Recruitment and Selection in MNC: A Case Study on TCS (Tata Consultancy Service)

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Abstract:

Recruitment is considered as the process of identifying and making the potential candidates to make an application for the jobs.Recruitment is named as a positive process with its technique of attracting as many applicants as possible for the vacant jobs. Selection is considered as the process of selecting the most appropriate candidates for the vacant positions Selection is called as a negative process with its reduction or rejection of as many applicants as possible for identifying the appropriate candidate for the position.In this Paper we will discuss about the recuritment and selection processes in TATA CONSULTANCY SERVICE(TCS).

Key words: RECURITMENT, SELECTION,

Preface:

A multinational corporation (MNC) has services other assets in at least one country other than its home country. Such companies possess offices and/or factories in numerous countries and normally have a centralized head office where they coordinate world-wide supervision. Very large multinationals have budgets that larger than those of many small nations. Recruitment is considered as the process of identifying and making the potential candidates to make an application for the jobs. Recruitment is named as a positive process with its technique of attracting as many applicants as possible for the vacant jobs. Selection is considered as the process of selecting the most appropriate candidates for the vacant positions Selection is called as a negative process with its reduction or rejection of as many applicants as

possible for identifying the appropriate candidate for the position. The human resources are the most important resources of an organization. The success or failure of any organization is mainly influenced by the standard of the people working therein. Recruitment is different from Employment and Selection The method of attracting them towards the organization before choosing suitable candidates for jobs Recruitment is only one of the procedures in the total employment process Selection is the process of picking individuals who have relevant qualifications to fill up jobs in an organization The basic objective is to choose the individual that can most effectively perform from pool of candidates.

Review of Literature:

Barber (1998) defines Employee recruitment as "practices and activities carried on by an organization for the purpose of identifying and attracting potential employees". Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization's culture. According to Costello (2006) 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. According to Montgomery (1996)is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovich (2004) said recruitment is a process of attracting a pool of high quality applicants so as to

select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. Need of the Recruitment and Selection Process Dessler,(2000)found in his study that the Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers.

It frequently forms an important part of the work of human resource managers–or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes. Recruitment and selection had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level.

However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair. Dessler listingthe essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through

selection interviews, and determine to which candidate(s)an offer should be made. Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection,placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security.

Process of Recruitment Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitmentpractice , and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. Smith et al. (1989) argue that the more effectively the recruitment stage is carried out,the less important the actual selection process becomes.When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in theprocess involves conducting a comprehensive job analysis.

This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted,the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. According to Odiorne, (1984) one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus

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requiringfurther recruitment. In a cross national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods anddisciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labor turnover. A number of recent studies have suggested thatsome recruitment methods are more effective than others in terms of the value of the employees recruited. Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntaryturnover) and who are less likely to be dismissed (low involuntary turnover).

People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves.The studyreviewed five studies in which average labor turnover of percent . Thelabor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30percent . One hypothesis proposed to account for this was the "best information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to havea more realistic view of the job, culture of the organization and job prospects.

Burack, (1985)argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. In a survey of 201 large US companies, Burack asked respondents to rate the effectiveness of nine recruitment sources in yielding high-quality, high-

performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources. The Selection DecisionGould, (1984)argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error.

Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers. Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity.

Miyake,(2002)In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent.

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Burton (2001) in his study of recruitment and selection practices in the USA, found that approximately 25 percent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres. Cran (1995)suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends to a large degree, on sectoral circumstances and on the wider employment - management policies being pursued.

Need for the Study:
The recruitment and selection is important process in the organization .TCS has been sucessfully implementing the processes in the organization.

Objective:
The main objective of this paper is to study the recruitment and selection in TCS.

Methodology:
This paper mainly based on secondary data. The articles which are published in the area of recruitment and selection and information from website of TCS.
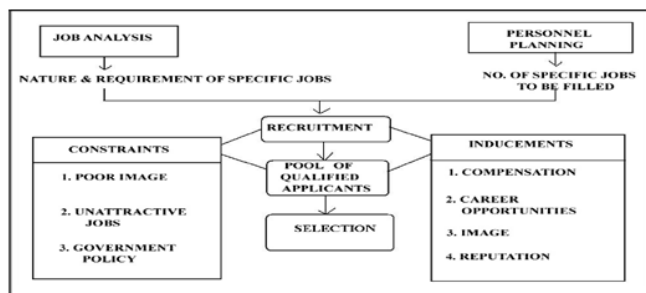
Recruitment is different from Employment and Selection The method of attracting them towards the organization before choosing suitable candidates for jobs Recruitment is only one of the procedures in the total employment process Selection is the process of picking individuals who have relevant qualifications to fill up jobs in an organization The basic objective is to choose the individual that can most effectively perform from pool of candidates

Recruitment:
The means of attracting them towards the organization before selecting suitable candidates for jobs Recruitment is only one of the steps in the entire employment process.

SELECTION:
Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization The basic purpose is to choose the individual who can most successfully perform the job from the pool of qualified candidates

RECURITMENT AND SELECTION PROCESS OF TCS:
Tata consultancy is a software company, now it is coming in the financial sector also. Tata consultancy follows a very tough process of recruitment people in their company. They strongly believe that the quality of deliveries by the company is directly proportional to the quality of resources working in the company therefore they are very careful in selection of people. They evaluate people based on their attitude and of course their technical expertise Process
The main sources of recruitment are:
1. Internal promotion and internal introductions (at times desirable for morale purposes)
2. Careers officers (and careers masters at schools)
3. University (Campus) appointment boards
4. Agencies for the unemployed

Advertising (often via agents for specialist posts) or the use of other local media (e.g. commercial radio)
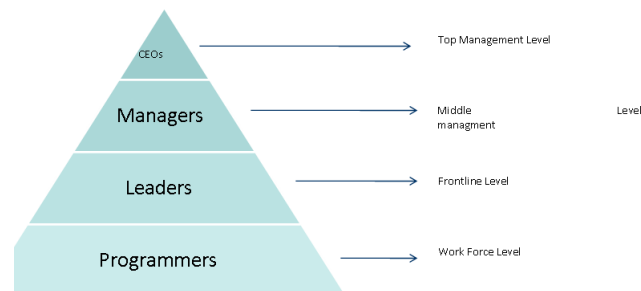
1. Work force level

Work force level is the initial level of any company, hear the selected person do the job which is assigned by their head. In the TCS the initial job is mainly concern with software development, it could be hardware or networking related also so candidate should have knowledge of computer languages, hardware or networking for which post he/she is applying.Now the recruitment process for work force level

1.Application: it can be either online or respond to one of company's Ads -- They screen candidate's resume and call them for an interview Selection process is through 1)Written (Aptitude test) 2)Interview (Technical & non-technical) 3)Group Problem Solving

2. Frontline Level

Frontline level is the upper level of work force level. A person could be the head of one team of workforce level. Here it concern with strong technical as well as communication skill. It is two way communication process where he/she communicate with work force people as well as their technical department.This is internal and external process here employee is getting select from inside the company or from outside the company. The inside selection process is bit different from outside selection process. Now selection process for frontline level from outside the company1) Written 2)Interview (technical & non-technical) 3)Case study analysis, aptitude test 4)Group Discussion For inside selection they considers.

1. According to their performance
2. Interview
3. Leadership quality

3. Middle Management level (Executive selection scheme)

The Executive Selection Scheme is a fast track programme for accelerated growth of high potential professionals. It take care of all project taken by the company. This is also two way communication process. Here the manager communicate with his high level person, lower level employees and more with clients. Now the selection process of middle Management level This is also based on internally and externally. In Internal process

1. Interview
2. Presentation
3. Case Study Analysis
4. Leadership Quality &
5. According to their performance

External Process

1. Written Aptitude test
2. Interview (technical & non-technical)
3. Case study analysis
4. Presentation
5. Leadership quality
6. Negotiation

4.TOP MANAGEMENT LEVEL

It is the top most and prestigious post for the Tata Consultancy Service like CEO, MD. Here top most person is mainly concern for managing the whole company, they also make strategies related to decision making for to phosphorus in near future . There is no recruitment process from externally. Interview.

1. Candidate Presentation
2. Offers and negotiation

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Conclusion:

RECURITMENT AND SELECTION is very important aspect for every organization company standards and efficency can be increased by the recruiting and training the potential employees so TCS has evaluating the employees in recruiting and selection to maintain standards by conducting several levels of interviews.

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