

Final Project Report

“A Study on Recruitment and Selection Process of Tata Consultancy Services in Nagpur”

Submitted to:

DMSR

**G.S. College of Commerce and Economics, Nagpur
(An Autonomous Institution)**

In partial fulfilment for the award of the degree of
Master of Business Administration

Submitted by:

GAYATRI S. DHENGRE

Under the Guidance of:

Dr. ANIRUDDHA AKARTE

**Department of Management Sciences and Research,
G.S. College of Commerce & Economics, Nagpur
NAAC Accredited “A” Grade Institution**



Academic Year 2022-2023

**Department of Management Sciences and Research,
G.S. College of Commerce & Economics, Nagpur
NAAC Accredited "A" Grade Institution**



Academic Year 2022-2023

CERTIFICATE

This is to certify that **GAYATRI S. DHENGRE** has submitted the project report titled, **A STUDY ON RECRUITMENT AND SELECTION PROCESS OF TATA CONSULTANCY SERVICES IN NAGPUR** towards the partial fulfilment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he has ingeniously completed his project as prescribed by **DMSR, G. S. College of Commerce and Economics, Nagpur, (NAAC Reaccredited "A" Grade Autonomous Institution)** affiliated to **Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.**

Dr. ANIRUDDHA AKARTE
(Project Guide)

Dr. SONALI GADEKAR
(Co-ordinator)

Place: Nagpur

Date:

**Department of Management Sciences and Research,
G.S. College of Commerce & Economics, Nagpur
NAAC Accredited “A” Grade Institution**



Academic Year 2022-2023

DECLARATION

I here-by declare that the project with title “**A STUDY ON RECRUITMENT AND SELECTION PROCESS OF TATA CONSULTANCY SERVICES IN NAGPUR**” has been completed by main partial fulfilment of **MASTER OF BUSINESS ADMINISTRATION** degree examination as prescribed by **DMSR, G. S. College of Commerce and Economics, Nagpur, (NAAC Reaccredited "A" Grade Autonomous Institution)** affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

GAYATRI S. DHENGRE

Place: Nagpur

Date:

**Department of Management Sciences and Research,
G.S. College of Commerce & Economics, Nagpur
NAAC Accredited “A” Grade Institution**



Academic Year 2022-2023

ACKNOWLEDGEMENT

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to **Dr. Swati Kathaley**, Principal, G.S. College of Commerce & Economics, Nagpur.

I am extremely thankful to my Project Guide **Dr. ANIRUDDHA AKARTE** for his guidance throughout the project. I tender my sincere regards to the Coordinator, **Dr. Sonali Gadekar** for giving me guidance, suggestions and invaluable encouragement which helped me in the completion of the project.

I will fail in my duty if I do not thank the Non-Teaching staff of the college for their Co-operation.

I would like to thank all those who helped me in making this project complete and successful.

GAYATRI S. DHENGRE

Place: Nagpur

Date:

INDEX

DECLARATION.....	3
ACKNOWLEDGEMENT	4
CHAPTER 1	6
1.1 INTRODUCTION.....	6
1.2 RECRUITMENT.....	8
1.3 SELECTION.....	11
1.4 TATA CONSULTANCY SERVICES.....	13
1.5 OBJECTIVE OF THE STUDY	15
1.6 LIMITATION OF THE STUDY.....	16
1.7 SCOPE OF THE STUDY.....	17
CHAPTER 2	18
REVIEW OF LITERATURE	18
CHAPTER 3	23
RESEARCH METHODOLOGY.....	24
3.1 TYPES OF RESEARCH	24
3.2 HYPOTHESIS	26
3.3 RESEARCH DESIGN	27
3.4 SOURCE OF DATA	28
CHAPTER 4	
DATA ANALYSIS & INTERPRETATION	30
CHAPTER 5	38
FINDING, SUGGESTION & CONCLUSION.....	38
CHAPTER 6	43
BIBLIOGRAPHY.....	44
CHAPTER 7	45
ANNEXURE	46

CHAPTER 1
INTRODUCTION

1.1 INTRODUCTION TO HUMAN RESOURCE

Day by day Human resource management, often referred to as HRM, is a critical function within organizations that focuses on the management of human capital. Human resources are the individuals who work for an organization and contribute their skills, knowledge, and abilities to achieve organizational goals. The field of HRM encompasses a wide range of activities related to managing and developing this human capital.

The role of HRM is multifaceted and involves various functions and responsibilities. It is responsible for attracting, recruiting, and selecting the right individuals for job positions within the organization. This includes developing job descriptions, conducting interviews, and making hiring decisions. HRM also plays a crucial role in employee onboarding, ensuring that new hires are properly oriented and integrated into the organization.

Once employees are part of the organization, HRM is responsible for managing their performance, providing training and development opportunities, and implementing strategies to enhance employee engagement and satisfaction. This includes conducting performance appraisals, identifying areas for improvement, and creating plans for employee development.

HRM is also involved in compensation and benefits management. It designs and administers salary structures, develops employee benefits packages, and ensures compliance with labor laws and regulations. Additionally, HRM handles employee relations, addressing workplace conflicts, and fostering a positive work environment. Furthermore, HRM plays a strategic role in organizational planning and decision-making. It works closely with top management to align HR strategies with overall business objectives. This includes workforce planning, succession planning, and implementing strategies to retain key talent.

In recent years, HRM has also been evolving to address new challenges and trends in the workplace. This includes managing a diverse and multicultural workforce, promoting work-life balance, embracing technology for HR processes, and adapting to changing labor laws and regulations.

Overall, the role of HRM is crucial in managing and developing an organization's most valuable asset—its people. By effectively managing human resources, organizations can enhance employee productivity, improve employee satisfaction, and ultimately achieve their business goals.

1.2 RECRUITMENT

Recruitment is a crucial process in human resource management (HRM) that involves attracting and identifying potential candidates for job vacancies within an organization. It is aimed at building a pool of qualified individuals who possess the skills, knowledge, and competencies required to meet the organization's staffing needs. Effective recruitment strategies contribute to finding the right talent and are vital for the success and growth of the organization.



Here are some key aspects and considerations involved in the recruitment process:

1. **Workforce Planning:** Before initiating the recruitment process, HRM conducts workforce planning to determine the organization's current and future staffing requirements. This involves analyzing the organization's goals, objectives, and strategic plans, and identifying the number and types of positions needed.
2. **Job Analysis and Job Description:** HRM conducts a job analysis to define the tasks, responsibilities, and qualifications necessary for a specific job position. This helps in creating accurate and detailed job descriptions that outline the job title, essential functions, required qualifications, experience, and any other relevant information.
3. **Sourcing Methods:** HRM employs various sourcing methods to attract potential candidates. These methods can include:
 - a. **Internal Recruitment:** Promoting job vacancies internally and considering current employees for open positions, encouraging career development and employee retention.
 - b. **External Recruitment:** Utilizing external sources to attract candidates, such as job advertisements on the organization's website, online job portals, print media, social media platforms, professional networks, and recruitment agencies.

c. Employee Referrals: Encouraging employees to refer qualified candidates from their networks. Employee referral programs can be effective in attracting suitable candidates who align with the organization's culture.

d. Campus Recruitment: Collaborating with educational institutions to recruit fresh graduates or interns who possess the desired skills and potential for growth.

4. Application Screening: HRM screens the received applications or resumes to shortlist candidates who meet the initial requirements of the job. This involves reviewing application documents, assessing qualifications, experience, and comparing candidates against predetermined criteria.

5. Selection Methods: The selection methods used in recruitment can vary based on the organization and the position. These methods typically include:

a. Interviews: Conducting one or more rounds of interviews, such as telephonic or in-person interviews, to assess candidates' qualifications, skills, experience, and cultural fit.

b. Assessments: Administering tests, assessments, or simulations to evaluate candidates' abilities, aptitude, and specific skills relevant to the job.

c. References and Background Checks: Verifying the information provided by candidates, checking references from previous employers, and conducting background checks to ensure the candidate's credibility and suitability.

6. Employer Branding: Establishing a positive employer brand is crucial for attracting top talent. HRM focuses on promoting the organization's culture, values, employee benefits, career growth opportunities, and work environment to create a strong employer brand that appeals to potential candidates.

7. Evaluation and Selection: HRM evaluates the shortlisted candidates based on their performance in interviews, assessments, and other selection methods. The final selection decision is made by considering the candidates' qualifications, skills, experience, cultural fit, and alignment with the organization's goals and values.

8. Job Offer and Onboarding: If a suitable candidate is identified, HRM extends a job offer, including details about the position, compensation, benefits, and other relevant terms and conditions. Once the candidate accepts the offer, HRM facilitates the onboarding process to smoothly integrate the new employee into the organization.

Recruitment is an ongoing process as organizations continually face changing staffing needs. HRM plays a vital role in developing effective recruitment strategies, ensuring fairness and compliance with legal and ethical standards, and attracting the best talent to contribute to the organization's success.

1.3 SELECTION

The selection process is a critical component of human resource management (HRM) that involves assessing and choosing the most suitable candidates for job positions within an organization. It aims to identify individuals who possess the necessary qualifications, skills, experience, and cultural fit to meet the organization's requirements. The selection process follows the recruitment phase and typically consists of several stages. Here is an overview of the selection process:



1. **Application Screening:** HRM reviews the applications, resumes, or CVs received from candidates to identify those who meet the initial requirements of the job. This screening process involves evaluating qualifications, experience, and other relevant factors to shortlist candidates for further assessment.
2. **Interviews:** Interviews are a common and crucial component of the selection process. HRM conducts one or more rounds of interviews to assess candidates' suitability for the job. Interviews can be conducted in various formats, such as in-person, telephonic, or video interviews. The purpose is to evaluate candidates' qualifications, skills, experience, problem-solving abilities, communication skills, and cultural fit.
3. **Assessments and Tests:** HRM may administer assessments or tests to evaluate candidates' skills, knowledge, aptitude, or specific competencies relevant to the job. These assessments can include cognitive tests, personality assessments, technical exams, or job simulations. The results help in objectively assessing candidates' capabilities and potential for success in the role.
4. **References and Background Checks:** HRM contacts the references provided by the candidates, typically previous employers, to gather insights into the candidates' work performance, skills, and reliability. Background checks may also be conducted to verify

candidates' educational qualifications, employment history, and criminal records, ensuring the accuracy and authenticity of the provided information.

5. **Decision Making:** Based on the information gathered from interviews, assessments, references, and background checks, HRM makes an informed decision about which candidate(s) to select. This decision is typically made by comparing candidates' qualifications, skills, experience, performance in the selection methods, and their fit with the organization's culture and values.

6. **Job Offer:** Once the selection decision is made, HRM extends a job offer to the selected candidate. The job offer includes details about the position, compensation, benefits, working conditions, and other relevant terms and conditions. Negotiations may take place at this stage regarding salary, start date, or other employment terms.

7. **Onboarding:** Once the candidate accepts the job offer, HRM facilitates the onboarding process. Onboarding involves welcoming the new employee, completing necessary paperwork, providing orientation about the organization's policies, procedures, and culture, and integrating them into the work environment.

It's important to note that the selection process may vary depending on the organization's size, industry, and specific requirements of the job position. HRM aims to conduct the selection process with fairness, objectivity, and adherence to legal and ethical standards to ensure that the most suitable candidates are selected for the organization's success.

1.4 TATA CONSULTANCY SERVICES (TCS)



Tata Consultancy Services (TCS) is an Indian multinational information technology (IT) services and consulting company. It is one of the largest IT services firms globally and is part of the Tata Group, a conglomerate with diverse business interests. TCS was founded in 1968 and is headquartered in Mumbai, India.

Here are some key details and highlights about Tata Consultancy Services:

1. **Services:** TCS offers a wide range of services in the IT and business consulting domain. Its services include application development and maintenance, infrastructure services, enterprise solutions, digital transformation, cloud services, cybersecurity, data analytics, consulting, and business process outsourcing (BPO).

2. **Global Presence:** TCS operates on a global scale, serving clients across various industries in numerous countries. It has a significant presence in North America, Europe, Asia-Pacific, and the Middle East. TCS has established delivery centers and offices in several countries, enabling it to cater to a diverse client base.

3. **Clientele:** TCS serves clients across multiple industries, including banking and financial services, insurance, manufacturing, retail, telecommunications, healthcare, energy, media, and more. Its clients range from large multinational corporations to government organizations and small and medium-sized enterprises (SMEs).

4. **Employee Base:** TCS is known for its sizable employee base. It has a diverse and global workforce, with employees from various nationalities and backgrounds. As of the knowledge cutoff in September 2021, TCS had over 500,000 employees worldwide, making it one of the largest employers in the IT industry.

5. **Digital Transformation:** TCS has been at the forefront of digital transformation and innovation. It helps organizations leverage emerging technologies such as artificial intelligence (AI), machine learning, Internet of Things (IoT), blockchain, and cloud computing to enhance their operations, customer experience, and business outcomes.

6. **Industry Recognition:** TCS has received numerous accolades and industry recognition for its performance and contributions. It has consistently been ranked among the top IT services providers globally and has received awards for its commitment to quality, sustainability, diversity and inclusion, corporate social responsibility, and more.

7. Research and Innovation: TCS invests significantly in research and innovation to stay at the cutting edge of technology and drive business value for its clients. It has research and innovation labs where it explores and develops new technologies, solutions, and frameworks.

8. Corporate Social Responsibility (CSR): TCS has a strong commitment to CSR initiatives. It focuses on areas such as education, skills development, healthcare, environmental sustainability, and community development. TCS Foundation, the company's CSR arm, undertakes various initiatives to make a positive social impact.

Tata Consultancy Services has established itself as a prominent player in the IT services industry, known for its expertise, global reach, and commitment to delivering value to its clients. It continues to evolve and innovate to address the changing needs of businesses in the digital era.

SOURCES OF RECRUITMENT IN TCS

Tata Consultancy Services (TCS) employs various sources of recruitment to attract potential candidates for job positions within the organization. These sources help TCS to build a diverse talent pool and ensure a robust recruitment process. Some of the common sources of recruitment utilized by TCS include:

1. Campus Recruitment: TCS actively participates in campus recruitment drives at universities and colleges. It visits campuses to hire fresh graduates and postgraduates for entry-level positions. TCS has established relationships with educational institutions and conducts recruitment activities such as campus placements, pre-placement talks, and internships to identify and attract talented individuals.

2. Employee Referrals: TCS encourages its employees to refer qualified candidates from their networks. Employee referral programs are a valuable source of recruitment as they leverage the existing employees' knowledge of the organization's culture and requirements. Referrals often result in high-quality candidates who align with TCS's values and work environment.

3. Job Portals and Online Platforms: TCS utilizes online job portals and professional networking platforms to advertise job vacancies and attract candidates. It posts job advertisements on popular job portals and maintains an active presence on professional networks like LinkedIn. These platforms allow TCS to reach a wide pool of potential candidates actively seeking employment opportunities.

4. TCS Careers Website: TCS has its dedicated careers website, where it showcases job openings and provides information about the organization, its culture, employee benefits, and career growth opportunities. The careers website serves as a central hub for interested candidates to explore and apply for job positions within TCS.

5. Recruitment Agencies: TCS may collaborate with recruitment agencies and staffing firms to assist in sourcing and shortlisting candidates. These agencies help TCS identify suitable candidates based on the organization's requirements and may provide a pre-screened pool of potential candidates.

6. Social Media Platforms: TCS leverages social media platforms, such as Facebook, Twitter, and Instagram, to promote its employer brand and engage with potential candidates. It shares updates about job openings, company news, employee testimonials, and other relevant content to attract and connect with talented individuals.

7. Industry Conferences and Events: TCS actively participates in industry-specific conferences, job fairs, and networking events. These events provide opportunities to interact with professionals from the industry, identify potential candidates, and showcase TCS as an employer of choice.

8. Internal Talent Mobility: TCS emphasizes internal talent mobility, which involves identifying and promoting existing employees for new opportunities within the organization. This approach allows employees to explore different roles and career paths, contributing to their professional growth and reducing external hiring needs.

It's important to note that these sources of recruitment may evolve and vary based on the specific requirements of TCS and the job positions available. The company employs a comprehensive and multi-channel approach to ensure a diverse and qualified candidate pool for its recruitment process.

1.5 OBJECTIVE OF THE STUDY

1. To Understand the process of Recruitment and selection in TCS, Nagpur.
2. To Know the necessary steps of which the organization involve in getting right person at the right place.
3. To Study the satisfaction level of employees in TCS.

1.6 LIMITATION OF THE STUDY

1. Tata Consultancy Services did not disclose full information, since, according to the organization, information should be confidential.
2. Data collected is not sufficient at the scope of the study is limited and the topic is wide.
3. This project study was limited to company's rules and regulations.
4. The employees of company may not coordinate or support properly.

1.7 SCOPE OF THE STUDY

1. To structure the recruitment policy of the organization for different categories of employees.
2. To analyze the recruitment policies of the organization and compare them with general policies.
3. To provide systematic recruitment process and proper utilization of human resource planning.

CHAPTER 2
REVIEW OF LITERATURE

2.1 REVIEW 1:

Title:

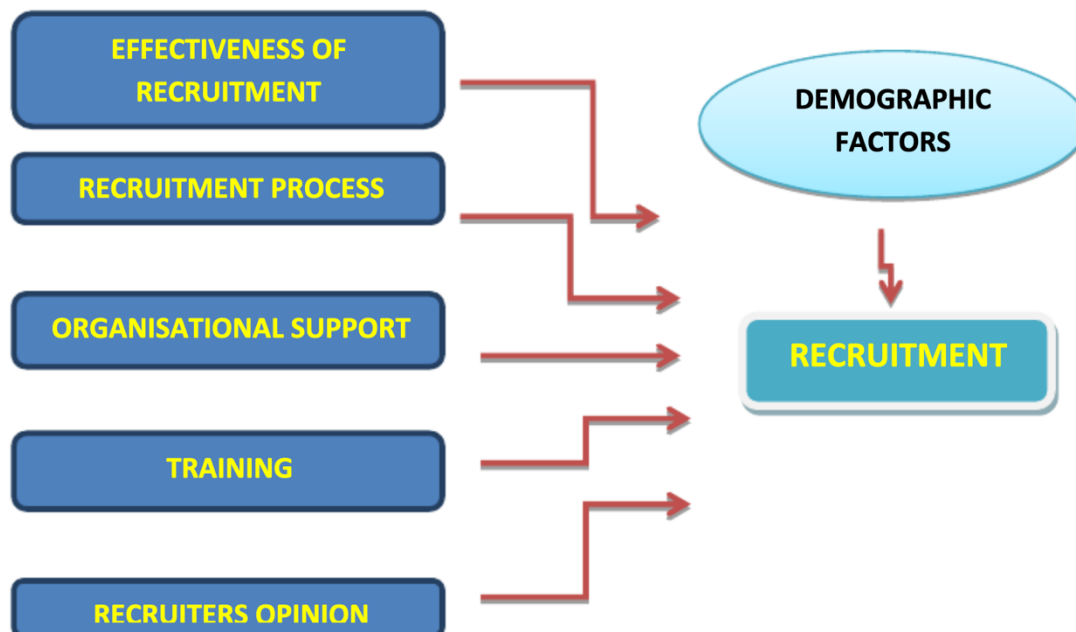
“A Study of Effectiveness of Recruitment Organisational Support in ITES”

Author: Dr. V. Vijay Anand, Dr. M. Shanthanlakshmi, Dr. G. Uppili Srinivasan, V. Arunkumar, G. Icewarya, S. Nandhu, S. Monisa Kamatchi, School of Management, SASTRA Deemed University, Thanjavur, Tamil Nadu - 613 401

Objective:

- To study the Recruitment process in the organization.
- To study the effectiveness of Recruitment and selection process.
- To study the organisational support for the recruiter at the time of recruitment.
- To find the recruiters opinion about the Recruitment Process of the organization.

Conceptual Framework:



Findings & Conclusions:

In every organization, recruitment processes play a vital role. The study reveals that the recruitment process offered in TCS is very much effective.

The HR manager of the selected organization has to focus on selecting the right persons through other sources like campus, placements, sourcing, walk-in, consultancy etc.

The selection is done by evaluating the abilities which are highly required for the vacancies in the organization. Even the Organization Support the Recruiters well at the time of recruitment

2.2 REVIEW 2:

Title:

“A Comparative study of recruitment & selection, training and development policies in Indian MNCs and Foreign MNCs”

Author:

Ghazala Ishrat, Research Analyst, Department of Engineering and Technology, Jamia Millia Islamia, New Delhi-110025

Objective:

- To study the differences and similarities of the policies being followed by MNCs.
- To study the impact of personal policies on Recruitment policies.
- To study the company's strategies to meet the need of the job with the candidate's profile.

Findings & Conclusions:

- The recruitment process to some extent is not done objectively and therefore lot of bias hampers the future of the employees. That is why the search or headhunt of people should be of those whose skill fits into the companies values.
- Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company.
- Selection process is good but it should also be modified according to the requirements and job profile so that main objective of selecting the candidate could be achieved.
- The training and development activities are needed in the organisation because mostly employees are interested to take training and development for future growth.
- Thus, it is clear that training and development activities are needed for employees performance and organizational development.
- It clearly indicates that employees are interested in training & development activities; they feel that such types of activities are necessary for improving their performance and creating awareness among the employees.

CHAPTER 3
RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

A research methodology is an approach to systematically take care of the examination issue. It might be comprehended as a learn about concentrating on how lookup is done deductively. In it, we study the one-of-a-kind advances that are frequently obtained through a professional in deliberating his examination issue alongside the intent behind them. The scientist needs to be aware of the exploration strategies/systems yet, besides, the technique.

Research is a scholarly motion and as such the period should be well used from a specialized perspective. Research carries description and again thinking issues, defining hypothesis or proposed collecting, cleaning out and getting knowledge or information; making logical and arriving at the outcome, and eventually seriously examining the edge to think and decide if they healthy the analyzing hypothesis. The constraint of situation, ideas or snapshots to adding up to expand, address or verify information, no matter if that information helps in improvement of speculation or by using and employing of a craftsmanship.

TYPES OF RESEARCH

● EXPLORATORY RESEARCH

Exploratory research is sort of research conducting the Problem which hasn't been clearly defined. It determines best research design, data collection method and selection of subjects. It has to attain finding's purpose simply with caution. This Research, again and again, relies upon on elective research, For e.g., checking on handwriting & moreover information/subjective-methodologies, for e.g., normal conversations with customers, labors, the executives or employee, and an increasing number of formal-methodologies via up to the down meeting, middle gathering, project strategies, contextual- analysis. The Internet takes into account to appear into techniques, which are increasingly high sensible in nature.

● DESCRIPTIVE RESEARCH

Descriptive lookup comprises overviews and fact discovering enquiries of more than a few types. The sizeable motive for expressive lookup is the personation of the scenario as it subsists at present. In business enquire that we oftentimes use context Ex post facto inspect for elucidating studies contemplates. The essential trait of this type of approach is that the analyst has no impact on the factors; analysts can simply file whatever has passed off or what is going on. Most of the ex post facto inquire about undertakings used for the spellbinding investigations where the scientist appears to quantify few things like, re-occurrences of shopping, disposition of individuals, or different information that can be compared. This also contain enterprise utilizing

analysts to discover motives in any event, whenever they are not in command to control the factors. The techniques for investigating used in such research find out about methods for distinct types, which include relative and correlational strategies.

- The Method adopted for the study is Survey Method.
- The research design adopted for this study is Descriptive in nature.

HYPOTHESIS:

H0(Null Hypothesis): Recruiters and candidates are satisfied with the recruitment and selection process of the company.

H1(Alternate Hypothesis): Recruiters and candidates are not satisfied with the recruitment and selection process of the company.

H0(Null Hypothesis): TCS recruit candidates as and when required and maintain the time frames for selection.

H1(Alternate Hypothesis): TCS has continuous talent search program.

H0(Null Hypothesis): Healthy recruitment & selection strategy leads to increased individual effectiveness.

H1(Alternate Hypothesis): Healthy recruitment strategy leads to increased organization effectiveness.

RESEARCH DESIGN:

Sampling Design:

A sample is a smaller representation of a larger whole. When some of the elements are in the intention of finding out something about the population from which they are taken that group of elements is referred as sample and the process of selection is called Sampling.

Universe of the Study:

Recruiters & employees of TCS Nagpur.

Sample Design:

The study is done by using the convenience sampling method with 95% confidence and 5% margin of error.

Sample Size

For the study, sample units of 100 respondents will be considered who are currently employed in TCS Nagpur.

Research period

Research work is carried out in 60 days.

Research Instruments:

The data is been collected through self-design questionnaire; questions are designed in close ended form.

SOURCES OF DATA:

Primary as well as secondary sources are used for collection of data. In primary source of data collection questionnaire and opinion survey used, and in secondary source of data collection, relevant records, books, magazines are used.

Thus, the source of data collection are as follows:

Primary Data:

Data collected by the researcher herself for a specific purpose. In this study the data is collected by circulating questionnaire to the respondents.

Secondary Data:

Apart from primary data, the data is also collected through:

- a. Books
- b. Journals
- c. Academics Reports
- d. Websites

DATA COLLECTION

There are two kinds of sources of statistics collection: -

- **Primary data:** Data that has been gathered from the direct journey is regarded as integral information. Essential facts have not been dispensed at this factor and are regularly reliable, authentic and target based. Important facts have not been modified via people, as a result, its authenticity is more remarkable than secondary information. Techniques for gathering indispensable records are polls, interviews, perception, overviews.

- **Secondary Data:** Data gathered from a supply that has just been distributed in any shape is known as elective information. The survey of writing in any exploration relies upon optional data methods of gathering Such data are web, books, papers, magazines, diaries and different similar periodicals.

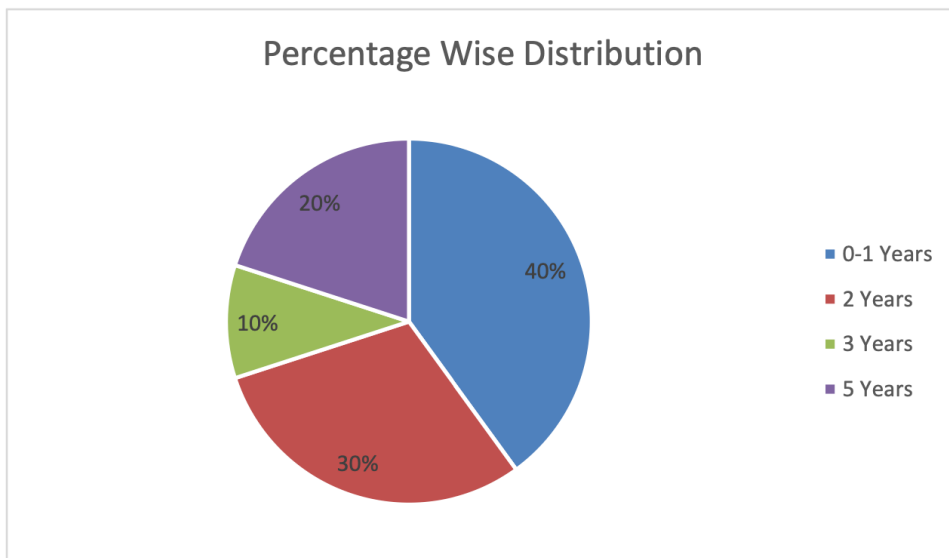
- 1) **POPULATION OF STUDY:** For the purpose of this research, the researcher intends to collect primary data by circulating questionnaire to 100 respondents.
- 2) **SAMPLING TECHNIQUES:** The researcher has used random sampling for the research.
- 3) **DATA COLLECTION PROCEDURE:** The researcher has used a structured questionnaire and observation method for the purpose of collecting primary data. It helps to obtain right information from the respondents.

CHAPTER 4
DATA ANALYSIS & INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

1) Duration of Employee working in the recruitment team of TCS.

Duration (In years)	No. of Employees	Percentage wise Distribution
0-1 Years	20	40%
2 Years	15	30%
3 Years	5	10%
5 Years	10	20%
Total	50	100%



Inference:

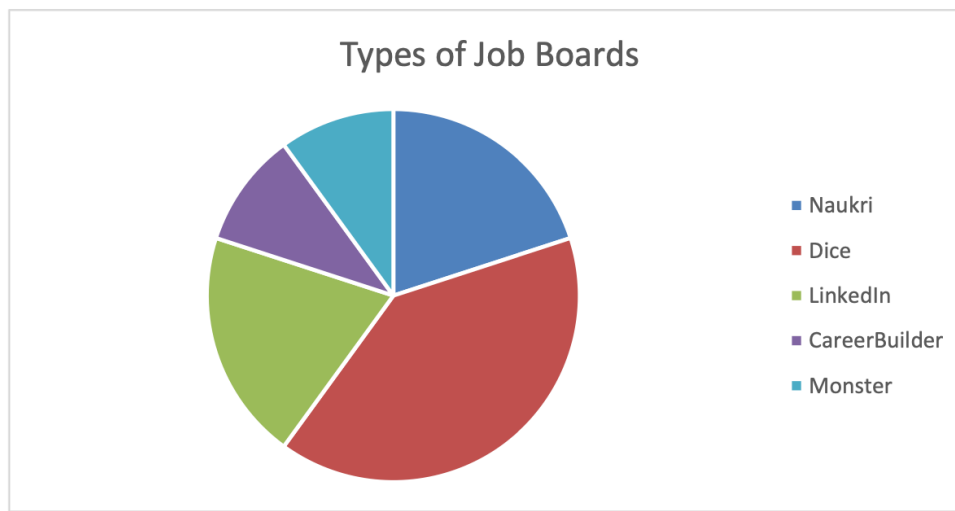
It is very clear from the above table that 40% of the employees have worked for 0-1 year. 30% of them have served 2+ years. 10% of them have served 3+ years and 20% of them have worked for 5+ years in the organization.

Interpretation:

The above data tells that majority of the employees working in the recruitment team are between 0-1 years.

2) Job Boards used by HR team in TCS for recruitment.

Job Boards	Users	Percentage wise distribution
Naukri	10	20%
Dice	20	40%
LinkedIn	10	20%
CareerBuilder	5	10%
Monster	5	10%
Total	50	100%



Inference:

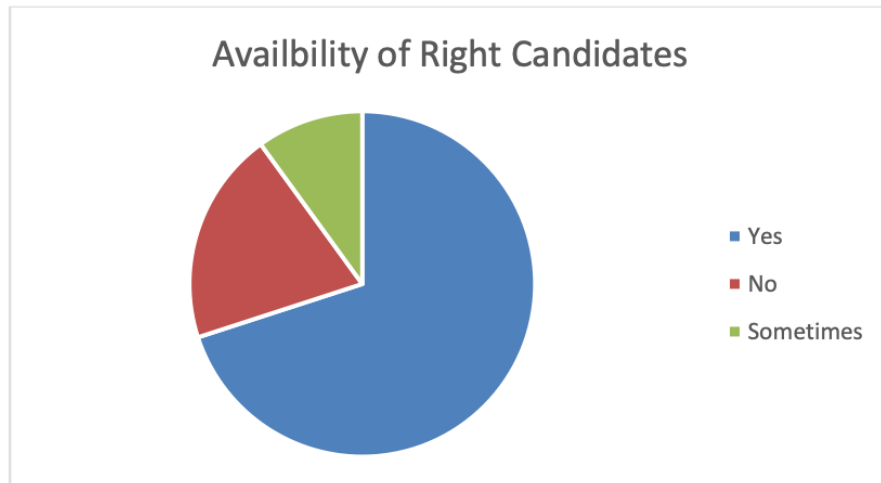
From the above table we can say that 20% LinkedIn, 10% use CareerBuilder and 10% use Monster for hiring employees using websites or job portals.

Interpretation:

Dice is the job portal majorly used by the organization to source candidate when compared to other job boards. Naukri & LinkedIn are at secondary board used for sourcing. These websites help in identifying and selecting the potential candidates.

3) Are real time, right candidates available on the ATS & Job Portals as per job description?

Particulars	Number of respondents	Percentage
Yes	35	70%
No	10	20%
Sometimes	5	30%
Total	50	100%



Inference:

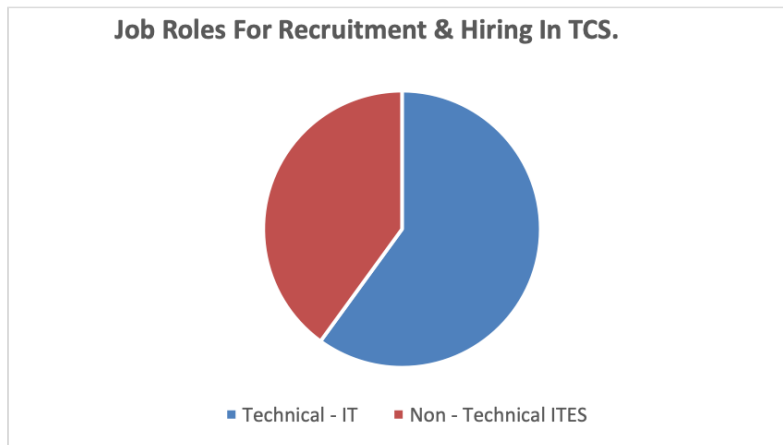
From the above table 70% of the recruiters thinks that eligible candidates are available on job boards, 20% thinks opposite and remaining 10% of thinks, by chance they get real time fit candidates as per job description.

Interpretation:

70% recruiters of the organization say job board's helps in identifying and selecting the potential candidates.

4) Category wise focus on the job roles for Recruitment & Hiring in TCS.

	Number of Respondents	Percentage
Technical - IT	30	60%
Non - Technical ITES	20	40%
Total	50	100%



Inference:

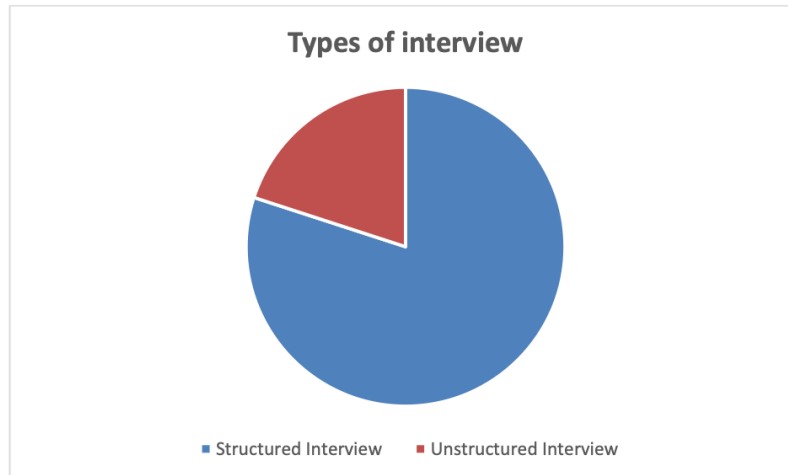
From the above table 60% of current focus of R&S hiring is for IT positions and 40% is on Non - Technical ITES job roles.

Interpretation:

60% of current focus of R&S hiring is for IT positions for serving the clients.

5) Types of interview conducted by TCS for recruitment.

Type of Interview	Number of Respondents	Percentage
Structured Interview	40	80%
Unstructured Interview	10	20%
Total	50	100%



Inference:

From the above table 80% structured interview type is used and 20% is on Unstructured Interview.

Interpretation:

80% of current selection is done using structured interview.

6) Methodology used for recruitment in TCS.

Recruitment Methodology	Number of Respondents	Percentage
E-Recruitment	30	60%
Campus Hirings	20	40%
Total	50	100%



Inference:

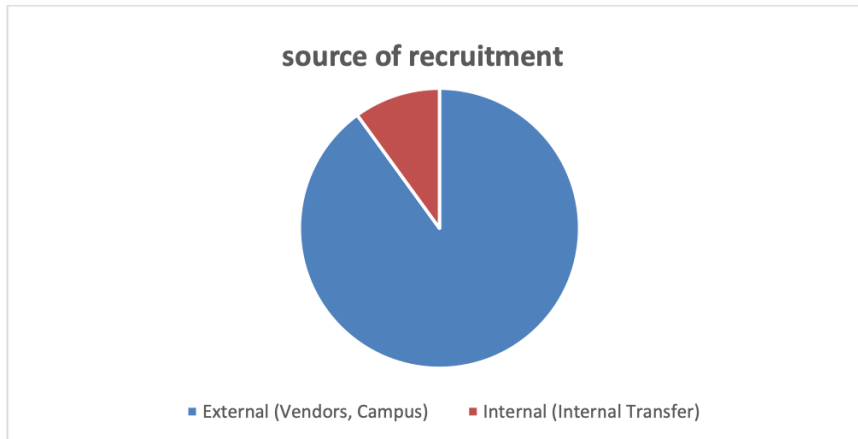
From the above table 60% recruitment is done through E-Recruitment and 40% is through campus hirings at colleges, education institutes, etc.

Interpretation:

60% recruitment is done through E-Recruitment in TCS.

7) Which is the source of recruitment method TCS uses for hiring?

Source of Recruitment	Number of Respondents	Percentage
External (Vendors, Campus)	45	90%
Internal (Internal Transfer)	5	10%
Total	50	100%



Inference:

From the above table 90% source of recruitment is External and 10% is through Internal Source.

Interpretation:

90% recruitment is done through External sources like vendors, campus TCS

8) Do TCS really follows the ethical practices for recruitment.

Ethics Practiced in Hiring	Number of Respondents	Percentage
Yes	45	90%
No	5	10%
Total	50	100%



Inference:

From the above table 90% TCS employees says ethics are practiced during hiring and 10% finds some inaccuracy in system.

Interpretation:

90% recruitment is ethically done in TCS.

CHAPTER-5
FINDINGS, SUGGESTION & CONCLUSION

FINDINGS

1. The company follows standard recruitment procedure and leverages multiple job boards to source best talents available in job market.
2. The R & S process, methods and practices followed in the company gives positive outcomes as per client's expectations.
3. Availability of more experienced resources increases overall productivity of the team and helpful in guiding freshers.
4. The ultimate objective of conducting interviews, R & S process is to find new talents for fulfilling client requirement of hiring right resource.

SUGGESTIONS

- 1) Recruitment and selection process of TCS is very transparent. Selection in TCS is significant & it has great impact on work, performance & appraisal system. However, I experienced that employees above 10years were rare and may be the reason could be lack of loyalty among employees.
- 2) I want to suggest that TCS to engage the employees in various program like Behavior modification, Quality and balance of work life, participative work life etc. These programs can increase their loyalty and employees can be motivated passionately to perform better in an organization.
- 3) TCS should follow new selection techniques and methods for better recruitment like Ability test, Integrity Test, Personality Describing test, Data revealing bio data test, knowledge about the job test, structured interview, situational test, and physical ability test.
- 4) The member of the selection committee are well qualified and experienced people. Thus, selection of employee is more effective & efficient. TCS also conduct audit of the selection programs which serves as broad guide for a very thorough and intensive analysis and evaluation of the vacancies in the organization.
- 5) After analysis of the company selection procedure, I found out the company is using quite effective method of doing recruitment & selection of candidates and they always take in consideration the cost-benefit ratio which is quite important from the long perspective of hiring employees.

CONCLUSION

- Managing the organization efficiently is possible by the standard organizational as well as HR policies. It also helps in leading company.
- Utilization of fair, valid and reliable R & S process helps in improving the business by the point view of competitive job market.
- Identifying the strengths and weakness of the employee is very essential for organizational growth, as it will inversely affect the overall
- Few positive changes in the R & S process can help company to grow.
- Talented employees are retained, and new talents are hired for the job to meet the client expectations and project demand.
- Training & development activities can be conducted to enhance the skills of the employee.
- Above study, says many employees working in the organization are quite happy with standard of R & S practiced by TCS.

CHAPTER-6

BIBILOGRAPHY

BIBLIOGRAPHY

- Recruitment and Selection: Theory and Practices by Professor Dipak Kumar Bhattacharyya, Cengage learning.
- Recruitment and Selection: Employee Selection by Gareth
- Roberts, 2005, CIPD (Chartered Institute of Personnel Development) publication – Second Edition.
- www.tcs.com
- www.papers.ssrn.com
- www.wikipedia.com
- Rachana. C, Research scholar on Recruitment and Selection process, Singhania University, Rajasthan, India, 2019, P 11-12.
- the impact of Recruitment and Selection criteria on organizational performance, University of Lagos, 2015, P 22-23.

CHAPTER-7
ANNEXURE

ANNEXURE

IJHRDMR, Vol. 8, No. 2, July-December 2018

CHARACTERISTICS OF A GOOD TALENT MANAGEMENT SYSTEM IN INDIAN INFORMATION TECHNOLOGY COMPANIES - AN EMPERICAL STUDY

M. Maya*

Abstract: Managing talent in a global organization is much more complex and demanding than in a national level organization. And only few global corporations have come out with innovative strategies to handle the challenges related to Talent Management better. Talent Management should be part of the strategic decision making process of the organization, regardless of the business conditions. This paper investigates the characteristics essential for a good talent management system. For measuring the characteristics of Talent Management system in Indian Information Technology organizations, twenty five variables were measured. In the present study twenty five variables are reduced into seven factors which would explain the original data in detail. Principal Component analysis with vari-max rotation is used to group the factors.

Keywords: India, Information technology, Characteristics, Talent Management, factors.

1. INTRODUCTION

Hiring the right talent for the right job is one of the biggest challenges before every organization today, both big and small. Talent Management is no more just a catchphrase; it has become one of the core issues that decide the competitiveness, agility and responsiveness of the organization. Effect Talent Management doesn't stem from one policy or from one smart attempt, rather it is a process which involves an inclusive and systematic analysis of the capabilities needed to achieve desired performance levels. Talent Management is all about developing processes that ensure a continuous flow of talented people to the organization. It encompasses having right processes and methods in place during all stages of employment including recruitment, training, development programs, accolades etc. Talent Management also includes devising career growth opportunities and offering promotion opportunities at the right stages of the career of an individual. Talent Management is more a personalized and inclusive human resource approach.

* Assistant Professor, Department of Management Studies, Sathyabama University, E-mail: mayavadivelan@gmail.com

2. RELATED STUDIES

Mellahi K. and Collings D. G. (2010) This research paper was focused on talent management failure by multinational enterprises (MNEs). The study examined the barriers to corporate advancement of talents located in subsidiaries and more specifically on promotion of talent already employed by the MNE to be part of the upper echelon management team at its center. Causes of failure of talent identification and management recounted in the available literature includes Lack of knowledge about what motivates talented people, Fitting talent management into the organization strategy, eliminating time-consuming processes, raising expectations of qualified people having exceptional abilities. Low credibility towards the job and organization among the workers. Finally the researcher pointed out that difficulty in identifying the real 'talented' people as the issues related to talent management.

Chin - Yao Tseng (2010) The thesis discussed about the retention of software development employees in IT industry in Taiwan. The main focus of the study was to curtail voluntary turnover of software development employees and to provide retention guidelines appropriate to IT companies in Taiwan. The thesis also identified the factors that are important for retaining software development employees in Taiwan. The study explored six retention factors: job appreciation, fair remuneration, freedom in decision. The research concluded that organizations have realized the value of managing their own talent and have initiated HR practices that place top priority to talent management to ensure the organization is better prepared to respond to the change or crisis due to advancements in knowledge or other

This study explored the current state of knowledge about employer brand and identified the various employer brand building blocks which are conceptually integrated in a predictive model. The predictive model provides corporate leaders and their human resource functionaries a theoretical pointer relative to employer brand which could guide more effective talent attraction and retention decisions. This study was non-empirical in approach and searched for linkages between theoretical concepts by making use of relevant contextual data. Key findings suggested that employer brand is influenced by target group needs, a differentiated Employer Value Proposition (EVP), the people strategy, brand consistency, communication of the employer brand and measurement of Human Resources (HR) employer branding efforts.

Piansoongnern (2011) This paper investigated talent management strategies and employee engagement practices implemented in three leading cement manufacturing companies in Thailand, ranging from the largest to smallest ones. In-depth interviews were conducted with employees from all levels including executives, managers and human resources (HR) staff, to identify factors that influence employee engagement. The findings revealed that robust talent management planning, complete support of top management, fair salary, good

safety and health insurance, training opportunity, career advancement, organizational unity, work-life balance, and other environmental factors were crucial factors that helped the organization retain its talented workforce.

Sebastian Mansson (2011) This study highlighted how multinational corporations identified and developed local leadership talents for global leadership positions, particularly in China. The research was based on more than 20 qualitative interviews with 14 large multinational corporations across different industries. The findings revealed that the implementation of talent management processes in India are very limited, but existed at some levels. However, at the higher leadership levels, practically there are no adaptations of global leadership standards as of today in China, when most of the multinational corporations are striving to continuously improve and implement a global talent management approach.

3. METHODOLOGY USED IN THE STUDY

1. Objective of the study is to identify the characteristics of a good Talent Management system in Indian Information Technology companies.
2. Sample used is taken from the employee population of Indian Information Technology sector. The sample was taken on a simple random basis.
3. Structured questionnaire was prepared for the purpose of the study and the data was collected using the questionnaire.
4. Statistical tools such as cronbach's alpha test were applied to measure the reliability of the instrument and factor analysis was done to group the variables into factors. Principal Component analysis with vari-max rotation is used to group the factors.

4. ANALYSIS AND FINDINGS

4.1. Reliability Test

The cronbach's alpha criterion was applied to test the reliability. The value was determined as 0.93. The value explains that the statements in the questionnaire are understood by the respondents at 93%. The quality of the questionnaire was ascertained and the test showed high reliability. The variables considered for the analysis are satisfying the normal probability distribution. Based on the pilot study the questionnaire was modified suitably to elicit response from the sample group.

Table 4.1.1
Reliability Measures for the Study

Variables	No. of items	Alpha
Characteristics of Talent Management	25	0.93

QUESTIONNAIRE

Name:

Designation:

Qualification:

Age:

Mobile Number:

Email ID:

- 1) Since how many years have you being working with this organization?
 - a. 0-5
 - b. 5-10
 - c. 10-15
 - d. More than 15 years

- 2) Does the organization clearly define the position objective, recruitment and candidate specification in the recruitment process?
 - a. Yes
 - b. No

- 3) How well are the organization affirmative action needs clarified and supported in the selection process?
 - a. Poor
 - b. Adequate
 - c. Excellent

- 4) Is the organization doing timeliness recruitment and selection process?
 - a. Yes
 - b. No

- 5) Does HR provide an adequate pool of quality applicants?
 - a. Yes
 - b. No

- 6) Rate the effectiveness of the interviewing process and other selection instruments, such as testing?
 - a. Poor
 - b. Adequate
 - c. Excellent

- 7) Does the HR team act as a consultant to enhance the quality of the applicant prescreening process?
 - a. Yes
 - b. No

- 8) Does HR train hiring employees to make the best hiring decisions?
 - a. Yes
 - b. No

- 9) Rate how well HR finds good candidates from non-traditional sources when necessary?
 - a. Poor
 - b. Adequate
 - c. Excellent

- 10) Does the HR department is efficient in selection policy of the employee?
 - a. Yes
 - b. No