STUDY OF RECRUITMENT, SELECTION AND TRAINING THROUGH TECHNO MANPOWER SERVICES

By

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PROJECT WORK REPORT

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IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF

MASTER OF BUSINESS ADMINISTRATION

IN

AGRI-BUSINESS

BY

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ABSTRACT

The study aimed to analyze the recruitment, selection, and training processes through Techno Manpower Services with reference to Techno Manpower Services located in Pune. The present study was conducted on 100 respondents from various sectors including IT, manufacturing, and services.

For this project, primary data was collected directly from the respondents using a questionnaire while secondary data was collected from sources like articles and the internet. In the study, a questionnaire was used to collect data from the sample. The typical size for the study was 100. The tools that are used in this project are statistical analysis and chi-square.

Modern recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the research involved recruitment, selection, and training. This paper proposed to put a light on recruitment and selection processes. The recruitment process involves five steps. In the process of recruitment, selection is the first step followed by strategy development, searching, screening, and evaluation. These recruitment processes are very important for selecting the right candidate for the organization. Selection processes start with the understanding of requirements of organizations and ends at job offer. Interview process varies when recruitment processes scale and priorities of candidates are clearly defined.

A major concern of HR solutions like recruitment, selection, training and development, and HRM is that whereas a majority of organizations are concerned with the maintenance of existing employees, there is a growing need to focus on the development of new talent.
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STUDY OF RECRUITMENT, SELECTION AND TRAINING THROUGH
TECHNO MANPOWER SERVICES

ABSTRACT

Key words: Recruitment, Selection, Training, Job satisfaction.

The project title “Study of Recruitment, Selection and Training through Techno Manpower Services” with reference to Techno Manpower Services located at Pune (Maharashtra) aims to find out the process of recruitment, selection and training adopted by TMS for different organization. Secondary objectives were to study the determining factors of recruitment, study the employee’s job satisfaction and analyzing the SWOT of TMS.

For this project the primary data has been collected directly from the respondents using a questionnaire while the secondary data was collected from books, articles and the internet. In this study, a questionnaire was used to collect data from the sample. In this study random sampling technique is used. The sample size for the study was 100. The tools that are used in this project are percentage analysis and chi-Square.

Better recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the research entitled recruitment, selection and training has been prepared to put a light on recruitment and selection process. Recruitment process consists of five steps. In the process of recruitment includes stages like planning, strategy development, searching, screening and evaluation. These five steps are very important for selecting right candidate for organizations. Selection process start with the understanding of requirement of organizations and ends at job offers. Selection process starts when recruitment process ends and selection of candidate is totally depends upon client organization.

A TMS provides all HR solutions like recruitment, selection, training and other related activities. As training is concern TMS provides two types of training, job
Job aspirants training is related to interview techniques, communications skill which helps candidate for getting selected.

Recruitment process does no starts without clear idea about determining factors. Those determining factors of recruitments were age, qualifications, experience and age of candidate. The study revealed that out of total samples male candidates get selected more percent than female through consultancy. This study also concludes that male candidates are gives more preference to consultancy for job search.

Employee job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. This study tested factors like salary, work relationship, job security, policies, job fairness, working environment and job location. For this all factors of level of satisfaction studied for IT and non IT organizations. The study found that employees were satisfied regarding all the factors. For calculating satisfaction level null hypotheses and alternative hypotheses were set. This satisfaction has studied at 5 percent level of significance. The obtained values of chi-square statistics were higher for all factors than 0.05 at 5 percent level of significance.

For any company SWOT is very important for decision making process. From study conducted at TMS the SWOT was found that strengths of TMS were location, experienced staff, cost advantage, strong industrial network, good management and diversification of services. And for weaknesses of TMS were concerned ignorance of candidate, electricity problems, no fixed income from the recruitment. If opportunities are considered it was found that growth in third party recruitment, growth in literacy and preference to consultancy, increasing demand of skilled candidate and growth in online recruitment. Finally study found following threats for TMS competition and changing policies of client companies.
POST GRADUATE INSTITUTE OF AGRI- BUSINESS MANAGEMENT
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CERTIFICATE-I

This is certify that the project work report entitled "STUDY OF RECRUITMENT, SELECTION AND TRAINING THROUGH TECHNO MANPOWER SERVICES" submitted by Ms. SHINDE RESHMA BALU in partial fulfillment of the requirement for the award of the degree MASTER OF BUSINESS MANAGEMENT IN AGRI-BUSINESS to the Junagadh Agricultural University is a record of bonafide project work carried out by her under my guidance and supervision and the project work has not previously formed the basis for the award of any degree, diploma or other similar title. The candidate had fulfilled all prescribed requirement. The assistance and help received during the course of investigation have been fully acknowledged. She has successfully completed the preliminary examination held on March 27, 2014 as required under the regulation for post-graduate studies. She has submitted kaccha bound project work report on APRIL 28, 2014.

Place: Junagadh
Date: 28th April

(N. M. Thaker)
Advisor and Asst Professor
PG Institute of ABM
Junagadh Agricultural University
Junagadh
This is to certify that the project work report entitled “STUDY OF RECRUITMENT, SELECTION AND TRAINING THROUGH TECHNO MANPOWER SERVICES” submitted by MS. SHINDE RESHMA BALU to Junagadh Agricultural University, Junagadh in partial fulfillment of the requirements for award of the degree of MASTER OF BUSINESS ADMINISTRATION IN AGRI-BUSINESS after recommendation by the project evaluation committee were defended by the candidate before the following members of the evaluation committee. The performance of the candidate in the oral examination was satisfactory. We, therefore, forward with recommendation.

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Director of Research and Dean P. G. Studies  
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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Reehma Balu Shinde student of MBA-(Agribusiness) from Post Graduate Institute of Agribusiness Management, J.A.U, Junagad Gujarat has done her internship with Techno Manpower Services.

She completed the project as “Study of Recruitment Selection and Training Through Techno Manpower Services”, from 13 Jan 2014 to 27 Feb 2014 and she has completed her project successfully and to our satisfaction.

We wish her success for future endeavors.

For Techno Manpower Services

Director
Lakhan Singh

Date: 27/02/2014
ACKNOWLEDGEMENT

My post graduate journey is nearing an end. For reaching this place so many hands has helped me. I take this opportunity to express my acknowledgement and deep sense of gratitude to the individuals for rendering valuable assistance and gratitude to me. Their inputs played a vital role in success of this project.

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I express my special thanks to all my friends who have been a constant source of help and encouragement. I firmly believe that there is always a scope of improvement. I welcome any suggestions for further enrichment the quality of this report.

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PLACE: JUNAGADH

DATE: 7th Oct, 2014

(SHINDE RESHMA BALU)
# CONTENT

<table>
<thead>
<tr>
<th>CHAPTERS</th>
<th>TITLE</th>
<th>PAGE NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>INTRODUCTION</td>
<td>1-12</td>
</tr>
<tr>
<td></td>
<td>1.1 Recruitment and selection in India</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>1.2 Training</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>1.3 Company profile</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>1.4 Objectives of the study</td>
<td>12</td>
</tr>
<tr>
<td>II</td>
<td>REVIEW OF LITERATURE</td>
<td>13-20</td>
</tr>
<tr>
<td></td>
<td>2.1 Recruitment and selection</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>2.2 Training</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>2.3 Determining factors of recruitment</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>2.4 Job satisfaction</td>
<td>17</td>
</tr>
<tr>
<td>III</td>
<td>METHODOLOGY</td>
<td>21-23</td>
</tr>
<tr>
<td></td>
<td>3.1 Location</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>3.2 Sampling techniques</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>3.3 Types of data</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>3.4 Statistical analysis</td>
<td>22</td>
</tr>
<tr>
<td>IV</td>
<td>RESULTS AND DISCUSSION</td>
<td>24-62</td>
</tr>
<tr>
<td></td>
<td>4.1 Process of recruitment, selection and training</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>4.2 Determining factors of recruitment</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>4.3 Job satisfaction of employees with different factors</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>4.4 SWOT analysis of TMS</td>
<td>59</td>
</tr>
<tr>
<td>V</td>
<td>SUMMARY AND CONCLUSIONS</td>
<td>63-67</td>
</tr>
<tr>
<td>VI</td>
<td>BIBLIOGRAPHY</td>
<td>i-iii</td>
</tr>
</tbody>
</table>
# LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE NO.</th>
<th>TITLE</th>
<th>PAGE NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.1</td>
<td>Distribution of respondent according to gender</td>
<td>39</td>
</tr>
<tr>
<td>4.2.2</td>
<td>Distribution of respondent according to age group</td>
<td>40</td>
</tr>
<tr>
<td>4.2.3</td>
<td>Distribution of respondent according to qualifications</td>
<td>43</td>
</tr>
<tr>
<td>4.3.1</td>
<td>Observed frequency regarding salary satisfaction</td>
<td>44</td>
</tr>
<tr>
<td>4.3.2</td>
<td>Expected frequency of employee’s satisfaction regarding salary</td>
<td>46</td>
</tr>
<tr>
<td>4.3.3</td>
<td>Observed frequency regarding work relationship with colleague</td>
<td>47</td>
</tr>
<tr>
<td>4.3.4</td>
<td>Expected frequency regarding work relationship with colleague</td>
<td>48</td>
</tr>
<tr>
<td>4.3.5</td>
<td>Observed frequency of satisfaction with reference to job security</td>
<td>49</td>
</tr>
<tr>
<td>4.3.6</td>
<td>Expected frequency of satisfaction with reference to job security</td>
<td>50</td>
</tr>
<tr>
<td>4.3.7</td>
<td>Observed frequency satisfaction with reference to company policies</td>
<td>51</td>
</tr>
<tr>
<td>4.3.8</td>
<td>Expected frequency of satisfaction with reference to company Policies</td>
<td>52</td>
</tr>
<tr>
<td>4.3.9</td>
<td>Observed frequency of employee’s satisfaction with job fairness</td>
<td>53</td>
</tr>
<tr>
<td>4.3.10</td>
<td>Expected frequency of employee’s satisfaction with job fairness</td>
<td>54</td>
</tr>
<tr>
<td>4.3.11</td>
<td>Observed frequency of employee’s satisfaction with working environment</td>
<td>55</td>
</tr>
<tr>
<td>4.3.12</td>
<td>Expected frequency of employee’s satisfaction with working environment</td>
<td>56</td>
</tr>
<tr>
<td>4.3.13</td>
<td>Observed frequency of employee’s satisfaction with job</td>
<td>57</td>
</tr>
</tbody>
</table>
4.3.14
Expected frequency of employee’s satisfaction with job location
<table>
<thead>
<tr>
<th>FIGURE NO</th>
<th>Description</th>
<th>PAGE NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Recruitment process</td>
<td>25</td>
</tr>
<tr>
<td>4.2</td>
<td>TMS selection and placement process</td>
<td>31</td>
</tr>
<tr>
<td>4.3</td>
<td>Client screening and placement process</td>
<td>32</td>
</tr>
<tr>
<td>4.4</td>
<td>Process of training for candidate</td>
<td>33</td>
</tr>
<tr>
<td>4.5</td>
<td>Methods of training</td>
<td>36</td>
</tr>
<tr>
<td>4.6</td>
<td>Gender distribution of respondent</td>
<td>40</td>
</tr>
<tr>
<td>4.7</td>
<td>Distribution of respondent according to age group</td>
<td>41</td>
</tr>
<tr>
<td>4.8</td>
<td>Distribution of respondent according to qualifications</td>
<td>42</td>
</tr>
<tr>
<td>4.9</td>
<td>Distribution of respondent according to experience</td>
<td>43</td>
</tr>
<tr>
<td>4.10</td>
<td>Observed frequency satisfaction with reference to salary</td>
<td>45</td>
</tr>
<tr>
<td>4.11</td>
<td>Observed frequency of satisfaction with reference to company policies</td>
<td>51</td>
</tr>
<tr>
<td>4.12</td>
<td>Observed frequency of job fairness</td>
<td>53</td>
</tr>
</tbody>
</table>
## LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMS</td>
<td>Techno Manpower Services</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>H0</td>
<td>Null Hypothesis</td>
</tr>
<tr>
<td>H1</td>
<td>Alternative Hypothesis</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>FMCG</td>
<td>Fast Moving Consumer Goods</td>
</tr>
<tr>
<td>CTC</td>
<td>Cost To Company</td>
</tr>
<tr>
<td>R&amp;S</td>
<td>Recruitment and Staffing</td>
</tr>
<tr>
<td>MNCs</td>
<td>Multi National Companies</td>
</tr>
</tbody>
</table>
CHAPTER I

INTRODUCTION

"A highly motivated organization is built of the dynamism of committed people. No matter how much technology and automation are introduced, an organization could survive and prosper without them" (Curtis and Bilbao, 2003).

Organizations exist for people, are made of people and by the people. In effect, success depends on the behavior and performance of the people constituting them. There was a time when people were considered a liability; they were mostly considered as a nuisance and an asset. Today, reasons to practice, employees were considered as adversaries by their employers. Recruitment and selection form a vital part of the critical activities underlying human resource management strategy, the acquisition, development, and reward of workers. It frequently forms an important part of the work of human resource managers or recruitment specialists within work organizations. However, recruitment and selection decisions are often fraught with complexity and challenge. It may be that HR managers play many of a supporting advisory role to those people who will oversee or in other ways work with the new employees.

Human resource selection decisions have never been more important to organizational success. Organizations need quality staff that can operate in an environment of increasing complexity and change. Furthermore, in a business environment where intellectual capital increasingly represents an organization's core of value, it is people that create and maintain an organization's competitive advantage. Having the right person for the job can be critical. The time and expense associated with advertising, screening, and interviewing candidates, together with the complex long-term financial and non-financial implications of hiring the wrong person, stake financing and losing the right person critical. For what is involved in finding the right person? Traditionally, organizations have focused on identifying and selecting people based on their skills and experience. It makes sense, therefore, that you need a plan that is a guide for how they will be able to perform effectively in a new role. However, whatever the approach,
"A highly successful organization is built on the strengths of exceptional people. No matter how much technology and mechanization is developed, no organization could survive and prosper without them". (Lussez and Kleiner, 2001).

Organizations exist for people, are made of people and by the people. Its effectiveness depends on the behavior and performance of the people constituting them. There was a time when people were considered a liability. Now they are mostly considered as a resource and an asset. Today reckoned as partners, employees were considered as adversaries by their employers. Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Therefore, an important sense is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee.

Accurate employee selection decisions have never been more important to organizational success. Organisations need quality staff that can operate in an environment of increasing complexity and change. Furthermore, in a business environment where intellectual capital increasingly represents an organisation’s currency of trade, it is people that create and sustain an organisation's competitive advantage. Hiring the wrong person for the job can be costly. The time and expenses associated with advertising, agency fees, and interviewing candidates, together with the negative long-term financial and non-financial implications of hiring the wrong person, make finding and hiring the right person critical. So what is involved in finding the right person? Traditionally, organizations have focused on identifying and selecting people based on their skills and experience. It makes sense, if you can find someone who has the right set of skills and has done a similar job there is a good chance they will be able to perform effectively in a new role. However, while skills
and experience continue to be important, research and practice increasingly point to ‘motivational fit’ as a key differentiator in the selection process.

All organizations need people to carry out the organizational mission, goals or activities. Every organization needs to recruit people. The recruitment policy should, therefore, address itself to the key question: what are the human resource requirements of the organization in terms of number, skills, level, etc. to meet present and future needs of production and technical and other changes planned or anticipated in the next few years? The Indian labour market is characterized by an apparent abundance of labour. Unemployment is growing, yet there are critical skill shortages which are frequently aggravated by overseas migration of skilled personnel. The inadequacies of the education system result in the general and growing problem of non-availability of suitably trained workforce. With too many people chasing limited number of jobs, there are social and political pressures tampering with and influencing selection decisions. Rapid social and technological changes are making not only forecasting human resource requirements difficult but rendering a variety of human skills and jobs redundant. The skill shortages are putting a premium on employees. These have implications for evolving newer and effective strategies to replace and/or retain people as the case may be.

HRM can be defined as that part of the management that specializes in the management of people in work organizations. It emphasizes that employees are the primary resource for gaining sustainable competitive advantage to meet both efficiency and equity objectives. People in work organizations endowed with a range of abilities, talents and attitudes influence productivity, quality and profitability. People set overall strategies and goals, design work systems, produce goods and services, monitor quality, allocate financial resources, and market the products and services. Individuals, therefore, become ‘human resources’ by virtue of the roles they assume in the work organization. The activities HRM managers undertake vary from one workplace to another and might be affected by such factors as the size and structure of the organization. Human resource activities are highly interrelated. HRM activities aim to achieve two sets of objectives – first, to improve employee performance and second, to enhance organizational effectiveness. One of the reasons for the added importance of HRM all over the world today is due to globalization. There has been a rapid growth in the field of information technology. The service sector has gained tremendous importance and it is seen that the world has moved
towards a "knowledge driven economy". Acquiring and retaining high-quality talent is critical to an organization's success.

As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, among them high training and development costs to minimize the incidence of poor performance and high turnover which, in turn, impact staff morale, the production of high quality goods and services and the retention of organizational memory. At worst, the organization can fail to achieve its objectives there by losing its competitive edge and its share of the market. Traditionally, public service organizations have little need to worry about market share and increasing competition since they operate in a monopolistic environment. But in recent time, the emphasis on new public management/public sector management approaches has forced public organizations to pay closer attention to their service delivery as consumers have begun to expect and demand more for their tax dollars.

No longer are citizens content to grumble about poorly-produced goods and services and the under-qualified, untrained employees who provide them. As societies become more critical and litigious, public service organizations must seek all possible avenues for improving their output and providing the satisfaction their clients require and deserve. The provision of high-quality and services begins with the recruitment process 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".

In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experience. These applicants are usually recent high school or university/technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity.
At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

1.1 Recruitment and selection in India:

Indians tend to work with lifelong friends and colleagues and minimize risk-taking behavior. India also falls with those countries characterized by large power distances and a collectivist or group orientation. India clusters with the countries emphasizing individualism, an intermediate position that may reflect the nation’s movement toward national and economic development. India has a high score on masculinity, which is consistent with the emphasis on male domination. Indians place a great deal of importance on relationships. The building of long lasting relationships is tantamount for business success in India. Indians will also go to great lengths to save face and avoid embarrassment. Human resources or “the soft side of management” is the critical factor for the success of Indian economies in their globalization efforts. In India, workers do not believe in planning. They do not plan their tasks beforehand. They are very fluid in their approach towards work. Indians are very flexible as far as work is concerned. They do not restrict themselves with time.

The work culture of India is very different from that of other countries. Indians unlike others are dependent on one another. They do not have any faith in themselves neither do they trust others easily. They are also not in a habit of working in teams as there is no cooperation between the members of the organization. Indians are known for their stretchable concept of time. There is no punctuality in them. All their chores are delayed and they have a much laid back attitude towards work. Indians lay emphasis on personal relations than professional relations. According to them their personal life is more important than their professional life. They also expect a lot from their subordinates. They feel that their subordinates would be loyal to them unquestionably. They are not firm in their decisions and neither are they sincere about the work that they perform. Indians are work shirkers; they try to avoid work as much as possible. They also lack self-discipline and commitment towards work and others. In Indian companies, there is a lot of regional cultural diversity is found.
People from all parts of the countries, having varied cultures come and work together in the same company.

The recruitment and selection practice in India is as follows. The Indian labor market is characterized by an apparent abundance of labour. The inadequacies of the education system results in the general and growing problem of non-availability of suitably trained work force. With too many people chasing limited number of jobs, there are social and political pressures tampering and influencing selection decisions. There are two sources of carrying out recruitment in India. These are the internal sources and the external sources. The internal source means recruiting those people who are already on the pay-roll of the organization and those who served the organization in the past. There is merit in looking for internal sources since they provide opportunities for better deployment and utilization of existing human resources through planned placements and transfers or to motivate people through planned promotions and career development where vacancies exist in higher grades. On the other hand, Indians also recruit through external sources. Here organizations may look for people outside the organization. Entry level jobs are usually filled by new entrants from outside.

In India, there are four methods that have been adopted. These are direct method, indirect method, internal method and third-party method. Internal method is a practice of filling vacancies from within through transfers and promotions. All transfer decisions are usually taken by management. In the case of promotions, information about the vacancies is communicated through internal advertisement or circulation and applications are invited from eligible candidates who wish to be considered for the positions. The second method is the direct method. These include campus interviews and keeping a live register of job seekers. Usually under this method, information about jobs and profile of persons available for jobs is exchanged and preliminary screening is done. The third method is the indirect method. These include advertisement in print media, radio, television, trade, professional and technical journals etc. This method is appropriate where there is ample supply of talent which is geographically spread out and when the purpose of the organization is to reach out to a larger target group. The last method is the third-party method. This includes head-hunting services, consultancy firms, professional societies and temporary help agencies are among the newer sources of third-party help in
recruitment which also uses computerized data bases. In India, people are also recruited through web sites.

All major companies have their own web sites where people give their application forms and as per the requirement of the company are called for interviews. Apart from this there are special sites that are only for the purpose of recruitment. These sites carry advertisements of all companies for all posts. The applicant searches for his/her type of job and sends their resume. An example of these Indian sites is www.Naukri.com, www.jobsahead.com, www.monsterjobs.com. There are also a number of placement centers or recruiting agencies that provide employment opportunities for the unemployed. Print media also helps in getting a job. Newspapers are the best way of advertising for a job vacancy as it attracts maximum viewers. The next best way of advertisement in India is through magazines that are published by the government of India. These magazines carry news on government jobs. After recruitment, the next step is selection. As per the Indian companies, the criteria of selection need to be critical to the job.

On a general basis, educational qualifications, technical skills and achievements are used as the basis for selection. The selection process begins with the job specification. The selection process covers the period from the job specification and initial contact with the applicant to his final acceptance or rejection. The successive stages in the selection process are referred to as hurdles that the applicants should cross. The complexity of the selection process usually increases with the increase in the skill level and job level of the position for which selection is being made.

Selection is very important as the demand for jobs is very high but the supply is very low. This means that qualified people for particular jobs are not easily available. Once applications are taken into consideration, written tests are taken. These written tests, in some cases are outsourced. At times biodata’s that the company collects are also taken from an outside source. Many rounds of interviews take place. Not only this, group discussions also take place where the employers can compare applicants. Not much emphasis is laid on testing in India. Especially personality tests are not that important. But some multinationals in India, like GE does follow the assessment center method. Interviews in India are not structured. There are no defined objectives, neither are there any set questions that the interviewer would ask. Though there are many interviewers who take interviews, still they are not prepared for such
interviews. The selection criteria, many a times is not clear. The whole selection process that is carried out in India is actually very sensitive in nature. The major drawback in the Indian selection process is that external influences, biases and prejudices operate to a high degree especially in public owned companies but less so in private owned organizations.

The method of recruiting employees for every level is different keeping in mind the culture of India. Indian companies do not recruit the unskilled workers at all. The mindset of the managers is such that they feel; these people would be a liability for the company. The employers feel more comfortable in continuing work with the old staff rather than recruiting the unskilled workers, as they are difficult to manage. There is change in the trend these days. Now Indians want to modernize themselves because of globalization gaining popularity. If in case the company feels the need to recruit them, they are recruited for a short period on a casual basis and that also through a contract. If the performance level of these workers is high or the head of the department is personally influenced then only these workers are promoted to other levels.

1.2 Training:

Every organization needs to have well trained and experienced people to perform the activities that have to be done. If the current or potential job occupant can meet this requirement training is not important but when that is not necessary to raise the skills levels and increase the versatility and adaptability of employees then it became important. As the job becomes more complex, the important of employees development are not only an activity that’s desirable but also an activity that’s an organization must commit resources to if it is maintain a viable and knowledge work force. You can have the greatest business model in the world and the best system, but your people can’t handle the growth; you will not find that they got a good training program and it is a part of their work culture. Historically, training and development in many organizations had relatively short term aim of enhancing current on the job performance with the important exception of succession planning arrangement for the potential senior managers of the future. More recently, however, changes in the product market environment, the introduction of new technology and changes in the organization characteristics have all had the effect of raising the profile of training and development in both the HRM literature and practice.
The effectiveness of career planning in an organization system will largely depend on the extent to which training and development opportunities are made available to employees to enable them to realize their growth potential and to make contributions towards achievement of organizational objectives. Training and development activities are the main mechanisms through which individual’s goals and aspirations can be integrated with organizational goals and requirements. Such integration can be achieved only when training and development efforts are linked with the organizational requirements and are carried out in a systematic manner throughout the organization.

1.3 Company profile:

The Techno Manpower Group was established in 2010. Techno Manpower Services (TMS) is a staffing and training company. Expertise of TMS lies in providing qualified and experienced professionals for senior, middle and junior level management. Its specialization lies in understanding company needs, and providing an accurate match of candidates to meet the needs of partner organizations within defined time frames. TMS is passionately determined and aligned to deliver the best HR solutions on the promise of personalized attention and expertise in various methods of recruitment to our clients. Performing at a high level of achievement and contribution, abide by industry standards, policies and procedures. As a corporation,
TMS believe in building a relationship that is based on trust and long term commitment.

At TMS emphasis is given on connecting the potential employee aspirations to organizational growth plans. Techno Manpower Services welcomes the opportunity to be part of your human resources team. On-site or off-site, when any firm hire TMS, them it means company is hiring a full-time, full-service provider who will partner with it, to get the best mileage possible from company investment in their workers.

1.3.1 Recruitment and staffing:

In the fast-paced global marketplace, company needs to concentrate on its core mission delivering those goods or services that are basic way do business. That’s why it makes sense to turn over staffing and human resources services to a company like third party, because its core mission is to find and deploy a top-notch workforce to help maximize client’s bottom line. TMS is a specialized service provider of recruitment services, able to source at all levels across diverse industries. Uncompromising commitment of TMS is to understanding client requirements, business goals, strategies and future needs makes it a highly valued staffing partner to top employers. TMS service packages are tailored to specific client needs and can encompass one or more of the following components:

- Permanent hiring
- Temporary / Contract hiring
- Volume hiring
- Fresher hiring
- Search
- Walk-in event
- Additional services
- Onsite recruiters and recruiting process outsourcing

1.3.2 Campus management:

TMS undertakes campus management when company looking for fresh recruits. From pre-placement marketing and placement cell coordination to interviews, managing shortlisted candidates and preparation for final round, TMS takes charge of the entire campus management for client company. This
service is extremely beneficial when approaching established institutions and can help to reach out the best candidates from the institution.

Campus management process:

- **Pre campus activities:**
  - Branding
  - Promos
  - University relations

- **On campus activities**
  - Logistics
  - Aptitude test
  - Administration
  - Coordination

- **Off – campus activities**
  - Approach multiple colleges
  - Generate required numbers

- **Post campus activities**
  - Offer follow-up
  - On boarding

1.3.3. Corporate training:

In today's competitive business environment, improving the productivity of staff can significantly increase profits for the company. Customized to meet individual clients' specific needs in human resource development and their business objectives, TMS helps to collaborate closely with executives and staff in the design process to ensure that the program effectively addresses their areas of interest and motivates participants to increased productivity and higher levels of performance.

Training is imparted in a highly interactive manner to ensure optimum learning effectiveness. TMS have the pool of corporate trainers includes experts and professionals in the respective areas and their expertise is supported by researched material that is exclusive to Techno Manpower services.
1.3.4. Campus placement outsourcing:

Techno Manpower Services (TMS) – A fastest growing human resource consultancy offering campus recruitment solutions to institutes and colleges in India. TMS takes up the responsibility of taking the corporate world to client institutions. It places students with them depending on their calibre and thus enhances reputation of an institute and increases the potential of attracting more students. This is possible with all institutions, irrespective of the nature of education they impart. For the past one year, TMS has successfully facilitated the student community in finding the most sought-after career opportunities and simultaneously empowered its clients in discovering the best talent, thereby matching the right people with the right job which make TMS ideal company to hire for institute and colleges looking to place their candidates through campus mode.

TMS feels proud to get an opportunity to work with some of the top notch companies in its clientele. TMS is bridging the gap between the good and talented students looking for their dream jobs and the companies hunting for fresh and unexplored potential.

In order to support the education fraternity and students studying in different management institutes TMS is offering campus drives for MBA batch students. The basic motive of this initiative is to provide better opportunities to students not only studying in Metros but also cities than metro. A platform of equality to students having potential to join companies but somehow they don’t get right opportunities because of less exposure. TMS offers customized training and placements solution to empower your students to meet the challenges of campus placements and that to at cost effective budget.

1.3.5. Professional summary:

TMS have worked extensively in the field of campus placements and lateral recruitment, TMS is managed by experienced placement managers/HR professionals who have 10+ years of experience of this field and manage end to end campus placement process. Many of them have worked with renowned management institutes across India and have placed more than 1000+ candidates in various sectors; most of them secured very senior positions in the industry.
1) Activities of TMS:
   - Handle entire corporate functions along with dealing with the HR and placements.
   - Build and manage relationship with functional heads in key accounts, including large corporate houses
   - Visits various companies to develop strong relationship. (Sectors as financial institutions, FMCG, pharmaceutical, IT, cellular, retail, manufacturing, construction, media, etc).
   - Maintain the database of corporate bodies and MNC’s along with maintaining the database of students found eligible for placement.
   - Organize various corporate activities, workshops, training sessions etc,
   - Benefits of being a part of "TMS" initiative to students & institutes.
   - Student’s / institutes get an opportunity to participate in campus drives of different companies.

2) TMS soft skill training support:
   In the soft skills training of TMS includes personality development, leadership, motivation, team building, conflict resolution, presentation skill, communication skill, interview process, company information, resume writing, group discussions, general aptitude, time management, project management, negotiation skill, business etiquette, problem solving skills etc our trainers. TMS work with multitude of training partners which includes highly qualified and experience individuals, training companies and own employees of TMS, it have built time tested eco system of training partners over period of years to suit clients training requirements which is adaptable enough to meet most stringent criteria’s including time, location and quality expectation.

1.4 Objectives of the study:
   1. To study the process of recruitment, selection and training through TMS.
   2. To identify major determining factors for recruitment.
   3. To study the level of employees job satisfaction.
   4. To identifies SWOT of TMS.
CHAPTER II

REVIEW OF LITERATURE

A brief review on process of recruitment, selection and training including factors of recruitment, employee's job satisfaction resulting in various factors and how it affects the overall performance of the employee. The study of third-party recruitment has been undertaken in the following headings:

1.4. Recruitment and selection
1.5. Training
1.6. Determining factors of recruitment
1.7. Job satisfaction

1.1. Recruitment and selection

According to Torkington and Wall, recruitment is described as the first step in a recruitment process. This is followed by the job analysis which is the next step and involves an examination of the job to be done in the organization. The second component examines the different aspects of the job and determines whether a person is suitable for it. This process involves gathering all relevant information about the job and selecting the right candidates to fill the position. The successful recruitment process involves assessing the candidate's suitability for the job and the organization.

Hulin (1974) stated that HRM practices such as recruitment, selection, and training are essential components of the overall management strategy of an organization. These practices help in attracting, selecting, and retaining the right employees who can contribute to the success of the organization. The selection process is crucial in determining the appropriate candidates for the job. It involves assessing the candidates' qualifications, skills, and experience to ensure that they meet the job requirements and contribute to the organization's success.
CHAPTER-II

REVIEW OF LITERATURE

A brief review to process of recruitment, selection and training, determining factors of recruitment, employee’s job satisfaction regarding to various factors and SWOT of third party recruiters has presented under the following heads.

2.1 Recruitment and selection

2.2 Training

2.3 Determining factors of recruitment

2.4 Job satisfaction

2.1 Recruitment and selection:-

Agrell (1980) explains recruitment as “announcing job opportunities to the public in such a way that a good number of suitable people will apply for them.”1 In other words it is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation. Recruitment is the first step in the employment of labour, it is a prerequisite for selection. Obviously good selection can be made only if there is a large number of an applicant. Proper selection depends upon proper recruitment.

According to Torrington and Hall (1991) three components can be distinguished in a recruitment procedure. First is the job analysis which is performed in order to gather all relevant information about the job demands and to set the hiring standards. The second component concerns the recruitment strategy, the strategy to spread all relevant information among the possible set of candidates; and the third component is the selection method, the purpose of which is to screen the applicants’ abilities and traits in order to assess the degree of success and compatibility of the individual in the organization.

Huselid (1995) found that HRM practices such as employee recruitment and selection procedures, compensation and performance management systems, employee involvement, and employee training have a significant impact on employee turnover and productivity, and on short and long term corporate financial performance.
As noted by Barber (1998) the recruitment process does not end with the generation of job applicants. An organization also should be concerned about maintaining the interest of job candidates and influencing their job choice decisions. With regard to intervening variables, many of the same ones that affect the generation of job applicants also are important for these later two stages of the recruitment process. For example, individuals are likely to remain job candidates if they continue to see a job opening as attractive and if they perceive themselves as likely to receive job offers as they move through the recruitment process.

Rioux and Bernthal (1999) concluded that better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.

Erasmus et al. (2000) stated that the selection process starts immediately after the closing date of recruitment and selection process consists of seven phases. In each phase an application might be rejected if it does not meet the requirements. In the same way, when potential applicants do not meet the basic requirements of the position, they will not proceed pass the recruitment stage.

Breaugh (2004) found a model of recruitment process as bellow, According to author for getting right candidate recruiter has to go through each step of above mentioned model.

![Recruitment Process Model]

And for minimizing the cost the process of recruitment should be short as much as possible.

Cook (2004) provides six variables with which to evaluate the impact of the selection process. These can be used to see where the potential pitfalls lie in the overall process and provide further information for enhancing recruitment. These
variables include the following: (1) Validity, (2) Cost, (3) Practicality, (4) Generality, (5) Acceptability, and (6) Legality. Each tool in the overall selection/recruitment process may be analyzed and evaluated on the basis of these factors. For example, if a firm were to use assessment centers in their selection, that choice could be evaluated on the basis of number of acceptable candidates the firm was able to attain and at what cost. While this type of evaluation method can be viewed as somewhat superficial or even out of context, it is an effective way of decomposing the overall selection process to something that can be measured with a tool other than the traditional cost per hire.

Goyal (2008) studied the impact of internet on recruitment. It also discusses the concept of e-recruitment from the perspective of employers and job-seekers, and throws light on the growing world of job portals in e-recruitment arena in India. Information technology and internet have changed the face of an organization. Never more has the concept of boundary less organizations been more than in today's world. Internet has increased the reach of organizations both in terms of markets and manpower.

Singh and Narang (2008) studied an extensive analysis of (1) job sites, (2) media sites, and (3) agency sites and some of the qualities related to them. It is also worth stated that the early concepts of job sites and media sites are somewhat integrated into the category referred by the authors as job boards. These Internet service include global giants such as Monster.com and local services like naukri in India.

Wang and Wang (2009) stated that during the recruitment process candidates are exposed to indirect marketing of that company's corporate culture, and thus of the employer brand of the company they are applying to.

Ishrat (2013) observed that recruitment, selection, training and development policies in Indian MNCs and foreign MNCs it was analyzed that every organization needs to have well trained and experienced people to perform the activities that have to be done. If the current or potential job occupant can meet this requirement training is not important but when that is not the case if it is necessary to raise the skills levels and increase the versatility and adaptability of employees.
2.2 Training:

Lynch (1991) found that young workers that participated in formal and specific on-the-job training were much less likely to terminate the employment relationship than workers that received off-the-job generalized training.

Sah (1991) stated that training objectives is important but more important is its achievement. The training institutions may say that the programme has achieved its objectives but that is not enough. The statement may suffer from complacency and people may mistake it for self praise. In fact effectiveness of training is judged from different angles, two of which are very crucial: after training intervention how much of those learning objectives have they put into practice on their jobs and with what results their organization.

Krueger and Rouse (1998) examined the effect that training and workplace education programs can have on various organizations. The study included an analysis of numerous outcome variables that may be achieved through training. Variables relating to performance, wages, productivity, satisfaction, motivation, and absenteeism were all examined. These variables are analogous too many of those that are commonly scrutinized in the training and development literature.

According to the Kiriazov et al. (2000) in Eastern Europe firms recognize importance of training and development. However, they lack financial resources and expert trainers. The most popular training technique is on the job training. Among the other common techniques are classroom lectures and seminars.

According to West and Ryan (2012) as training and development, along with continuous learning has become an important aspect of work, the effectiveness of the transfer of knowledge, skills and behaviors to the workplace have been called into question. Training, as an essential element of the learning organization, will gain increased attention in workplaces of the future and part of this attention must be given to improving training transfer. A deeper understanding of pre-training environment and training antecedents will assist in post training transfer of knowledge, skills and desired behaviors.
Rai (2013) studied an assessment of the training and development systems of a midsized public limited manufacturing organization based in central India (Chhattisgarh) and observed that in today’s competitive business scenario, the fact that distinguishes progressive organizations from the mediocre ones; is the quality of its skilled manpower. Given this cutting edge organizational attribute, it becomes imperative for organizations to focus on its training effectiveness and continuously review its impact on holistic development of concerned employees.

2.3 Determining factors of recruitment:

According to Roe et al. (2006) qualifications work as they give in a simple grade or pass/fail indication. Skills logbooks and other forms of profiling are less liable to be adopted as they present information that is too complex to process cost effectively. Thus, qualifications are an efficient means of conveying or distributing a package of information about the applicant that can be used to signal and/or screen. The use of qualifications in sifting for interview may help explain employers’ often ambivalent attitudes towards their importance as they are used at a relatively early stage of the recruitment process, with their role becoming less critical afterwards compared to that of other factors and signifiers.

According to Keep and James (2010) the problem of arriving at any accurate picture of what the balance of importance is between other characteristics and attributes and qualifications when recruitment decisions are being made is an issue for both policy makers and researchers. The Confederation of British Industry (CBI) claim that an 80/20 rule is in operation: employers afford 20 percent of the weighting to hard skills (amenable to certification) and 80 percent to non-certified generic and soft skills (CBI, 2007:13). In the United States, employers appear to be reducing the priority they afford to candidates’ experience and boosting the stress they place on attitude and soft skills.

2.4 Job satisfaction:

Herzberg (1959) suggested that both satisfaction and dissatisfaction are two separate constructs. Intrinsic factors named ‘motivators’ i.e. factors which were inherent to the nature and experience of the job were found to be ‘satisfiers’ and included: recognition, achievement, the work nature, level of responsibility. On the other hand extrinsic factors named ‘hygiene factors’ were found to be job dissatisfies
and included: company rules, regulations, policies, hierarchy, supervision, salary, workplace environment and interpersonal relations. Herzberg and Mausner’s motivation – hygiene theory has been a key influencer in the study of the nature of job satisfaction and has been predominant in the development of measures for assessing job satisfaction.

Porter and Lawler (1968) collected the influences on job satisfaction in two groups of internal and external satisfactory factors. According to them, internal satisfactory factors are related the work itself such as feeling of independence, feeling of achievement, feeling of victory, self-esteem, feeling of control and other similar feeling obtained from work, whereas external satisfactory factors are not directly related to work itself such as good relationships with colleagues, high salary, good welfare and utilities.

Peretomode (1991) and Whawo (1993) suggested that job satisfaction varies and researcher found that higher the prestige of the job greater the job satisfaction. Many workers, however, are satisfied in even the least prestigious jobs. That is, they simply like what they do. In any case, job satisfaction is as individual as one’s feelings or state of mind. Job satisfaction can be influenced by a variety of factors, for example, the quality of one’s relationship with their supervisor, the quality of the physical environment in which they work, the degree of fulfillment in their work.

Petrescu and Simmons (2008) examined the relationship between HRM practices and workers overall job satisfaction and their satisfaction with pay. The result indicated that several HRM practices raise workers overall job satisfaction and their satisfaction with pay.

Aziri (2011) studied job satisfaction and found that job satisfaction is under the influence of a series of factors such as: the nature of work, salary, advancement opportunities, management, work groups and work conditions. It is one of the major challenges for today’s organization. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed.
Pravin and Kabir (2011) studied job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impacts of pharmaceutical type, work experience, age, and sex differences on the attitudes toward job satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level. The nature of business operation, the work culture and the level of job satisfaction have undergone sea change for the pharmaceutical companies.

Wadhwa et al. (2011) observed employee’s satisfaction in cement industry of Chhattisgarh. This study focused on three factors namely behavioral, organizational and environmental factors. The report focused on all of these factors and attempted to find the relation between these factors and employees job satisfaction and it was found that all the three factors have a positive impact on job satisfaction. The study concluded that organizational factors are the most important aspect for job satisfaction of employees in a company.

Meena and Dangayach (2012) studied employee’s satisfaction in banking sector. The objective of this study was to analyze employee’s satisfaction of private sector banks and public sector banks, and the banks in Rajasthan were chosen as the population for the study. Five banks were considered in this study, in which, three were public sector banks and remaining two were private sector banks. It is found that satisfied employees made positive contribution to the organizational effectiveness and performance.

Sinha (2013) found that employees to be satisfied on the basis of five factors such as empowerment and work environment, working relation, salary and future prospects, training and work involvement and job rotation. Chi-square tests were performed to view the satisfaction level of the employees against each major variables found after dimension reduction she also found that a few important factors that normally contribute to the employee satisfaction, didn’t have much influence on employee satisfaction in KRBHCO, Surat, such as: welfare measures, role clarity, freedom of decision making and recognition at work. The innovativeness and
creativity of employees also took a back seat as far as satisfaction level was concerned.
CHAPTER III

METHODOLOGY

This chapter focuses on the research methodology used for this study. The aim of the study was to assess the remuneration, selection and training processes used by Japanese multinational corporations, whilst the de-motivating factors of the studied employees and to know the main reasons behind the low morale of employees who were found during their stay for different organizations. It is divided into the following sections:

3.1 Location
3.2 Sampling techniques
3.3 Type of data
3.4 Statistical analysis

METHODOLOGY
CHAPTER III

METHODOLOGY

This chapter describes the research methodology used for this study. The aim of the study was to assess the recruitment, selection and training processes used by Techno manpower services, study the determining factors of recruitment and to know the satisfaction level of employees who were selected through TMS for different organizations. It is divided in the following sub title:

3.1 Location
3.2 Sampling techniques
3.3 Types of data
3.4 Statistical analysis

3.1 Location:

TMS is located at Pune and it has major client from Pune and surrounding area. The study was done in Pune city and surrounding area of Pune city. The reason of selection of Pune area was the location of selected firm and availability of demand of candidate and preference to third party recruiters was more at Pune.

3.2 Sampling techniques:

3.2.1 Firm:

This study has objectives regarding processes of recruitment, selection and training, SWOT of consultancy. Data regarding above mentioned objectives was collected from director of firm by face to face interview.

3.2.2 Sample:

Employee satisfaction is an important success factor for all organizations. To analyze employee satisfaction have to have a major impact on many economic and social phenomena, e.g. economic growth and higher standard of living. Companies must continuously improve employee satisfaction in order to stay profitable. The purpose of this study is to analyze employee satisfaction.

Sampling technique was adopted as per the objectives of the study. Random sampling techniques were used for selecting samples because Techno Manpower
Services has recruited more than 1000 employees. 100 samples were selected randomly from the list of placed candidate by TMS. The samples were selected for knowing the satisfaction level of employees who were selected through TMS. A self-administered questionnaire was used to collect data from candidate. The data was collected through questionnaire and personal interview by face to face and telephonic.

3.3 Types of data:

The data regarding this study was collected from both the sources means from primary and secondary sources.

3.3.1 Primary data:

The primary data are those, which are collected a fresh and for the first time happen to be original in character. Interview techniques had been used for collecting primary data. Interview had been taken according to formed questionnaire. For collecting primary data face to face interview and telephonic interview methods were used.

3.3.2 Secondary data:

Secondary data are those which have already been collected by someone else and which have already been passed through the stratified process. It has collected through the books, journals and internet.

3.4 Statistical analysis:

The analysis was done by means of various statistical measures. For representation of the data use of bar charts, Pie chart was used. A questionnaire relating to participants’ biographical information, and job satisfaction variables was developed. The biographical section (gender, age, qualifications, skills) were collected. For calculation respondents are grouped fewer than two sub groups i.e. IT and Non-IT. Out of total samples 57 were from non IT and 43 from IT. The job satisfaction variables included 7 items which were measured using a five-point likert scales rating instrument. To measure the relevance of job satisfaction to employees, 7 items were measured using a five point scale with 1= strongly disagree to 5= strongly agree.

Simple percentage was used to analyze the data.
Simple percentage analysis:-

It is simple analysis tool. In this method, based on the opinions of the respondents, percentage and bar chart is calculated for the respective scales of each factor.

\[
\frac{\text{No. of Respondent}}{\text{Total Number of Respondent}} \times 100
\]

c was also used to analyze the satisfaction level of employees. The use of the chi-square \( (X^2) \) was to test the hypotheses (H0 and H1) by determining the strength of the relationship between the variables with 0.05% significant level.

H0- Null hypothesis
H1- Alternative hypothesis

The chi-square statistic is calculated using the model:-

\[
X^2 = \sum \frac{(O-E)^2}{E}
\]

Where,

\( O \) = is the observed frequency, and
\( E \) = is the expected frequency

Expected frequency \((E) = \) Row Total *Column Total/Grand Total.

Degree of freedom = \((R - 1) * (c - 1)\)

Where,

\( R = \) Number of Rows
\( C = \) Number of Columns
RESULTS & DISCUSSION
CHAPTER-IV
RESULTS AND DISCUSSION

The result presented in this chapter comprises different aspects undertaken during present study on "Study of Recruitment, Selection and Training through Techno Manpower Services. These aspects of study were:

4.1 Process of recruitment, selection and training

4.2 Determining factors of recruitment

4.3 Job satisfaction of employees with different factors

4.4 SWOT analysis of TMS

4.1 Process of recruitment, selection and training:

Recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements. The purpose of selection is to pick up the most suitable candidate who would meet the requirements of the job in an organisation best, to find out which job applicant will be successful, if hired. To meet this goal, the company obtains and assesses information about the applicants in terms of age, qualifications, skills, experience, etc. the needs of the job are matched with the profile of candidates.

The most suitable person is then picked up after eliminating the unsuitable applicants through successive stages of selection process. How well an employee is matched to a job is very important because it is directly affects the amount and quality of employee’s work. Any mismatched in this regard can cost an organisation a great deal of money, time and trouble, especially, in terms of training and operating costs. In course of time, the employee may find the job distasteful and leave in frustration. He may even circulate news and juicy bits of negative information about the company, causing incalculable harm to the company in the long run. After an employee is selected, placed and introduced candidate must be provided with training facilities. Training is the act of increasing the knowledge and skill of an employee doing a particular job.
Training is short-term educational process and utilizing a systematic and organized procedure by which employee learns technical knowledge and skill for a definite purpose.

4.1.1 Recruitment process:

Recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. The process comprises five interrelated stages,

1. Planning
2. Strategy Development
3. Searching
4. Screening
5. Evaluation and Control

Fig. 4.1 Recruitment process

The ideal recruitment programmed is the one that attracts a relatively larger number of qualified applicants who will survive the screening process and accept positions with the organization, when offered.

Recruitment programmes can miss the ideal in many ways by failing to attract an adequate applicant pool, by under/over selling the organization or by inadequate screening applicants before they enter the selection process. Thus, to approach the ideal, individuals responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for the individuals with the appropriate qualifications and interests, what inducement to use for various types of applicants groups, how to distinguish applicants who are qualified from those who have a reasonable chance of success and how to evaluate their work.
4.1.1.1 Stage 1- Recruitment planning:

The first stage in the recruitment process is planning. Planning involves the translation of likely job vacancies and information about the nature of these jobs into set of objectives or targets that specify the (1) Numbers and (2) Types of applicants to be contacted.

a) Numbers of contact:

Organization always plans to attract more applicants than they will hire. Some of those contacted will be uninterested, unqualified or both. Each time recruitment programmed is contemplated; one task is to estimate the number of applicants necessary to fill all vacancies with the qualified people.

b) Types of applicant to be contacted:

It is basically concerned with the types of people to be informed about job openings. The type of people depends on the tasks and responsibilities involved and the qualifications and experience expected. These details are available through job description and job specification.

4.1.1.2 Stage 2- Strategy development:

When it is estimated that what types of recruitment and how many are required then one has to concentrate in

- Make or buy employees.
- Technological sophistication of recruitment and selection devices.
- Geographical distribution of labour markets comprising job seekers.
- Sources of recruitment.
- Sequencing the activities in the recruitment process.

a) Make or Buy:

Organisation must decide whether to hire skilled employees and invest on training and education programmes or hire skilled labour and professionals. Essentially, this is the ‘make’ or ‘buy’ decision. Organizations, which hire skilled and professionals shall have to pay more for these employees.

b) Technological sophistication:

The second decision in strategy development relates to the methods used in recruitment and selection. This decision is mainly influenced by the available
technology. The advent of computers has made it possible for employers to scan national and international applicant qualification. Although impersonal, computers have given employers and job seekers a wider scope of options in the initial screening stage.

c) Where to look:

In order to reduce the costs, organizations look in to labour markets most likely to offer the required job seekers. Generally, companies look in to the national market for managerial and professional employees, regional or local markets for technical employees and local markets for the clerical and blue-collar employees.

d) When to look:

An effective recruiting strategy must determine when to look- decide on the timings of events besides knowing where and how to look for job applicants.

4.1.1.3 Stage 3- Searching:

Once a recruitment plan and strategy are worked out, the search process can begin. Search involves two steps

a) Source activation and

b) Selling.

a) Source activation:

Typically, sources and search methods are activated by the issuance of an employee requisition. This means that no actual recruiting takes place until managers have verified that vacancy does exist or will exist. If the organization has planned well and done a good job of developing its sources and search methods, activation soon results in a flood of applications and/or resumes. The application received must be screened. Those who pass have to be contacted and invited for interview. To unsuccessful applicants must be sent letter to inform about result and for regret an.

b) Selling:

A second issue to be addressed in the searching process concerns communications. Here, organization walks tightrope. On one hand, they want to do whatever they can to attract desirable applicants. On the other hand, they must resist the temptation of overselling their virtues. In selling the organization, both the message and the media deserve attention. Message refers to the employment
advertisement with regards to media, it may be stated that effectiveness of any recruiting message depends on the media. Media are several-some have low credibility, while others enjoy high credibility. For selection of medium for transferring message firm needs to take lot of care.

4.1.1.4 Stage 4 - Screening:

Screening of applicants can be regarded as an integral part of the recruiting process, though many view it as the first step in the selection process. Even the definition on recruitment, we quoted in the beginning of this chapter, excludes screening from its scope. However, we have included screening in recruitment for valid reasons. The selection process will begin after the applications have been scrutinized and short-listed. Hiring of professors in a university is a typical situation. Application received in response to advertisements is screened and only eligible applicants are called for an interview. A selection committee comprising the vice-chancellor, registrar and subject experts conducts interview. Here, the recruitment process extends up to screening the applications. The selection process commences only later.

a) Purpose of screening:

The purpose of screening is to remove those applicants who are visibly unqualified for the job from the recruitment process, at an early stage. Effective screening can save a great deal of time and money. Care must be exercise for effective screening. However, to assure that potentially good employees are not rejected without justification. In screening, clear job specifications are invaluable. It is both good practice and a legal necessity that applicant’s qualification is judged on the basis of their knowledge, skills, abilities and interest required to do the job.

The techniques used to screen applicants vary depending on the candidate sources and recruiting methods used. Interview and application blanks may be used to screen walk-ins. Campus recruiters and agency representatives use interviews and resumes.

4.1.1.5 Stage 5 - Evaluation:

Evaluation and control is necessary as considerable costs are incurred in the recruitment process. The costs generally incurred are:

1. Salaries for recruiters.
2. Management and professional time spent on preparing job description, job specifications, advertisements, agency liaison and so forth.

3. The cost of advertisements or other recruitment methods, that is, agency fees.

4. Recruitment overheads and administrative expenses.

5. Costs of overtime and outsourcing while the vacancies remain unfilled.

6. Cost of recruiting unsuitable candidates for the selection process.

a) Evaluation of recruitment process:

The recruitment has the objective of searching for and obtaining applications for job seekers in sufficient number and quality. Keeping this objective in the mind, the evaluation might include

1. Return rate of application sent out.

2. Number of suitable candidates for selection.

3. Retention and performance of the candidates selected.

4. Cost of the recruitment process

5. Time lapsed data

4.1.2 Selection process:

Selection can be conceptualized in terms of:

1. Either choosing the fit candidate.

2. Or rejecting the unfit candidates.

3. Or a combination of both.

So, selection process assumes rightly that, there is more number of candidates than the number of candidates actually selected, where the candidates are made available through recruitment process.

Selection is a process of choosing the most suitable persons out of all the participants. In this process, relevant information about applicant is collected through series of steps so as to evaluate their suitability for the job to be filled. On other hand,
selection is the process of assessing the candidates by various means and making a choice followed by an offer of employment.

Therefore, in simple terms, selection is a process in employment function which starts immediately upon receipt of resumes and application letters, the major concern being reviewing resumes for basic qualifications.

A job seeker who does not meet the required qualifications is not an applicant and should not be considered. It is a process which should be based on job-related qualifications including preferred education, experience and knowledge, skills, and abilities as identified in the job description. Qualifications must be bonafide occupational qualifications.

An applicant who is hired must meet the required qualifications listed in the job description. In this regard, selection is a process of matching the qualifications of applicants with the job requirements. It is a process of weeding out unsuitable candidates and finally identifies the most suitable candidate.
Quick understanding of requirement → Active database search and advertising

Interview & skill testing process ← Pre screening

Client screening/interview & placement → Negotiation & conformation

After placement service

Fig. 4.2 TMS selection and placement process
Fig. 4.3 Client screening and placement process
4.1.3 Training:

There is no guarantee that the participants will in fact learn what they have chosen for training. Participants explore in a training situation according to what interest they and a training intuition's have. Basic task of training is to provide the necessary opportunities to trainee.

Trainers need to have explored participants to some new behavior. And if they find that new behavior is useful, and then they should try it again, check it for effectiveness and satisfaction try it rapidly and improve it finally. They incorporate this new fact into their habitual behavior in the training situation if they do not find it useful they discard, it try some variant, or discontinuous learning in the direction. The intricate process of selection and testing is continues and more or less conscious. It is important that work organization mean while prepare the conditions for improved performances by their participant up on their return.

4.1.3.1 Job aspirants training:

TMS provides two types of training corporate training and job aspirants training who go for interview through them.

![Diagram](image_url)

Fig. 4.4 Process of training for candidate
4.1.3.2 Corporate training:

Director of personal and administration department and manager are responsible for plan and implementation entire course of recruitment, selection & training and in Techno Manpower this responsible is handed by Mr. Lakhan Singh.

4.1.3.2.1 Training process:

Training process forms the most crucial part in carrying out a successful training program. The training process is made up of three steps:-

A. Pre training.
B. Training.
C. Follow-up.

A) Pre-training:

This phase also called as the phase of preparation. The process starts with understanding of the situation requiring more effective behavior. An organization’s before training concerns that is mainly in four areas. That are clarifying the precise objectives of the training and the use the organizations expects to make of the participant after training, selection of suitable participants, building favorable expectation and motivation in the participants and planning for any changes that improved task performances requires in addition to training.

Pre training phase has three steps:-

Step 1. Identification of training needs
Step 2. Formulation of training policy
Step 3. Decide training objectives

a) Identification of training needs:

- In Techno Manpower Services training needs is through performances appraisal, performances appraisal is done by the supervisor. In performances and development review forms are given to bargain able employees, officers.
- These forms are filled by employees as well as manager appraisal is very important means by which training need of individual can be assessed in company.
b) Formulation of training policy:

At this stage manager come to know what is the area of training, as per that training policy going to prepared. Training policy of Techno Manpower Services the personnel manager very keenly structured training policy and annual training program.

1) Prepare mind of employees:

Manager always encourages employees for training. It helps to increase skill levels, performance improvement and ultimately increase the productivity.

2) Arrangement of trainers:

It is the total responsibilities of manager to arrange trainer for different trainers. It is set according to conveniences of employees’ organization and trainer.

3) Intimation of training:

In Techno Manpower Services Intimation of training has given to employees before 5 days of date of training.

4) Arrangement of days:

Mostly 1 to 3 day training is arranged on weekly off but more than five days training is arranged on working days.

c) Decide objectives of training:

Every training program should be well defined and have specific objective. The objective of training is helps to develops positive attitude, skill and to refresh the candidate. For deciding objectives of training first have to go through following steps.

1. Principle of training to be followed:

Every training program should consider the training principals such as motivation, active involvement, progress report, reinforcement, instruction etc.
2. Training method:

One of the important points to be considered is the method of training. Selection of appropriate method that is whether on job or off the job, depends upon a number of factors as such as needs of training, level of training.

3. Arrangement of training aids:

Training technique is very necessary. Arrangement is done by the manager. Training aids consists of material and equipments required for conducting training.

a) Training:

There are various methods and technique which can be used for conducting the training program. Each method has its advantages as well as disadvantages. The training methods are broadly classification of the various training methods.

![Diagram of Training Method]

Fig. 4.5 Methods of training

- Types of training:

On the basis of purpose of training are divided into different types. It includes induction training, job training, training for promotions, and training for refreshment.
1) Induction training:

It refers to the introduction of a person to the job and to the organization when new employees join the company. In the beginning he may feel insecure, nervous, isolated. The first few day are very vital in develop confidences in candidates and allow him to go adjusted the new work environment. Therefore the supervisor or departmental head must introduce him to other member of the departments. This will help you adjust with the workmates. The supervisor always has the belief about the company. The main purpose of induction is to make the employees more so comfortable so that he can easily adjust to the environment.

Induction is provided in the following respect:

- Introduction to existing employees.
- A brief can give about special achievement to the new employees to other employees and of the other employees to the employees.
- Making the new employees aware of the company background, history, production, branches etc
- Information about the company policies that is applicable to the new employees.
- Providing on the job instruction and assisting on advising in any work related matter.
- Clarifying and doubts and answering any queries that a person may have about the job and organization. Proper induction will enable the employees to start on a sound note and effectively for organization.

2) Job training:

It is related to specific job and gives information about the machines used in production process, method and introduction to be followed. This type of training helps to understand job and develop skills.

3) Training for promotion:

Promotion involves vertical transfer of an employee’s followed before actually joining the new position so that the employee can effectively handle new task and challenges.
4) Refresher training:

The purpose is to refresh professional skill, knowledge's and experiences of person in high executive position. Refresher training provides information about new development and technique. Such training is necessary in all areas but is very useful in updating technical and special knowledge.

B) Follow-up:

This may be called the "follow-up" phase. When training per concludes, the situation changes. When the participant returns back to work from the training, a process of adjustment begins for everyone involved. The newly learned skills undergo modification to fit the work situation. Participant fined their organization offering encouragement to use the training and also support for continuing contact with the training institution. On the other hand, they may step into a quagmire of negativity. In the simplest training process improvement is a dependent variable and participant and organization are independent, variable.

a) Assessment of training effectiveness:

Training involves time, affords and expenses. Therefore it is always advisable to find out contribution of training program towards organization and employees. Techno Manpower Services gives more emphasis on the following point for assessment of effective training.

Reaction - How to participants feel about the training program.

Learning - To what extend the trainees learned and what was thought to them.

Behaviors - On job changes in behavior occurs, because of attendance at the training program aspects.

4.2 Determining factors of recruitment:

The labour market establishes limits on what employers can, for any given level of pay/reward on offer to future employees, expect to recruit. In tight labour markets, or in instances where the job on offer is unattractive relative to other opportunities in the labour market, 'the problem becomes one of recruitment rather than selection'. Thus, much of the prescriptive HRM recruitment literature's obsession with R&S being there to achieve a perfect match with employer
requirements, in tight labour markets employers have to search around for suitable candidates and may be forced to take what they can get, rather than that which they might ideally desire.

Employers are not a homogenous group. In fact, they are extremely heterogeneous, and their patterns of R&S and the preferences they express through such activity are also extremely varied and hence difficult to predict or aggregate.

4.2.1 Important factors of recruitments:

- Gender
- Age
- Qualification
- Experience

According to above mentioned factors respondent are distributed. For any recruitment this factors are very important. So before starting the recruitment process factors should be determined. And this study also these factors were so important. Instead of considering qualification, experience recruitment process doesn’t start.

Table 4.2.1 Distribution of respondent according to gender.

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Gender</th>
<th>No. Of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Male</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>2</td>
<td>Female</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

From table 4.2.1 it is clear that out of total respondent (100) 61 percent were male and 39 percent were female. So this study can conclude that male candidate gives more preference to consultancy for searching job and the selection of male candidate is more as compare to female candidate.
Fig. 4.6 Gender distribution of respondent

As explained in the table 4.2.1 it is clearer from above graph that out of total respondent 61 were male and 39 were female.

Table 4.2.2 Distribution of respondent according to age group.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Age (Years)</th>
<th>No. of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>16-25</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>2</td>
<td>25-30</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td>3</td>
<td>30-45</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>4</td>
<td>45-60</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.2.2 shows distribution of respondent according to age group. From the table 51 percent respondents were from age grouping 25-30 years. It followed by age group 16-25 years that was 28 percent and remaining 21 percent respondent were
from age group 30-45 years. There was no any respondent from age groups of 45-60 years.

![Age group chart](image)

**Fig. 4.7 Distribution of respondent according to age group**

Fig. 4.7 indicates distribution of respondent according to their age group. From above pie diagram it is clear that 51 percent respondents were from age group 25-30 years. It followed by age group 16-25 years that was 28 percent. 21 respondents were from age group 30-45 years. And finally there was no any respondent from age group 45-60 years age group.

**Table 4.2.3 Distribution of respondent according to qualifications.**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Qualifications</th>
<th>No. of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HSC</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Not persuaded graduation</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Graduate</td>
<td>53</td>
<td>53</td>
</tr>
<tr>
<td>4</td>
<td>Post graduate</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Table 4.2.3 shows distribution of respondent according to qualification. From table it was clear that those 53 percent respondents were graduates. It followed by post graduate candidate that was 35 percent while 9 percent respondent were HSC candidate and 3 were not persuaded graduations category.

![Qualifications Chart]

Fig. 4.8 Distribution of respondent according to qualifications

According to Fig.4.8 it is clear that out of total respondents (100) 53 were graduates. It was followed by post graduates which were 35 percent. Out of total respondents 9 were passed HSC. 3 were from non persuaded group. From conducted study it is clear that graduates have given more preference to consultancy for searching job than the other. Post graduate also given good preference to consultancy but not as graduates. Its main reason is that campus recruitment for post graduate students made available by their institutes.
Table 4.2.4 Distribution of respondent according to experience.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Experience</th>
<th>No. of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0-1 years</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>2</td>
<td>1-3 years</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>3-5 years</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>5-10 years</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>5</td>
<td>&gt;10 years</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.2.4 shows distribution of respondent according to their experience. This table can conclude that 34 percent respondents had an experience between 0-1 years. It followed by 30 percent those had 1-3 years experience. 22 percent candidate had an experience between 5-10 years while 9 candidates had an experience between 3-5 years and remaining 5 candidates had an experience of more than 10 years.

![Experience](image)

**Fig. 4.9 Distribution of respondent according to experience**

Fig. 4.9 revealed distribution of respondents according to their experience. This graph indicates that out of total respondents, the respondent which has 0-1 year
experience those were more as compare to other group e.g. 34. It followed by group which had experience 1-3 years that was 30. Out of total respondent 22 were had experience of 5-10 years while 9 were had experience of 3-5 years and remaining had experience of more than 10 years.

4.3 Job satisfactions of employees:

Employee satisfaction is an important success factor for all organizations. Employee satisfactions have been recognized to have a major impact on many economic and social phenomena, e.g. economic growth and higher standard of living. Companies must continuously employee satisfaction in order to stay profitable (Meena and Dangayach). Researchers have found that for the growth of any organization employee satisfaction is very important. A few factors that were prominent to the employee satisfaction in the researches before were income, promotion, feeling of fulfillment, work environment, relations with superior ect. (Sinha). This study included salary, fairness, work relations, work environment, policies, work location and security.

4.3.1 Satisfaction regarding salary:

H0- Employees are satisfied with salary.
H1- Employees are not satisfied with salary.

<table>
<thead>
<tr>
<th>Table 4.3.1 Observed frequency regarding salary satisfaction.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
</tr>
<tr>
<td>Strongly disagree</td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Average</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Respondents were asked to indicate satisfaction level regarding their current salary. As a result, 40 out of 100 respondents, representing 40 percent stated that they
are strongly agreed that they are satisfied with salary while 30 of the respondents
signifying 30 percent stated that agree with salary. 10 respondents were on average
means at neutral. 15 stated disagree with satisfaction regarding salary and 5 were
strongly disagree.

Fig. 4.10 Observed frequency of satisfaction with reference to salary.

Fig. 4.10 shows observed frequency of satisfaction with reference to salary. As
explained in table 4.3.1, 40 respondents out of 100 respondents, representing 40
percent stated that they are strongly agreed that they are satisfied with salary while 30
of the respondents signifying 30 percent stated that agree with salary. 10 respondents
were on average means at neutral. 15 stated disagree with satisfaction regarding salary
and 5 were strongly disagree.
Table 4.3.2 Expected frequency of employee's satisfaction regarding salary.

<table>
<thead>
<tr>
<th>Observed Frequency (O)</th>
<th>Expected Frequency (E)</th>
<th>O-E</th>
<th>(O-E)²</th>
<th>( \frac{(O-E)^2}{E} )</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2.15</td>
<td>0.85</td>
<td>0.7225</td>
<td>0.336047</td>
</tr>
<tr>
<td>8</td>
<td>6.45</td>
<td>1.55</td>
<td>2.4025</td>
<td>0.372481</td>
</tr>
<tr>
<td>6</td>
<td>4.3</td>
<td>1.7</td>
<td>2.89</td>
<td>0.672093</td>
</tr>
<tr>
<td>10</td>
<td>12.9</td>
<td>-2.9</td>
<td>8.41</td>
<td>0.651938</td>
</tr>
<tr>
<td>16</td>
<td>17.2</td>
<td>-1.2</td>
<td>1.44</td>
<td>0.083721</td>
</tr>
<tr>
<td>2</td>
<td>2.85</td>
<td>-0.85</td>
<td>0.7225</td>
<td>0.253509</td>
</tr>
<tr>
<td>7</td>
<td>8.55</td>
<td>-1.55</td>
<td>2.4025</td>
<td>0.280994</td>
</tr>
<tr>
<td>4</td>
<td>5.7</td>
<td>-1.7</td>
<td>2.89</td>
<td>0.507018</td>
</tr>
<tr>
<td>20</td>
<td>17.1</td>
<td>2.9</td>
<td>8.41</td>
<td>0.491813</td>
</tr>
<tr>
<td>24</td>
<td>22.8</td>
<td>1.2</td>
<td>1.44</td>
<td>0.063158</td>
</tr>
</tbody>
</table>

\[ \Sigma 3.71277 \]

\[ X^2 = 3.71 \]

Chi square = 3.71

Tables 4.3.1 and 4.3.2 above present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Decision:

On the basis of table 4.3.2 found that the \( X^2 \) was 3.71 which was greater than 0.05 at 5 percent level of significance. So this study failed to reject the null hypothesis. That means accept the null hypothesis. Hence conclusion is that employees are satisfied with salary.

4.3.2 Level of satisfaction regarding work relationship with colleague:

H0- Employees are satisfied with work relation.

H1- Employees are not satisfied with work relations.
Table 4.3.3 Observed frequency regarding work relationship with colleague.

<table>
<thead>
<tr>
<th>Responses</th>
<th>IT(Org-1)</th>
<th>Non-IT(org-2)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>4</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>17</td>
<td>22</td>
</tr>
<tr>
<td>Average</td>
<td>7</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>10</td>
<td>26</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>17</td>
<td>28</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>57</td>
<td>100</td>
</tr>
</tbody>
</table>

Respondents were asked to indicate the level of relationship between them and their colleague in relation to work helps to induce higher job satisfaction. Results showed that 54 respondents, representing 54 percent were satisfied with their relationship between them and their bosses, while 31 of the respondents denoting 15 percent remain neutral on the personal relationship between them and their colleague.

On the other hand, 22 respondents, representing 22 percent were disagreeing with the relationship between them and their colleague was satisfied. The study further revealed that 9 respondents denoting 9 percent stated very disagree in terms of their personal relationship between them and their colleague.

Out of total respondent from non-IT organizations 27 were satisfied with relation with colleagues. 22 respondents were unsatisfied with work relations and 8 were respond average about satisfaction level.
Table 4.3.4 Expected frequency regarding work relationship with colleague.

<table>
<thead>
<tr>
<th>Observed Frequency (O)</th>
<th>Expected Frequency (E)</th>
<th>O-E</th>
<th>(O-E)^2</th>
<th>(O-E)^2/E</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>3.87</td>
<td>0.13</td>
<td>0.0169</td>
<td>0.004367</td>
</tr>
<tr>
<td>5</td>
<td>9.46</td>
<td>-4.46</td>
<td>19.8916</td>
<td>2.102706</td>
</tr>
<tr>
<td>7</td>
<td>6.45</td>
<td>0.55</td>
<td>0.3025</td>
<td>0.046899</td>
</tr>
<tr>
<td>16</td>
<td>11.18</td>
<td>4.82</td>
<td>23.2324</td>
<td>2.078032</td>
</tr>
<tr>
<td>11</td>
<td>12.04</td>
<td>-1.04</td>
<td>1.0816</td>
<td>0.089834</td>
</tr>
<tr>
<td>5</td>
<td>5.13</td>
<td>-0.13</td>
<td>0.0169</td>
<td>0.003294</td>
</tr>
<tr>
<td>17</td>
<td>12.54</td>
<td>4.46</td>
<td>19.8916</td>
<td>1.586252</td>
</tr>
<tr>
<td>8</td>
<td>8.55</td>
<td>-0.55</td>
<td>0.3025</td>
<td>0.03538</td>
</tr>
<tr>
<td>10</td>
<td>14.82</td>
<td>-4.82</td>
<td>23.2324</td>
<td>1.567638</td>
</tr>
<tr>
<td>17</td>
<td>15.96</td>
<td>1.04</td>
<td>1.0816</td>
<td>0.067769</td>
</tr>
</tbody>
</table>

\[ \sum 7.582173 \]

\[ X^2 = 7.582173 \]

Chi Square = 7.58

Tables 4.3.3 and 4.3.4 above present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied. In particular, this study affirms the efforts of prior workplace research on the importance of rewards and work relations to job satisfaction (Lincoln & Kallerberg; O'Reilly et al.). Rewards and work relations are found to have a positive and significant impact on job satisfaction.

Decision:

On the basis of table 4.3.4 found that the \( X^2 \) was 7.58 which were greater than 0.05 at 5 percent level of significance. So failed to reject the null hypothesis means
accept the null hypothesis. Hence this is concluded that employees are satisfied with work relations.

4.3.3 Satisfaction with reference to job security:

H0: Employees are satisfied with job security.

H1: Employees are not satisfied with job security.

Table 4.3.5 Observed frequency of satisfaction with reference to job security.

<table>
<thead>
<tr>
<th>Responses</th>
<th>IT(Org-1)</th>
<th>Non-IT(org-2)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>4</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td>Average</td>
<td>8</td>
<td>19</td>
<td>27</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>17</td>
<td>36</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>6</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>57</td>
<td>100</td>
</tr>
</tbody>
</table>

In terms of level on job security in IT and Non-IT companies, the study found that 36 respondents perceived job security in companies. 27 respondents agree on job security as average and increase their job satisfaction, while 14 respondents rated as disagree on job security and 10 respondents were “strongly agree”. This table can conclude that job security influences job satisfaction of employees. 13 respondents were strongly disagree on job security.

Out of total respondents who satisfied on average about job security 19 were from non-IT and 8 were from IT organizations. Who respond agree that were 19 from IT and 17 respondents were from non-IT organizations.

From total respondent of IT organizations highest number signifies their response as agree with job securities that were 19 respondents. 4 respondent out of 43 were strongly disagree about job securities. From non-IT 19 were signified average satisfaction and 4 were strongly agree.
Table 4.3.6 Expected frequency of satisfaction with reference to job security.

<table>
<thead>
<tr>
<th>Observed Frequency (O)</th>
<th>Expected Frequency (E)</th>
<th>O-E</th>
<th>(O-E)^2</th>
<th>( \frac{(O-E)^2}{E} )</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>5.59</td>
<td>-1.59</td>
<td>2.5281</td>
<td>0.452254</td>
</tr>
<tr>
<td>6</td>
<td>6.02</td>
<td>-0.02</td>
<td>0.0004</td>
<td>6.64805</td>
</tr>
<tr>
<td>8</td>
<td>11.61</td>
<td>-3.61</td>
<td>13.0321</td>
<td>1.122489</td>
</tr>
<tr>
<td>19</td>
<td>15.48</td>
<td>3.52</td>
<td>12.3904</td>
<td>0.800413</td>
</tr>
<tr>
<td>6</td>
<td>4.3</td>
<td>1.7</td>
<td>2.89</td>
<td>0.672093</td>
</tr>
<tr>
<td>9</td>
<td>7.41</td>
<td>1.59</td>
<td>2.5281</td>
<td>0.341174</td>
</tr>
<tr>
<td>8</td>
<td>7.98</td>
<td>0.02</td>
<td>0.0004</td>
<td>5.01805</td>
</tr>
<tr>
<td>19</td>
<td>15.39</td>
<td>3.61</td>
<td>13.0321</td>
<td>0.84679</td>
</tr>
<tr>
<td>17</td>
<td>20.52</td>
<td>-3.52</td>
<td>12.3904</td>
<td>0.603821</td>
</tr>
<tr>
<td>4</td>
<td>5.7</td>
<td>-1.7</td>
<td>2.89</td>
<td>0.507018</td>
</tr>
</tbody>
</table>

\[ \Sigma 5.346169 \]

\[ X^2 = 5.3461 \]

Chi-square = 5.34

Tables 4.3.5 and 4.3.6 above present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Decision:

On the basis of table 4.3.6 we found that the \( X^2 \) was 5.34 which were greater than 0.05 at 5 percent level of significance. So conducted study failed to reject the null hypothesis that means accept the null hypothesis. Hence it concluded that employees are satisfied with job security.
4.3.4 Satisfaction with reference to company policies:

H0- Employees are satisfied with company’s policies.

H1- Employees are not satisfied with company’s policies.

Table 4.3.7 Observed frequency satisfaction with reference to company policies.

<table>
<thead>
<tr>
<th>Responses</th>
<th>IT(Org-1)</th>
<th>Non-IT(org-2)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>11</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td>Disagree</td>
<td>13</td>
<td>11</td>
<td>24</td>
</tr>
<tr>
<td>Average</td>
<td>5</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>10</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>57</td>
<td>100</td>
</tr>
</tbody>
</table>

In terms of level of satisfaction with policies in IT and Non-IT companies, the study found that 18 respondents strongly satisfied with policies, while 17 answered agree with they are satisfied with policies. Out of total respondent 20 were on average while 21 and 24 were strongly disagree and disagree respectively. From study we can also conclude that employees from IT were more disagree with policies. From this highest percent was of disagree that was 24 percent.

![Graph](image)

Fig. 4.11 Observed frequency of satisfaction with reference to company policies
Table 4.3.8 Expected frequency of satisfaction with reference to company policies:

<table>
<thead>
<tr>
<th>Observed Frequency (O)</th>
<th>Expected Frequency (E)</th>
<th>O-E</th>
<th>(O-E)^2</th>
<th>(O-E)^2/E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1.97</td>
<td>3.8809</td>
<td>0.429779</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.68</td>
<td>7.1824</td>
<td>0.695969</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-3.6</td>
<td>12.96</td>
<td>1.506977</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-3.31</td>
<td>10.9561</td>
<td>1.498782</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.26</td>
<td>5.1076</td>
<td>0.659897</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-1.97</td>
<td>3.8809</td>
<td>0.324219</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-2.68</td>
<td>7.1824</td>
<td>0.525029</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.6</td>
<td>12.96</td>
<td>1.136842</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.31</td>
<td>10.9561</td>
<td>1.13066</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-2.26</td>
<td>5.1076</td>
<td>0.497817</td>
</tr>
</tbody>
</table>

\[ \sum 8.4059 \]

\[ X^2 = 8.4059 \]

Chi-square = 8.4059

Tables 4.3.7 and 4.3.8 above present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Decision:

On the basis of table 4.3.8 we found that the \( X^2 \) was 8.40 which were greater than 0.05 at 5 percent level of significance. So study failed to reject the null hypothesis that means it accept the null hypothesis. Hence study concluded that employees are satisfied with policies of company.
4.3.5 Satisfaction with reference to job fairness:

H0- Employees are satisfied with job fairness.
H1- Employees are not satisfied with job fairness.

Table 4.3.9 Observed frequency of employee’s satisfaction with job fairness.

<table>
<thead>
<tr>
<th>Responses</th>
<th>IT(Org-1)</th>
<th>Non-IT(org-2)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>11</td>
<td>17</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>16</td>
<td>23</td>
</tr>
<tr>
<td>Average</td>
<td>6</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>17</td>
<td>20</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>57</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

In terms of level of satisfaction with job fairness in IT and Non-IT companies, the study found that 37 respondents agree on that they are strongly satisfied with fairness, while 10 were answered agree with they are satisfied with job fairness. Out of total respondent 13 were on average while 17 and 23 were strongly disagree and disagree respectively. From study it can also conclude that employees from Non-IT were more disagree with job fairness. From this highest percent was of strongly agree that was 37 percent.

![Job fairness](image)

Fig. 4.12 Observed frequency of job fairness
From fig. 4.12 revealed the frequency of job fairness and 37 percent told that they are strongly satisfied with fairness.

<table>
<thead>
<tr>
<th>Observed Frequency (O)</th>
<th>Expected Frequency (E)</th>
<th>O-E</th>
<th>(O-E)^2</th>
<th>(\frac{(O-E)^2}{E})</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>7.31</td>
<td>-1.31</td>
<td>1.7161</td>
<td>0.234761</td>
</tr>
<tr>
<td>7</td>
<td>9.89</td>
<td>-2.89</td>
<td>8.3521</td>
<td>0.844499</td>
</tr>
<tr>
<td>6</td>
<td>5.59</td>
<td>0.41</td>
<td>0.1681</td>
<td>0.030072</td>
</tr>
<tr>
<td>7</td>
<td>4.3</td>
<td>2.7</td>
<td>7.29</td>
<td>1.695349</td>
</tr>
<tr>
<td>17</td>
<td>15.91</td>
<td>1.09</td>
<td>1.1881</td>
<td>0.074676</td>
</tr>
<tr>
<td>11</td>
<td>9.69</td>
<td>1.31</td>
<td>1.7161</td>
<td>0.1771</td>
</tr>
<tr>
<td>16</td>
<td>13.11</td>
<td>2.89</td>
<td>8.3521</td>
<td>0.637079</td>
</tr>
<tr>
<td>7</td>
<td>7.41</td>
<td>-0.41</td>
<td>0.1681</td>
<td>0.022686</td>
</tr>
<tr>
<td>3</td>
<td>5.7</td>
<td>-2.7</td>
<td>7.29</td>
<td>1.278947</td>
</tr>
<tr>
<td>20</td>
<td>21.09</td>
<td>-1.09</td>
<td>1.1881</td>
<td>0.056335</td>
</tr>
</tbody>
</table>

\[\Sigma 5.051503\]

\[X^2=5.05150\]

Chi-square= 5.05

Tables 4.3.9 and 4.3.10 above present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Decision:

On the basis of table 4.3.10 it was found that the \(X^2\) was 5.05 which were greater than 0.05 at 5 percent level of significance. So study failed to reject the null hypothesis that means it accept the null hypothesis. Hence study concluded that employees are satisfied with job fairness.
4.3.4 Satisfaction with working environment:

H0- Employees are satisfied with working environment.
H1- Employees are not satisfied with working environment.

Table 4.3.11 Observed frequency of employee’s satisfaction with working environment.

<table>
<thead>
<tr>
<th>Responses</th>
<th>IT(Org-1)</th>
<th>Non-IT(org-2)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>Average</td>
<td>14</td>
<td>25</td>
<td>39</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>16</td>
<td>10</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>57</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

In terms of level of satisfaction with working environment in IT and Non-IT companies, the study found that 26 respondents strongly satisfied with working environment, while 10 were answered agree with they are satisfied with working environment. Out of total respondent 39 were on average while 7 and 18 were strongly disagree and disagree respectively. From study it can also conclude that employees from Non-IT were more disagree with work environment.

On work environment two factors affects that are stress and work conditions. When negative stress is high it reduces job satisfaction. When a job does not correspond with employee’s personal life, or is the source of anxiety and confusion, it’s stressful.

Work conditions: Work places must be in normal conditions allowing employee to do their job properly. In work places where there is not sufficient conditions employee motivation level decreases and such a situation affects employee job satisfaction negatively (Wadhwa et al.).
Table 4.3.12 Expected frequency of employee’s satisfaction with working environment.

<table>
<thead>
<tr>
<th>Observed Frequency (O)</th>
<th>Expected Frequency (E)</th>
<th>O-E</th>
<th>(O-E)^2</th>
<th>((O-E)^2/E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3.01</td>
<td>-0.01</td>
<td>0.0001</td>
<td>0.00003</td>
</tr>
<tr>
<td>5</td>
<td>7.74</td>
<td>-2.74</td>
<td>7.5076</td>
<td>0.96997416</td>
</tr>
<tr>
<td>14</td>
<td>16.77</td>
<td>-2.77</td>
<td>7.6729</td>
<td>0.457537269</td>
</tr>
<tr>
<td>5</td>
<td>4.3</td>
<td>0.7</td>
<td>0.49</td>
<td>0.113953488</td>
</tr>
<tr>
<td>16</td>
<td>11.18</td>
<td>4.82</td>
<td>23.2324</td>
<td>2.0780322</td>
</tr>
<tr>
<td>4</td>
<td>3.99</td>
<td>0.01</td>
<td>0.0001</td>
<td>0.00002</td>
</tr>
<tr>
<td>13</td>
<td>10.26</td>
<td>2.74</td>
<td>7.5076</td>
<td>0.731734893</td>
</tr>
<tr>
<td>25</td>
<td>22.23</td>
<td>2.77</td>
<td>7.6729</td>
<td>0.345159694</td>
</tr>
<tr>
<td>5</td>
<td>5.7</td>
<td>-0.7</td>
<td>0.49</td>
<td>0.085964912</td>
</tr>
<tr>
<td>10</td>
<td>14.82</td>
<td>-4.82</td>
<td>23.2324</td>
<td>1.567638327</td>
</tr>
</tbody>
</table>

\[ \sum 6.35 \]

\[ X^2 = 6.35 \]

Chi-square = 6.35

Tables 4.3.11 and 4.3.12 above present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Decision:

On the basis of table 4.3.12 we found that the \( X^2 \) was 6.35 which were greater than 0.05 at 5 per cent level of significance. So study failed to reject the null hypothesis that means it accept the null hypothesis. Hence conclusion is that employees are satisfied with working environment.
4.3.4 Satisfaction with job location:

H0- Employees are satisfied with job location.

H1- Employees are not satisfied with job location.

Table 4.3.13 Observed frequency of employee’s satisfaction with job location.

<table>
<thead>
<tr>
<th>Responses</th>
<th>IT(Org-1)</th>
<th>Non-IT(org-2)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>2</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Average</td>
<td>8</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Agree</td>
<td>14</td>
<td>9</td>
<td>23</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>14</td>
<td>18</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>57</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

In terms of level of satisfaction with job location in IT and Non-IT companies, the study found that 32 respondents strongly satisfied with job location, while 23 were answered agree with, they are satisfied with job location. Out of total respondent 20 were on average satisfied with job locations while 10 and 15 were signified they are strongly disagreeing and disagree respectively. From study it also concluded that employees from Non-IT were more disagree with job location.

When IT and non-IT organizations considered 57 respondents were from non-IT and 43 were from IT organizations. Out of 57 of non-IT organizations 18 were strongly agree that they are satisfied with job location and 8 were strongly dissatisfied with job location. 12 were neither satisfied nor dissatisfied. And from IT organizations 14 respondents were strongly satisfied with job locations and 2 responds strongly disagree on the satisfaction. 8 were neither satisfied nor dissatisfied with job location.
Table 4.3.14 Expected frequency of employee’s satisfaction with job location.

<table>
<thead>
<tr>
<th>Observed Frequency (O)</th>
<th>Expected Frequency (E)</th>
<th>O-E</th>
<th>(O-E)^2</th>
<th>(O-E)^2 / E</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>4.3</td>
<td>-2.3</td>
<td>5.29</td>
<td>1.230233</td>
</tr>
<tr>
<td>5</td>
<td>6.45</td>
<td>-1.45</td>
<td>2.1025</td>
<td>0.325969</td>
</tr>
<tr>
<td>8</td>
<td>8.6</td>
<td>-0.6</td>
<td>0.36</td>
<td>0.04186</td>
</tr>
<tr>
<td>14</td>
<td>9.89</td>
<td>4.11</td>
<td>16.8921</td>
<td>1.707998</td>
</tr>
<tr>
<td>14</td>
<td>13.76</td>
<td>0.24</td>
<td>0.0576</td>
<td>0.004186</td>
</tr>
<tr>
<td>8</td>
<td>5.7</td>
<td>2.3</td>
<td>5.29</td>
<td>0.92807</td>
</tr>
<tr>
<td>10</td>
<td>8.55</td>
<td>1.45</td>
<td>2.1025</td>
<td>0.245906</td>
</tr>
<tr>
<td>12</td>
<td>11.4</td>
<td>0.6</td>
<td>0.36</td>
<td>0.031579</td>
</tr>
<tr>
<td>9</td>
<td>13.11</td>
<td>-4.11</td>
<td>16.8921</td>
<td>1.28849</td>
</tr>
<tr>
<td>18</td>
<td>18.24</td>
<td>-0.24</td>
<td>0.0576</td>
<td>0.003158</td>
</tr>
</tbody>
</table>

Σ = 5.807449

χ^2 = 5.807449

Chi-square = 5.8

Tables 4.3.13 and 4.3.14 above present the observed and expected frequencies with the computed Chi-square statistics for the measures of each of the organizations studied.

Decision:

On the basis of table 4.3.14 we found that the χ^2 was 5.80 which were greater than 0.05 at 5 percent level of significance. So this study failed to reject the null hypothesis that means it accept the null hypothesis. Hence it can also conclude that employees are satisfied with job location.
4.4 SWOT analysis of Techno Manpower Services:

By focusing on the key factors affecting business, now and in the future, a SWOT analysis provides a clear basis for examining business performance and prospects. SWOT which was put forward by the American scholars in the early 1980s is a method of enterprise competition analysis (Wang and Wang). It analyzes deeply the enterprise’s advantages and disadvantages and its position of competitive advantages, which can be used to provide the decision-making basis for the enterprise development strategies. ‘SW’ is used to analyze the enterprise’s strengths and comparative analysis with its competitors, while ‘OT’ is used to analyze the impact of external environment on enterprises. Currently, SWOT method has gone beyond the traditional scope of business analysis, and widely be used in other areas.

4.4.1 Strengths:

TMS has a location advantage it means TMS is located at Magarpatta city Pune. This Magarpatta city is an industrial area. This place has connected by good roads and has good transportation facilities. It situated at easily recognizable place so people can find it without wasting time. Employees of TMS also reach without wasting a so much time on traveling to TMS. The one more strength of TMS is that it has experienced staff working with it. The staffs of TMS have a good experience in the recruitment and training. And for continuous development TMS arranges training programme continuously. Due the experienced staff selection rate of candidate increased from last few years. TMS expertise lies in providing qualified and experienced professionals for senior, middle and junior level management. TMS specialization lies in understanding company needs, and providing an accurate match of candidates to meet the needs of partner organizations within defined timeframes.

Another strength has with TMS is that cost benefit. For starting recruitment firm does not required heavy investment. With small capital this business can run. TMS get average revenue as 10 percent on employees CTC. Monthly 10 candidates being get selected through TMS. And if cost is considered it is very low as compared to return. So it helps TMS to run their business properly and to earn more income from the business. Another one more strength is that network of Techno Manpower Services in corporate field. This is because of strong data base having with it. As a corporation, TMS believe in building a relationship that is based on trust and long term commitment. At TMS believe in connecting the potential employee to
organizational. TMS has so many client organizations and for those TMS serves candidate according to requirement. As management is concern TMS has excellent management skills of business. Management of TMS is excellent for all activities like manpower, candidate and for conducting processes of recruitment, selection and training. The effect of that is satisfaction of employees and getting more opportunities of serving manpower and low cost and more profit.

Techno Manpower provides all types of candidates to its client organisations. It means TMS has diversification in their business. TMS provides candidates for all types of organisations like financial institutions, FMCG, pharmaceutical, IT, cellular, retail, manufacturing, construction, media. It helps them keeping touch with all type of organisations. So it affects on availability of candidate.

4.4.2 Weaknesses:

The analysis of weaknesses is also important for running any business because weakness analysis shows weak points of business it helps to avoid that. TMS also has some weaknesses it includes ignorance of candidate, problem of electricity, no guarantee of fixed income. According to conducted study it was found that candidates didn’t thought serious about job which they known due to consultancy. It is like that many candidates do not have believed on consultancy. If candidate has known about vacancies available in different firms then also they ignore it. Some time it happens that TMS informs candidate about job opening but candidate does not reach there for interview. The reason behind this it may be salary expectations, distance from candidate locality.

India is facing problem of scarcity regarding electricity and obviously TMS facing same. For become a business successful adequate infrastructure facilities should be must. Inadequacy of any factors adversely affects on business. Electricity is very important factor for consultancy because it’s all processes depends on electricity. Because for process of recruitment required net connections, laptops and all these electricity is needed. One more weakness of consultancy is that no surety of income. The income of consultancy always based on the candidate selections. Consultancy gets income on CTC of selected candidate. It receives 10 percent of candidate salary as a return for serving candidate. But selections of candidates are not fixed so income also not fixed.
4.4.3 Opportunities:

In the business of third party recruitment it has large opportunities for growth and income. TMS also have so many opportunities with it. The most important opportunity is the growing sector of third party recruitment. In the fast-paced global marketplace, company needs to concentrate on its core mission delivering those goods or services that are basic to the way to do business. Now day’s companies are focusing on its own products and services.

Recruiting firms/employment agencies are gaining in popularity, especially in the search for management level/executive talent. Recruiting via this medium is expensive, whether the organization uses a contingency firm or has one on retainer. Executive search firms tend to match candidates to jobs faster that most organizations can, on their own, primarily because the recruiting firms/employment agencies possess larger databases. It has wider access for candidate, persons (whom they may themselves have placed) and have a greater awareness of the location of competencies needed by the client agencies.

Another opportunity has due to growth of Indian literacy level. The literacy level of India is growing day by day and the availability of candidate is also growing. Many colleges now taking help of consultancy firms for campus recruitment because it increases chances of getting selected. The candidate also takes helps of consultancy for searching job because chances of getting job increases.

Demand for skilled labour is increasing fast. Employees in the workplace today need a higher basic skill level because of new and changing technology. The sector faces the twin challenges of securing sufficient skilled workers to meet demand and up-skilling workers to keep pace with changes in technology and work practices. So demand for skilled workers is growing day by day due to technology changes.

The e-recruitment is growing very fast and it is another opportunity for growth. Recently there has been significant increase in use of internet to recruit and select people has grown. Various research evidences show that online recruitments have become easy way to save cost and valuable time of firms (Hart, Doherty & Ellis-Chadwick, 2000). Some recent studies on the effectiveness of internet in recruitment and selection have reflected the benefits delivered by internet. Use of online recruitment and selection process offers advantage in the form of economies of scale. Therefore, this feature of e-recruiting would attract lot of corporations to invest their resources in developing e-recruiting supply chain. Only limited researchers have
been conducted over the effectiveness of online recruitment and selection process. So, there is lot of scope to conduct further research over this growing phenomenon that is currently on the prime focus for corporations.

4.4.4 Threats:

Threats are those which cannot control. The competitions in consultancy firms are adversely affected on TMS. Competition is a critical factor in any business. The organizations are giving preference to third party recruitment and for other HR functions due increasing demand the consultancy also increases. So between them consultancy has facing problem of competition. If consultancy failed to serve right candidate on time then client organizations can shifts to another recruiting firm due to competition.

The company changes their recruitment policies as they needed and this is a threat for Techno Manpower Services. Clients can change its recruitment policies that are time of recruitment, then forms of recruitments. If company decided to recruit candidate internally them it affects on consultancy. In private organizations chances of getting selected candidate from reference are more so it affect on recruiting firms like TMS.
SUMMARY & CONCLUSIONS
CHAPTER V

SUMMARY AND CONCLUSIONS

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organisations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee.

Human resources are considered as assets instead of liability. As now companies are focusing on retaining talents instead of searching for low cost employees with lesser qualification. Good human resource management is now considering as one factor which adds competitive advantage to the company. (Ishrat, 2013). Satisfaction and dissatisfaction are two separate constructs. Intrinsic factors named ‘motivators’ i.e. factors which were inherent to the nature and experience of the job were found to be ‘satisfiers’ and included: recognition, achievement, the work nature, level of responsibility. On the other hand extrinsic factors named ‘hygiene factors’ were found to be job dissatisfies and included: company rules, regulations, policies, hierarchy, supervision, salary, workplace environment and interpersonal relations. Herzberg and Mausner’s motivation – hygiene theory has been a key influencer in the study of the nature of job satisfaction and has been predominant in the development of measures for assessing job satisfaction. (Herzberg, 1959).

With this background, the present study carried out with the following specific objectives.

1. To study the process of recruitment, selection and training through TMS.
2. To identify major determining factors for recruitment.
3. To study the level of employees job satisfaction.
4. To identifies SWOT of TMS.
Simple statistical tools like tabular analysis, graphical method, simple percentage and chi-square test was employed to study the determining factors and satisfaction levels of employees.

5.1. PROCESS OF RECRUITMENT, SELECTION AND TRAINING THROUGH TMS

The present research “Study of Recruitment, Selection and Training through Techno Manpower Services” was conducted at TMS Pune. Study revealed that in the process of recruitment five steps are so much important. For recruiting a new employee organization has go through planning, strategy development, searching, screening and evaluation. These five steps are very important for selecting right candidate for organizations. Selection process start with the understanding of requirement of organizations and ends at job offers.

Organizations exist for people. They are made of people and by the people, and their effectiveness depends on the behavior and performance of the people constituting them. Every organization needs to have well trained and experienced people to perform the activities that have to be done. A TMS service provides all HR solutions like recruitment, selection, training other related activities. For training is concern TMS provides two types of training job aspirants training and corporate training. Job aspirants training is related to interview techniques, communications skill which helps candidate for getting selected.

5.2 MAJOR DETERMINING FACTORS OF RECRUITMENT

For recruitment process determining factors are so much important. Recruitment process does no starts without clear idea about determining factors. Those determining factors of recruitments were age, qualifications, experience and age of candidate. The study revealed that out of total samples male candidates get selected more percent than female through consultancy. This study also concludes that male candidates are gives more preference to consultancy for job search. The more than 50 percent candidates were 25-30 years age groups. Graduate candidates have gives more preference to consultancy. And if experienced is consider the candidates between 0-1 year experience has given preference to consultancy firms.
5.3 LEVEL OF EMPLOYEES JOB SATISFACTION

From the present study satisfaction of employees regarding different factors was studied. Those factors were salary, work relation, policies, fairness, work locations, job security, working environment. The results of the study suggest that higher rewards and satisfied employees in work organizations play a major role both in the promotion of employee, job satisfaction and consequently higher productivity in organizations.

As for as salary concerned 70 percent candidate were satisfied with salary presently they receiving. 20 percent candidates were dissatisfied with salary structure. Out of total percent 10 percent were on neutral. And for salary computed chi-square value was 3.71 it is more than 0.05 at 5 percent so null hypothesis was accepted. When level of satisfaction regarding work relations studied it was found that 54 percent candidates were satisfied with work relationship. Out of total percent 15 were on neutral. 31 percent candidates were dissatisfied with work relation. And computed chi-square was 7.58 so null hypotheses were accepted at 5 percent level of satisfaction.

As for as job security concerned 46 percent candidates were agree with job security they have with current company. 27 percent candidates were disagree with satisfaction and 27 were neutral regarding satisfaction of job security. Computed chi-square was 5.34 so null hypotheses were accepted that candidates are satisfied with job security with current organizations. When satisfaction regarding company policies had studied result found that 35 percent candidates were satisfied with current policies adopted by their organizations. 45 percent respondents were dissatisfied with policies and remaining was average means neutral level. Computed chi-square was 8.40 for company policies and it was greater than 5 percent level so accept the null hypotheses.

As for as job fairness concerned 47 percent candidates were agree with job fairness they have at current company. 40 percent candidates were disagree with satisfaction and 13 were neutral regarding level of job fairness. Computed chi-square was 5.05 so null hypotheses were accepted that means candidates are satisfied with job fairness at current organizations. When satisfaction regarding working environment had studied result found that 36 percent candidates were satisfied with
current working environment in organizations. 25 percent respondents were dissatisfied with working environment and remaining was average means neutral level. Computed chi-square was 6.35 for working environment and it was greater than 5 percent level so accept the null hypotheses.

When satisfaction level of employees regarding job location was tested by using five point likert scale the result was found that 55 candidates were satisfied with location of their organizations. 25 percent employees were dissatisfied with job location for their work. Out of total respondents 20 were neither satisfied nor dissatisfied with work locations. The chi-square value was 5.80 that were greater than 5 percent level of significance so accept the null hypotheses. When all the factors considered then it can conclude that employees were satisfied with all factors and chi-square for all factors were greater than 5 percent level of significance.

5.4 SWOT ANALYSIS OF TECHNO MANPOWER SERVICES

SWOT analysis was also one objectives of this study. For any company SWOT is very important for decision making process. From study conducted at TMS the SWOT was found that strengths of TMS were location, experienced staff, cost advantage, strong industrial network, good management and diversification of services. And for weaknesses of TMS were ignorance of candidate, electricity problems and no fixed income from the recruitment. If opportunities are considered it was found that growth in third party recruitment, growth in literacy and preference to consultancy, increasing demand of skilled candidate and growth of online recruitment. Finally study found following threats for TMS competition and changing policies of client companies.

CONCLUSION

Finally study was conclude that TMS has used standard process for recruitment, selection and training. From the study it was clear that graduate people are giving more preference for consultancy for searching job. When all the factors considered then it can conclude that employees were satisfied with all factors and chi-square for all factors were greater than 5 percent level of significance. When SWOT was analyzed it was found that strengths of TMS were location, experienced staff, cost advantage, strong industrial network, good management and
diversification of services. Weaknesses of TMS were ignorance of candidate, electricity problems and no fixed income from the recruitment.

This are some opportunities of TMS growth in third party recruitment, growth in literacy and preference to consultancy, increasing demand of skilled candidate and growth of online recruitment. Finally study found following threats for TMS competition and changing policies of client companies.

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