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TO EVALUATE RECRUITMENT AND SELECTION PRACTICES IN RETAIL SECTOR OF PUNE, MAHARASHTRA

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ABSTRACT:

The Retailing enterprises are instrumental in boosting the allied economic activities. Thus, a Retailing needs supplies of milk, grains and groceries, cosmetics, vegetables, manual and managerial skills, security personnel etc. It is true that the development of retailing industry depends primarily upon the development of Trade, commerce, industry, education, social & political fields etc. However, the work of all these industries in later stages is facilitated by retailing enterprises. The Development of all these economic activity is reciprocal or supplementary to each other.

KEYWORDS: *Methods of Recruitment, selection practices, Retail Sector.*

INTRODUCTION :

The Retailing industry for the purpose of economic development, today ranks premier among the world wide industries. It is quite widespread around the globe since we can find them in every country and every type irrespective of the culture location, etc. In all most all the urbanized and rural places in India, the Retailing industry is one of the major service industries. Historically the backbone of the industry having potentialities of employment generation and social utilities is still in juncture of enlargement and progress. This period of transition will certainly help it in determining the future which

will unquestionably cast some major changes in retailing industry that can help in altering the constraints and attracting the consumers.

The incoming changes in perception make possible a large scale variation in the different categories of retailing enterprises. Since time immemorial there have been repeated changes in the concept and format of enterprises engaged in retailing services. In this context, it is natural that all Retailing enterprises do not offer the same groceries, facilities or conveniences. The variation in service features, the size, the facade, the facilities and the groceries can't be over-looked. The same may change as type of Retailing services changes. Truly speaking, the immensity of this retailing industry as measureless as the different kinds of articles/services that are being sold. However the below are the brief classifications of

articles/items that are being sold through the different outlets are
1) Retailing of all types of groceries. 2) Retailing of one or two items i.e. edible oil, grain etc 3) Retailing based mostly home deliveries or off shops deliveries. 4) Retailing through cooperatives, Pvt. Ltd. or Joint stock companies 5) Retailing through Agencies 6) Chain Shop Retailing 7) Retailing by Manufacturers 8) Retailing by govt. Licensed Ration shops 9) Retailing by organized shopping malls which deal variety of items like 10) Groceries and allied items sold through the Shopping Malls

The significant role of retailing industry consisting of different types of enterprises in economic development is un-deniable. With increasing tempo of development activities, many new avenues of employment are being thrown open which offer better remuneration. Retailing industry in such employment has a unique

share. The enterprises under retailing industry have potential to employ local labour. Only in rare cases, like Retailing through mall, the skilled is required to be imported from outside.

The enterprises under retailing industry are happened to be a cash-crop to entrepreneurs at many places. The work under this industry is very strenuous; it begins early in the morning and go still it gets mid-night. Both men & women entrepreneurs can normally stand with potentiality to earn monthly profit to the extent of 15 to 25 percent of investment. In some items of groceries such profit may be cent percent or more.

Looking to multidimensional services of retailing it can be concluded that the Industry is essential for the development of economic, commercial and allied activities, besides residential development. Through its facilities, it contributes to the total output of goods and services, which make up the material for well being of nations and communities. In many areas, Retailing and other Retailing related enterprises often contribute significantly to local economics both directly and indirectly, with the subsequent diffusion of the consumers' expenditure to other recipients in the community.

Retailing Enterprises are significant employers of labour. Thousands of jobs are provided by them in the many occupations, which make up the Retailing industry. Many people of this Industry are self-employed. The social and economic role of retailing enterprises is particularly important at rural and urban e areas, which are far away from the urbanization. In retailing sector , the proposed study focuses on shopping malls especially dealing on groceries and allied items.

STATEMENT OF THE PROBLEM

There are about 35 big shopping malls employing more than 1500 workers in aggregate in the city; out of it, more than 20 are mostly dealing in Groceries and allied items like Electronics, Clothes, Ready Made Garments, Furniture, Stationeries, Cosmetics, Utensils, Ornaments, Toys Etc. This research aims to study the significant HR related practises of all these malls with special reference to Recruitment, Selection, Training, Development, Motivation, Control and Supervision The universe of study is the Pune city, a capital place of Maharashtra.

RELEVANCE OF THE STUDY

This research Paper is an in-depth exploration based on scientific methods of research for understanding the HR practises. There has been a number of hurdles in the growth and development of their retailing business due to the dearth of skilled personnel. If these are removed or minimized, the Shopping malls would be much benefiting to the customers. The findings of this research may be expediently universalized elsewhere where the analogous settings exist on par with the selected research universe.

RESEARCH METHODOLOGY

All the 35 malls from the Pune city are selected for study and interviewed with the help of questionnaire asking the questions on HR Practises. In the first round of investigation senior manages of all these malls are contacted and interviewed to know the role of Management towards their employees.

PROFILE OF SAMPLED RESPONDENTS

- a) Sampled Workers (N=350)
- b) Domicile: - 78% Rural and 22 % Urban
- c) Sex: 76% Females and rest males
- d) Category (caste) : 68% reserved category and the remaining from other categories
- e) Age: - 78% from the age group 25 to 40
- f) Qualifications: - Majority are matriculate or above; of them 56 % graduates
- g) Religion: - Mostly Hindu or nav Buddha
- h) Political ties:-Majority of the respondents refused to answer
- i) Family Income: - Just above Rs, 7000 and less per month

- j) Number of family members: - Mostly more than 5
- k) Previous experience:-mostly less than 5 years
- l) Duration of service in Malls: - Average being 5.7 years.

Senior Managers (N=35)

Sex: 17% males and rest females

Domicile: - Mostly from the urban areas of **Pune, Maharashtra**

Caste: Warrior, Priestly or from the Business casts caste

Age: - Average 57.88

Qualifications: :-34% graduates and the remaining less than it

Religion: Hindu

Political ties:- Mostly BJP or Shvsena

Family Income: 36.6 thousands per month

Number of family members: Average:-4.66

Previous experience: - Average 27.56 years

Duration of service in Malls: - Average 7.88 Years

Recruitment

Recruitment is an important part of a shopping for its human resource planning and their competitive strength. Competent human resources at the right positions in the SM are a vital resource and can be a core competency or a strategic advantage for it. The objective of the recruitment process is to obtain the number and quality of employees that can be selected in order to help the shopping malls to achieve its goals and objectives. With the same objective, recruitment helps to create a pool of prospective employees for the shopping malls so that the management can select the right candidate for the right job from this pool. The following advantages are reported by the some Shopping malls managers, percentages of the same shown in the bracket

Recruitment acts as a link between the employers and the job seekers (68%)

It and ensures the placement of right candidate at the right place at the right time.(59%)

The right recruitment processes can facilitate the selection of the best candidates for the malls (56%)

The recruitment is becoming more and more important for malls Therefore, recruitment serves as the first step in fulfilling the needs of malls for a competitive, motivated and flexible human resource. (44%)

When asked to extend the opinions about the recruitment and its utility, the majority numbers of employees replied negatively stating the following facts

Recruited candidate are paid a insufficient stipend or compensation for several months

Without any additional compensation they are asked to fulfill particular selling or work target

They are kept hanging about the final selection

Very often they are transferred to other places so that they leave the assignments

RECRUITMENT METHODS

There are employment agencies, including Govt agency which candidate visits a to their local branches for a short interview and an assessment before being taken onto the agency's books. Recruitment consultants then work to match their pool of candidates for shopping malls and Suitable candidates are short-listed to put forward for an interview with Shopping Malls on a contract or direct basis. Sometimes the shopping malls are in need of a recruit for senior position through headhunter when normal recruitment efforts have failed. A "headhunter" is an industry term for a third-party recruiter who seeks out candidates often it is difficult to get. . Headhunters are generally considered more aggressive than in-house recruiters or may have pre-existing industry experience and contacts. Headhunters are typically small operations that make high margins on candidate placements

(sometimes more than 30% of the candidate's annual compensation). Due to their higher costs, headhunters are usually employed to fill senior management and executive level roles

A "headhunter" is an industry term for a third-party recruiter who seeks out candidates often when normal recruitment efforts have failed. They may use advanced sales techniques. They may also purchase expensive lists of names and job titles but more often will generate their own lists. They may arrange a meeting or a formal interview between their client and the candidate and will usually prepare the candidate for the interview, help negotiate the salary and conduct closure to the search. They are frequently members in good standing of industry trade groups and associations. Headhunters will often attend trade shows and other meetings nationally or even internationally that may be attended by potential candidates and hiring managers. Headhunters are as said above used to recruit very specialized individuals; for example, in some fields, such as emerging market areas, there may only be a handful of top-level professionals who are active in the field. In this case, since there are so few qualified candidates, it makes more sense to directly recruit them one-by-one, rather than advertise internationally for candidates.

'Specialized recruiters' exist to seek staff with a very narrow specialty. Because of their focus, these firms can very often produce superior results due to their ability to channel all of their resources into networking for a very specific skill set. This specialization in staffing allows them to offer more jobs for their specific demographic which in turn attracts more specialized candidates from that specific demographic over time building large proprietary databases. These niche firms tend to be more focused on building ongoing relationships with their candidates as is very common the same candidates are placed many times throughout their careers.

An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and if the suggested candidate is hired, the employee who referred receives a cash bonus. In some cases the Mall provides the Employee referral bonus only if the referred employee stays with the organization for stipulated time duration (most cases 3 - 6 months). Referral bonus depends on the grade of the referred employee, higher the grade higher the bonus however the method is not used for senior level hiring.

Under pressure to reduce costs, both large- and medium-sized malls tend to undertake their own in-house recruitment, using their human resources department, front-line hiring managers and recruitment personnel who handle targeted functions and populations

There are the new hybrid firms in the recruitment world able to combine the research aspects (discovering passive candidates) of recruiting and combine them with the ability to make hires for their clients(malls).

The following table shows different types of recruitment observed by the malls

| Sr.No | Methods of Recruitment | % of Malls practicing the method (N=35) |
|-------|--------------------------------------------------------------------------|-----------------------------------------|
| 1 | Press Advertisement | 2 |
| 2 | Employment Exchange | 2 |
| 3 | Mouth Publicity | 3 |
| 4 | Seeking the References from the existing employees i.e.Employee referral | 6 |
| 5 | Labour Contractor | 5 |
| 6 | Manpower Consultants | 2 |
| 7 | Campus Recruitment | 1 |
| 8 | Database search on job sites | 2 |
| 9 | Contract staffing | 2 |
| 10 | Virtual Job Fairs | 1 |
| 11 | In -house recruitment | 3 |
| 12 | Headhunter for senior positions | 1 |

Selection

The stake holders of the shopping malls or Top Management have normally adopted many methods to select candidate from the recruited candidates. However all such methods may be grouped under the following head for meaningful understanding.

1. **Past Performance**-The single most important indicator of how a candidate will perform on a job is how he or she has performed in the past.
2. **Selection Procedures**-Effective selection should include testing, interviewing, and reference checking. None of these procedures should be relied on solely or given disproportionate weight.
3. **Negative Factors**-Selection must be a "search for the derogatory." Success on the job is a product of many factors, but failure may be the result of only one.
4. **Inner Motivation to work and Personality**-Most failures on the job are not because of a lack of skills, which can be taught, but a lack of motivators or an inappropriate personality.
5. **Personal Bias**-In many cases, what are perceived as strengths (ability to get along with everyone, work long hours, etc.) are actually weaknesses. Well-intentioned biases may make the hiring official favor the wrong applicant.
6. **Assumptions**-There have been marked changes in what people expect from their jobs. Salary and security, once paramount, have been replaced by job satisfaction, responsibility, recognition, sensitive supervision, and related wants.
7. **Knowledge**-Not knowing what to look for in making selection decisions may cause serious errors. Take advantage of what is known about factors which measure job performance, how to measure them.
8. **Using Tests**-Employers agonize over whether applicants cheat on tests. They should worry more about their own misuse of tests. Tests should be job related and administered by qualified professionals. Results should be kept confidential and the results shared with the applicant

When the sampled Managers were asked to rate the selection criteria mentioned above as per their order of importance, they give their replies on their own ways .

However the researcher has classified them as below:-

| Sr.No. | Selection Criteria | % of respondents giving the first Rank |
|--------|------------------------------------------|----------------------------------------|
| 1 | Past Performance | 02 |
| 2 | Selection Procedures | 08 |
| 3 | Negative Factors | 10 |
| 4 | Inner Motivation to work and Personality | 46 |
| 5 | Personal Bias | 09 |
| 6 | Assumptions | 08 |
| 7 | Knowledge | 14 |
| 8 | Using Tests- | 03 |
| | | 100 |

Source:-Field work

CONCLUSION

It is observe that the Inner Motivation to work and Personality of the candidate is given higher importance by the management while selecting the candidate for retail malls. The sampled workers when they enquired about the selection they reported that normally there is a practice to recruit the youths either through the advertisement or inviting the candidates in consultation with the employees working in the malls. After recruiting they are paid stipend which often less than Rs. 5000 per month. After observing the work at least for six months or so the workers are selected. However in such selection a common bias is to select young fair looking females while robust males are normally preferred by the management for selection.

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