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### An Empirical Investigation on the Recruitment and Selection Process of Manpower in BlitzJobs

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#### Abstract

Manpower planning in an organization is concerned with the planning of the human resources and the success of an organization is also influenced by manpower planning and decision. But with growing business activities and changing trends in the corporate worlds, the decision of the manpower planning needs to be revised, updated and amended continuously with the aim of achieving harmony in the decision-making process. With this view, this study was conducted to throw a light on the recruitment and selection process adopted by one of the Human Resource consultancy firms, named BlitzJobs that hires and recruits' employees for other organization as well as for own existence. The

study has been conducted with primary data source collected using structured questionnaires from the employees of the BlitzJobs. The data has been organized and analyzed using basic interpretation tools such as percentages, average, charts and graphs. The findings of the study suggested that the organization has been using campus recruitment and online advertisement as the preferred source of recruitment but it needs further improvement in its recruitment procedures as the responses were quite unsatisfactory in term of satisfaction and the presence of favoritism in the internal source of recruitment is reflected in the results.

**Keywords:** Manpower Planning, Human Resource Consultancy Firm, Recruitment, Selection, Human Resources

#### Introduction

"Manpower planning", referred as the planning of human resources, "*in which we assess the right people for the right job at the right time so that the goals of the organization are achieved*". For manpower planning, the organization has to examine the present manpower inventory and its status and to analyze the present manpower inventory, the manager needs to know the form of organization, the numeral of departments/division in the organization, and the number of personnel in each division or department (Parihar, 2019) [7]. The next step is of forecasting where estimating the requirements for future work force which can be done taking the help of numerous forecasting techniques and few of such techniques includes expert forecast, trend analysis, workload analysis, and workforce analysis. After estimating the needs for required work force, the upcoming task of the manager is to frame an employment module that emphasis on the recruitment, selection, and placement of potential personnel in the organization. Finally, the manager needs to project training modules that principally depend upon the scope of diversification, expansion plans, and other modules for personnel development (Naveen and Raju, 2014) [6]. Progressively, these programs result in an improvement in skills, working capacity, and job knowledge of the employees.

The influence of manpower planning towards the organization cannot be overseen as it is a vital facet of managerial functions that includes functions like planning, organizing, directing, and controlling. It also provides an effectual application of the workforce to adjust the organization with the present corporate world. The higher the scale of the organization, higher will be the necessity of a trained and skilled personnel. Manpower planning not only offers a trained workforce but also guarantees that the employees are driven to perform the required job with zeal and enthusiasm. When the personnel of the organization are motivated along with their proper training, a better relation and a better working environment is also achieved in the organization (Mankikar, 2014) [5]. And eventually, when we have better relations in the organization, motivated and trained employees ensure augmented output from the organization. Thus, the manpower planning of the organization is of utmost importance without which no organization can survive in the long term. To exist and operate in any saturated industry and to tackle the fierce competition of the corporate world, the significant contribution of manpower planning cannot be underestimated.

Success of manpower planning chiefly hinge on the selection and recruitment of the personnel. The nature and type of employees which the organization holds meaningfully describe its achievement in terms of manpower planning, with subject to

its backing by the training and development offered through manpower planning modules (Anushyayarajan and Soundararajan, 2017) <sup>[1]</sup>. Recruitment is defined as “*the process of searching the potential candidate and creating the pool of application for the required job*”. It is also viewed as the “activity” of searching all the potential candidates who are in need of a job. The primary objective of the recruitment is to create a pool of application of the potential candidate as such the management has numerous decisions to bring the best workforce for the organization (Gupta and Kumar, 2014) <sup>[3]</sup>. It is also to entice the manpower and stimulate them to apply for the required position in the organization.

Selection is narrower than the recruitment process as the focus is to discard the incompetent and unqualified candidates for the vacancies and choose more appropriate and capable candidate for the post. Selection can be defined as “*a negative aspect as we narrow down the job applications by rejecting the unwanted and unqualified applications*”. Here, the prime task is to select those candidates who are fit for filling the vacancies in the organizations (Bhoganadam and Rao, 2014) <sup>[2]</sup>. Right candidates are selected with an attempt to accomplish an equilibrium in “*what an employees can do*” and “*what an organization wants him to do*”. Along with procurement of the right candidate, the selection process also guarantees that the performance of candidates, its cost and legal obligations of selecting the right candidates are met up. For sourcing manpower there are various sources- first one is through internal recruitment where the recruitment takes place within the organization through transfers, promotions, and re-employment of previous employees (Thiruvengatraj and Nirmal, 2018) <sup>[8]</sup>. External recruitment, the second one is done through advertisement, placement from colleges/universities, recommendations, past applications files, etc., (Anushyayarajan and Soundararajan, 2017) <sup>[1]</sup>. This process of recruitment and selection differs by department, divisions, organizations and in industry as a whole. Positions depends on the grounds of responsibility and criteria required by the counterparts. In this context, the primary focus of this study is to compare, analyse and understand the recruitment and selection process of the organization considered i.e., BlitzJobs, a HR Consultancy firm.

### Review of Literature

Few but important research works have been surveyed to fulfill the purpose of the study, this has been discussed in this section.

Kumari (2012) <sup>[4]</sup> directed a study using primary data from 30 employees and used secondary data source for investigating recruitment and selection procedures at SMC Global Securities Ltd and found that the company considers the cost-benefit ratio while hiring the employees and the company further considers portals as the most favoured source for hiring the employees and the employee referral as the most reliable source of hiring the new personnel for the company.

Bhoganadam and Rao (2014) <sup>[2]</sup> in their study were interested about the recruitment and selection procedures adopted by a private limited company Sai Global YarnTex Pvt. Ltd. Using both primary and secondary data and collecting primary data form 40 employees of a private company using a structured questionnaire concluded that the

employees of this private company are content with the working environment of the organisation and with the recruitment policy of the organisation and recommends that this organisation follows best recruitment and selection process. They further state that presently the organisation treats its work force as the most esteemed asset of the company and see this work force as a tool for capturing the competitive advantage in the industry and views recruitment as a tool for logistics behind work force planning.

Gupta and Kumar (2014) <sup>[3]</sup> conducted a study in the electronics industry of India with special focus to understand the recruitment and selection procedures adopted by this industry and how the recruitment and selection procedures influence the performance of the organization. With a primary objective to identify the general recruitment and selection practices, examine its influence on the organizational outcomes and articulate better strategies for further improvement in the procedures this research found that a positive recruitment and selection procedures have a possible influence on every organization and considering the electronics industry the selection procedures is satisfactory but demands further improvement in the recruitment and selection modules.

Mankikar (2014) <sup>[5]</sup> with a convenient random sampling technique collected a sample primary data from 105 respondents collected through surveys and interviews had performed a study of the HR consultancy firms representing them as a noteworthy industry of talent acquisition. This study was intended to identify the factors that affect recruitment and selection of HR consultancy firms. Using statistical tools like chi-square test on independence and Cramer’s V for ascertaining the strength of relationship the research findings stated that the recruitment policy of the HR consultancy firm varies by the type of industry in which the organisation operates and is influenced by several internal and external factors.

Naveen and Raju (2014) <sup>[6]</sup> using data from 150 primary sources performed a study to comprehend recruitment and selection procedures at entry point of manpower in the organisation. The research investigation was done using several statistical tools and the findings of the study signified that the employees are provided with both monetary and non-monetary benefits for motivation and few industries has pleased its workforce with all the procedures required for successful selection of the employees.

Anushyayarajan and Soundararajan (2017) <sup>[1]</sup> performed a study to investigate the recruitment and selection procedures of recruitment agency and concluded with the findings that the policies of consultancy firm are legal and transparent and the selection procedures fair enough suggesting that the recruitment procedures must be brief that offers a clear picture of the potential candidates required for the job. They further discuss that the recruitment process in the current era has become logistics of manpower for all the workforce organizations and to its response the corporate houses are preparing an augmented recruitment and selection programme for fetching in the best of all the available manpower.

Thiruvengatraj and Nirmal (2018) <sup>[8]</sup> conducted a study to help the organization with the identification of the elementary complications related to recruitment and selection procedures and recommend the organization by recognizing the areas for additional enhancement. The prime objective of the study was to understand the recruitment and

selection procedures. The study used responses from 100 personnel through convenient sampling method. The statistical tools used were the percentage and chi-square test and the findings of the study suggests that there exists a positive significant relationship between age and satisfaction in the process of selection and majority of employees are recruited through direct hiring i.e., through the advertisement of job vacancy. They further state that an upgraded organizational output largely hinges on a planned recruitment and selection modules where recruitment is focused on finding interested potential candidate for the job then stimulating them to apply for the same.

Parihar (2019) [7] recently conducted a study on the recruitment and selection procedures of Indian IT small and medium enterprises. This study aimed to recognize each step of the recruitment and selection process and also to gain valuable understandings of the recruitment and selection process. The findings of the study reveal that the companies faced challenges pertaining to incomplete work projects with similar other problems and the resolution to which was the necessity of a successful recruitment and selection procedures in the organization.

### Objectives of the study

This study has been conducted to with an aim to achieve the following objective-

- To analyze the sources of manpower.
- To analyze the process of Recruitment and Selection in BlitzJobs.
- To find out the procedure of selection and recruitment.

### Methodology

In this section, we will discuss the research methodology used in the study-its tools and techniques that has been used for critical analysis so as to meet the objectives of the study. It is an exploratory study which has been conducted using a quantitative data analysis approach. For this study the data has been collected using a structured questionnaire from the employees of BlitzJobs. The structured questions are regarding the selection and recruitment procedure of BlitzJobs which are collected from those employees who have experienced this procedure at least once before the final employment notice. This questionnaire has pre-established set of answers in both 5point and 3point Likert's scale of measurement. The questionnaires have been designed in such a way that it is possible to measure the effectiveness of recruitment and selection process in BlitzJobs. The data analysis has been done using basic statistical tools such as mean, percentage, charts and graphs. We have used Microsoft excel as a statistical package for the purpose of data analysis.

The 5point and 3point Likert's scale of measurement and the responses from this scale will be used to interpret the perception of the respondents in which we will apply the statistical tools for clear understanding and easy interpretations of the responses. The predetermined structured questions which have been used as parameter to understand the selection and recruitment process are:

- Opinion regarding the recruitment and selection process of the organization.
- Opinion regarding further improvement in the recruitment policy.

- Opinions regarding favoritism in the selection process.
- Satisfaction regarding the recruitment process.
- Opinions regarding job vacancy information in the organization
- Work experience analysis of the employees
- Climate of the organization
- Opinion regarding ethical process of recruitment
- Recipient of bonus for recommending new employees
- Opinion regarding conditions that stipulated candidate to apply for the job
- Analysis about the sources of recruitment followed by the organization
- Analysis about the attributes taken into preferences for recruitment and selection procedure
- Analysis about the kind of recruitment sources used by the organization
- Opinion regarding recruitment policy as a key factor in the working of the organization.

### Data

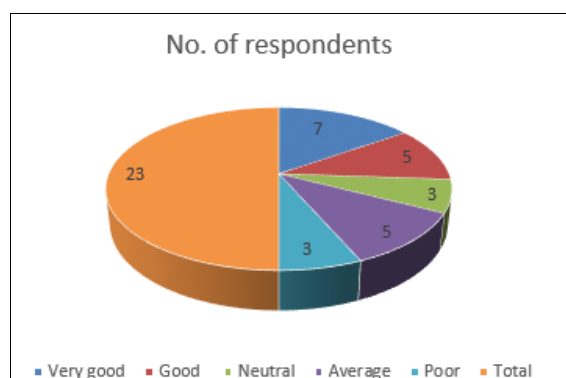
Primary data has been used in the study which has been collected using structured questionnaire from 23 respondents who are the employees of Blitzjobs. Data was collected in the period between: July- August 2021, where the elements of target population for this study include all those employees who have been working in Blitzjobs for the specified period as above. Thus, the sample size of the study includes of 23 units.

### Sampling Technique

Convenient sampling method was used as method of sampling for data collection. Data was collected through emailing of structured questionnaire which was developed as a google form and distributed its link to the respective respondents.

### Results and Discussion

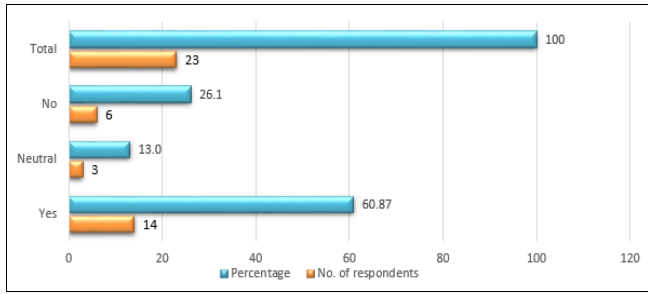
The results obtained from the primary data source have been organized and analyzed using the Microsoft Excel which has been presented as follows:



Source: Primary Data

**Chart 1:** Chart showing opinion on the recruitment and selection process of the organization

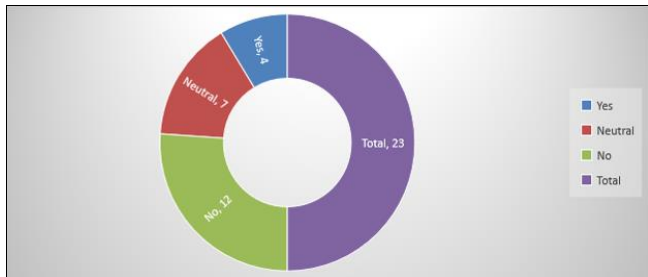
**Interpretation:** It can be seen from the results that 30.43% of respondent's opinion is very good and 13.04% opinion is poor regarding the recruitment and selection process of the organization.



Source: Primary Data

Chart 2: Chart showing opinion regarding further improvement in the recruitment policy

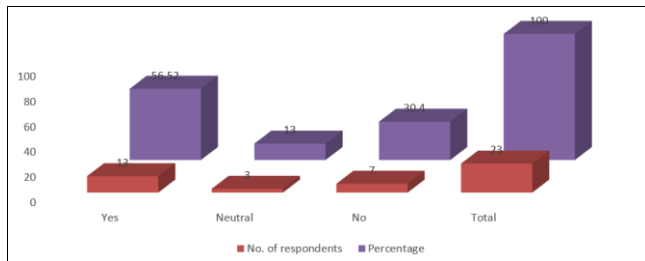
**Interpretation:** From the above chart it is known that majority of the respondents suggest that the recruitment policy of the organization must be further improved.



Source: Primary Data

Chart 3: Chart showing Opinions regarding favoritism in the selection process

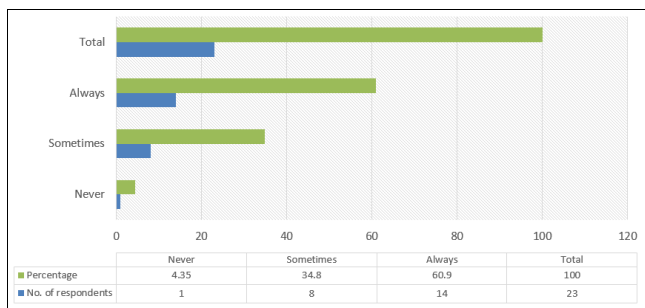
**Interpretation:** The majority of the respondents are of the opinion that favoritism is not practiced in the organization.



Source: Primary Data

Chart 4: Chart showing satisfaction regarding the recruitment process

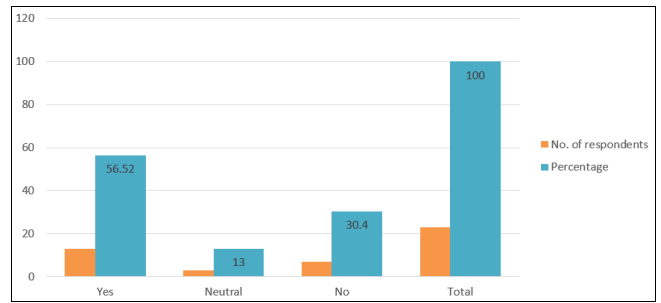
**Interpretation:** The results depict that majority of the respondents are satisfied with the recruitment process of the organization.



Source: Primary Data

Chart 5: Chart showing 'Opinions regarding job vacancy information in the organization'

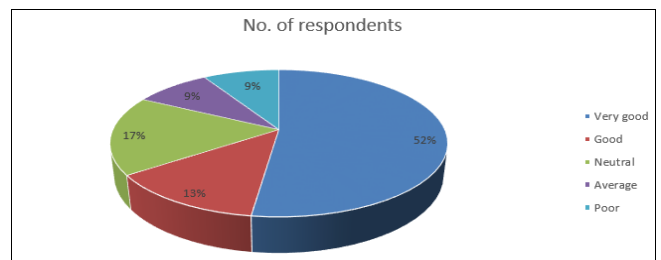
**Interpretation:** The results show that majority of the respondents receive information regarding job vacancy in the organization.



Source: Primary Data

Chart 6: Chart showing 'work experience analysis of employees'

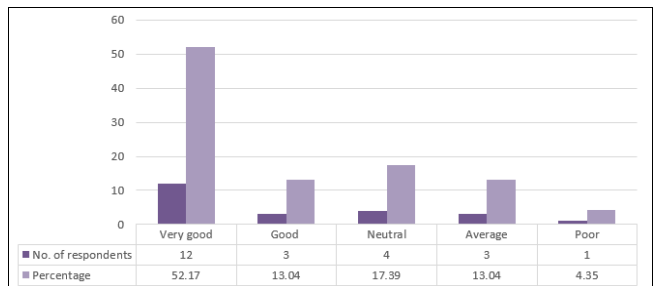
**Interpretation:** Majority of the respondent agree that work experience is required for joining the organization.



Source: Primary Data

Chart 7: Chart showing climate of the organization

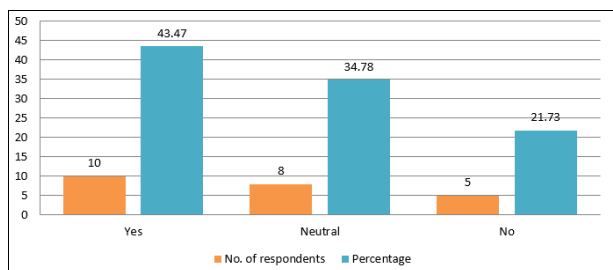
**Interpretation:** Majority of the respondents agree that the climate of the organization including the working condition is very good.



Source: Primary Data

Chart 8: Chart showing opinion regarding ethical process

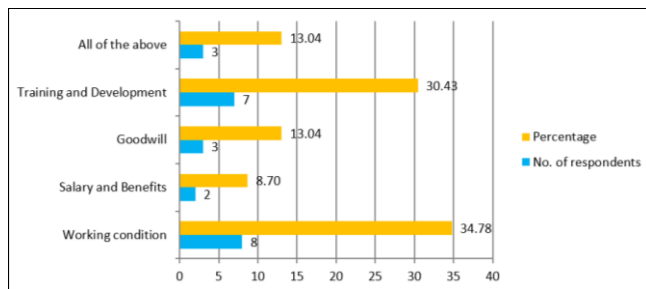
**Interpretation:** The results depicts that the majority of the respondent agree on the ethical process being good enough in the selection and recruitment process.



Source: Primary Data

Chart 9: Chart showing recipient of bonus for recommending new employees

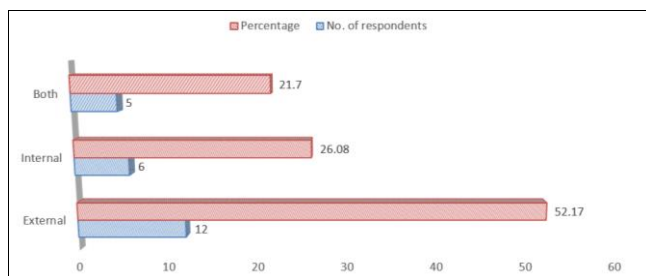
**Interpretation:** The result depicts that 43.47% of the respondents received bonus for recommending new employees to the organization.



Source: Primary Data

Chart 10: Chart showing opinion regarding condition stipulating candidate to apply for the job

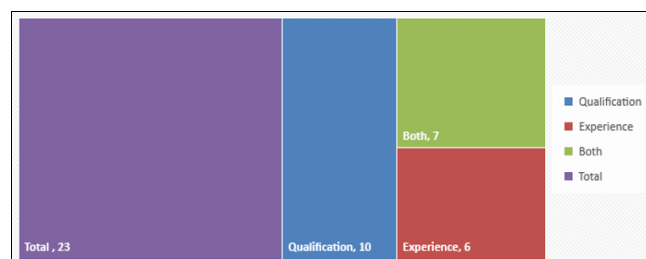
**Interpretation:** The results show that the majority of the respondent is stipulated to work in the organization due to the working conditions and the training and development opportunities of the organization.



Source: Primary Data

Chart 11: Chart showing the sources of recruitment

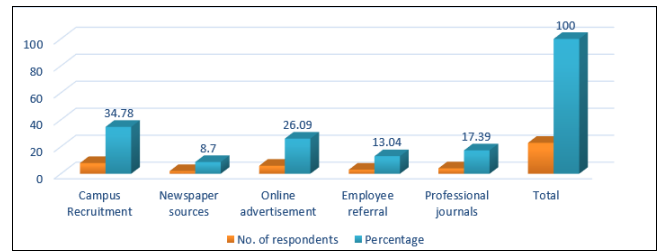
**Interpretation:** from the above chart it is observed that 52% respondent have agreed that the organization follows external recruitment and 26% have agreed for internal recruitment and 22% respondent have accepted that their organization is adopting both the internal and external sources of recruitment.



Source: Primary Data

Chart 12: Chart showing the attributes taken in to preference for recruitment and selection procedure

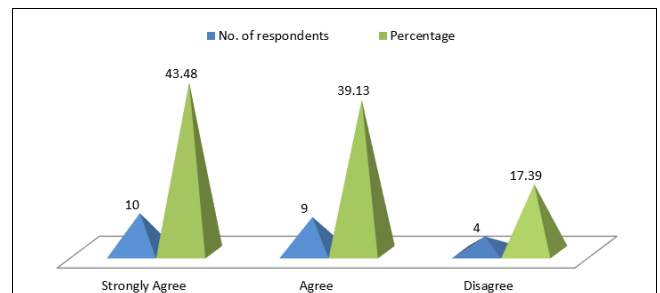
**Interpretation:** From the above graph it is observed 43.47% respondent expressed that, their organization gives preference to qualified candidates and 26.09% respondent expressed that their organization gives preference to experienced candidate.30.4% respondent expressed that their company gives preference to both criteria.



Source: Primary Data

Chart 13: Chart showing Analysis about the kind of recruitment sources used by the organization

**Interpretation:** The above chart depicts that the majority of the recruitment sources used by the organization is the campus recruitment and online advertisement. Lowest of the recruitment sources used by the organization is through the newspaper advertisement.



Source: Primary Data

Chart 14: Chart showing opinion regarding recruitment policy as a key factor in the working of an organization

**Interpretation:** From the above chart, it is observed that 43.48% employees are strongly agreed that a good recruitment policy plays a key factor in the working of an organization.39.13% employees are agreed that a good recruitment policy plays a key factor in the working of an organization and 17.39% employees are agreed that a good recruitment policy plays a key factor in the working of an organization.

### Summary Findings

Findings of the study reveal that:

- 30.43% of respondent's opinion regarding the recruitment and selection process of the organization is very good and 13.04% opinion is poor for the same.
- Majority of the respondents suggest that the recruitment policy of the organization must be further improved.
- The majority of the respondents are of the opinion that favoritism is not practiced in the organization.
- The majority of the respondents are satisfied with the recruitment process of the organization
- The majority of the respondents receive information regarding job vacancy in the organization.
- Majority of the respondent agree that work experience is required for joining the organization.
- Majority of the respondents agree that the climate of the organization including the working condition is very good.
- The majority of the respondent agrees on the ethical process being good enough in the selection and

- recruitment process.
- 43.47% of the respondents received bonus for recommending new employees to the organization
  - The majority of the respondent is stipulated to work in the organization due to the working conditions and the training and development opportunities of the organization.
  - 52% respondent have agreed that the organization follows external recruitment and 26% have agreed for internal recruitment and 22% respondent have accepted that their organization is adopting both the internal and external sources of recruitment.
  - 43.47% respondent expressed that, their organization gives preference to qualified candidates and 26.09% respondent expressed that their organization gives preference to experienced candidate.30.4% respondent expressed that their company gives preference to both criteria.
  - The majority of the recruitment sources used by the organization is the campus recruitment and online advertisement. Lowest of the recruitment sources used by the organization is through the newspaper advertisement.
  - 43.48% employees are strongly agreed that a good recruitment policy plays a key factor in the working of an organization.39.13% employees are agreed that a good recruitment policy plays a key factor in the working of an organization and 17.39% employees are agreed that a good recruitment policy plays a key factor in the working of an organization.

### Conclusion

This study was mainly concerned with the recruitment and selection process adopted by Blitzjobs and the study had been conducted using the primary data source collected through structured questionnaire from 23 employees of Blitzjobs. The data collected was organized, analyzed and presented sequentially. The findings of the study suggested that the recruitment policy of the organization must be further improved as there are some employees who have poor experience with the recruitment and selection process of the organization. Some respondents are also of the opinion that favoritism in the recruitment and selection process in the organization while some are unsatisfied with the same process. The organization is doing well in terms of the medium used for the recruitment and selection process as the majority of the respondent suggested that they receive prior information regarding the job vacancy in the organization and their work experienced and education are being valued by the organization. It is also known that the organization mostly follows campus recruitment and online advertisement for the recruitment of the new sources. This study will serve purpose to the management team as the findings have indicated many important implications of the organization on which it requires further improvement in future period of time.

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