A Case Study of Tech Mahindra on Recruitment & Selection: Hiring the Right Person

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Abstract – The potency of varied enlisting alternatives for brand spanking new staff is being the subject of study and analysis of quite fifty years. potency has been evaluated by reviewing turnover/job hold on rates and job performance. As reportable, referrals like current personnel, in-house job postings, and additionally the previous workers re-hiring are the foremost effective alternatives of hiring then walk-ins and also the less effective sources are newspaper ads, school placement services, and employment agencies (government/private).

With several changes in research emphasis, the past decade has seen continued interest in the employment interview. So, we begin with a discussion of the traditional areas of interview. Next, we discuss more about the recruitment process of BPO at TechMahindra and how mixing of channel is results in the most effective way of bulk recruitment. The work is performed for the staff of RMG (Recruitment Management Process) of Business process outsourcing. The percentage method was used to know the accurate percentage of the data which I have taken as it is easy to create the graph.

Key words: Section, Recruitment, Talent Hunt, Outsourcing

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INTRODUCTION

There is a far-famed voice communication "The theory while not sensible is lame and practical without theory is blind."

Talent Acquisition is one altogether the foremost necessary functions for every employers and workers apparently unsure in nature. Human resource can be a necessary part of any business and management is crucial.

In India, Business methodology Outsourcing (BPO) business has shown tremendous growth in few years in Republic of India that started around the mid-90s.

India is presently the world's favorite for BPO corporations, among various countries, such as, Australia, China, Philippines, The BPO business is exaggerated by the help of inexpensive labor costs and India's large talent pool of older, gossipy professionals

In India, BPO sector's average rate is regarding 30-35 the troubles, but the foremost vital challenge of the BPO business is to manage the speed by recruiting the right candidate for work as a result of increased value the worth the price to the company (due to work and administration price, high accomplishment cost) & loses the quality of human resource from the organizations that ultimately have a bearing on the performance of the company

As attrition is one in all the most important issue in technical school Mahindra it's necessary to check the cause and furthermore on assess management measures to cut back the rate to check the achievement method and realize the linkages therein method to switch the method of screening.

Recruitment:

Recruitment is that the tactic of finding and hiring capable candidates for employment. the tactic begins once new recruit is starts and ends with their applications are submitted. However, in observe the activity extends to the therefore of applications so on take away people who aren't qualified for the work. accomplishment is method to search out the proper candidates for actual or anticipated organization vacancies

Recruitment for Techmahindra:

For Tech Mahindra, achievement of Human Resources in BPO could be a key component of Human Resource Management. the most purpose of the achievement is to draw in an adequate

variety of candidates per the need of the shoppers, that suites the duty qualities, wherever leader will choose the simplest person for the role of client service associates (CSA)
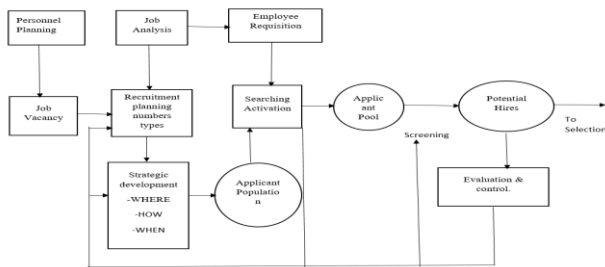
STEPS IN RECRUITMENT PROCESS

Fig: Recruitment Process.

Steps followed by TechMahindra for Recruitment:

It's necessary to effectively vogue your recruitment and selection flow chart.

Depending on your recruiting strategy, there are typically extra or less steps to the recruitment technique.

Basic steps within the achievement method are as follows**:**

1.   Receive job order from client-

At Sharda Centre, monthly requirement of batches was from Vodafone and Idea. So, according to their requirement of the candidates Recruitment team use to hire the candidates.

2.   Source potential candidates

Identifying sources of feat could be a very important block of the achievement methodology accomplishment sources also are internal or external, for attracting the candidates additional as prepared and competitive.

(A)   For Vodafone-

The basic requirement for Non-Voice calling was-

•   Education – 10+ 2

•   Skills Required- Good Communication Skill.

(B)   For Idea-

The basic requirement for Non-Voice calling was-

•   Education – 10+ 2

•   Skills Required- Good Communication Skill.

2.4   SWOT analysis on Indian BPO sector

Strengths

Highly skillful, communicative community

•   Ample men

•   As per Nasscom the salaries distinction ranges as high as 70-80 % as compared tothe Western elements i.e. Cheaper personnel than their Western Counterparts.

•   Lower job leaving rates than within the West.

•   Workforce- long-run career within the field of BPO

•   Western firms have continuous advantage because of the massive time distinction.

•   Less latency with well-planned and well-effective service

•   Operational brilliance

•   Contributory business atmosphere.

Weaknesses

•   To pursue higher studies, there's been rise among the extent of attrition rates among outsourcing.

•   Staff World Health Organization are quitting their jobs. late staff have shown an aptness to not pursue BPO as a regular career selection.

•   In India, expenses of telecommunication and network infrastructure are far above the United States.

•   Native infrastructure.

•   Political influence

Opportunities

•   In associations like Nasscom, India is the foremost favored BPO destination among the globe with venture

•   India is also emerged as a prime quality outsourcing nation

Threats

•   American country area unit developing with legislation against outsourcing Connecticut, Missouri and Wisconsin.

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employees In the North country state of recent Jersey, plenty of states at intervals, the North in British telecommunication area unit against the outsourcing of job to Indian BPO companies. Different BPO countries like China, Philippines and African country area unit more cost effective in infrastructure.

REVIEW OF LITERATURE:

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

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

- Jones et al. (2006) suggested that examples of recruitment policies in the healthcare, business or industrial sector may offer insights into the processes involved in establishing recruitment policies and defining managerial objectives.

Statement of problem:

The robust task is to appear, recruit, and select precocious people in today's tight marketplace for organizations. As their square measure lesser precocious resources procurable, the competition is augmenting. The lesser procurable resources produce the organizations engaged on effective action, selection, associate degreed retain quality skills is to obtaining the proper talent is turning into a more and more difficult and difficult activity.TechMahindra of Sharda center has really less footstep due to that it becomes powerful to rent 120-130 candidates/month. they have to put plenty of stress on providing engaging wage to attract skills.

OBJECTIVES

1. To understand processes of recruitment at Tech-Mahindra.

2. To know the best sources of recruitment various level and department

3. To critically analyze of function of recruitment processes

4. To understand the satisfaction level of employees about the recruitment process.

5. To identify the problem areas of important to make recruitment processor more effectively.

Scope:

1) The project is performed for the staff of RMG of Business process outsourcing.

2) The research has been performed using primary and secondary data sources.

3) This research basically includes the perception of Recruitment management group (RMG) towards the recruitment process carried at TechMahindra

4) Various research papers on recruitment were referred to gain insights regarding the recruitment process and efficiency of channel mix.

Limitations:

1) The data collected using secondary source, authentically cannot be verified.

2) Due to some restriction from the client, all sources were not used for recruitment.

RESEARCH DESIGN:

Conducting a research study without a research design is like sailing without a compass. It is a process to be carried out in connection with the research work. It is the rule of the Research worker to stay track of his work and apprehend whether or not he's occupancy the proper direction or not. analysis style economizes on time, energy, personnel and alternative price concerned within the study. Appropriate design prevents the researcher from wandering aimlessly. It guides him to collect only the relevant data and provides the right kind of information.

In this work I have used case study method for Research. For gathering the information questionnaire method was used. Observational technique – used to examine and evident the course of actions and behaviors of a gaggle of take a glance at subjects in their natural setting. The analysis sometimes doesn't have communication with the take a glance at subject.

Case Study technique – this is often a core study of a private or very little cluster of individuals. Communications would possibly or may not happen with the take a glance at subjects.

RESEARCH TOOLS:

Analysis of Statistical data:

After information is collected the man of science should analysis the collected data, the man of science should categoryify the data into purposeful and useable class. The analysis is done by

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suggests that of assorted mathematics measures. For illustration of the data use of bar charts, bar charts are being created.

Interpretation of knowledge:

After information analysis is completed, the obtained information is taken and various inferences unit of measurement created and in addition conclusions area unit drawn related to the objectives, that are listed, at intervals the beginning of the work.

Type of Research:

I have used Descriptive type of research in this work. This is done in two different ways. They are–

• **Observational –**

In this method i have viewed and recorded different view of RMG Team member where they have discussed about the best sources which Techmahindra can use to improve daily walk-in. But due to some constrain, they cannot follow it which results in struggle.
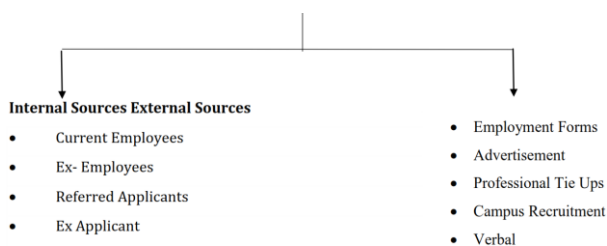
• **Survey-**

In this brief interview and discussion with an individual was taken on the specific topic. Questioners were prepared to know their views which will help me in the survey.

Sources of Data:

1. Primary Data

2. Secondary Data

Sources of Recruitment

Internal Sources External Sources
- Current Employees
- Ex- Employees
- Referred Applicants
- Ex Applicant

- Employment Forms
- Advertisement
- Professional Tie Ups
- Campus Recruitment
- Verbal

Primary Data:

Primary data are the data obtained for the first time, which are original in character, either through questionnaire or through personal interviews.

This can be collected by various methods like-

• Surveys

• Observation

• Experimentation

• Measurements

• Personal interview

• Telephonic interview

• Questionnaires

Note: Questionnaires and interview method has been used for collecting the data for work only.

Secondary data:

Secondary knowledge is the information that is been notice by alternative person for a few alternative purpose and is employed by the investigator in his analysis for study.

Various sources of secondary data are catalogues, Brochure, magazines and websites etc. throughout this work I even have used of secondary data for gaining additional and extra regarding the company, its merchandise Associate in Nursing varied edges an authority are getting. For effort this information. I even have studied secondary sources like company information processing system, brochures, paper presentation etc.

Sampling

| Sample Size	10 members from RMG team and 30 BPO employees
Sample Area	TechMahindra-Sharda Centre, Pune

Limitations

• In this work, I have tried to clear & emphasis on the present reality with statistics penetrating to my survey skill & information finding.

• The sample survey is done on very small group of people thus the results drawn may be different from the opinion of the universe.

• The short duration of two months is very less time span for covering all the aspects & details regarding the work.

• As some of the company data are confidential, the exact data from the company was not obtained.

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- The feedback received from the folks is to keep along with his perception, thinking, will power, restricted exposure and personal knowledge level.

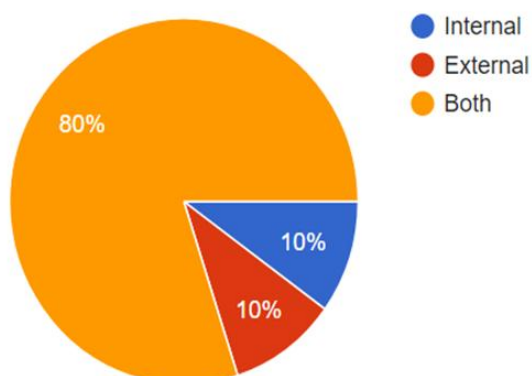**Questionnaires for HR person:**

1) Designation
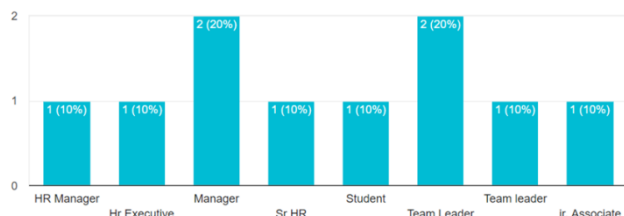
INTERPRETATION: The above bar graph represents different designations of Recruiting team.

- HR Manager- 3

- HR Executive-1

- Team Leader-2

- Sr. HR- 1

- Intern-1

- Business Associate-1

2) Which source do you prefer for hiring?

No of Employees	Response
8	Internal & External
1	Internal
1	External

INTERPRETATION: - The Above Pie Chart clearly specifies that 80% of the team members use internal as well as external source of recruitment. Where 10% use either external source or internal source. i.e. 80% of team member finds that by using both

internal as well as external source they can ramp up the Recruiting process.

3) In Internal recruitment, which is the best source?

No of Employees	Response
8	Buddy
2	Internal promotion
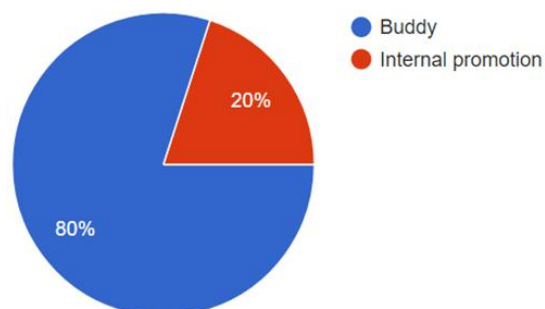
INTERPRETATION: - The Above Pie Chart clearly specifies that 80% of the team member finds that, using buddy (Employee referral) is the best source in an internal recruitment whereas 20% finds that internal promotion is the best source for internal recruitment.

4) In External recruitment, which is the best source?

No of Employees	Response
7	Job Fair
1	Mass mail
1	Advertisement
1	Online portals
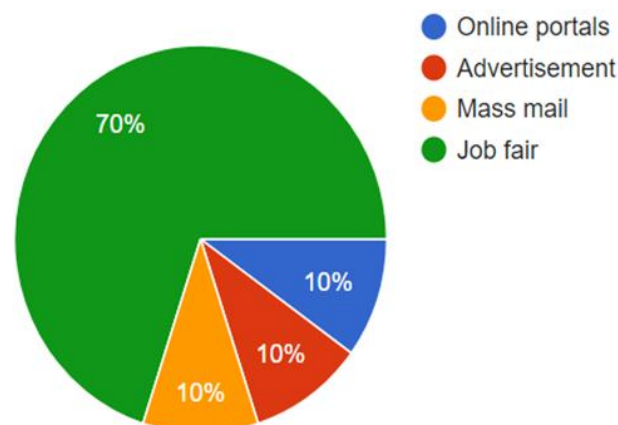
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INTERPRETATION: - The Above Pie Chart clearly specifies that 70% of the team members finds that through job fair's footfall can be increased. Whereas 10% finds using online portals or using advertisement or by sending mass mail can be beneficial for increasing the footfall.

5)   Do you think, only one source can help to achieve the target for hiring the candidates?
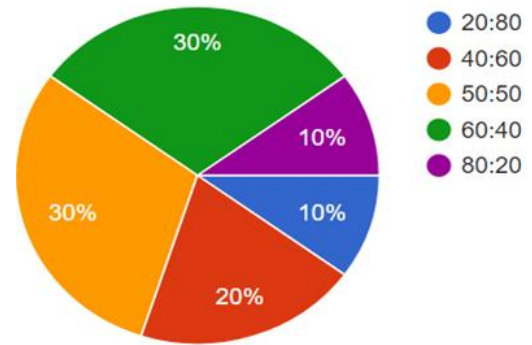
No of Employees	Response
7	No
3	Yes
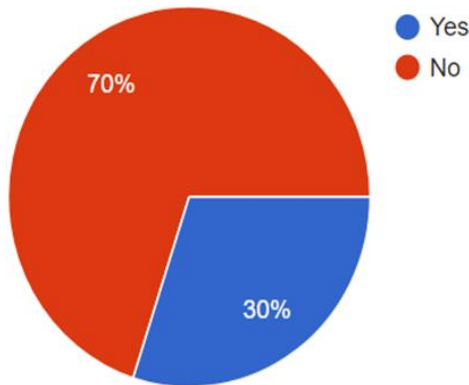
INTERPRETATION: - The Above Pie Chart clearly specifies that 70% of the team members finds use internal as well as external source of recruitment can help them to ramp up the Recruiting process. Where 30% finds that using only one source of either external source or internal source can ramp up the Recruiting process.

6)   What should be the ratio (External: Internal) to increase the number of daily walk-in?

No of Employees	Response
3	60:40
3	50:50
2	40:60
1	20:80
1	80:20

INTERPRETATION:- The Above Pie Chart clearly specifies that by using the appropriate ratio of 50:50 or 60:40 (Internal: External) can help to increase the footfall for BPO. It means that External source of recruitment should be largely used for recruiting the candidates.

7)   According to you, does third party like agency's help to ramp up the process?

No of Employees	Response
6	Third party can help to ramp up.
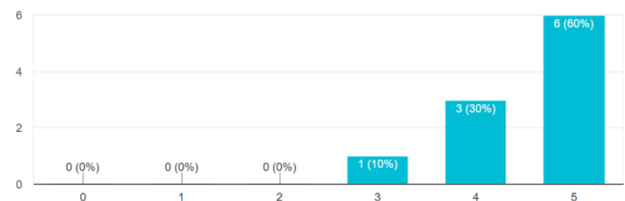
INTERPRETATION: - The Above Bar Graph clearly represents that 60% of team members finds that third party like Vendors can help to ramp up and increase the footfall which will help them to achieve their monthly target easily.

8)   Why Tech Mahindra at finds it difficult to approach the candidates?

No of Employees	Response
8	Less Marketing
2	Low salary
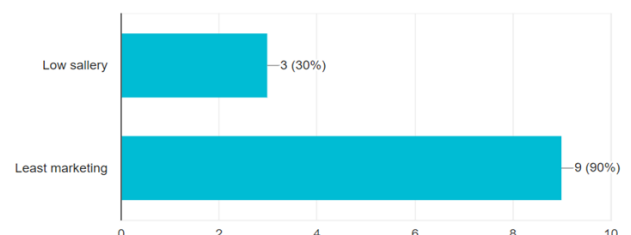
INTERPRETATION: - - The Above Bar Graph clearly represents that, 90% of team members

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finds that due to less marketing or due to less advertising of job openings for CSA (Customer service associates) candidates are not approaching at sharda center as compared to Giga Space, Vimanagar.

Questionnaire for BPO Employees –

1.   How professional was recruiter at our company?

(a)	Very professional	16
(b)	Extremely professional	5
(c)	Not professional	6
(d)	Somewhat professional	2
(e)	Not at all	1
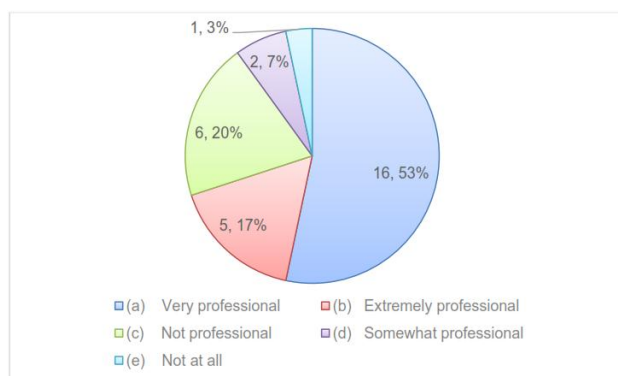
Interpretation –

The Above Pie Chart clearly specifies that 16 employees thought that the recruiter was very professional during the recruitment process. Whereas 5 employees rated the recruiter as extremely professional, 6 as not professional 2 as somewhat professional and 1 as not at all.

2.   How Knowledgeable was your recruiter about our company?
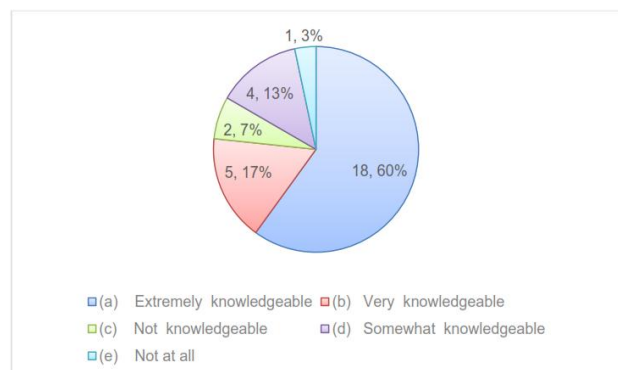
Interpretation

18 Employees think the recruiter was extremely knowledgeable. 5 employees rated the recruiter as

very knowledgeable, 2 as not knowledgeable, 4 as not knowledgeable and 1 as not at all.

3.   How clearly did your accomplishment justify the detail of the task to you?

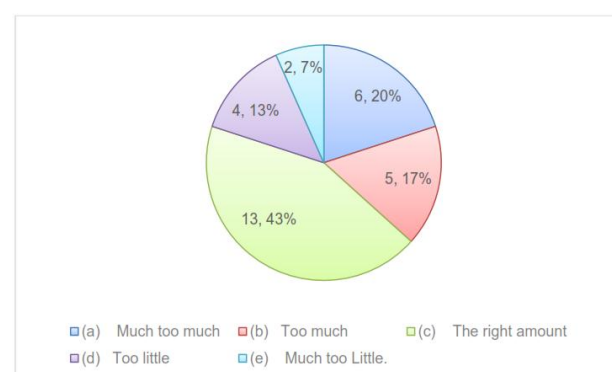| (a)	Extremely clearly	11
(b)	Very clearly	14
(c)	Not clearly	1
(d)	Somewhat clearly	3
(e)	Not at all clearly.	1
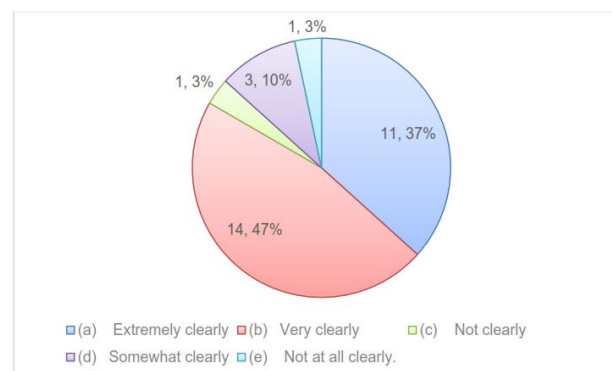
Interpretation

When asked the question, 11 employees responded with extremely clearly, 14 as very clearly, 1 as not clearly, 3 as somewhat clearly and 1 as not at all clearly.

4.   Did you feel the recruiter spend too much time, too little time or about the right amount?

| (a)	Much too much	6
(b)	Too much	5
(c)	The right amount	13
(d)	Too little	4
(e)	Much too Little.	2

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Interpretation

When the question asked, 6 employees responded with much too much, 5 as too much, 13 as the right amount, 4 as too little and 2 as much too little.

5.   How clearly did your recruiter make a case for the remainder of the recruiting method following your interview?

| (a) Extremely clearly	9
(b) Very clearly	12
(c) Not clearly	3
(d) Somewhat clearly	4
(e) Not at all clearly	2
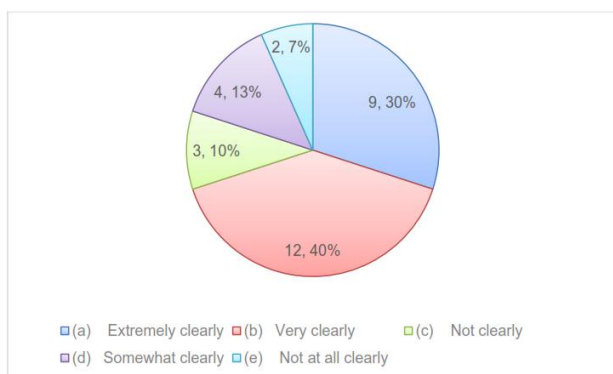
Interpretation

When the question asked, 9 employees responded with extremely clearly, 12 as very clearly, 3 as not clearly, 4 as somewhat clearly and 2 as not at all clearly.

6.   How quickly did your recruiter reply to your email?

| (a) Extremely quickly.	8
(b) Very quickly	9
(c) Somewhat quickly	6
(d) Not quickly	4
(e) Not at all quickly.	3
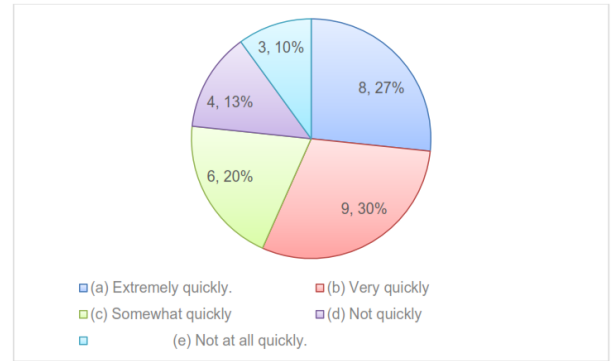
Interpretation

When asked the question – "How quickly did your recruiter reply to your email?" 8 employees responded with extremely quickly, 9 as very quickly, 6 as somewhat quickly, 4 as not quickly and 3 as not at all quickly.

7.   Are you satisfied with recruitment Processes.

(a) Highly satisfied	15
(b) Quickly satisfied	6
(c) Very satisfied	4
(d) Not at all	1
(e) Somewhat satisfied	4
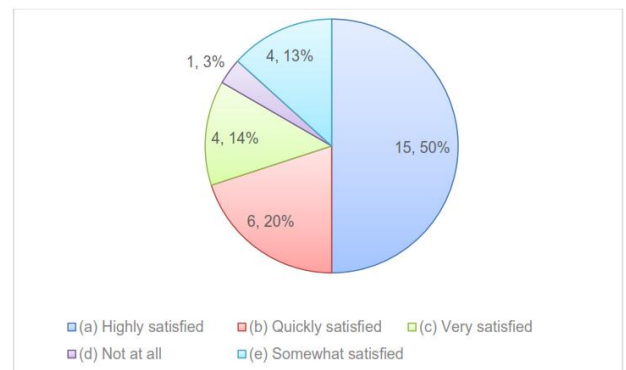
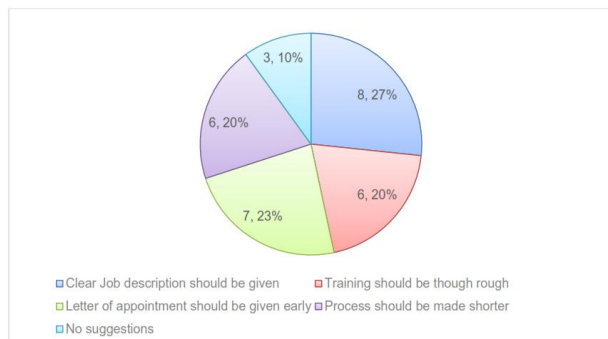**Interpretation**

When asked the question – "Are you satisfied with recruitment Processes." 15 employees responded with highly satisfied, 6 as quite satisfied, 4 as very satisfied, 1 as not at all and 4 as somewhat satisfied.

8.   If any suggestion about recruitment processes.

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Clear Job description should be given	8
Training should be though rough	6
Letter of appointment should be given early	7
Process should be made shorter	6
No suggestions	3

Interpretation

When Asked the question – "If any suggestion about recruitment processes." 8 employees responded with Clear Job description should be given, 6 as Training should be though rough, 7 as Letter of appointment should be given early, 6 as Process should be made shorter and 3 as No suggestions.

OBSERVATIONS

The success of any organization mainly depends on the workers. The employees are considered as backbone of the company. It is necessary to know from the candidates that which source they prefer to know about the vacancy. Thus there are some of the M findings through this survey.

FINDINGS:

1.   At TechMahindra employee reference (Buddy) is preferred most of the time. So from this overall summer internship program I have found that-

2.   RMG (Recruitment management group) prefer Buddy an internal source for recruitment.

3.   80% of the team member from sharda and Vimannagar location prefer to use internal as well as external source of recruitment to attract more number of candidates.

4.   Sr. Manager, Team leader and business Associates finds that Job fair is the best way to hire candidates in bulk.

5.   Due to the increase in cost by using Naukri or Monster portal they preferred to use employee referral at higher rate. But they find it that by using both the sources will help

BPO to achieve the target within a given time period.

6.   As the required candidates are 10+2/ graduate or are in the process of job search, external source like mass mail, Job portal can help them to know about the vacancy in the company.

7.   The ratio of External: Internal for recruitment should be equal or more preference should be given to external source which will help more no of candidates to know about the vacancy.

8.   As most of the candidates applying for BPO are BE Graduate they work for 3-6 months and then join other company of their own stream.

9.   The expectancy level for BE graduates are more in terms of salary. This is the reason they work in BPO for only 3- 6 months.

10.   Third Party helps in recruiting the candidates in bulk. So the best way of recruiting the candidates is through third party like Vendors.

11.   Employees were mostly satisfied with the recruitment process but there were problems regarding their salary structure.

RECOMMENDATIONS:

Based on the observations and interview that I had with the team members, I'm able to reach consensus on several recommendations for TechMahindra. This recommendation has been generated based on the response and extensive comments received from the survey. The recommendations are as follows-

1)   Company should more focus on 'Buddy' as an internal source of recruitment where through employee's candidates can be recruited.

2)   It is recommended to use both internal as well as external source of recruitment, instead of using only one source.

3)   The waiting time for all three rounds of interview should not be more than 3 hours.

4)   Focus on that source which will help to get bulk candidates.

5)   As per the survey, it is recommended that organization should redesign their recruitment process followed by Exit interview.

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6) Feedback should be carried after the induction of respective batch to know about the recruitment process which is carried out.

• Human Resources recruitment has stress on human resource management activities. information and proper application of recruitment is required for managing the organization, counting on the results of recruiting the foremost effective workers among the organizations Benefits and Downsides For The Organization.

• An organization living in AN extremely very aggressive setting should place plenty of prominence on foreign sources, whereas a corporation in operation in environments with moderate changes is also successfully used internal recruitment.

• The study has tested that Balanced Channel mixture of the sourcing channels is one in every of the foremost effective and economical strategy of hiring as a result of its enabled tech Mahindra to reach quality talent out there at intervals the market, and be worth effective and time economical

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