RECRUITMENT SELECTION PROCESS IN TAMILNADU STATE TRANSPORT CORPORATION LIMITED, KUMBAKONAM

D. PAUL DHINAKARAN*; DR.M.RAJARAJAN**

*PH.D RESEARCH SCHOLAR,
DEPARTMENT OF COMMERCE,
ANNAMALI UNIVERSITY,
ANNAMALI NAGAR, TAMIL NADU, INDIA.

**ASSISTANT PROFESSOR AND RESEARCH ADVISOR,
COMMERCE WING, DDE,
ANNAMALI UNIVERSITY.
ANNAMALI NAGAR, TAMIL NADU, INDIA.

ABSTRACT
The article describes the relationship between human resource practices and employees recruitment selection process in Tamilnadu state transport corporation. The research reviews relevant literature to identify elements of HR practices that influence recruitment selection process. Over the past decade, the way in which people are managed and developed at work has come to be recognized as one of the primary factors in achieving improvement in TNSTC Corporation performance.

KEYWORDS: Recruitment Selection Process, HR practices, TNSTC, Transport.

INTRODUCTION
Recruitment is the process of searching for prospective employees and stimulating them to apply for job in the TNSTC Corporation. Recruitment is the process of finding suitable candidates for the various posts in a TNSTC Corporation. Selection is the process in which candidates of employment are divided into two classes, those who are to be offered employment and those who are not to be. Staffing was once part of the organization function of management. In view of its importance it has now come to be recognized as a separating function of management. It focuses on the followings.

➢ Recruitment and selection of candidates for jobs.
➢ Employee training.
➢ Performance appraisal.
➢ Transfer, promotion etc.

METHODS OF TECHNIQUES OF RECRUITMENT
➢ Direct method
➢ Indirect method
➢ Third party method
Direct Method
Those include sending traveling recruiters to educational and professional institutions employee’s contacts with public and manned exhibits one of the widely used direct method is that of sending recruiters to colleges and technical schools.

- Some times, firms directly search information from the concerned professors about students with an outstanding record.
- Many companies have found employees contact with the public a very effective method.
- Other direct method includes sending recruiters to conventions, seminars and exhibits different target institutions and using mobile offices to go the desired centers.

Indirect Method
- Advertising
- Newspaper
- Radio
- In trade and professional journal
- Technical magazines and branches.

Third Party Method
- These include the use of commercial or private.
  - Employment agencies
  - State agencies
  - Placement offices of schools
  - College and professional
  - Trade unions
  - Causal labour or applicant at the gate
  - Computer data bank
  - Voluntary organizations.

TNSTC KUMBAKONAM REGION
I have done the article at Tamilnadu state transport corporation Ltd, Kumbakonam region is as follows.

Branches
The branches of the Kumbakonam region are,
- Kumbakonam (mofussil)
- Kumbakonam town 1
- Kumbakonam town 2
- Nannilam
- Thanjavur (mofussil)
- Thanjavur
- Mayiladudurai
- Sirkali
- Poraiyur
- Chidambaram
- Nagapattinam
- Karaikkal
- Thirutharai poondi
REVIEW OF LITERATURE

1. Carla Cabarle, Lisa T. Stickney, (2011) the present paper investigation issues of “at the intersection: a cross-disciplinary exercise in employee selection” selection techniques and tools because all managers are likely to be involved with employee selection at some point in their careers. However, many managers have little experience with or knowledge of employee selection, and they are not likely to understand how it fits within the organization.

2. Jeremy B. Bernerth, Hubert S. Field, William F. Giles (2005) made an attempt to study the “perceived fairness in employee selection: the role of applicant personality” A sample of 503 students completed a selection test, believing the results would be used to make initial selection decisions for an organization recruiting from the university. Participants were presented with selection decisions (randomly assigned) two weeks later, and procedural and distributive justice perceptions were assessed.

3. Laura M. Graves and Ronald J. Karren, (1996) the research study title “the employee selection interview: a fresh look at an old problem” employee selection interviews as they are practiced in most organizations. Interviewers' selection decisions are demonstrated to be idiosyncratic and it is concluded that variation in interviewers' decision processes jeopardizes organizational effectiveness. Practical recommendations for improving employment interviews are offered.

4. Muhammad Irshad the research work titled “factors affecting employee retention: Evidence from literature review” the relationship between human resource practices and employees retention in a given organization. The research reviews relevant literature to identify elements of HR practices that influence employee retention. Over the past decade, the way in which people are managed and developed at work has come to be recognized as one of the primary factors in achieving improvement in organizational performance.

5. Multi-Crit. Decis (2000), the study titled, “employee selection under anti-discrimination law: implications for multi-criteria group decision support” employee selection decisions should generally not be discriminatory in either the process or the final choice. Multi-criteria group decision support offers methodology to committees involved in hiring decisions that can improve the chances for non-discriminatory selection processes.

OBJECTIVES OF THE STUDY

➢ To identify the recruitment selection process in TNSTC Limited KUM.

RESEARCH DESIGN

This study describes the existing training programme and procedures adopted in recruitment selection process. So the research can adopt “Descriptive research design”. As for that the researcher has made an attempt to study different factors involved in selection process and its casual relationship with basic variables.

The aim is to obtain complete and accurate information in the said studies. The research design must make enough provision for protection and maximum reliability.

METHOD OF SAMPLING

In this article, the researcher has chosen a method of design namely “probability sampling” which is relatively get in to descriptive research under this method, every element of population enjoy equal chance of being selected and also, the researcher has chosen a type of designing namely “simple or stratified random sampling” under this type, no specific principle/basis is followed with selection the sample element.

SAMPLE SIZE

To study the effectiveness of training and development in recruitment selection process in TNSTC, researcher has concentrated lower level of employees only. I have chosen the sample size (150) under lottery techniques with replacement method of sampling.

PERIOD OF STUDY

The study is confined from the year 2011-2012.

COLLECTION OF DATA

There are several ways of collecting the appropriate data depends on cost, time and other resources.

DATA ANALYSIS AND INTERPRETATION

The results of the analysis of the collected data are presented below

<table>
<thead>
<tr>
<th>DESIGNATION</th>
<th>NO. OF. STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>384</td>
</tr>
<tr>
<td>Conductors</td>
<td>2577</td>
</tr>
<tr>
<td>Drivers</td>
<td>2581</td>
</tr>
<tr>
<td>Technical staff and Technical supervisor</td>
<td>1049</td>
</tr>
<tr>
<td>Total</td>
<td>6591</td>
</tr>
</tbody>
</table>

### TABLE – 2 NUMBERS OF EMPLOYEES

<table>
<thead>
<tr>
<th>YEAR</th>
<th>NUMBER OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-2002</td>
<td>6782</td>
</tr>
<tr>
<td>2002-2003</td>
<td>6456</td>
</tr>
<tr>
<td>2003-2004</td>
<td>6371</td>
</tr>
<tr>
<td>2004-2005</td>
<td>5718</td>
</tr>
<tr>
<td>2005-2006</td>
<td>5719</td>
</tr>
<tr>
<td>2006-2007</td>
<td>7192</td>
</tr>
<tr>
<td>2007-2008</td>
<td>7048</td>
</tr>
<tr>
<td>2008-2009</td>
<td>7253</td>
</tr>
<tr>
<td>2009-2010</td>
<td>7253</td>
</tr>
<tr>
<td>2010-2011</td>
<td>7139</td>
</tr>
<tr>
<td>2011-2012</td>
<td>6591</td>
</tr>
</tbody>
</table>

**Sources:** Annual Report of TNSTC, Kumbakonam 2011-2012.

From the above table, that the number of employees by the study period during the year 2001 to 2002 was increased. Gradually 2002 to 2003 to 2004, 2004 to 2005 the strength is decreased. But there is no change in the employees. During the year of 2005 to 2006, 2006 to 2007, 2007 to 2008, 2008 to 2009, 2009 to 2010, 2010 to 2011, and 2011-2012 also the strength is reduced going to retirement. The overall corporation was streamed due to the Government policy by retraining the human resource as well.

### Table – 3 RECRUITMENT SELECTION PROCESS IN TNSTC

<table>
<thead>
<tr>
<th>S.No</th>
<th>Recruitment Selection Process</th>
<th>Highly Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Highly Satisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Policy Regarding Selection</td>
<td>9 (6%)</td>
<td>8 (6%)</td>
<td>44 (29%)</td>
<td>78 (52%)</td>
<td>11 (7%)</td>
<td>150 (100%)</td>
</tr>
<tr>
<td>2</td>
<td>Recruitment Sources</td>
<td>7 (5%)</td>
<td>11 (7%)</td>
<td>58 (38%)</td>
<td>63 (42%)</td>
<td>11 (8%)</td>
<td>150 (100%)</td>
</tr>
<tr>
<td>3</td>
<td>Salary Schemes</td>
<td>7 (6%)</td>
<td>13 (8%)</td>
<td>55 (37%)</td>
<td>64 (42%)</td>
<td>11 (7%)</td>
<td>150 (100%)</td>
</tr>
<tr>
<td>4</td>
<td>Efficiency of HR Manager in Selection Process</td>
<td>6 (5%)</td>
<td>10 (7%)</td>
<td>57 (38%)</td>
<td>61 (40%)</td>
<td>16 (10%)</td>
<td>150 (100%)</td>
</tr>
<tr>
<td>5</td>
<td>Interview Method</td>
<td>10 (7%)</td>
<td>44 (29%)</td>
<td>58 (38%)</td>
<td>38 (26%)</td>
<td>0 (0%)</td>
<td>150 (100%)</td>
</tr>
<tr>
<td>6</td>
<td>The Selection Procedures Adopted</td>
<td>9 (6%)</td>
<td>35 (23%)</td>
<td>57 (38%)</td>
<td>42 (28%)</td>
<td>7 (5%)</td>
<td>150 (100%)</td>
</tr>
<tr>
<td>7</td>
<td>The Communication Skills in Bench Market</td>
<td>2 (2%)</td>
<td>9 (6%)</td>
<td>72 (48%)</td>
<td>55 (36%)</td>
<td>12 (8%)</td>
<td>150 (100%)</td>
</tr>
<tr>
<td>8</td>
<td>Personal Validation</td>
<td>8 (6%)</td>
<td>19 (12%)</td>
<td>58 (38%)</td>
<td>55 (37%)</td>
<td>10 (7%)</td>
<td>150 (100%)</td>
</tr>
</tbody>
</table>
Note: figures in parentheses indicate component percentages.

INFERENCES

- It is identified from the above table that Policy Regarding Selection 52% are satisfied, 29% of the respondents are in neutral, and 7% are highly satisfied and 6% are highly dissatisfied and 6% are dissatisfied.
- It is pointed from the above table that Recruitment Sources 42% are satisfied, 38% are neutral, 7% are dissatisfied, 8% are highly satisfied, 5% are highly dissatisfied.
- It could be seen from above table that Efficiency of HR Manager Selection Process 40% are satisfied, 38% of the respondents are neutral, and 10% are highly satisfied and 7% are dissatisfied and 5% are highly dissatisfied.
- It could be seen from above table that Efficiency of HR Manager Selection Process 40.6% are satisfied, 38% of the respondents are neutral, and 10.6% are in highly satisfied and 6.8% are dissatisfied and 4% are highly dissatisfied.
- It is learned from the above table that Interview Method 38% the respondents’ neutral and 29% are dissatisfied, 26% are satisfied and 7% are highly dissatisfied.
- It could be observed from the above table that The Selection Procedures Adopted 38% the respondents are neutral, and 28% are satisfied 23% are dissatisfied and 6% are highly dissatisfied, are 5% highly satisfied.
- The above reveals that Communication Skills in Bench Market 48% the respondents are neutral, and 36% are satisfied, 8% are highly satisfied, 6% are dissatisfied, and 2% are highly dissatisfied.
- It is divulged from the above table the Personal Validation 38% the respondents are neutral, 37% are satisfied, 12% are dissatisfied and 7% are highly satisfied, are 6% highly dissatisfied.

CHI-SQUARE TEST FOR TABLE VALUE

<table>
<thead>
<tr>
<th>S.No</th>
<th>Highly Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Highly Satisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9</td>
<td>7.25</td>
<td>0.422</td>
<td>8</td>
<td>18.63</td>
<td>6.061</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
<td>7.25</td>
<td>0.009</td>
<td>11</td>
<td>18.63</td>
<td>3.122</td>
</tr>
<tr>
<td>3</td>
<td>7</td>
<td>7.25</td>
<td>0.009</td>
<td>13</td>
<td>18.63</td>
<td>1.699</td>
</tr>
<tr>
<td>4</td>
<td>6</td>
<td>7.25</td>
<td>0.216</td>
<td>10</td>
<td>18.63</td>
<td>3.994</td>
</tr>
<tr>
<td>5</td>
<td>10</td>
<td>7.25</td>
<td>1.043</td>
<td>44</td>
<td>18.63</td>
<td>34.571</td>
</tr>
</tbody>
</table>
Chi-Sq = 117.263, DF = 28, P-Value = 0.000

Null hypothesis is rejected and the significant association between variables prevailed.

**ANOVA FOR TABLE VALUE**

<table>
<thead>
<tr>
<th>Level</th>
<th>N</th>
<th>Mean</th>
<th>StDev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Dissatisfied</td>
<td>8</td>
<td>7.250</td>
<td>2.493</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>8</td>
<td>8.625</td>
<td>13.532</td>
</tr>
<tr>
<td>Neutral</td>
<td>8</td>
<td>57.375</td>
<td>7.558</td>
</tr>
<tr>
<td>Satisfied</td>
<td>8</td>
<td>57.000</td>
<td>12.739</td>
</tr>
<tr>
<td>Highly Satisfied</td>
<td>8</td>
<td>9.750</td>
<td>4.652</td>
</tr>
</tbody>
</table>

Pooled StDev = 9.278

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor</td>
<td>4</td>
<td>20283.3</td>
<td>5070.8</td>
<td>58.91</td>
<td>0.000</td>
</tr>
<tr>
<td>Error</td>
<td>35</td>
<td>3012.8</td>
<td>86.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>23296.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

S = 9.278   R-Sq = 87.07%   R-Sq (adj) = 85.59%

Null hypothesis is rejected and the significant variances between variables and among variables prevailed.

**SUGGESTION**

- The TNSTC Corporation provide housing rent facility most of the employees are satisfied the concern should try to increase the satisfactory level.
- The relationship between superiors & the employees is most important in the TNSTC Corporation.
- The organization should be highly concern level so they must try to increase level.
- The TNSTC Corporation will increase the selection process programmes activity in the TNSTC Corporation.
CONCLUSION
The study had confirmed that the TNSTC Corporation is having good recruitment selection process. From this study, it is found that majority of employees are effectively by understanding clearly about the selection process and properly match the profile. Suggestion given in the report implemented for the benefit of the employees and the TNSTC Corporation. The TNSTC Corporation may conduct similar type of research at regular intervals to know the changing attitude of workers and to know about their effectiveness improve the recruitment selection process.

REFERENCE