



From Learning to Performance: A Study of Recruitment & Selection Process at Capgemini Technology Services India Limited.

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ABSTRACT:

The main function of an Human Resource Department is Recruitment and Selection of suitable resource for organization and this process is the first step towards making competitive quality and recruitment strategic advantage for an Organization. This paper assesses the challenges faced by Capgemini Technology Services India Limited in the recruitment process, such as sourcing high-quality candidates, reducing time-to-hire, fulfilling diversity KPI of organization and ensuring a positive candidate experience. It also discusses the innovative solutions and best practices implemented by the company to overcome these challenges. The paper delves into the organization's hiring strategies, methodologies, and their effectiveness in acquiring suitable talent.

Key Words: recruitment, selection, strategy, methodology, effectiveness

Introduction:

In this paper, I have discussed the different aspects of the sourcing and recruitment outcomes at Capgemini Technology Services India Limited. I got the opportunity to gain practical knowledge on sourcing candidates through various job portals like LinkedIn, Naukri, Monster, FoundIt and the selection and hiring process and a deep exposure to know about the work Human Resources department. The study also gave me a chance to deep dive into the Human resource field and a chance to understand the recruitment and hiring & selection process of the company Capgemini Technology Services India Limited.

IT companies need to be able to identify right talent for their open positions. This means understanding the technical and behavioural skills and experience that are required for each role, as well as the company's culture and values. This paper will discuss different ways to identify the right talent, such as through job postings, sourcing candidates through various job portals, employee referrals, and social media. Once IT companies have identified the right talent, they need to be able to attract top candidates to their open positions. This means creating a strong employer brand and developing effective recruiting strategies. This paper will discuss different ways to attract top candidates, such as offering competitive salaries and benefits, creating a positive work environment, giving them various locations and hybrid mode of work and providing opportunities for personal and professional development. Once IT companies have a pool of qualified candidates, they need to be able to select the best candidates for their open positions. This means using a variety of selection methods, such as technical & behavioural interviews, assessments, and reference checks.

Review of Literature:

Challenges in Recruitment and Selection Process: An Empirical Study by Sophia Diana Rozario 1, Sitalakshmi Venkatraman 2,*ORCID and Adil Abbas 3 30 June 2019 / Revised: 25 July 2019 / Accepted: 30 July 2019 / Published: 5 August 2019 : Today's knowledge economy very much depends on the value created by the human resource of an organization. In such a highly competitive environment, organizations have started to pay much attention to the recruitment and selection process, as employees are their main asset. However, the critical factors involved in the employee selection process is not well studied. Previous studies on the recruitment and selection process have been performed mainly to study the performance of the employees and the criteria for attracting the right talent leading to employee retention and organizational efficiency.

The distinction of this paper is that it studies the existing recruitment and selection process adopted by tertiary and dual education sectors in both urban and regional areas within Australia. The purpose of this research is to conduct an empirical study to identify the critical aspects of the employee selection process that can influence the decision based on different perspectives of the participants such as, hiring members, successful applicants as well as unsuccessful applicants. Various factors such as feedback provision, interview panel participation and preparations, the relevance of interview questions, duration and bias were analysed, and their correlations were studied to gain insights in providing suitable recommendations for enhancing the process.

Best Practices and Emerging Trends in Recruitment and Selection Chungyalpa W* and Karishma T: February 08, 2016, Accepted date: March 10, 2016, Published date: March 15, 2016 In today's hyper competitive business environment employees are a source of competitive advantage. It is absolutely critical for businesses to hire the right people, with the right skills, right knowledge, right attributes, at the right time, for the right job. The recruitment and selection process has become one of the key processes determining the success of an organization. This paper examines the recruitment and selection process and the latest trends concerning recruitment and selection.

Recruitment and selection remains one of the most important functions of the HR department. As competition increases between firms selecting and recruiting the right and qualified talents become all the more important. Traditionally companies have largely relied upon prospective candidates to find the firm however today head hunting is an active function of the HR department.

Firms not only need to head hunt but also must retain existing employees. The entire recruitment and selection strategy has changed and evolved to a new form where the onus lies on the firms to advertise, attract, and retain top talents. Internet based technologies and various other software and information systems have provided new capabilities like never before. This is a growing trend amongst firms to adopt and utilize these technical solutions. The future is bound to see an increased role of internet based solutions in recruitment and selection process.

A Study On Recruitment & Selection Process With Reference by Sujeet Kumar and Ashish Kumar Gupta, Department of Information and Technology
Department of Information: Better recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the research paper entitled Recruitment and Selection has been prepared to put a light on the Recruitment and Selection process.

The main objective is to identify general practices that organizations use to recruit and select employees and, to determine how the recruitment and selection practices affect organizational outcomes at the Electronics Industry, In Krishna Dt Ap, India. Successful recruitment and selection practices are key components at the entry point of human resources in any organization. The main objective of this paper is to identify general practices that organizations use to recruit and select employees.

The study also focuses its attention to determine how recruitment and selection practices affect organizational outcomes and provides some suggestions that can help.

Recruitment practices have evolved to accommodate the changing landscape of the job market. In their article "Modern Recruitment Trends" (Smith et al., 2018), the authors highlight the shift from traditional job boards to online platforms and social media. They emphasize the importance of employer branding and the use of data analytics to target the right talent pool effectively. These trends are particularly pertinent in the context of the EdTech industry, where competition for tech-savvy candidates is high.

Objective of the Study:

1. To study the organization's recruitment and selection process.
2. To gain hands-on experience in sourcing through various job portals.
3. To study recruitment compliance and fairness at Capgemini Technology Services India Limited.
4. To study challenges faced in recruitment and selection process at Capgemini Technology Services India Limited.

Research Methodology:

For writing this paper, I have used Secondary data collection, The study was conducted on the basis of the secondary data, such as, websites, articles, company sites, company social media posts, etc.

Data Collection Type – Secondary

Data Research Design – Descriptive

Analysis:

As per my survey on 'which is the common platform used for Job Posting for the recruitment and selection process', as per the secondary data collected by me during the project, LinkedIn is the most prominent platform where recruiters can post jobs, search for potential candidates, and even use the platform's advanced analytics to find matches. It's also common for job seekers to directly apply for jobs through LinkedIn's job section.

Naukri is widely used for sourcing large number of candidates using their filters. Naukri has various filters like Diversity, Employment type, years of exp, locations, companies name, company type, skill, keyword, notice period, age group, functional area, resume rating & mass mailing makes it more efficient in sourcing right candidates.

For legal and ethical considerations in the recruitment and selection process: As per the secondary data, avoiding discrimination, Protecting the privacy of candidates and providing equal opportunity to all candidates, transparency is some of the factors to be taken care of.

This report also highlights the importance of providing feedback after the selection process, though some organizations still do not prioritize it.

Findings:

1. Sourcing and Screening Candidates

- **Job Posting:** Create and post job ads on platforms like Myhire and LinkedIn. Assign a Job Requisition ID for tracking.
- **Resume Screening:** Review resumes for required qualifications, certifications, company details, UAN, and PF.
- **DNH Check:** Ensure candidates are not from companies on the "Do Not Hire" (DNH) list.
- **Initial Contact:** Reach out to candidates to discuss qualifications, CTC, location preferences, and UAN details.

2. Scheduling and Coordination

- **Interviews:** Schedule and coordinate Level 1 (L1) and Level 2 (L2) interviews. L2 is only for candidates who pass L1.
- **Follow-ups:** Manage interview communication, feedback, and next steps.

3. Candidate Experience

- **Communication:** Ensure clear communication with candidates throughout the process, updating on L1 and L2 results.
- **Documentation:** Maintain interview notes and feedback forms.

4. Recruitment Support

- **Data Management:** Update candidate status and recruitment activity in the "Myhire" portal.

5. Employer Branding

- **Promotions:** Promote Capgemini's culture and career opportunities on platforms like LinkedIn.
- **Events:** Assist in organizing job fairs and recruitment events to attract potential candidates.

6. Learning and Development

- **Training:** Participate in training sessions on recruitment best practices, tools (like Myhire), and techniques.
- **Mentorship:** Collaborate with senior recruiters and HR professionals for guidance and practical knowledge.

Recommendations & Suggestions

- The organization should practice proper Capgemini Technology Services India Limited's guidelines as the purpose of Human Resource Management is to improve the productive contribution of people.
- To get effective and efficient employee, the organization should arrange proper training and development programs.
- The entire HR department should be well informed regarding the employment personal.
- The organization should provide incentives and extra-work payment to its employees, staffs and interns. The management should have job evaluated salary structure, which is most competitive than other organizations at least which is ongoing in the market for startups.
- To evaluate employee performance; the management should follow the promotion policy properly.
- In order to get a competitive advantage and to deliver quality service, top management should try to modify the services.
- Periodical performance appraisal and giving recognition and rewards to the qualified employees/interns to keep motivating them.
- Proper training is needed to ensure efficient performance of the employees and interns.
- The management should create a customer database and continuously inform the investors about the available facilities or opportunities that will work to achieve twin goals at a time; one is direct marketing, and another is a large pool of customer database

Conclusion :

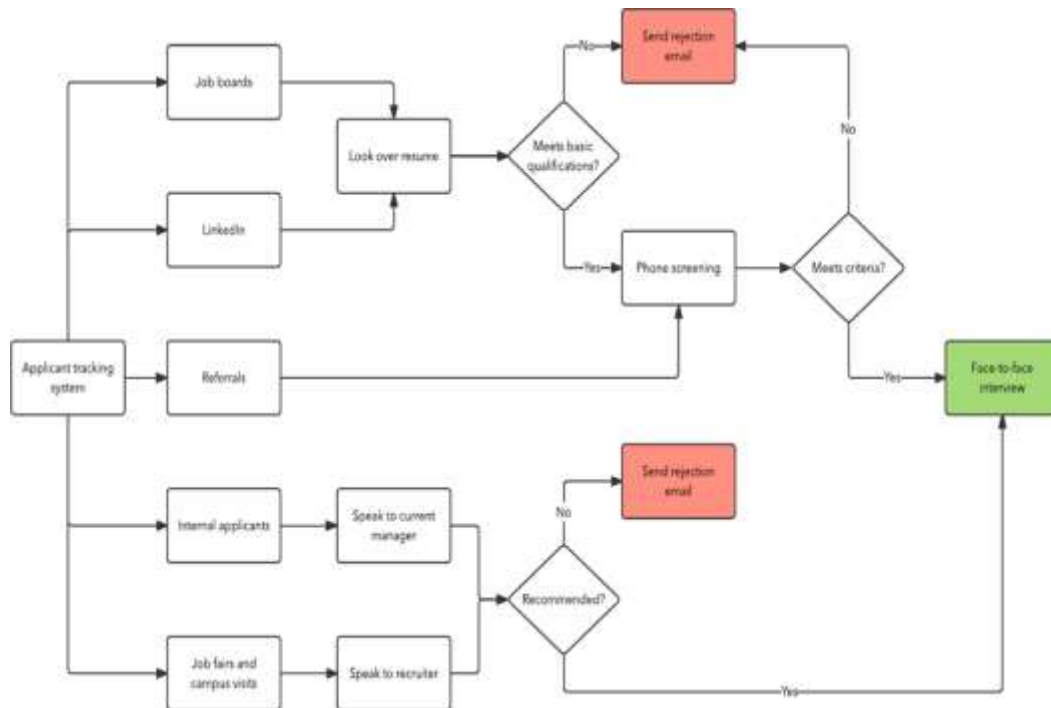
In conclusion, human resource management (HRM) plays a pivotal role in shaping an organization's overall performance, as it is a continually evolving practice that directly influences organizational success. For companies to fully capitalize on the benefits of HRM, it is essential to implement all facets of HR practices effectively.

This study provides valuable insights for enhancing the recruitment process at Capgemini Technology Services India Limited, aiming to cultivate a more skilled and capable workforce. The recommendations put forth can help refine Capgemini's recruitment strategies, ensuring better alignment with the organization's needs while improving the candidate experience.

Attracting committed and trustworthy employees is crucial for becoming an employer of choice. Yet, many organizations face significant challenges in building an engaged and energized workforce. However, research consistently shows that fostering employee commitment and trust in leadership can have a positive impact on a company's performance and profitability.

The true potential of an organization is realized when employees, both individually and collectively, are aligned, committed, and motivated to achieve the organization's goals. Therefore, the key objective for any company should be to enhance employees' desire to remain engaged and invested in the organization's success, thereby fostering long-term growth and stability.

Appendices:



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