

RECRUITMENT AND SELECTION: A COMPARATIVE STUDY OF YIELD RATIO OF IDEA AND AIRTEL

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ABSTRACT

Recruitment is the major part in any organization. It has been regarded as most important function of personnel administration, because unless the right type of people are hired, even the best plans, organization charts and control systems would not do much good. The paper focus on finding the yield ratio of companies like Idea and Airtel. The concept of yield ratio also plays very important role in finding the solution on cost or expenses. The data collected is purely based on secondary data. The data is collected from the internet and books. The findings were the yield ratio of idea is higher than the yield ratio of Airtel. This means the expenses of idea are more as compared to the Airtel. Due to globalization, there is observed a lot of competition in the market.

Keywords: Control system, Yield Ratio, Globalisation

INTRODUCTION

Higher rate of employee turnover and lower productivity and morale of the employees constitute major problems in many organizations. The reasons for this are that right types of people are not appointed for various jobs in the organization. The basis for the sound recruitment policy must be a consideration of the manpower requirements of the organization. Manpower requirements should be determined in terms of both number and kind of personnel required, not only the present requirements but also the future possibilities should be taken into account. Recruitment is the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.

OBJECTIVES

- To study various recruitment sources used by these companies
- To find out the yield ratio
- To study the limitations of hiring a candidate externally.

LITERATURE REVIEW

Yoder says, "Recruitment is the process to discover the sources to discover the sources of manpower to meet the requirement of the staffing schedule and employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."

Flippo says, "It is the process of searching for prospective employees and motivating and encouraging them to apply for jobs in an organization. It is often termed positive in that it

encourages people to apply for jobs to increase the 'hiring ratio' i.e. the number of applications for a job. Selection tends to be negative because it rejects a good member of those who apply leaving only the best to be hired.”

According to Dale S. Beach, “Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour upon whom the organization can draw when it needs additional employees.”

Recruitment yield deals with the successfulness of recruitment strategies. Recruitment yield ratios refer to the ratio of candidates curriculum vitae forwarded by a recruitment agencies to those then shortlisted for interview, those interviewed to offered, those offered to positioned, across a industry over time

Table 1. Yield ratio for Idea

NUMBER OF CANDIDATES	YIELD RATIO
Total no. of candidates lined up for the interview	400
Candidates who did not turn up for the interview	151
Total no. of candidates attended the interview	349
Yield ratio	87%
Total no. of candidates eliminated in the first round	50
Total number of candidates selected for final round	299
Yield ratio	85%
Candidates who did not turn up for the interview	49
Total number of candidates attended the final round	250
Yield ratio	83%
Total no. of candidates who got eliminated in final round	55
Total candidates who got selected for the job	195
Yield ratio	78%
Total candidates who did not accepted the job offer	42
Total no. of candidates who are on rolls of the company	153
Yield ratio	78%
Cumulative yield ratio	38%

Table 2. Yield ratio for AIRTEL

NUMBER OF CANDIDATES	YIELD RATIO
Total no. Of candidates lined up for the interview	50
Candidates who did not turn up for the interview	10
Total no. of candidates attended the interview	40
Yield ratio	80%
Total no. of candidates eliminated in the first round	8
Total number of candidates selected for final round	32
Yield ratio	80%
Candidates who did not turn up for the interview	4
Total number of candidates attended the final round	28
Yield ratio	88%
Total no of candidates who got eliminated in final round	3
Total candidates who got selected for the job	25
Yield ratio	89%

Table 2. Yield ratio for AIRTEL (Contd....)

NUMBER OF CANDIDATES	YIELD RATIO
Total candidates who did not accepted the job offer	13
Total no of candidates who are on rolls of the company	12
Yield ratio	48%
Cumulative yield ratio	24%

Table 3: Chart Showing the Hiring requirements as outlined by Dale Yoder:

Types of Qualification or Specifications	Types of Gauges
Arbitrary Security Age Sex	Application Blank Security Check Policy Records Personnel Records
Physical health and adequacy	Physical Examination
Skills (including specialized knowledge)	Application Blank Education, training, apprenticeship Grades Employment records References Biography Trade Tests
Experience	Application Blank Biography Employment records References Interviews
Aptitude(including Intelligence)	Employment records References Personnel appraisals Tests
Interests	Application Blank References Biography Test in
Emotional maturity, moods, motivation	Biography Employment records Test in
Attitudes	Interview References Personnel appraisals Attitude-morale scales

Source: by Yoder from personnel management book page no. 199.

The chart showing the hiring requirements are the factors which shall be considered for the recruitment of the candidates in various heads. The factors which are considered are interests of the employees, attitude, and motivation etc. factors are considered.

Table 4. How do individuals obtain information of job opening?

Method	Men%	Women%
Hearing from someone who work there	30	25
Replying to advertisement	25	31
Direct Application	14	17
Private employment agencies	10	10
Job center	9	8
Others	12	9

RESULTS / FINDING

1. The external sources provide opportunity for new talent to work in the organization.
2. The external recruitment, takes more time than the internal recruitment as organization has to publicize the vacancies and wait for the prospective candidates.
3. The yield ratio of Idea is more than the Airtel
4. The external recruitment is very costly to recruit staff from external sources.
5. Most of the male employees get the information from the persons who work in the organization by their friends.
6. Most of the female candidates get the information of recruitment is by the advertisement in news papers.

CONCLUSION

Recruitment is process of attempting the to locate and encourage potential applicants to apply for the particular job openings. Recruitment is about sourcing the right people at the right place and at the right time. Each recruitment exercise is an opportunity to analyze the job again and update the requirements, job responsibilities and job description. The main purpose of recruitment is to ensure the organization is adequately and efficiently staffed all the times. The yield ratio is therefore very important concept for the organization to know that the returns of the employment are proper or it is going in the wrong direction.

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