# Critical factors of Recruitment Process and its Effectiveness on Human Resource Planning in Ma Foi Randstad Consulting Solutions Ltd., (MCSL)

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*Abstract:*
Human resource is an important asset of any corporate and the overall performance of the company depends on how it can be utilized. To attain an effective growth of the organization, it is essential to recruit the right people with requisite skills, qualifications, and experience. While doing this process we need to keep the present and future requirements of a corporate in mind. Now a day, most of the companies have outsourced the responsibility of selecting a suitable candidate for their company to HR consulting agencies and they are playing a primary role in identifying the right candidate with the right skills as per the need of clients. There consulting agencies facing a lot of challenges and difficulties in choosing and scrutinizing the right candidate to a company as per their requirements of Human Resource Planning (HRP). HRP refers to the best utilization of human resources based on the description of the job that fulfills the objectives of an organization. The study is conducted in Ma Foi Randstad Consulting Solutions Ltd., (MCSL), to understand the effectiveness of the recruitment process as per the need of positions and job descriptions. The study also discussed the different parameters of the recruitment process followed by consulting firms and the opinion of 185 respondents are considered as a primary source of the sample. The findings show the effect of the recruitment process and almost 80 % percent of respondents felt satisfied with the requirement of organizational HRP.

*Keywords*: *Recruitment, Critical factors, HRP, MGSL.*

# I. INTRODUCTION

Recruitment is one of the primary parts of Human Resource Management (HRM). Human Resource Planning (HRP) is the initial step that focuses on the forthcoming need for manpower in an organization. It also assesses the strength and weaknesses of existing manpower and identifies potential skills required to fulfill the future need of an organization. In this regard, the organization starts tapping human potentials in a competitive market. Most of the organization spend a huge capital for identifying suitable resources and maintain a separate department for grabbing the right candidates whenever they required for fulfilling their objectives. The process carried out by thus separate department or functions are named as recruitment.

The initial step of recruitment starts with identifying a suitable candidate and inviting them to apply for the required job. The second step is to screen their application and shortlisting them for the process of selection as per the requirements or specification of the Job description. The recruitment process is linking job seekers with the organization and also makes the candidate prepare their mindset as per the requirements of an organization. From the last decade, the process of recruitment is outsourced to specify an organization called HR consulting firms, which meant for filling a human resource and adopting suitable candidates for job requirements in a specific period.

## A. Functions of HR consulting Firms

Consultation is the most vital aspect of sustaining a successful business operation in a competitive environment. Consulting firms are playing a crucial role in bridging the gap between organizational processes and available resources in a global market. At present, most of the organization utilize HR consulting firms as a recruiting agency for fulfilling their manpower requirements and minimizing the cost and time of the HR department. Consulting is one form of counseling the candidates and understand their attitudes towards client organization. First, consulting firms should understand the requirements of the client and match the candidates' profile with job description and specification. HR consulting firms support the organizations in the form of sourcing human capital and make them fit for organizational culture and climate.

The main function of the HR consulting firm is to synchronize the organizational HRP process with its recruiting policy and procedure. In a digitalized environment, sourcing of human data is a bit easy but authorization of job-specific qualities from that data is a challenging task of a recruiter. The most important process of the recruiter is Securitizing, for this process consulting firms train their recruiting team with specific skills and strategy. Many HR consulting firm uses a specific scrutinizing system with the help of Artificial Intelligence (AI). While candidate uploading their profile in their job portal, these AI systems will screen their information by an additional source of data and verifying their prof of records. The next step of Screening will clarify the qualities of the candidate and decide to qualify or disqualify for a job position. The following process helps to find the right person for the next process of selection, which will minimize the time and cost of the company is hiring a suitable candidate for that job.
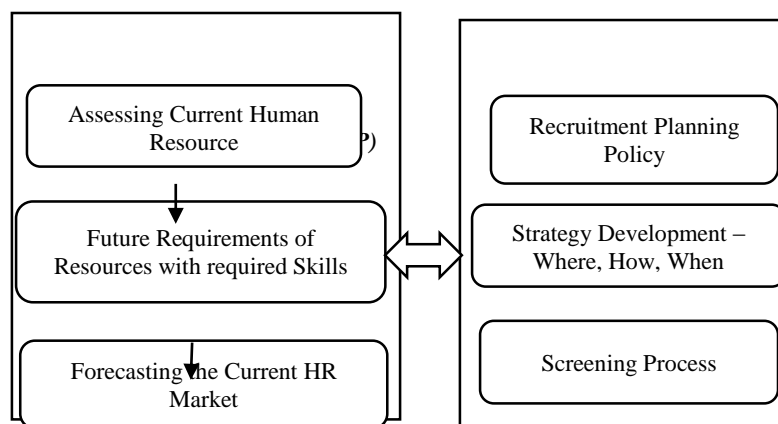


Ma Foi is a multinational human resources outsourcing company providing a broad variety of HR specialized facilities. Ma Foi has evolved extensively since its establishment in 1992 to become a regional one-stop shop for all HR needs. While Ma Foi began with a focus on recruiting services, it has developed into one of the world's largest HR service providers, with services ranging from executive search, recruiting, appraisal, and

consultancy to automation, outsourcing, and training in its gamut of excellence. Ma Foi has helped to create job prospects for more than 2,07,512 people in 36 countries and has worked with more than 200 Fortune 500 organizations. In 2007, Ma Foi produced Rs 4.32 billion in revenue, representing a 70 percent CAGR over the past 15 years.

Ma Foi Randstad Consulting Solutions Ltd. (MCSL) is a subsidiary of Ma Foi Management Consultants Ltd, India's leading provider of HR services, as well as part of Randstad, the world's second-largest HR Group. MCSL is a leading regional player in the HR consulting field and the preferred advisor for businesses trying to outsource their approaches to human resources. MCSL's services have catered to the biggest names in the Indian business world since the start of the company's operations.

## II. REVIEW OF LITERATURE

*Kanchana et. al., (2013)* studied the effectiveness of the screening process done in a consulting firm. The descriptive research method is adopted in this study and used a questionnaire survey method to get the opinion and suggestions of the firm. The 150 questionnaires are distributed to employees working in and around the firms in Chennai and some collected through the mail and telephonic method. The result determines the significant association of variables to understand the effectiveness of the screening process[1].

**Naveen Sudhamsetti, et. Al., (2014)** clarified the effect of the organization's outcomes through recruiting and selection processes. The research centered on Krishna related businesses. The primary data is obtained by a well-structured questionnaire, and in different organizations, 150 workers are regarded as a study. The outcome shows a percentage study of the view and recommendation of the respondent to enhance the performance of the organization[2].

**Bhoganadam and Syamala Devi. Al., (2014)** defined Sai Global Yarntex Private Limited's recruitment and selection process. The research is of a systematic kind and uses for comparison the primary and secondary dates. The questionnaire

system is used as the main source of data collection from 40 workers who serve in the company as a recruiter. Results from the study indicate that Sai Global Yarntex Private Limited practices best recruiting and hiring procedures that attract workers and have a healthier working atmosphere through ethical recruiting policies[3].

The variables that affect the successful recruiting and selection method are studied by **Sneha Mankikar (2014).** A practical sampling approach is used to gather 105 respondents ' sample size. The primary data was obtained from the respondents using interviews and questionnaires. The data collected are evaluated and the hypothesis is checked using the Chi-square independence test using the phi-Cramer's V value which determines the intensity of the relation. The outcome indicates that there are numerous internal and external influences affecting the corporate recruiting strategy and job requirements of the future workforce addressed[4].

**Karthiga et.al., (2015)** gave a clear statement on recruiting and selection procedures. He also examined variables such as competitive climate, capability demand, and supply of ready-made talents regarding the growing consumer situation of today. The study indicated the organization would have a well-defined recruiting strategy and efficient hiring procedure for selecting and accepting the best applicant for an organization's appropriate position[5].

**Anushyayogarajan and with. Al., (2017)** analyzes the training and hiring procedure practiced by the Company Entity Management Department. The study thought that the greatest supply of human resources in an enterprise should be a beneficial factor for an organization's success working over a competitor and actual life energy. The research is performed using primary data and data from 30 respondents was obtained using a questionnaire form. The findings show that hiring firms pursuing the right recruitment and selection procedure methods will please the company of the client and retain the preferred competitiveness of work seekers[6].

*Vijay Anand et al., (2018)* explained the concept of the recruitment process and its effectiveness towards

organizational support for the betterment of acquiring the right talent from a potential global market. In this study, the effectiveness of the recruitment process is measured by the three components such as recruitment policy, training program, and organizational support for recruiters during recruitment and selection. The study is conducted with 100 samples collected in ITES companies, Chennai. The results show the relationship between demographic factors and the major three components consider in this study[7].

# III. RESEARCH METHODOLOGY

The study is qualitative research in nature, which uses the existing data as a source of information. The details of clients and candidates are shared from the database of Ma Foi Randstad Consulting Solutions Ltd., (MCSL). A questionnaire is used as an instrument to collect the primary source of data and the opinion of respondents are collected through the telephonic interview and observation method. Secondary data like manuals and documents are utilized to understand the policies and procedures of the consulting firm. In probability sampling, a simple random technique is used to get the opinion of 185 respondents from the data source collected by a company of Jan to June 2019. The previous journals and articles are utilized for constructing the objective of this study.

## A. The objective of the Study:

To examine and measure the effectiveness of the recruitment process follower in Ma Foi Randstad Consulting Solutions Ltd., (MCSL).

# IV. ANALYSIS, RESULT, AND DISCUSSION

Table 1 describes the descriptive analysis of the demographic variable of the respondents. The distribution of data indicates the spread of samples chooses in this study. The first factor shows that 59.4 % of respondents are Male and 40.6% are female. The marital status of respondents represents 74.6%

are Single and the remaining 25.4% are married. The age factor of respondents shows 51.9% are below 25 years, 25.9% are between 25 to 30 years and 7.6% are below 35 years. In the factor of qualification, the majority of respondents 53% belong to graduation level, 24.3% are postgraduate level and 22.7% are Diploma / ITI as their qualification. While considering the experience of respondents, 45.4% belong to 1 to 3 years., 36.7% have below 1 year, 13.6% are between 3 to 5 years, and the remaining 4.3% have above 5 years of work experience.

*Table 1: Descriptive analysis of demographic variables*

| S. No | Factors | No. of Respondents | Percentage (%) |
|---|---|---|---|
| 1 | **Gender** | | |
| | a) Male | 110 | 59.4 |
| | b) Female | 75 | 40.6 |
| 2 | **Marital Status** | | |
| | a) Single | 138 | 74.6 |
| | b) Married | 47 | 25.4 |
| 3 | **Age** | | |
| | a) Below 25 years | 96 | 51.9 |
| | b) 25 To 30 years | 48 | 25.9 |
| | c) 30 To 35 years | 27 | 14.6 |
| | d) Above 35 years | 14 | 7.6 |
| 4 | **Qualification** | | |
| | a) Diploma / ITI | 42 | 22.7 |
| | b) Graduation Level | 98 | 53.0 |
| | c) Post-Graduation Level | 45 | 24.3 |
| 5 | **Experience** | | |
| | a) Below 1 year | 68 | 36.7 |
| | | 84 | 45.4 |

| | | | |
|---|---|---|---|
| b) 1 to 3 years | 25 | 13.6 | |
| c) 3 To 5 years | 8 | 4.3 | |
| d) Above 5 years | | | |

*Source: Primary data*

Table 2 represents the percentile analysis on the preference of candidate and client organization in sourcing the required resources and choice of availability. In the view of candidates, preference of employment is mostly (79.4%) on-campus recruitment and online job portals. Most of the client organization (48.1%) prefer consulting firms because of reducing the cost and time for identifying suitable resources for their organization. The candidate mostly prefers the organization based on the parameters of the period of existence, working environment, quality of the workplace, career development and succession planning, compensation, and bonus structure.

### Table 2: Percentile analysis of Respondents Preference

| S. No | Factors | No. of Respondents | Percentage (%) |
|---|---|---|---|
| 1 | **Preference of Employment** <br><br> a) Campus recruitment <br> b) online Job portals <br> c) Advertisement <br> d) Job fair <br> e) Referrals | 67 <br> 80 <br> 17 <br> 11 <br> 10 | 36.2 <br> 43.2 <br> 9.2 <br> 5.9 <br> 5.5 |
| 2 | **Preference of Employment** <br><br> a) Internal recruitment <br> b) External recruitment <br> c) Both | 65 <br> 57 <br> 63 | 35.1 <br> 30.8 <br> 34.1 |
| 3 | **Preference by Companies** <br> a) Campus recruitment <br> b) Employee Referrals <br> c) Advertisement <br> d) Consulting firms <br> e) Internal Promotions | 38 <br> 20 <br> 14 <br> 89 <br> 24 | 20.6 <br> 10.8 <br> 7.6 <br> 48.1 <br> 12.9 |
| 4 | **Preference of organization** <br><br> a) Period of existence <br> b) Working Environment <br> c) Career development and succession planning <br> d) Compensation and Bonus structure <br> e) Quality of Workplace | 11 <br> 49 <br> 43 <br><br> 51 <br><br> 31 | 5.9 <br> 26.5 <br> 23.2 <br><br> 27.6 <br><br> 16.8 |

*Source: Primary data*

Table 3 shows the descriptive and significant coefficient analysis of the recruitment process followed in the consulting firm. The mean of the statements lies in the range of 5.79 to 6.96, which represents the variation of the respondent's opinion on the process followed in an organization and standard deviation level of less than 0.85. The p-value in the table shows the significant level of each variable of the recruitment process and policies followed in that consulting firm.

### Table 3: Descriptive statistics and Significant coefficient of recruitment variables

| Factors | Mean | SD | t | P-Value |
|---|---|---|---|---|
| Recruitment policy and procedure are a key factor of an HR consulting firm | 6.24 | 0.70 | 7.27 | 0.00 |

| Factors | Mean | SD | t | P-Value |
|---|---|---|---|---|
| Reputation is an important concern of HR consulting firm | 6.51 | 0.69 | 6.83 | 0.00 |
| Adequate and Qualified Recruiters are available in an organization | 6.28 | 0.74 | 4.07 | 0.00 |
| Impact of social media is high in recruitment process | 6.11 | 0.69 | 4.36 | 0.00 |
| Recruiter having an adequate source of candidate information | 6.96 | 0.64 | 3.32 | 0.00 |
| Awareness of clients organizational policies and procedure | 6.34 | 0.73 | 8.25 | 0.00 |
| Job roles and responsibilities are effectively communicated | 6.04 | 0.71 | 2.01 | 0.00 |
| Guidance throughout the process of recruitment and selection process | 6.59 | 0.79 | 6.73 | 0.00 |
| Providing enough source of the candidate for fluffing particular job requirements | 6.82 | 0.69 | 3.51 | 0.00 |
| Manpower planning and recruiting processes are effectively handled in an organization. | 5.9 | 0.60 | 3.04 | 0.00 |
| Organization classifies the | 6.03 | 0.63 | 3.10 | 0.00 |
| position as per the need of clients | | | | |
| The organization has a modernized system for screening the creditability of a candidate. | 6.41 | 0.63 | 2.10 | 0.00 |
| Organizational recognition and respect the qualities of a candidate | 5.79 | 0.78 | 6.44 | 0.00 |
| The organization develops interpersonal relationships among clients and candidates. | 5.90 | 0.83 | 6.48 | 0.00 |
| organization satisfies the overall expectation of the client and candidate. | 5.85 | 0.64 | 8.57 | 0.00 |

*(Significant coefficient of p<0.05)*

# V. CONCLUSION AND FUTURE SCOPE

The employees of any organization are its lifeblood, without a doubt. With the dawn of this realization, most organizations give priority in choosing the right candidate with the required skills, knowledge, and attitude. At the same time, the organization spends only less capital to retain the same candidate by deploying their career growth activities. The candidates of today want their working organization to encourage, involve, and participate in major decisions and transparent in assessing their role and responsibility for achieving organizational and individual objectives. The performance of any organization depends on the efficiency that exhibits by its employees. Hence it is critically important in selecting a suitable candidate

for any position in an organization. This is where the processes of HRP, Recruitment, and Selection comes in. It is difficult to separate one from each other. The process of recruitment and selection is considered as primary aspects of Human Resource and HRP as a basement of that process. HR Consulting firms should create trust among their clients and candidates, who believe them as a career building block in a competitive and dynamic environment.

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