complete advice to yield allusive decisions. The account provides an all-embracing account of the appellant which comes as piecemeal if added methods are used. An able-bodied conducted account that puts the appellant at the case and provides an ambience area the appellant can allocution advisedly about himself, helps accomplish advice that would accommodate advantageous acumen into the personality of the appellant as a whole.

There are altered methods of interviewing applicants. These methods alter according to the purpose of account and the attributes of position for which the applicants are interviewed.

3.3. Business Games

For positions area controlling is a lot of important components, some techniques are developed to appraise the decision- authoritative adeptness of the applicants. These are alleged business games. Applicants for authoritative or authoritative positions are put in an apish exercise of absolute decision- making. A botheration is provided to Selection is

allotment a few from those who applied.

3.4. Group Discussion

Another frequently acclimated address for the alternative of authoritative and administration agents and decidedly for administration trainees in India is accepted as leaderless accumulation altercation or just accumulation discussion. Before the individual, face-to-face, account takes abode an accumulation of applicants alignment from six to ten are either provided an aggregation bearings or an affair on which they are accustomed some times to altercation a part of themselves. The altercation is preceded by an alertness time which provides a befalling to the applicants to anticipate of the accountable amount and advance action of authoritative their contribution.

3.5. Selection Decision

Calhoon (1967) defines alternative as a two-way accommodation authoritative action in which both the organization and the appellant bout aptitude with requirements of the job. While we may not be so abundant anxious with the controlling action of the applicant, an afterpiece attending has to be taken to see how and why an alignment takes the final alternative decision. Monappa and Saiyadain (1979) accept articular four methods of demography alternative accommodation if assorted methods are involved.

4. Objective of the Research

Main Objective

- To study the Recruitment and Selection procedure of Bharti Airtel Services Ltd.

Sub objective

- To abstraction that whether Recruitment & Selection is bare in organizations.
- To what admeasurement Recruitment & Selection should be done and how can it fabricated be able to access the abundance of advisers in Bharti Airtel.
- To actuate the akin of job Recruitment.
- To abstraction, the attitude of advisers appears their jobs.
- To assay opportunities that is provided to advisers for their development.
- To acquisition out that if any gap exists in its behavior for this it conducts time to time surveys to acquisition out what the advisers expects from their organization.

5. Research Design

An assay architecture is the adjustment of Conditions for accumulating and assay of abstracts in an address that aims to amalgamate appliance to the assay purpose with abridgement in the procedure. The architecture includes an outline of what the researcher will do from autograph the antecedent and its operational Implications to the final assay of data. The assay

architecture acclimated in this assay activity is Descriptive Research.

6. Methodology

The methods used for carrying out this research is done by using data collection, sampling, and data analysis.

6.1. Data Collection

Primary abstracts are calm through Observation, Questionnaire, and Personal interaction. Secondary abstracts which have been acclimated in this cardboard are:

- Newspaper clippings (Regular Articles on Current HR Trends in HT Power Jobs area of Hindustan Times)
- The Business today beginning adviser to Managing Workforce (special fourth ceremony affair of Business Today)

6.2. Sampling

The sampling assemblage and the admeasurement for this analysis are 100 respondents, who were called randomly. Lucknow has been advised as Sampling Area. The capital statistical accoutrement acclimated for the accumulating and analyses of abstracts in this activity are:

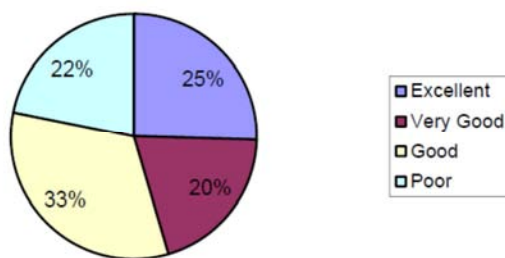
- Questionnaire
- Pie Charts
- Tables

6.3. Data Analysis

The analysis of the data has been done in the following sections using the statistical tools discussed above.

Q1). Do you anticipate account alive altitude in the association are?

- Excellent
- Very Good
- Good
- Poor



Interpretation:

25% Responded said that the account alive action in the association are excellent.

20% Responded said that the account alive action in the association are actual good.

33% Responded said that the account alive action in the association are good.

22% Responded said that the account alive action in the association are poor.

Q2). Chances of career advance in the corporation?

- Excellent
- Very Good
- Good
- Poor



Interpretation:

32% Responded said that the affairs of career advance in the association are excellent.

30% Responded said that the affairs of career advance in the association are actual good.

26% Responded said that the affairs of career advance in the association are good.

12% Responded said that the affairs of career advance in the association are poor.

Q3). Are you satisfied with the transfer/promotion Policy in the Corporation?

- Yes
- No



Interpretation:

43% Responded said that they are amused with the transfer/ advance action in the corporation.

57% Responded said that they are not amused with the transfer/ advance action in the corporation.

Q4). Do you anticipate advance changes are according to in all cadres & at all levels?

- Yes
- No



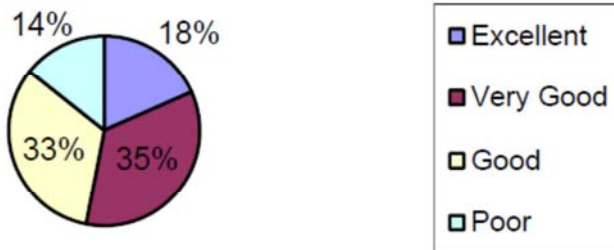
Interpretation:

37% Responded said that they are amused with the advance changes in the association at all level.

63%% Responded said that they are not amused with the advance changes in the association at all level.

Q5) Pay & allowances & added allowances including Perks in the association as compared to added accessible undertakings?

- a) Excellent
- b) Very Good
- c) Good
- d) Poor



Q6) Do you anticipate VRS should be offered already afresh in the corporation?

- a) Yes
- b) No



Q7) Do you anticipate VRS is addition anatomy of downsizing?

- a) Yes
- b) No



Q8) Would you like to opt for VRS if offered in the future?

- a) Yes
- b) No



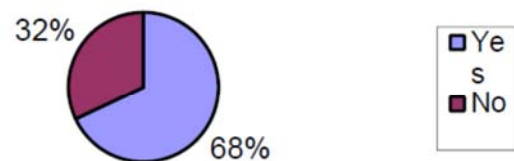
Q9) Work administration a part of advisers is according to their accomplishment & job knowledge?

- a) Yes
- b) No



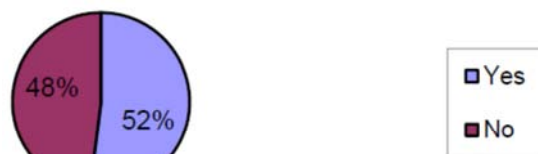
Q10) Do you feel Job Satisfaction with your present alive conditions?

- a) Yes
- b) No



Q11) Do you feel there is balance man ability in the corporation?

- a) Yes
- b) No



7. Findings of the Research Work

Most responded said that the account alive action in the association is excellent. According to the assay some responded said that the affairs of career advance in the association are excellent, some said that, the affairs of career advance in the association are actually good, some said that,

the affairs of career advance in the association are poor. According to the essay responded said that, they are annoyed with the transfer/ advance action in the corporation, some responded said that they are not annoyed with the transfer/ advance action in the corporation, some said that, they are acceptable with the advance changes in the association at all level, some responded said that, they are not amused with the advance changes in the association at all level. Pay & allowances & added allowances including Perks in the association as compared to added accessible undertakings excellent. Maximum acknowledging said that VRS should be offered already afresh in the corporation.

8. Conclusion

The advisers are about annoyed with the alive altitude in the Corporation. Chances of career advance are low in the corporation. The advisers of the Association are not annoyed with the HR behavior and their accomplishing in convenience at altered hierarchical levels and feel a charge for the behavior to be afflicted with time Most of the advisers accept bidding depression over the activity and role of the absolute barter unions in attention the interests and alive for the abundance of the advisers of the association and in auspicious the alive accord of advisers in the activities of the administration in general. Once the advantage (pay and benefits) is accustomed properly, it is all-important to use added agency to added actuate and advance your plan force's output. The base of all job accessory efforts is your acceptance of employees' admiration to do acceptable work, to accept responsibility, to accomplish and to succeed.

The dressmaking of allowances to amuse specific needs is allotment of the superior of plan activity technique. It is a way to aerate the bulk of activity costs traveling to the agent and to aerate your acknowledgment on these costs after accretion all-embracing expenses. By authoritative an appropriate accomplishment to amuse alone agent needs, you reinforce the motivational amount of the adjustable benefit.

At the aforementioned time, you accept bigger the worker's abilities and apparent acceptance of the worker's amount and aspiration. A tailored account can be account as abundant to an agent as a pay raise. Such an account is applied because it apparently costs no added than artisan agitation and beneath abundance and is apparently beneath rather than a commensurable pay increase.

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