

## Recruitment and selection process of dairy cooperative- a study with reference to Shree Warana Sahakari Dudh Uthpadak Prakriya Sangh Ltd, Warananagar, district Kolhapur, Maharashtra

JYOTI LAXMAN ZIRMIRE

Department of Agribusiness Management, University of Agricultural Sciences

Dharwad, 580005 Karnataka, India

Email for correspondence: jzirmire@gmail.com

© Society for Advancement of Human and Nature 2018

Received 13.10.2017/Accepted: 15.11.2017

### ABSTRACT

Human resource management function is one of the activities that impact most critically the performance of an organization in terms of achieving its ultimate goal. Present investigations were done in order to study the recruitment and selection policies of Shree Warana Sahakari Dudh Uthpadak Prakriya Sangh Ltd, Warananagar, district Kolhapur, Maharashtra. Emphasis was given on identifying existing recruitment and selection methods adopted by the organization and gender-wise opinion of the employees. The focus was also put on percentage of the job openings per year, advertisement channels, opinion of the employees about the selection processes, nature of the job/work allotted to them and the different sources of the advertisement organization followed. It was observed that chi-square test value (0.990146) was significantly higher at 5 per cent level. It means that there was not enough evidence that male and female employees had difference in opinion regarding recruitment and selection process.

**Keywords:** Employees; human resource management; recruitment; selection

### INTRODUCTION

Human resource management function is one of the activities that impact most critically the performance of an organization in terms of achieving its ultimate goal (Costello 2006). The success of the organization is mainly decided by the working efficiency of the employees of that organization. Recruitment and selection are two important functions which decide the quality of the employees. These two major functions are performed by human resource management (HRM) (Dessler 2005). Recruitment is the process of searching the people for obtaining applications of job from among from whom the right employees can be selected. The success of recruitment depends upon finding people with right skill, qualification and expertise to deliver organizational objectives (<https://www.uea.ac.uk/hr/employee-information/recruitment>). Selection is the process of choosing an appropriate candidate among the job applicants. The criteria and sources for selecting the suitable employee depend upon the need of the organization. Hence following those criteria during the

recruitment and selection practices is the only means of achieving this success.

Recruitment is a positive function which creates the opportunity to the suitable candidates and encourages them to submit applications for the purpose of selection. Recruitment sources can be divided into two categories as shown below:

| Internal source          | External source        |
|--------------------------|------------------------|
| Promotion advertisement  | Newspaper              |
| Transfer                 | Campus recruitment     |
| Departmental examination | Walk in interview      |
| Recommendation           | Employment agency      |
| Internal advertisement   | Internet advertisement |
| From retired employees   | Management consultant  |

As compared to recruitment process, selection is the negative process through which according to the organization's needs candidates are screened. A qualified applicant goes on to the next step while the unqualified candidates are eliminated.

In India dairy industry is one of the predominantly growing sectors with regards to its annual business of about Rs 80000 crore (<http://www.businesstoday.in/magazine/cover-story/indian-dairy-market-is-on-a-tear-due-to-new-players/story/232545.html>). Among the main leading companies which have annual turnover of Rs 31000 crore (2015/16) is Amul that intended to hit Rs 65000 crore in revenues by 2020. However it is facing competition from Groupe Lactalis SA, the world's largest dairy products company. Hence in order to consistently stand in the market there is need of collective effort from the company employees. At the same time proper recruitment and selection of the employees leads to excellent performance, improvement in the quality of the product and increase in productivity. The processes of recruiting and selecting workers have been a matter of concern to many and need attention (Burack and Mathys 1980). The unconventional selection practices can ruin any business plan thereby affecting the quality production. For recruiting the new employees the process should be assessed by deciding the elements such as pre-recruitment (advertisement, developing job description and eligibility), identifying the most suitable applicants (short-listing), assessment/selection (interview) and post-recruitment process (introducing to work).

### Company profile

Present study was conducted at the well known dairy industry in Maharashtra state, Shree Warana Sahakari Dudh Utpadak Prakriya Sangh Ltd, Warananagar, district Kolhapur, Maharashtra which was established in 1968. The dairy has most hygienic plant of milk processing with a capacity of 10 lakh litres per day. It has set a record of highest selling in India. Along with that company produces Lassi, curd, ice-cream, butter, milk powder, and ultra-high temperature processing (UHT) milk in tetra pack. Milk powder is produced in a quantity of 65 metric tons per day; it is exported to gulf countries like Kuwait, Saudi Arabia and Sarah, African countries, Bangladesh, china etc. The organization also intends to export these products to European countries, US, UK, Russia, South Africa, Bharain etc.

The present study was conducted to find out the various aspects of recruitment and selection process of Warana Dairy and analyze the effectiveness of recruitment and selection process in the view of male and female employees of the organization.

## METHODOLOGY

Both primary as well as secondary data were used in the present study. Primary data were collected from the workers and employees of the organization with the help of well-structured questionnaire through personal interview method. Secondary data collection was done by using company's reports and website, human resource management books, internet sites, some of the journals, newspapers and previous project reports submitted to the organization. A sample of 50 employees was selected and chi-square test was done by using MS-Excel.

**Chi-square test:** Following formula was used:

$$\chi^2_c = \sum \frac{(O_i - E_i)^2}{E_i}$$

where C= Degrees of freedom, O= Observed value, E= Expected value. Here H0= No difference between observed (O) and expected (E) values, H1- There is difference between observed (O) and expected (E) values

## RESULTS and DISCUSSION

Majority of the employees (58%) were under the age category of 25-40 years (Table 1). It means that most of the employees were younger. It results in more scope for innovativeness in an organization. The male employees were more (72.00%) than the female employees (28%). Majority of them were graduates (44.00%) followed by postgraduates (20.00%). The employees got the information about the vacancies in the organization mainly through references from friends and relatives (48.00%) followed by advertisements (24.00%) (Table 2). The organization mainly used newspapers as advertisement medium (56.00%) for recruitment and selection (Table 3).

Most of the recruitment was carried out using the internal sources (84.00%) such as promotion and transfer of the existing employees and recruiting the new employees from the pending job applicants (Table 4). Most of the employees (70.00%) felt that the method of selection was simple and only 30.00 per cent felt that it was complex (Table 5). Majority (66.00%) reported that organization took 1 to 7 days for completing the selection process (Table 6).

Table 1. General characteristics of respondent employees

| Parameter   | Category      | Frequency | Percentage |
|-------------|---------------|-----------|------------|
| Age (years) | <25           | 07        | 14.00      |
|             | 25-40         | 29        | 58.00      |
|             | 40-50         | 09        | 18.00      |
|             | >50           | 05        | 10.00      |
| Gender      | Male          | 36        | 72.00      |
|             | Female        | 14        | 28.00      |
| Education   | Primary       | 06        | 12.00      |
|             | Secondary     | 07        | 14.00      |
|             | Graduates     | 22        | 44.00      |
|             | Postgraduates | 10        | 20.00      |
|             | Technical     | 05        | 10.00      |

Table 2. Sources of information about vacancies

| Parameter                             | Frequency | Percentage |
|---------------------------------------|-----------|------------|
| Advertisements                        | 12        | 24.00      |
| Employee exchanges                    | 08        | 16.00      |
| References from friends and relatives | 24        | 48.00      |
| Campus recruitment                    | 00        | 00.00      |
| Websites                              | 06        | 12.00      |

Table 3. Media of advertisement used for recruitment and selection

| Medium used                                  | Frequency | Percentage |
|--|-----------|------------|
| Radio  | 08        | 16.00      |
| TV   | 02        | 04.00      |
| Newspaper                                    | 28        | 56.00      |
| Social sites like fb, Instagram, twitter etc | 02        | 04.00      |
| Magazines                                    | 02        | 04.00      |
| Outdoor advertising                          | 08        | 16.00      |

Table 4. Sources of recruitment

| Source   | Frequency | Percentage |
|----------|-----------|------------|
| Internal | 42        | 84.00      |
| External | 08        | 16.00      |

Table 5. Opinion about method of selection

| Level     | Frequency | Percentage |
|-----------|-----------|------------|
| Simple    | 35        | 70.00      |
| Difficult | 15        | 30.00      |

Table 6. Time required for completion of selection process

| Time (days) | Frequency | Percentage |
|-------------|-----------|------------|
| 1           | 13        | 26.00      |
| >1          | 04        | 08.00      |
| 1-7         | 33        | 66.00      |

Table 7. Selection procedure of organization

| Procedure        | Frequency | Percentage |
|------------------|-----------|------------|
| Oral interview   | 42        | 84.00      |
| Written test     | 01        | 02.00      |
| Medical checking | 06        | 12.00      |
| Others           | 01        | 02.00      |

It is evident from Table 7 that organization mainly adopted oral interview method (84.00%) to select the employees. It may be due to the reason that they gave more importance to applicants' face to face response as well as their communication skills. It depended mainly on contact through phone (42.00%) for calling the employees for the interview followed by call letters (32.00%) (Table 8).

Table 8. Organization's approach to contact employees for selection or recruitment

| Medium      | Frequency | Percentage |
|-------------|-----------|------------|
| Call letter | 16        | 32.00      |
| Phone       | 21        | 42.00      |
| Mail        | 06        | 12.00      |
| Others      | 07        | 14.00      |

Most of the employees (88.00%) stated that they got job as per their skill and qualification; the organization clearly defined the position objectives, requirements and candidate's specifications in the advertisement (80.00%); they were satisfied with the recruitment and selection policies (64.00%) (Table 9). But majority (72.00%) stated that they did not get help from experts in selection procedure.

Chi-square test was applied to find out the difference between opinions of male and female employees regarding recruitment and selection process.

Table 9. Employees' response regarding recruitment and selection process

| Statement  | Response | Frequency | Percentage |
|--|----------|-----------|------------|
| Does the organization clearly defines the position objectives, requirements and candidate's specifications in the advertisement? | Yes      | 40        | 80.00      |
|  | No       | 10        | 20.00      |
| Are you satisfied with the present recruitment and selection policies?   | Yes      | 32        | 64.00      |
|  | No       | 18        | 36.00      |
| Did you get any help from experts in selection procedure?  | Yes      | 14        | 28.00      |
|  | No       | 36        | 72.00      |
| Are you getting job as per your skill and qualification?   | Yes      | 44        | 88.00      |
|  | No       | 06        | 12.00      |

Table 10. Difference between opinion of male and female employees regarding recruitment and selection process

| Response  | Male | Female | Total | Chi-square value |
|-----------|------|--------|-------|------------------|
| Excellent | 03   | 01     | 04    | 0.990146         |
| Adequate  | 28   | 11     | 39    |                  |
| Poor      | 05   | 02     | 07    |                  |

Level of significance at 5%

The male and female employees had no difference in opinion regarding recruitment and selection process as the chi-square value was significantly higher (0.990146) at 5 per cent level of significance (Table 10).

## REFERENCES

- Burack EH and Mathys NJ 1980. Human resource planning, Lake Forrest, IL Brace-Park Press, 130p
- Costello D 2006. Leveraging the employee life cycle. CRM Magazine **10(12)**: 48-48.
- Dessler G 2005. Human resource management. Pearson/Prentice Hall, New Jersey, United States, 725p.
- <http://www.businesstoday.in/magazine/cover-story/indian-dairy-market-is-on-a-tear-due-to-new-players/story/232545.html>
- <https://www.uea.ac.uk/hr/employee-information/recruitment>