AN EMPIRICAL STUDY ON RECRUITMENT AND SELECTION PROCESS WITH SPECIAL REFERENCE TO RANE MADRAS LTD (PUDUCHERRY)

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Abstract: The recruitment and selection process is vital for shaping the quality of the workforce, boosting organizational efficiency, and ensuring long-term success. This study takes a closer look at Rane Madras Ltd., located in Puducherry, which is a well-established automotive component manufacturer under the Rane Group. The goal here is to evaluate how effective their recruitment and selection strategies really are. We want to dive into current HR practices, gauge employee perceptions, and suggest data-driven improvements that keep pace with the ever- evolving industry standards. To gather insights, we used a descriptive research design and distributed a structured questionnaire to 100 employees. We analysed their responses using percentage methods, Chi-Square tests, and One-Way ANOVA. The study uncovers some key challenges, like limited communication during the hiring process and a lack of digital integration. It also stresses the importance of employer branding, transparent hiring practices, and inclusivity. Additionally, it highlights the organization's dedication to quality, innovation, and sustainability factors that are crucial for attracting top talent. While Rane Madras Ltd. has a solid technical infrastructure and embraces Total Quality Management (TQM), the findings suggest there is stillroom for improvement in the recruitment process. By incorporating digital tools, enhancing candidate engagement, and focusing on diversity, they can make significant strides in employee retention, performance, and overall organizational growth. This study fills a gap in existing research by examining the long-term effects of recruitment practices on retention, development, and employee satisfaction specifically within the automotive manufacturing sector. Recommendations include establishing continuous feedback loops, encouraging internal mobility, and utilizing data analytics to make strategic hiring decisions.

Keywords: Recruitment, Selection Process, Employee Retention, Human Resource Management, Organizational Growth, TQM, Workforce Engagement.

I.   INTRODUCTION

Rane Madras Limited, located in the vibrant region of Puducherry, is a distinguished member of the Rane Group, which is one of the leading automotive component manufacturers in India. Rane Madras is established with a vision to attain excellence, and as a result, it has been able to establish a clear footprint in the automotive components industry, both in India and worldwide.

The automotive components industry is a critical backbone of the global automotive industry, including the designing, manufacturing, and supply of various parts and assemblies essential for vehicle production. This industry is rapidly changing in terms of technology, quality standards, and the demand for innovations based on ever-changing automotive trends such as electric vehicles, autonomous driving, and connectivity solutions. The automotive components sector is a major contributor to the Indian economy and has been providing employment to millions, thereby facilitating the growth of various ancillary industries.

Rane Madras Limited is in the manufacture of high-precision steering and suspension systems and hydraulic components, and the manufacture of various critical automotive parts for enhancing vehicle performance, safety, and reliability. The use of advanced technology with rigorous manufacturing processes permits the company to supply products conforming to the most stringent quality requirements set by the renowned automotive Original Equipment Manufacturers (OEMs). By virtue of adhering to international certifications and continuous improvement programs, Rane Madras reinforces its commitment to quality even further.

COMPANY PROFILE

- Founded in 1929; Headquartered in Chennai, India
- Most preferred OE manufacturer and supplier for global auto majors
- Serves a variety of industry segments: Passenger Vehicles, Commercial Vehicles, Farm
- Tractors, Two-wheelers, Three-wheelers, Railways and Stationary Engines
- Manufactures Steering and Suspension systems, Friction materials, Valve train components, Occupant safety systems and Light metal casting products
- Group Sales of INR 7,200 Cr (~ USD 870 mn)
- Rane Group partners with a wide spectrum of auto majors to provide concept to product solutions. This is made possible by well integrated design, manufacturing & testing facilities at each of the group companies.
- Being manufacturers of safety and critical components, technology development has been a focus area in all the Rane Group companies. Rigorous testing, continuous upgradation of in house technology and support from strategic development partners has enabled Rane to enhance technical competencies at all levels.
- Leverage the technology portfolio of our 3 major partners – ZF, NSK and Nisshinbo.
- With a vision to become technologically self sufficient, we are steadily increasing our R&D Investments – from 0.5% of sales in the past to 1.5 % in the future.Technologies developed in recent past – Hydrostatic Steering Unit, New generation pumps-drooping flow, Seat belts-Pre-tensioner & Child restraint, Tilt & Telescopic column with integrated collapse, NVH reduction and lower telescopic load and Electric Power Steering.

II.   REVIEW OF LITERATURE

- To understand the placement structure in Rane Madras Ltd and to study about the further aspects of improvement.
- To understand what is the advertising techniques which should be used by Rane Madras Ltd. for the promotion of their company.
- To study about the type of job needed in Corporates in respect to the Rane Madras Ltd.   company.
- To find out the drawbacks in the development of Rane Madras Ltd.Company.

Kumari et al. (2010) indicated that a well-defined recruitment policy is followed by the company in most cases, and the employees are compensated for the expenses incurred by them. It was also observed that all databases had been fully computerized by the company.

Marcus (2010) studied the effect of the selection process on the performance of public institutions in Tanzania and revealed that a direct correlation was found between the selection process and the performance of public institutions.

Neeraj (2012) defined selection as the process by which individuals who have relevant qualifications are picked to fill jobs in an organization. It was stated that selection is much more than just choosing the best candidate, as an attempt is made to strike a balance between what the applicant can and wants to do and what the organization requires. It was emphasized that selecting the right employees is important for three main reasons: performance, costs, and legal obligations.

Sonal Sisodia and Nimit Chowdhary (2012) inferred that tangible representation is created by illustrations in recruitment advertisements of service organizations, and applicants are challenged to presume the intended significance of the illustrative appeal. It was suggested that visual communication should be used by service employers to initiate relationships with prospective employees.

Mir Mohammed Nurul Absar (2012) stated that recruitment and selection are considered one of the most important functions of human resource management. The present study was conducted to explore the differences and similarities between the public and private sector manufacturing firms of Bangladesh with respect to recruitment and selection practices, sources of recruitment, and selection devices.

Ahmed (2013) examined the recruitment and selection procedures of NGOs in Bangladesh, with a focus on BRAC. The objective was to discover how recruitment and selection procedures were conducted. Some recommendations were also made to improve recruitment and selection practices.

OBJECTIVES OF THE STUDY

- To analyze the current recruitment and selection practices at Rane Madras Ltd.
- To evaluate employee perceptions regarding the effectiveness of recruitment strategies.
- To examine statistical correlations between recruitment methods and employee retention.
- To identify areas of improvement in recruitment and hiring processes.

RESEARCH METHODOLOGY

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find the recruitment and selection process in Rane Madras Limited, Puducherry. The research was done in order to understand the Recruitment and Selection Process followed at Rane Madras Limited and the perception of the employees from all the cadres regarding it. To know how an organization performs in terms of productivity and this should be directly proportional to quality and quantity of its human resource. In order to get the right kind of people in right place in the right time the organization should have the specific and clear personnel, policies and recruitment methods which are essential for the growth of the organization. Hence it was necessary to conduct a research on the process.

- **Research Design:** Descriptive research design
- **Sampling Technique:** Convenience sampling method (non-probability sampling)
- **Sample Size:** 100 respondents
- **Sources of Data:** Primary survey responses & secondary company records
- **Tools for Data Analysis:** Percentage analysis, Chi-Square test, One-Way ANOVA

DATA ANALYSIS & INTERPRETATION
Percentage Analysis

- **Designation Breakdown:** Majority of respondents (52%) are employees, followed by 33% managers.
- **Age Classification:** Predominant age group is 18-25 years (67%).
- **Gender Representation:** Male (66%), Female (34%).
- **Educational Qualification:** ITI (29%) is the most common, followed by Postgraduates (27%).
- **Income Distribution:** 50% of respondents earn less than ₹20,000 per month.

One-Way ANOVA

How will getting the job help you advance towards these goals?	Between Groups	2.512	3	.837	.556	.645
	Within Groups	144.478	96	1.505		
	Total	146.990	99			

Interpretation: Age does not influence how individuals perceive the impact of the job on their career goals. Responses are consistent across age groups.

When making advertisement it gives the sufficient information about the vacancy.	Between Groups	9.136	3	3.045	1.981	.122
	Within Groups	147.614	96	1.538		
	Total	156.750	99			

Interpretation: There is no significant difference among age groups. All respondents had similar views on the adequacy of vacancy-related information in advertisements.

Chi-Square Test

Is the recruitment team approachable and responsive to queries during the hiring process?

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	39.172[a]	12	<.001
Likelihood Ratio	43.855	12	<.001
N of Valid Cases	100		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is 1.26.

Interpretation:

Since the calculated value is less than the tabulated value ($p < 0.001 < 0.05$), we reject the null hypothesis and hence, there is a significant difference between the variables.

Do you have the tools needed to maximize your potential here?

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.285[a]	12	.002
Likelihood Ratio	37.216	12	<.001
N of Valid Cases	100		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is .72.

Interpretation:

Since the calculated value is less than the tabulated value ($p = 0.002 < 0.05$), we reject the null hypothesis and hence, there is a significant difference between the variables.

III.   SUMMARY OF RESULTS

- Majority of respondents (52%) are employees, followed by 33% managers.
- The predominant age group among respondents is 18-25 years (67%).
- Most respondents are male (66%); female respondents make up 34%.
- ITI qualification is the most common (29%), followed by postgraduates (27%).
- Half of the respondents earn less than ₹20,000 per month.
- ANOVA results show no significant differences in perceptions across age groups except for time provided before and after discussions and availability of tools to maximize potential.
- Chi-Square analysis reveals significant differences in perceptions regarding location- specific job portals, advertisement effectiveness, recruitment team responsiveness, and screening process.
- Employees perceive the recruitment process as contributing to adequate manpower maintenance.
- The majority agree that the company promotes a respectful and professional environment.
- Recruitment policies are considered a key factor in organizational success.

SUGGESTIONS

- Diversify job portals and advertising strategies to improve recruitment reach.
- Implement standardized screening processes for consistency in candidate selection.
- Strengthen recruiter communication to align responsiveness with candidate expectations.
- Adjust interview schedules and resource availability based on age-related perceptions.

- Highlight career progression and salary growth opportunities for lower-income employees.
- Maintain workplace culture initiatives to reinforce professionalism and respect.
- Ensure clarity in recruitment policies so employees understand long-term goals.
- Expand targeting criteria to attract a diverse range of skill sets.
- Introduce structured feedback loops to refine hiring based on employee insights.

IV. CONCLUSION

It was a great experience to understand the process of Human Resource Acquisition and the systematic manner in which the Recruitment and Selection take place. It also gave me an insight into the workings of such a reputed company, where the need for skilled manpower is high, as there is a strong demand for experienced professionals in the manufacturing industry. It is truly a challenging task for the company's HR department to spot the best fish from the pond.

Most of the employees were satisfied, but changes are required according to the evolving scenario, as the recruitment process has a great impact on the company's operations by bringing in fresh blood and new ideas.

The selection process is good, but it should also be modified based on the requirements and aligned with the job profile so that the main objective of selecting the right candidate can be achieved. Further, from this survey, I hope the organization will benefit, and with the help of the suggestions given, the organization can improve its functioning, enhance the overall Recruitment and Selection process, and ultimately increase its performance.

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