

Recruitment and Selection Process at Larsen & Toubro (Mysore)

Sreeraksha B. N.

PGDM NO. 14160

Student PGDM 2014-16, SDMIMD, Mysuru

Sreerakshab14160@sdmimd.ac.in

Nilanjan Sengupta

Professor-OB/HRM, SDMIMD, Mysuru

Chairman RCMS

nilanjan@sdmimd.ac.in

Comments by the Faculty

Larsen and Toubro is an Indian conglomerate founded in 1938, headquartered in Mumbai, which has several offices and units all over the country. Its businesses span many verticals including construction, engineering, manufacturing goods, information technology and financial services with a revenue of around \$ 15 billion with more than 50,000 employees operating globally in around 25 countries.

The present internship was carried out at Larsen and Toubro's, Electrical and Automation (E&A) in the Mysore unit of Karnataka with a view to understand the Recruitment and Selection process of the unit at Mysore.

Specifically, the intern conducted two sets of activities namely:

- Recruitment of candidates for the Training Coordinator's positions for the Mysore unit
- To carry out a survey for ascertaining the Effectiveness of employing Online Job Portals in augmenting the future Recruitment and Selection process at L & T's, Mysore unit.

The intern got an opportunity to understand the rigor of Recruitment and Selection process as is present in a manufacturing company of a large firm. The intern was provided with an opportunity to apply the concepts and theories that were learnt in previous classroom interactions with regard to Recruitment and Selection. By engaging in first-hand experience of going through the screening, recruitment and selection process of sourcing candidates for the position of Training Coordinators for the Mysore E & A unit, the intern got an exposure of understanding the actual practice that is followed by the HRM department in sourcing the company's employees. Secondly, the intern also got an opportunity to conduct a survey, based on data collection analysis and interpretation to identify the Effectiveness of employing Online Job Portals in augmenting the Recruitment and Selection process in the context of a large company like L & T. On the basis of this survey, the intern could make specific recommendations to the company for sharpening its Recruitment and Selection process for effective sourcing of candidates in a place like Mysore.

This internship is valuable to the student since it has provided with an opportunity to apply the management concepts, particularly with regard to Human Resource Management in the context of a manufacturing firm. This experience will certainly go a long way in embedding the learning process of the student and benefit the student in their management careers in the future. An experience like this essentially bridges the gap between theory and practice and helps management students to become prepared for the real world and this internship has exactly sought to do so.

Nilanjan Sengupta

Recruitment and Selection Process at Larsen & Toubro, Mysore.

Industry Overview

The worldwide electrical and electronics industry is the most flourishing and extremely diversified sector consisting of manufacturers, suppliers, dealers, retailers, electrical engineers, electricians, electronic equipment manufacturers, and trade unions. This sector has been growing at a rapid pace with the invention of innovative technologies and an ever-increasing customer inclination towards electronic goods and services.

Introduction to the Company

Larsen & Toubro (L&T) is an Indian conglomerate headquartered in Mumbai, India, which was founded in 1938. Company has business interests in engineering, construction, manufacturing goods, information technology and financial services. L & T has revenue of \$15 billion and over 50000 employees with global presence in 25 countries. Larsen & Toubro's Electrical & Automation (E&A) is an independent company under electrical and electronics division. The manufacturing operations of E&A's business are located at Mumbai (Powai), Navi Mumbai (Mahape& Rabale), Ahmednagar, Vadodara, Coimbatore and Mysore in India. Its overall revenue is Rs.4586 crores.

L & T in Mysore is the only Electrical Manufacturing unit in Southern part of India, which manufactures protection relays and electrical meters .MPS - Metering and Protection Systems was started in 1987. They also manufacture Electrical Standard Products like low voltage switchgears, electrical systems, electrical and automation systems integration, energy meters and relays.

Objectives of the Study

- To study the recruitment and selection process at L & T.
- To ascertain the relative importance of online job portals in the process of recruitment.
- To find out the effectiveness of these job portals in finding the right candidates for different job profiles.
- To suggest improvements if any, regarding effective usage of online job portals.

Talent Acquisition: An Effective Pillar for Recruitment

Talent acquisition (TA) is defined as “a strategic approach to identifying, attracting and on-boarding top talent to efficiently and effectively meet dynamic business needs.” Recruitment and selection forms a subset of talent acquisition. It includes activities like, sourcing, screening, interviewing, assessing, selecting and hiring. It has long been claimed in the business world that “people are our greatest assets” or “people are the basis of competitive advantage” and the success of the organization depends on its employees. Recruitment is an activity that generates a pool of applicants, who have the desire to be employed by the organization from which those suitable can be selected (Lewis 2005). Recruitment phase is immediately preceded by

selection. Selection is the process of choosing individuals who have relevant qualifications to fill jobs in an organization. Due to the technological advancement the process of recruitment and selection is undergoing a drastic change. The recruitment through online employment agencies and modes has become inevitable now. The fact that tools like new job boards, assessment systems, CRMS, interview software, and social networks spring up every day means that the system is working. Even though the technology has made the process of recruitment easy, convenient and cost effective, it has its own disadvantages. This paper focuses upon the recruitment and selection process at L & T (E&A), highlighting the challenges that are faced by the recruiters due to online job portals and suggests ways it can be overcome.

Methods of Recruitment and Selection

Recruitment can be done by:

Internal Methods

- Promotions and transfer
- Employee referrals

External Methods

- Campus Recruitment
- Job portals
- Outsourcing
- Consultancy

At L& T, the following method is followed for recruitment at Electrical and automation Unit, Mysore, Karnataka, India.

L& T, MPS (Meter Protection System) is in operation for the process. Human Resource Department, Mysore is mainly involved in the recruitment process of on-role employees. They conduct the hiring for the following categories:

- **AST-** Associate Supervisor Trainee
Qualifications needed – BSc, BBM, BCom
- **JET-** Junior Engineer Trainee
Qualification- Diploma
- **GT-** Graduate Trainee
Qualification- Engineering

Most of the candidates come through an internal referral process called **Aamantran**. This helps in adequately rewarding the internal employees monetarily and also ensures that the referrals made are of good quality. Additionally, where internal referrals are not adequate, the company depends on a single online portal (naukri.com) to source resumes of candidates. Subsequently, the Mysore HR unit conducts the screening and interviewing process and on suitability basis, the candidates are offered positions needed by the unit.

Position Worked in Human Resource Department

As a part of the internship work, the incumbent carried out a two activities related to recruitment process at the company.

First the intern engaged in recruitment of candidates relating to Training Coordinator's position.

Second, the intern carried out a survey to ascertain the effectiveness of online portals for the company for augmenting its recruitment system in near future.

Recruitment of Training Coordinator Positions

The intern was responsible for filling up the positions of Training coordinator for L & T, C-TEA (Centre for Technology and Engineering Application)

- Number of positions to be filled -two
- Qualifications- Master of Business Administration (MBA) Human Resource (HR)
- Requirements for the position were:
 - Should be a female candidate
 - Should have a work experience of 2 years or more or can be a fresher
 - Should have good communication skills and be proficient in Excel
 - Ability to coordinate the training process, engage in cold calling, approaching faculties for training programs
 - Scheduling the training programs and following up with the developments
 - Extra responsibility for working in administration department

Remuneration for the position:

CTC (Cost to Company) - Rs.11, 000 for freshers

CTC - Rs.15, 000 experienced

On the whole, eighty resumes were sourced, after the telephonic round, where the candidates' interest checks were carried out and the communication skills were evaluated. Fifteen candidates

were short-listed based on interest checks, communication, relevant work experience and locational constraint (Mysore). They were called for a face to face interview in L & T's Mysore campus. Document verification was conducted, where the candidates' marks sheets, updated curriculum Vitae (CV), pay slips for the last three months, character certificates from the previous employers were checked. Then, the candidates had to face two more rounds of interview, i.e., one in the administration department and if, the candidates were found eligible, then they were sent to the final round of interview that was conducted by the technical panel of L & T – CTEA. The offers were made to two candidates: one fresher and a person with relevant work experience. The selected candidates were asked to undergo medical check-up in the hospitals that has a tie up with L & T, and once the medical test was approved, the candidates received the soft copy of the offer letters. On the day of joining the hard copy of offer letters were given to the candidates.

Constraints

First and foremost, Mysore as a location is a drawback, since most of the candidates were not willing to relocate. As it is an off role job, candidates were not interested. The CTC with Rs.11000 per month being offered to the freshers and Rs.15000 per month to the experienced candidates did not seem attractive to the candidates applying for the job. As it is specifically related to training the candidate pool reduced as most of them were interested in HR generalist profile or in Recruitment.

Future Challenges of Recruitment at L&T

Due to the advancement in technology the process of recruitment has become more structured. The online job portals play an important role. It gives a large data bank of candidates with varied backgrounds in terms of education, locations, skill sets. But, how aptly it is used in the recruitment process is always a challenge. The effectiveness of online job portals in the process of recruitment is very important in terms of getting the right candidate for the job, and this can be done by getting valid information about the candidates.

However, it was found during the internship that L & T's Mysore unit was limited in their approach as far as online recruitment process was concerned, since they were singularly sourcing the resumes of candidates from one portal ,which was naukri.com

Survey to Ascertain the Effectiveness of Employing Online Job Portals in the Future Recruitment and Selection Process at L&T Mysore.

As a part of the internship, therefore, it was felt that a survey was needed to be conducted to ascertain the Effectiveness of employing Online Job Portals in the future Recruitment and Selection process at L&T Mysore.

To carry out the same, a structured methodology was followed during the internship process to ensure that the company is given structured feedback with regard to online recruitment process to improve their reach and overall efficiency of the recruitment process.

Methodology and Data Collection

The most important aspect of the survey is the components of research methodology without which research may not be able to obtain facts & figures from the employees. Question checklist was useful for the study sample.

The study sourced data and information from:

Primary Data Collection

Primary data was collected through the process of sampling. It was also collected through number of methods such as survey, experimentation & observation method. Primary data was collected by personal interview backed up by a structured questionnaire form the target employees.

Secondary Data Collection

Sources tapped were: Internet, company records and brochures, magazines and newspapers.

The survey was conducted in the Human Resource Department and Administration Department of L & T. The sample size was of 20 respondents. The sampling method adopted was convenience sampling for the ease.

Analysis and Interpretation

From the survey conducted with a sample size of 20, the most used online job portal for recruitment was Naukri.com. The recruiters used online job portals on a daily basis. The recruiters sourced around 25 resumes on an average in a day.

1) Do you think unclear Job Description (JD) will be a major problem while sourcing candidates?

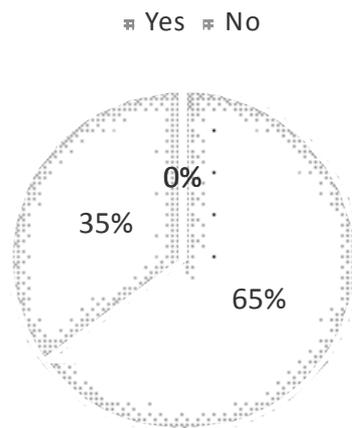


Figure 1 - Chart showing percentage of respondents who feel JD is important

2) How do you rate the support of job portals in recruitment process?

Figure 2 - Chart representing the rates given by people to online portals.

3) Do the recruiters find difficulty to source d criteria from online portals?

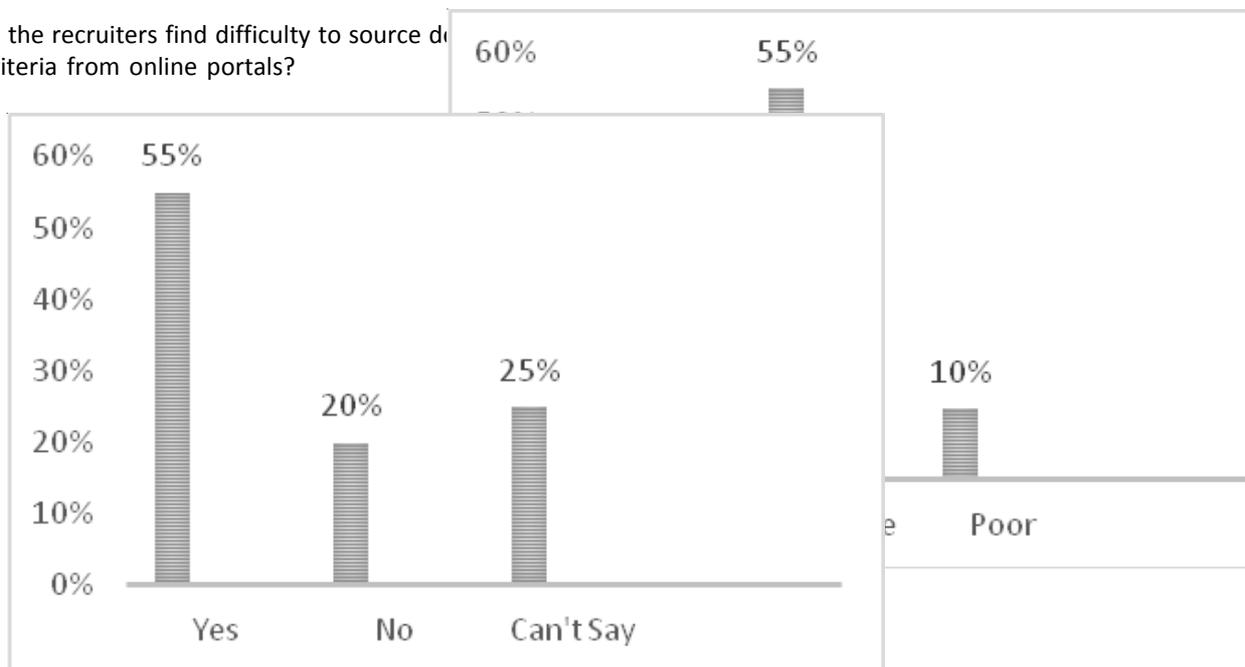


Figure 3 - Chart representing the difficulty percentage faced by recruiters.

4) Do you think with online job portals and other social media hiring more candidates in a short duration has become easier?

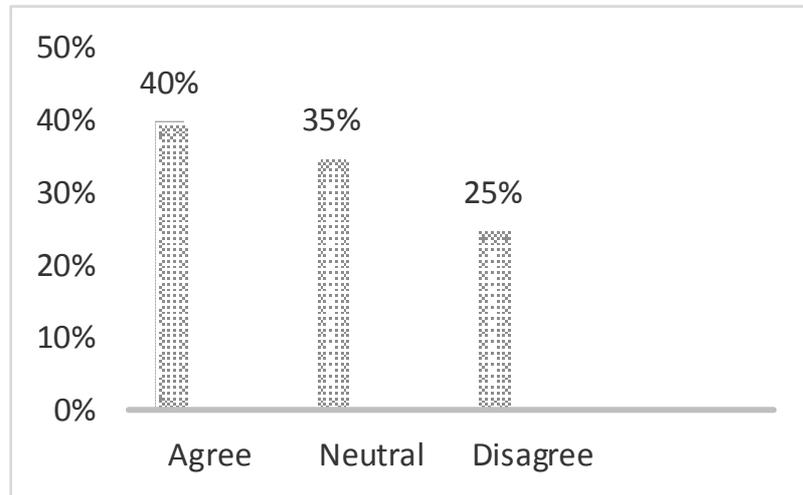


Figure 4 - Chart representing opinion of people for using job portals for hiring candidates in short duration.

5) Is the quality of the candidates same as mentioned in the resume?

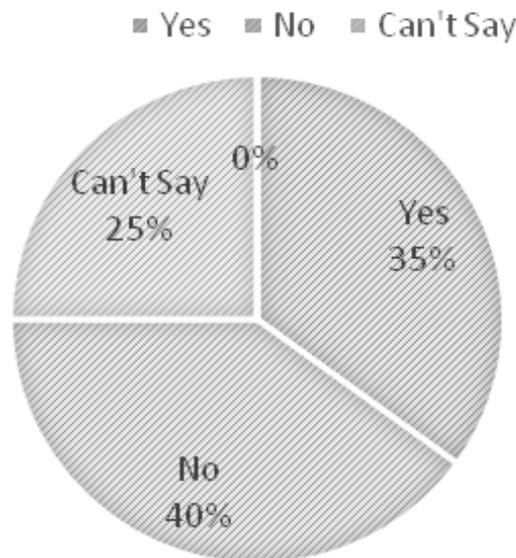


Figure 5 - Chart showing the percentage of people's opinion regarding the quality of candidates with respect to their resumes

6) The number of resumes, we find for given job in an online portal are:

Figure 6 - Chart representing the percentage of resumes that are received for a job opening in an online portal.

7) Are the number of resumes that we find for

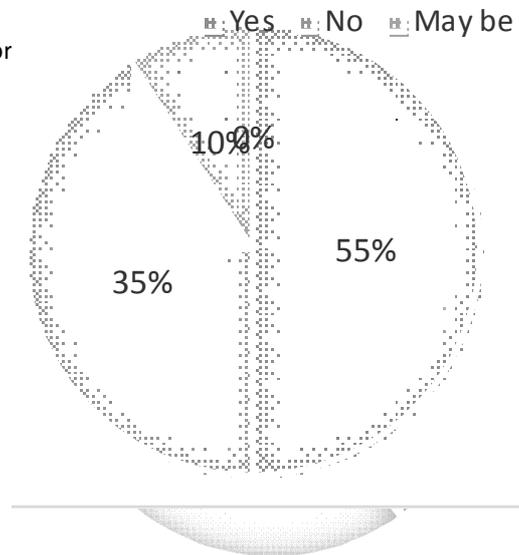


Figure 7 - Chart showing the percentage of relevance for a given search in an online job portal.

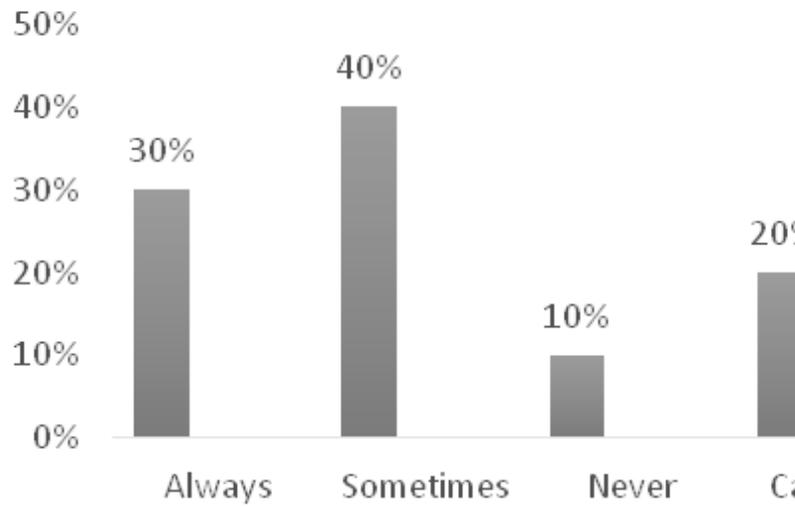
8) Do you think finding fake CV's in job portal is a challenge for recruiters?

Figure 8 - Chart representing opinion of people about fake CV's in job portals.

Findings

Based on the above study the following results were obtained which are summarized as under:

- 1) Online job portals played an important role in recruitment. The most used online job portal in L & T was naukri.com.
- 2) The modern method of recruitment was to attract a large number of candidates with varied profiles and it had been found to be effective towards employment opportunities.
- 3) Overcrowding of applicants: The job portals received a large number of applicants. Some of them were not even fully qualified for the job. It took more time to spend more time in scrutinising each one of them.
- 4) Authenticity of applicants- When the candidates applied on the job sites, there was no method by which the company could verify the candidates who posted their details on the job portals.
- 5) Posting to third party sites- Many people used to post their resumes on third party job portals and Facebook group and they would paste it on third party job portals and Facebook group.
- 6) Declaration of clear Job Description (JD) was important for attracting large number of candidates for a particular post.
- 7) From this the company ascertained the various advantages and disadvantages of the modern method of recruitment.



Recommendations

- The company has already gone for economical ways of sourcing resumes by using online job portals. But it has limited itself to only to Naukri. It can go for LinkedIn for filling roles that are demanding.
- The weekly recruitment tracker has to be maintained. The tracker should provide the information on all open roles, it should have a pipeline to know the industries and companies from which L&T is attracting talent and think about the challenges and bottlenecks in the process of recruitment.
- The company should maintain the database of candidates who have attended the interview process for 6 months' time span so that there is no duplicity in the process.
- QuodeIT can be the answer for overcrowding of applicants, It helps one to overcome the problem and by hosting a small assessment of different type for initial filtering. This small assessment helps to verify whether the person has posted the information of the skills which is authentic also this would limit the overflow of the applicants, as only persons who have knowledge would apply.
- Another software called Interview Master which helps recruiters to share a public link of interview that is created in Facebook, LinkedIn or Twitter can be used, so that suitable candidates can submit not only a resume, but a video interview of his/her responses to the questions.
- The recruiter can review at their convenience, later. If the recruiter doesn't like a candidate after the first answer, the recruiter can skip to the next candidate and this helps the recruiter to spend less than 3 minutes per person. This can save lot of time for the company and select the best candidate among the pool available.
- All this can be implemented if it is cost effective and the company gives approval for the same. The above-mentioned methods could be the process to check whether the CV's uploaded by the candidates are fake or genuine. There should also be a system such that it enables both the recruiters and employee to check the availability of openings with the various skills required for the position.

Conclusions

The company's main source of recruitment was singularly dependent on one online job portal i.e., Naukri.com. They also have an effective internal source of recruitment, the employee referral process known as, *Aamantrana*, where employees are rewarded for referring the potential candidates, thereby, helping the unit to get qualified and experienced candidates.

L & T, (E & A) unit, Mysore has a department of human resource handling the process of recruitment and selection and trying its best to fulfil the requirements of the unit at the right time. There have been changes in the recruitment and selection process due to advancement of technology. The unit needs to adequately make use of the latest technologies available for modernizing its recruitment and selection process further.

Today, an unemployed individual who is highly qualified, need not go around hunting for job openings. With the help of job portals and connectivity, opportunities are made available at one's own door steps.

Thus, the world has seen a gradual evolution of hiring from newspaper and radio advertisements to online job portals and social connections. This makes the recruitment process easier and better with the rise of technology.

Searching for a job had been tedious, monotonous and tiring earlier, but with the advancement in technologies in this field, it has made it easier, interesting and challenging.

Due to the advancement in technology the process of recruitment has also seen the growth of various tools, websites, portals that have made this process more sophisticated, easy, cost effective and reliable to a certain extent. The organization must, therefore, leverage latest techniques and methods and embrace technology to upgrade its recruitment and selection process more responsive and faster to ensure filling up of positions in the least possible time and in cost effective ways..

Learnings from the Internship

- Learnt about the recruitment and selection process of L & T, and derived that for the recruitment to happen in an effective way, online job portals plays an important role. Online job portals are valuable for a company as they are cost effective at the same provide a large data base of candidates for various job descriptions can be generated.
- Job descriptions play an important role in getting the right candidate for the job. Unclear job descriptions always pose a problem for recruiters while sourcing resumes.
- Learnt about the manner in which the job descriptions are made, depending upon the existing post or the one created upon the requirement. Employees' skills are the major part of job description.
- Even though online job portals help in sourcing candidates, there is no way in which one can ensure the details given by the candidate in the resume is valid. This issue can be addressed during the screening process, and the recruiters get to know from their prior experience.

Bibliography

Ashwathappa K (2014). Human Resource Management: Text and Cases (7th Edition): Mc Graw Hill Education (India) Private Limited: New Delhi

Mc Mohan, Gerard V. (2007). Recruitment and Selection –How to get it right (5th Edition), Prentice Hall of India (New Delhi)

L & T company profile and general guidelines report

<https://www.recruiter.com/i/talent-acquisition/>, n.d.

http://www.larsentoubro.com/media/30045/sustainability_report_2013.pdf, n.d.

http://www.larsentoubro.com/Intcorporate/common/ui_templates/HtmlContainer.aspx?res=P_IES_BABT_ACOM, n.d.