

Recruitment Methods adopted in Construction Industry in Kolhapur

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Abstract— There is an increased demand for employees but there are not enough candidates qualified for these positions in the labor market. Organizations have difficulty locating and hiring employees to fill the positions needed to construct the projects they were awarded. The first question posed by the research is, does the construction industry utilize the most effective recruiting and selection methods when locating and selecting skilled laborers? The second question that the research poses is what selection practices does the construction organization currently utilize when hiring candidates? It must be determined how the organization is locating the candidates within the job seeking pool to insure they are locating the most qualified candidates to take further into the selection process. The final and most important question to the research is, what recruitment and selection practices can a construction organization utilize to better predict the future job performance of qualified candidates for a skilled labor position? The major benefit of this research is to determine how the construction industry can improve their recruiting and selection practices.

Key words: HRM, Human Resource System

I. INTRODUCTION

Recruitment is the process of attracting the best qualified individuals to apply for a given Job. "Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization". Recruitment is the activity that links the employers and the job seekers. It is process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected It is the process to discover sources of manpower to meet the requirement of staffing Schedule and to employee effective. Recruitment is the premier major steps in the selection process in the organizations. The process of recruitment does not stop when it commences, it is a dynamic activity. The purpose of it is to provide an Organization with a pool of qualified candidates.

Its specific purposes are as follows:

- 1) To assist augment the success rate of selection process by reducing the numbers of obviously under qualified and over-qualified applicants.
- 2) To increase organizational and individual effectiveness in the short and long term plans.

Recruitment is essential to effective Human Resources Management. The effectiveness of many other HR activities, such as selection and training depends largely on the quality of new employees attracted through the recruitment process.

Job recruitment methods can be through job centers, employment agencies/consultants, headhunting, and local/national newspapers. It is important that the correct media is chosen to ensure an appropriate the advertised post.

A. Three Main Stages in Recruitment

- Identify and define the requirements.
- Attract potential employees.
- Select and employ the appropriate people from the job applicants.

B. Sources of Recruitment

The sources of recruitment are divided into two parts as internal sources and external sources. Internal sources are those who are already working in the organization. External sources are those who were not the part of organization.

1) Internal Sources

Internal source is one of the important sources of recruitment. The employees already working in the organization may be more suitable for higher jobs than those recruited from outside. The present employees may help in the recruitment of new person. Internal sources consist of the following:

a) Present Employees

Promotion and transfers from among the present employees can be a good source of recruitment.

b) Transfer

Transfer involves shifting of persons from present job to other similar places. These do not involve any change in rank, responsibility and prestige, the number of person do not increase with transfers but vacant posts may be attended to.

c) Promotions

Promotions refer to shifting of persons to position carrying better prestige, higher responsibilities and more salaries. The higher positions falling vacant may be filled up from within the organization. A promotion does not increase the number of persons in the organization.

d) Employee Referrals

Employees can develop good prospects for their families and friends by acquainting them with the advantages of job with the company furnishing letters of introduction and even encouraging them to apply. This source is, usually, one by the most effective method of recruiting because many qualified people are reached at a very low cost at the company.

e) Former Employees

Former employees are other internal sources of recruitment. Some retired employees may be willing to come back on a part time basis or recommend someone who would be interested in working for the company. Sometimes, people who have left the company for some reason or the other are willing to come back and work. Individuals, who left the jobs, might be willing to come back for higher emoluments. An advantage of this source is that the performance of these people is already known.

f) Previous Applicants

Although not an internal source, in the true sense, those who have previously applied for jobs can be contacted by mails. This is a quick and an inexpensive way to fill an unexpected vacancy. This is the very suitable method for filling the professional openings.

The principal disadvantages of internal recruitment are:

- Limited Choice: Internal recruitment provides limited choice of talent available in the organization as it avoids the arrival of fresh candidates. Internal recruitment does not tap any candidate from outside the organization; hence, the number of potential candidates for the post is limited to those from within the organization.
- Implementation of Traditional System: Internal recruitment requires the implementation of traditional form, system, process and procedures. In addition, this limits the scope of fresh talent in the organization.
- Position: In using internal recruitment, existing employees, whether competent or not, will feel that they have an automatic right to be given a more senior post.
- Costly: Taking into consideration that when an employee is promoted, instantly vacancy instantly arises. In this regard, another employee is to be recruited to fill that position, which may be costly affair.

2) External Sources

Every enterprise has to use external source in recruitment to higher position when existing employees are not suitable.

a) Advertisement

Advertisement is the best method of recruiting persons for higher and experienced jobs. The advertisement is given in local or national press, trade or professional journals. The requirement of job is given in the advertisements. The prospective candidates evaluate themselves against the requirement of jobs before sending their applications. Management gets the wider range of candidates for selection. The flood of applications may create difficulties in the process.

b) Employment Exchange

Employment exchange run by the government are also a good source of recruitment. Unemployed persons get themselves registered with these exchanges. The vacancies may be modified with the exchange, whenever there is need. The exchange supplies a list of candidates fulfilling required qualifications.

c) Unsolicited Applicants

Persons in search of employment may contact employers through telephone, by post or in person. Generally; employers with good reputation get unsolicited applications. If an opening is there or is likely to be there then these persons are considered for such jobs. Personnel department may maintain a record of unsolicited applications. When job suitable for these persons are available these are considered for employment.

d) Professional Organizations

Professional organizations maintain complete bio-data of their members and supply it to companies on demand. These organizations also act as exchange between the members and recruiting firms. Firms can seek clarifications and clear doubts about persons they want to recruit. This source of recruitment is found reliable for recruiting persons at middle and upper levels of management.

e) Data Banks

The recruiting firms can prepare a data bank about various persons in different fields. They can collect information from educational institutions, employment exchange, professional organizations etc. It will become another source and the firm can get the particulars as and when it needs to recruitment.

f) Similar Organizations

The organizations producing similar products or having the same line of business act as an important source of recruitment. The persons having same experiences as required by the recruiting firms will be available in similar organizations. This would be most effective source for executive positions and newly established and expanded organizations.

g) Casual Callers

Management may appoint persons who casually call on them for meeting short-term demands. This will follow a regular procedure of selection. These persons are appointed for short products only. They need not to be paid retrenchment or lay off allowance. This requirement is economical because management does not do a liability in pensions, insurance and fringe benefits.

h) Labor Contractors

It is quite common to engage contractors for the supply of labor. When workers are required for short periods, and are hired without going through the full procedure of selection etc. Contractors and the jobbers are the best sources of getting them. The contractor maintains the regular contracts with workers at their places and also brings them to the cities at their own expenses. The person hired under this system is generally unskilled workers.

i) Trade Unions

Generally, unemployed and underemployed persons make a request to trade union leaders for finding suitable jobs for them. Union leaders are aware of various vacancies in firm and also know the management. These leaders can help in the recruitment of suitable persons. In some organizations trade unions are consulted before starting a recruitment process for certain categories, of employees. In such situations trade union leaders can give the names of person available for recruitment.

j) Gate Recruitment

Unskilled workers may be recruited at the factory gate. A large number of workers work as substitute workers. These may be employed whenever a permanent employee is absent. More efficient among these badly workers may be recruited to all permanent vacancies. A notice on the notice board of the company specifying the details of the job vacancies can be put. Such recruitment is called direct recruitment. It is a very economical method and used mainly for unskilled and casual job vacancies.

k) Campus Recruitment

Colleges, universities, research laboratories are fertile grounds for recruiters. The Indian Institute of Management and the Indian Institute of Technology (IITS) are on the top list of avenues for the recruiters. In fact, in some companies recruiters are bound to recruit a large number of candidates from these institutes every year. Campus recruitment is so much sought after by the recruiters that each college, university department or institute will have to have a placement officer to handle recruitment functions.

Campus recruitment is often an expensive process. Majority of those recruited; leave the organizations after some time in search of greener pastures outside.

Problems notwithstanding, campus placements is the major source of recruitment for prestigious companies such as Hindustan lever limited. Tata, Larsen & Tourbo etc.

l) **Walk-ins, Write-ins and Talk-ins:**
Now-a-days walk-in is becoming a very popular method of recruitment. Today's newspapers are full of new openings to be tapped in newer ways. Six out of ten are through walk-in-interviews. The applicants just walk in with their resume for interviews. However walk in interviews pose the challenge for to the interviewers who do not know how candidates are to be interviewed. The number of candidates sometimes is varying directly with the temperature outside. In write-ins, job seeker sends written inquiries, and they are asked to complete application form for further processing. Talk-ins are also becoming popular nowadays job aspirant are required to meet the recruiter, on an appropriate date for detail talks No application is required to be submitted in this case.

m) **Displaced persons**
Implementation of projects causes displacement of several hundred in habitants. Rehabilitating displaced people are a

social responsibility of business and mandated by the government. The World Bank has made it conditionality for granting assistance to the concerned country. However the track record of companies in this respect is disappointing.

3) *Sources of Recruitment used in Construction Industries in Kolhapur*

Table gives information about the sources of recruitment used in Construction industries in Kolhapur. As we see in the table that 5 out of 5 industries use Newspaper advertisement, present employees, employees referrals as a best source of recruitment. But no any industry use Employment exchange, professional organization, Data Bank, Similar Organizations, Labour contractors, Campus recruitment as a source for recruitment.

Sr. No	Source	Out of 5	In Percentage	Administration Dept.	Technical Dept.	Account Dept.	Purchase Dept.	Sales & Advertisement Dept.	Legal Dept.
1	Present Employees	5	100	Yes	Yes	Yes	Yes	Yes	Yes
2	Transfer	2	40	Yes	No	No	Yes	Yes	No
3	Promotions	4	80	Yes	Yes	Yes	Yes	Yes	Yes
4	Employee Referrals	5	100	Yes	Yes	Yes	Yes	Yes	Yes
5	Former Employees	2	40	Yes	Yes	Yes	Yes	Yes	Yes
6	Previous Applicants	3	60	Yes	Yes	Yes	Yes	Yes	Yes
7	Advertisement	5	100	Yes	Yes	Yes	Yes	Yes	Yes
8	Employment Exchange	0	0	No	No	No	No	No	No
9	Unsolicited Applicants	3	60	Yes	Yes	Yes	Yes	Yes	Yes
10	Professional Organizations	0	0	No	No	No	No	No	No
11	Data Banks	0	0	No	No	No	No	No	No
12	Similar Organizations	0	0	No	No	No	No	No	No
13	Casual Callers	0	0	No	No	No	No	No	No
14	Labor Contractors	0	0	No	No	No	No	No	No
15	Trade Unions	3	60	Yes	Yes	Yes	Yes	Yes	Yes
16	Gate Recruitment	2	40	Yes	No	No	No	No	No
17	Campus Recruitment	0	0	No	No	No	No	No	No
18	Walk-ins, Write-ins, Talk-ins	3	60	Yes	Yes	Yes	Yes	Yes	Yes
19	Displaced Person	0	0	No	No	No	No	No	No

Table 1: Sources of Recruitment used in Construction Industries in Kolhapur

II. INTRODUCTION TO SELECTION PROCESS

Recruitment and selection are the two steps in the human resource process and are often used interchangeably, there is however fine distinction between the two steps. While recruitment refers to the process of identifying and encouraging prospecting employee's to apply for jobs.

Selection is concerned with plucking the right candidate from the pool of applicants. Recruitment is said to be positive in the approach as it seek to attract as many as candidate as possible. Selection on the other hand is negative in the application in as much as seeks to eliminate as many qualified applicant as possible in order to identify the right candidates.

In human resource management selection plays an important role. It is one part or process of the HRM in which searching for the prospective employee & stimulating them to apply for job in an organization. It is the function of selecting right employees at the right time.

A. Definition

Selection is a process of choosing the most suitable persons out of all the participants. In this process, relevant information about applicant is collected through series of steps so as to evaluate their suitability for the job to be filled. On other hand, selection is the process of assessing the candidates by various means and making a choice followed by an offer of employment.

Selection is a process of matching the qualifications of applicants with the job requirements. It is a process of weeding out unsuitable candidates and finally identifies the most suitable candidate.

Selection is an important function as no organization can achieve its goals without selecting the right people, where faulty selection leads to wastage of time, money and spoils the environment of an organization.

B. Significance

Following are the Significance of Selection:-

- Because of selection process organization recruits skilled and quality employees for the desired work.
- Expenses and expenditure spent on different task of quality employees decreases hence the profit earning capacity of the organization increases automatically. Therefore a quality organization runs by quality employees of management staff.
- The norms for selecting employees are rigid and future restrict because of these tough norms of candidate the company is able to employ skilled and quality labor.
- If company or factory follows such kind of recruiting candidate, it will improve the quality of work and profit ratio which is surprising.

C. Steps in Selection Process

1) Job Analysis

Job Analysis Is Detailed & Systematic study of jobs to know the nature & characteristics of the people to be employed on various jobs it involves & collecting necessary facts regarding jobs. The US Department of Labor defines job analysis as the process of determining by observation study & reporting pertinent information relating to the nature of specific job, determination of the task which comprises the job of the skills, knowledge, abilities & responsibilities required of the worker of a successful performance & which differentiate on job from all other.

2) Job Description

"A job description is an organized factual statement of studies & responsibility of a specific job." In reap it should tell what is to be done how it is to be done & why. It is a standard of function in that it defines the propriety an authorized contains of jobs.

3) Job Specification

A job specification is a statement of minimum acceptable human qualities necessary to perform a job properly. In contrast to the job description it is standard of personnel & design its qualities required for acceptable performance.

4) Employee Specification

It is a state of minimum required employee qualification like physical, educational work etc. which represent the possession of minimum acceptable human qualities by the prospective employee necessary to perform a job.

III. ENVIRONMENT FACTORS AFFECTING SELECTION

Selection is influenced by several factors. More prominent among them are supply & demand of specific skills in the labor markets, unemployment rate, labor- market conditions, Legal & Political considerations, company's image & company's policy.

IV. SELECTION PROCESS USED IN CONSTRUCTION INDUSTRIES IN KOLHAPUR

Selection is a lengthy process starting from the reception of applicants and ending with the contract of employment. Figure below shows a generalized procedure adopted in construction industries in Kolhapur. First of all applications are received from applicants. Then sorting of applications is done, followed by preliminary interview and employment interview. Final selection is done after checking the references and then job offer is given to the applicant.

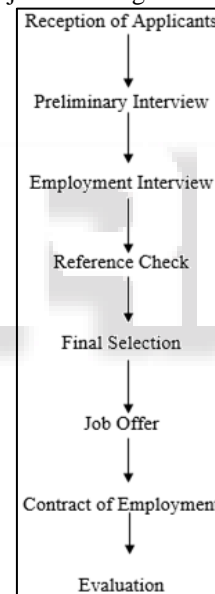


Fig. 1: Steps of Selection Process

A. Steps of Selection Process

1) Reception of Applicants

Organization publishes about the employment available in the organization through advertising in newspaper, which results in receiving the applications by the candidates. These applications are checked whether have filled as per the specifications or not.

Here, the applications are received in person by applicants only.

2) Screening

Screening popularly known as short listing, is the first step after the recruitment process is completed and applications received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. Selection panels have to be careful not to discriminate against applicants with potential.

There is no any special technique for screening the applications, they just use general method for selecting the candidate.

3) *Preliminary Blank*

A blank applicants form is weeding device in selection process. It collects the information or the primary information about the applicants like Bio-data, Educations, Qualification, and Work Experience etc.

4) *Employment interview*

This is the main device of selecting employees. In this board of directors asks questions to the applicant about concerning fields. Interview is a formal, in-depth conversation conducted to evaluate the applicant's acceptability. It is considered to be an excellent selection device.

5) *Reference Check*

Organization request names, address and telephone number of references for the purpose of verifying information and perhaps gaining additional background of an applicant. Although listed on the application form references are not usually checked until on applicant has successfully reached the fourth stage of sequential selection process. This step is mostly not followed in Construction Industries in Kolhapur.

6) *Final Selection*

After obtaining information through preceding steps selection decision the most critical of all the steps is made. The other stages in the selecting process have been used to narrow the number of candidate. The final decision is to be made from

the pool individual who pass the above successive hurdles. The board of directors plays a crucial role in the final selection.

7) *Job Offer*

The next step in the selection process is job offer to the applicants who have crossed all the previous hurdles. Job offer is made through a letter of appointed such a letter generally contains a date by which the appointee must reports on duty. The appointee must be given reasonable time for reporting.

8) *Contract of Employment*

After the job offer has been made, the candidate accepts the offer. Certain documents need to be executed by the employer of the candidate one such documents attestation form. This form contains certain vital details about the candidate which are authenticated and attested by him attestation form will be a valid record for future reference.

9) *Evaluation*

The evaluation is done after certain period of time. If performance is satisfied permanent order is given after certain period of service.

B. Qualifications and experience of Key Personnel

Table 1 Gives information about the minimum acceptable qualifications and experiences also special skills need by the employees to get hired for the job.

Posts	Qualification	Min. Experience	Special Skills
Administration Head	Any Graduate, M.B.A.	10 Years	Basic Knowledge of Computer
Site In charge	B.E. (Civil), M.E.(Civil)	10 Years	AutoCAD
Site Supervisor	B.E.(Civil),/ Diploma(Civil)	7 Years	AutoCAD
Contractor	Diploma (Civil) /B.E.(Civil)	5 Years	AutoCAD
Estimator	B.E. (Civil)	5 Years	Primavera
Structural Engineer	B.E. (Civil), M.E. (Structures)	5 Years	STAAD Pro
Purchase Manager	Any Graduate, M.B.A.	5 Years	MSCIT
Asst. Purchase Manager	Any Graduate, M.B.A.	3 Years	MSCIT
Sales manager	Any Graduate, M.B.A.	5 Years	MSCIT
Advertising Head	Any Graduate.	3 Years	Adobe Photoshop
Account Manager	B.Com., M.B.A	5 Years	MSCIT, Tally
Asst. Account Manager	B.Com., M.B.A	3 Years	MSCIT, Tally
Bank Communicator	B.Com, M.B.A	5 Years	MSCIT, Tally
Data Entry Operator	Any Graduate	3 Years	MSCIT, Typing
Legal Manager	L.L.B., L.L.M.	5 Years	MSCIT
Asst. Legal Manager	L.L.B., L.L.M.	3 Years	MSCIT
Typist	Any Graduate	3 Years	MSCIT, Typing
Office Boy	10 th Pass	1 Year	No any.

Table 2: Qualifications and Experience of Key Personnel

C. Selection Parameters in Construction Industries

- Qualifications- For each post qualifications is the most important criteria. If the applicant possess the minimum acceptable qualifications then he is selected.
- Experience- It is better to have experienced candidates than fresher. Because experienced candidate knows his work responsibilities and the cost of training is low.
- Intelligence:- For managerial level applicant should be of intellectual qualities as he has to solve different problems.
- Co-Ordination:-As a manager he has to co-ordinate with his sub-ordinates so this quality is required.
- Subject Knowledge: The person applying for managerial level should have deep knowledge of concerning field. e.g. Account Manager.
- Attitude- The person applying for the job should be having positive attitude towards the job and his strengths.
- Other Software related to job- The applicant is master in software related to his job then there are extra chances of getting selected.
- Computer Literacy:-
 - 1) Site workers: There is no need of computer literacy for site workers as they are not working on computer; they have to work on site as a worker.
 - 2) For office staff: For Office Staff and other employee of the firm computer literacy is compulsory. Also it

depends on the position of employee and need of the knowledge about computer.

D. Challenges of Recruitment and Selection

Some of the problem affecting recruitment and selection are the increasing pressure for employment, utilization of informal sources of recruitment and delegation of recruitment function.

- A common problem in recruitment and selection is poor Human Resource Planning.
- Thorough Job Analysis is not done here- Conducting a thorough job analysis and identifying the right caliber of candidates bring about a good blend between applicants and the job.
- Methods of Selections are not appropriate- Organizations in the selection process use methods such as application forms, interviews, references. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process.
- Organization that are less selective or hire lower-skilled employees are likely to experience significant effects on productivity, while hiring a mismatched employee can result in poor performance and higher turnover rates Scholars.
- Advertisement for Internal Recruitment is not given to all staffs- Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda.

E. Impact of Poor Recruitment and Selection Practices on Performance

Poor recruitment practices and recruiting poor performing employees have several negative effects on the organization some of which are stated below:-

- Employees with limited role specific capabilities take time to become productive and need more training to build their skills, good employees hit the ground running and are interested in learning.
- Underperforming staff also affect the performance of many by a multiplier effect.
- People who are not a good fit to the role require more time and attention from their manager. The time that managers spend on developing their best people is reduced.
- Higher human resources cost may arise as a result of time spent in recruiting poor performing employees; Client satisfaction is impacted through a increase in errors, poor decision making and less effective client services;

F. Improving the Effectiveness of Recruitment and Selection

- An HRM approach can be adapted to recruitment, which involves taking much more care in matching people to the requirements of the organization as a whole as well as to the particular needs of the job.

- Aptitude tests, personality questionnaires and group exercises should be used and the initial pre-screening device was a detailed bio data-type questionnaire, which enables the qualifications and work history of candidates to be assessed and rated systematically.
- Subsequent testing of those who successfully completed the first stage was designed to assess individual attitudes as well as aptitude and ability.
- The need for a more sophisticated approach to recruitment along these lines is characteristic by HRM. The first requirement is to take great care in specifying the competences and behavioral characteristics required of employees.
- At the very least, structured interviewing techniques should be adopted. Wherever possible, psychological tests should be used to extend the data obtained from the interview.
- Well-planned and administered assessment centers are the best predictors of success in a job, but they are only practical for a limited number of more complex or demanding jobs or for selecting graduates and entrants to training programs.

V. CONCLUSION

Recruitment and Selection methods by Construction Industries

- From the study nineteen (19) methods were identified as recruitment and selection media adopted by employers in recruiting workers. Out of these nineteen mediums identified, the following four methods were ranked as the most frequently used method of recruiting and selecting of construction workers (in the highest order of merit). Newspaper advert, in-house (internal recruitment) promotions, employee referrals, previous applications etc.
- From the study qualifications and experience are the top parameters of selection process, thus the process is not giving equal chance to fresher.

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