

# **"The study of recruitment process in telecom industry and its challenges (Airtel)"**

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## **I. INTRODUCTION**

### **RECRUITMENT**

Recruitment can be defined as the process of actively seeking out potential employees, enticing them to apply for positions within an organization. It serves as the vital link between employers and job seekers. According to Yoder, recruitment involves identifying sources of manpower to fulfill staffing needs and implementing strategies to attract that manpower in sufficient numbers for effective selection of a competent workforce. This process is often viewed positively as it encourages individuals to submit job applications, thereby increasing the pool of candidates for a position.

The primary goal of recruitment is to draw in qualified job applicants. The emphasis on "qualified" is crucial, as attracting unqualified candidates results in wasted time and resources. In order to avoid the costs associated with processing unqualified applicants, recruitment efforts should target individuals who possess the essential qualifications for the job. Recruitment marks the initial phase of the hiring process, which extends through selection and concludes with the placement of chosen candidates. Both recruitment and selection are essential components of successful human resource management and play a significant role in the placement of individuals can be done through various methods:

1. Selecting based on merit.
2. Taking into account the individual's interests, backgrounds, and physical abilities.
3. Analyzing the job at hand.
4. Matching the job requirements with the capacities of the individual.

"The art of selecting individuals is not as challenging as the art of empowering those chosen to reach their full potential."

Recruitment is the process where organizations search and attract individuals to fill job openings. There is a constant need for organizations to recruit new employees to replace those who leave or get promoted to enhance skills and foster organizational development. Recruitment follows HR planning and is closely linked to the selection process, where organizations assess candidate suitability. Successful recruitment creates a substantial candidate pool, making even the most accurate selection system useful.

## **II. LITERATURE REVIEW**

Recruitment in India

Recruitment in India occurs through various channels, following a methodical procedure that is not entirely scientific.

Channels of Recruitment:

Recruiting through third-party sources

- Recruitment carried out via third-party contractors
- Hiring through direct recruitment channels

- Utilizing employment exchanges for recruitment purposes
- Alternative recruitment methods to consider
- Engaging with Trade Unions for recruitment needs
- Using labor offices as a hiring source
- Seeking candidates through referrals
- Recruitment conducted through online platforms

The process of online recruitment, known as e-rec, involves a company sending newsletters and regular job updates to potential candidates to target the right individual. Candidates are selected from the available database, enabling direct contact by the company. Once a job description and person specification are prepared, the next step is to advertise the vacancy either internally or externally.

#### Internal Recruitment

Internal recruitment entails selecting an individual who is already part of the organization to fill a vacant position.

#### Advantages of Internal Recruitment

1. Internal candidates who already possess knowledge of the company and its working procedures are more likely to seamlessly transition into the job compared to external applicants.
2. Internal recruitment leads to minimized recruitment expenses as there is no requirement for external advertising and the associated administrative costs and time for handling applications.
3. Promotions from within the organization can significantly boost employee motivation levels.

#### External Recruitment

External Recruitment involves seeking candidates from outside the organization to fill job vacancies.

#### Advantages of External Recruitment

1. Introducing new individuals with fresh perspectives can lead to advancements in thinking and prevent stagnation.
2. Having a wider pool of candidates provides more options for selection.
3. Utilizing training opportunities from external firms can cut costs and enhance skill development.

There are various methods that companies can utilize to suitable candidates for available positions. The choice of method or methods employed will be influenced by the nature of the role and the number of positions to be filled. When seeking skilled and experienced professionals, it may be advisable to use specialized methods tailored to this group. These methods will vary depending on the specific job openings and their quantity. In cases where senior managerial roles need to be filled, headhunters with a deep understanding of the job market can be engaged to identify suitable candidates. On the other hand, for roles requiring semi-skilled workers, placing advertisements in local and national newspapers is often effective. Additionally, the job center can serve as a resource for staffing positions in areas such as clerical, administrative, and unskilled work.

## **RECRUITMENT PROCEDURE**

### **RECRUITMENT PROCESS**

When a department has a vacancy or expects one they notify the HR Department. If there's a possibility for an internal transfer or promotion, employees interested in changing career paths are invited to apply for the available position. The job openings are announced internally through notices placed on the bulletin board.

#### **Internal Sources**

Internal sources refer to employee referrals that facilitate the prompt availability of CVs to the HR department, leading to better positions for employees through referrals, benefiting both the employees and the company by quickly securing eligible candidates and boosting employee morale. However, these internal references are primarily utilized for filling lower-level vacancies. To streamline the internal recruitment process, the following criteria are established:

- \* An employee must have a minimum of 5 years of experience in their current position to qualify for internal recruitment.
- \* Contractually obligated employees are also allowed to apply for internal positions, provided they meet the qualifications and are efficient in their work.

#### **External Sources**

When a company doesn't have internal candidates to fill a job opening, they resort to External Recruitment to seek new applicants from external sources. This method is typically used for hiring permanent employees or individuals in more senior positions.

#### **External Sources Used are:**

1. Recruitment Agencies or Consultants: The job vacancy is shared with the recruitment agency together with the job description and specific requirements.

Resumes are then forwarded to the company where the HR Manager and the relevant department head assess them for recruitment purposes.

2. Job Advertising: Employment opportunities are advertised in newspapers such as The Times of India, Indian Express, etc., outlining the minimum qualifications needed. Advertisements are utilized when suitable candidates with the required qualifications or experience are not found through other channels.
3. Central Employment Exchange: The HR Manager reaches out to employment exchanges to identify and recruit suitable candidates for the vacant position.

## **SELECTION PROCEDURE**

The process of selecting the most suitable candidate for a job begins after receiving applications from potential employees. These applications are carefully reviewed based on the organization's standards. Each applicant is evaluated at every stage, and those who meet the job requirements are ultimately chosen. The typical steps in the selection procedure include:

1. Initial interview
2. Completing application form
3. Job assessment
4. Job interview
5. Checking references
6. Medical check-up
7. Final decision making.

## **STEPS IN SELECTION PROCEDURE:**

1. Preliminary interview : After the initial review of the application forms, the next step in the Selection process is to conduct this interview. The primary goal of this interview is to filter out candidates who are not qualified or suitable for the position. It should be concise and focused on gaining an understanding of the candidate's overall education, experience, training, qualifications, personality traits, and salary expectations.
2. Application Blank: In the process of selection, a blank application form serves as a crucial tool for screening candidates. After the initial interview, successful candidates are provided with an application form to document essential information. This includes details like family background, date and place of birth, age, gender, height, citizenship status, and marital status. The form also captures educational data such as academic history, subjects studied at different levels, qualifications from schools and colleges, grades obtained, and any technical certifications. Additionally, candidates are expected to specify their desired salary, allowances, and other associated benefits.
3. Employment test: Psychological and other assessments are gaining popularity in India as part of the selection process. Nevertheless, there is a debate surrounding their effectiveness. The human resources department can provide guidance and assistance in determining the most suitable tests for specific job roles.
4. Employment Interview: Perhaps this represents the most intricate and challenging phase of the selection process. The primary aim of the interview is to assess the compatibility of the candidate with the job and vice versa. It is essential to conduct the interview in a welcoming environment, questioning the candidate based on the job criteria while refraining from asking irrelevant queries.
5. Reference Check: Employers typically include a section on job applications for references. After the candidate successfully navigates the initial stages, an inquiry might be conducted regarding the information provided by the candidate's references concerning their previous work experience, education, personality, and overall reputation. References may be contacted via phone calls, mail, or in-person meetings to gather additional insights by posing relevant questions.
6. Medical Examination: Medical examinations are a standard component of the hiring process in most companies, including those in India. These assessments occur once a decision to hire a candidate has been made. The significance of this practice lies in preventing potential productivity issues due to an individual's poor health. Employees who are unwell often miss work, leading to wasted training efforts. Moreover, a person with an illness could transmit it to others, ultimately affecting the overall operation of the organization.
7. Final Selection: If a candidate successfully clears all the challenges or assessments mentioned earlier, they will be officially selected. Upon joining the organization, the candidate will receive an offer letter outlining the terms of employment, salary structure, assigned position, and other relevant details. It becomes the responsibility of the HR manager to acquaint the candidate with the company and their role.

The role of the human resources department is crucial in selecting candidates, regardless of the procedure followed. It is important to note that the actual decision to hire individuals is not made by the human resources department. However, they do support senior management in the candidate selection process by organizing the application process, creating job descriptions, and defining job specifications.

### **Reference Checks**

1. It is essential to conduct standard reference checks with a minimum of one referee. If necessary, a secondary reference check will be carried out. Suitable referees may include responsible individuals from prior workplaces, educational institutions, or other notable figures. However, close friends and relatives are not acceptable as references. Whenever feasible, reaching out to a senior official in the candidate's current organization is recommended. If the candidate is currently not employed, the most recent employer should be contacted for reference.
2. The reference check procedure serves as a guideline for the verification process. In cases where obtaining a minimum of two references is challenging (especially from the current employer), or when there are conflicting responses from various sources, the matter may be escalated to the VP-HR for a final decision. Based on the candidate's seniority and other relevant factors, the VP-HR typically seeks input from the relevant department head before reaching a conclusion. Candidates with questionable credentials will not be considered for employment.
4. For the recruitment of Management trainees, freshers, and sales Managers such as life advisors, reference checks are not mandatory.

Employment offer letter

1. Upon the recruitment Manager's full satisfaction of selecting the appropriate candidate and completing all necessary formalities related to the candidate's appointment, such as required documentation, positive reference checks, and medical clearance, the relevant documents including the following will be forwarded to the head of recruitment:

- \* Personal Data form
- \* Completely filled Employee requisition form by the regional Head/Branch Manager
- \* Interview evaluation sheet with comments from the regional head/Branch manager/interviewer
- \* Updated resume of the candidate
- \* Copy of the appointment letter from the previous employer or most recent salary slip
- \* Employment history
- \* Two professional references
- \* Language Proficiency information

2. Document checklist for each grade includes:

- \* Authorization Release Form
- \* Background checks Form
- \* Highest Education certificate
- \* Highest Education mark sheet
- \* 1 Month Salary Slip from Current Employer
- \* 1 Month Salary Slip from Last Employer
- \* Relieving Letter from last Employment
- \* Proof of Residence
- \* 2 Passport Size Photographs

3. The Regional HR manager will obtain the Head-HR's signature on the employee requisition form and submit the documents to the employee service team for the offer letter issuance.

4. The employee service team will issue the offer letter, to be signed by the National Recruitment Manager or Chief Manager-HR, and send it to the respective Branch Manager/HR Manager.

5. It is the responsibility of the Branch Manager/HR Manager to ensure that the accepted offer letter copy is sent to the employee service team within a week. Until this step, the formal offer has not occurred. The candidate must complete various joining formalities listed in the attached checklist.

6. The Regional HR head oversees maintaining offer letter templates and creating non-standard terms for

specific candidates. The employee service team coordinates with the Branch Manager/Regional HR Manager to collect all necessary documents from the candidate before issuing the appointment letter within ten days.

7. If all documentation is in order, individuals who joined before the 20th of the month but were not included in that month's payroll due to delayed paperwork will receive an ad-hoc salary advance. This advance will be adjusted in the subsequent month's payroll once the person is included.

### III. DATA ANALYSIS & INTERPRITATION

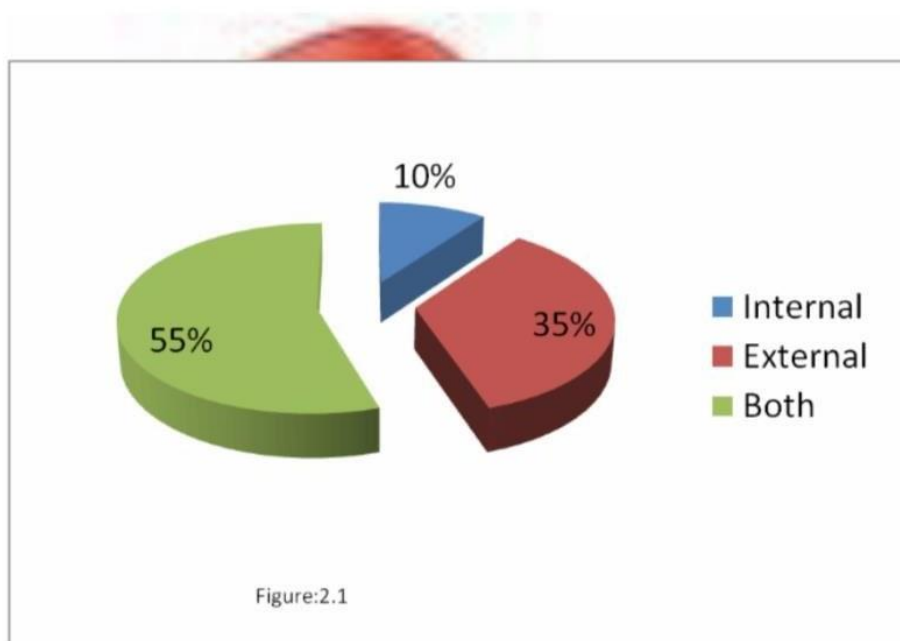
Data only becomes valuable when it undergoes a thorough analysis. The process of data analysis involves transforming a series of recorded observations into descriptive statements and drawing inferences about relationships. This task is crucial in pinpointing areas where the company can make further improvements. The collected data was analyzed using simple statistical tools like percentages, and the results were visually represented through bar charts, columns, and pie charts.

A survey was conducted on a sample size of 20 individuals selected from the Noida office.

#### Findings

1. Which of these sources of recruitment are used in Bharti Airtel?
  - a) Internal
  - b) External
  - c) Both.

| Options    | Internal | External | Both | Total |
|------------|----------|----------|------|-------|
| Responses  | 2        | 7        | 11   | 20    |
| Percentage | 10       | 35       | 55   | 100   |



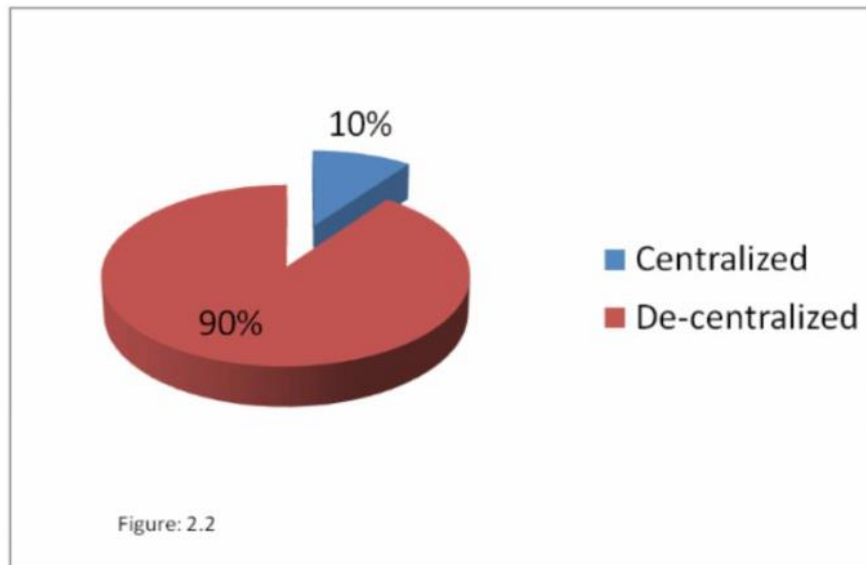
#### Interpretation:

Approximately 55% of recruitment and selection processes involve a combination of internal and external sources, with a preference for external sources over internal ones.

2. Which form of recruitment is used in Bharti Airtel?

- a) Centralized
- b) Decentralized

| Options    | Centralized | Decentralized | Total |
|------------|-------------|---------------|-------|
| Responses  | 2           | 18            | 20    |
| Percentage | 10          | 90            | 100   |



Interpretation:

Recruitment was discovered to be decentralized in general, but there is a centralized approach for filling higher-level job positions.

#### IV. FINDINGS

The data analysis and interpretation revealed the following results:

- \* Both internal and external recruitment sources are utilized.
- \* External recruitment mainly involves consultancies (40%) and advertisements(25%).
- \* The recruitment and selection process is decentralized.
- \* Approximately 80% of employees express satisfaction with the recruitment and selection process.

#### V. CONCLUSION

The beginning is crucial for success. I successfully achieved my set goals established before conducting a study at Airtel. In the initial phase, I analyzed the existing system to evaluate its effectiveness using three different methods: observation, interviews, and questionnaires. My research on the recruitment and selection process showed its effectiveness in various aspects such as quality of work life, recruitment policies, organizational commitment/image, and job characteristics. Additionally, I gained experience in screening candidates on job portals, scheduling interviews, and managing the hiring process.

The telecommunications industry is currently facing two major challenges: adapting to the continuous innovation required in the "user experience" era and managing a complex global ecosystem of technologies, skills, customers, partners, and suppliers. Higgins mentioned that Airtel excels in both of these essential areas, making it a strategic supplier to many top organizations in the communication industry. Airtel is well positioned for success today, and I am eager to contribute to its growth.

Recruitment is a significant aspect for most organizations, and my study helped in comprehending various aspects of the recruitment and selection process. In BHARTI AIRTEL, the recruitment sources are effective, and internal selection proves to be cost-efficient by evaluating existing employees' loyalty and dedication. The organization has adopted an efficient selection process in the last five years, which has been well received by employees. They are content with the recruitment and selection methods and are knowledgeable about the diverse recruitment sources available.

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