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OPEN RECRUITMENT PROCESS OF STATE-OWNED OIL AND GAS CORPORATION GIANT IN INDIA

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Abstract:

Open recruitment process is adapted by Public Sector Unit's (PSU) in India through a common entrance examination Graduate Aptitude Test for Engineers (GATE) which takes place for the field of engineering. It generally clashes with the final year examination of the colleges which poses problems both for the company and the applicants. The research was carried out during the summer internship period at one of the leading oil companies in India at their corporate office. Due to lot of expenses involved by the company and genuine reasons by the candidates, it became necessary to find out a way that could reasonably solve the problem of both the parties involved. Management had decided on the fixed schedule in line with the panel responsible for taking up the interviews which could not be changed. The achievable solution to the problem was through communication by the HR head and feasible adjustments at both ends, as neither the examinations could have been postponed or the scheduled dates. This research paper underlines the probable outcomes that were achieved through telephonic conversations, personal meetings and constant updates by both parties. Every candidate's problem was looked upon personally and the result was in the best interest of the organisation as well as the applicants.

KEY WORDS:

Communication, GATE entrance exam, HR head, PSU, Recruitment process.

INTRODUCTION

In India, Public Sector Units (PSU's) are undertaken by government and they function according to the rules and policies set by the government. 'Open recruitment process' as the term suggests is open to all the candidates who fulfill the eligibility criteria. Candidates go through various processes but the initial stage is to appear for the GATE entrance exam wherein through their GATE score they are short listed for the selection process and after that the open recruitment process follows for the final selection. Another important thing about the recruitment is that, the candidates who are in their 3rd year apply for the open recruitment process and they are given a year's time to complete their graduation and join the company. This also helps in keeping a right track of the manpower requirement every year and saves time as well. It is one of the methods of undertaking recruitment by inviting all the eligible applicants within the country. In this process open advertisements are published in leading national dailies and newspapers through which the interested candidates apply for the same. The majority of the candidates are selected through this process of recruitment after they have passed through the entrance exam. Only a few are selected through the other methods like campus recruitment and employee referrals. Recruitment is a challenging job as it's the base of any company and its success depends on the people chosen. HR departments are the backbone of the recruitment process which involves a lot of screening at every step. The process is complex and needs lot of communication with the candidates at all stages and especially after selection of the eligible ones.

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Recruitment head is responsible for building the bridge between the management and the candidates and work in the best interest of both the sides.

2.LITERATURE REVIEW

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job. For some components of the recruitment process, mid- and large-size organizations often retain professional recruiters or outsource some of the process to recruitment agencies. The recruitment industry has four main types of agencies: employment agencies, recruitment websites and job search engines, "headhunters" for executive and professional recruitment, and niche agencies which specialize in a particular area of staffing. Some organizations use employer branding strategy and in-house recruitment instead of agencies. Recruitment-related functions are generally carried out by an organization's human resources staff. The stages in recruitment include sourcing candidates by advertising or other methods, screening potential candidates using tests and/or interviews, selecting candidates based on the results of the tests and/or interviews, and on-boarding to ensure the candidate is able to fulfill their new role effectively.

2.1. Process of recruitment

2.1.1. Job analysis

The proper start to a recruitment effort is to perform a job analysis, to document the actual or intended requirement of the job to be performed. This information is captured in a job description and provides the recruitment effort with the boundaries and objectives of the search. Starting recruitment with an accurate job analysis and job description ensures the recruitment effort starts off on a proper track for success.

2.1.2. Sourcing

Advertising, a common part of the recruiting process, often encompassing multiple media, such as the Internet, general newspapers, job ad newspapers, professional publications, window advertisements, job centers, and campus graduate recruitment programs. Recruiting research, which is the proactive identification of relevant talent who may not respond to job postings and other recruitment advertising methods done. This initial research for so-called passive prospects, also called name-generation, results in a list of prospects who can then be contacted to solicit interest, obtain a resume and be screened.

2.1.3. Screening and Selection

Suitability for a job is typically assessed by looking for skills required for that particular position and related to the discipline of the candidate. Qualifications may be shown through résumés, job applications, interviews, educational or professional experience, the testimony of references, or in-house testing, such as for software knowledge, typing skills, and literacy, through psychological tests etc.

3.OBJECTIVES OF THE RESEARCH

The main objective of this study is to find out the possible solution and key observations of the problem faced by, both the candidates as well as by the company.

Due to lot of expenses involved by the company and genuine reasons of the candidates it was necessary to find out a way that could reasonably solve the problem of both the parties involved.

4. SELECTION METHODOLOGY

4.1GATE Examination (GATE Score)

The first step towards the recruitment process is to get through the GATE examination and get selected in there which is the stepping stone to get a chance to enter in the next step of recruitment process. At each step the candidate can be eliminated like here if the candidate doesn't appears to have the minimum required score, he's eliminated from entering into the further process. The elimination criteria is also there

at the stage where the candidate might have got good score as required but unfortunately has filled the wrong GATE ID or IOCL registration id provided to them on enrollment due to lack of understanding.

4.2 Group Discussion and Group Task

The second step is to appear for group discussion and group task. In IOCL, the candidates are given the task of writing an essay on a topic and various other tasks are allotted to them to test their practical skills and verbal skills.

4.3 Personal Interview for assessment of different facets of knowledge, skill, attitude and aptitude

This is the final stage before selection where a panel of experienced judges sits to take the interviews by cross questioning them and selecting the best candidate out of all present. These interviews have same panel of judges who travel to all metropolitan cities namely Delhi, Chennai, Kolkata and Mumbai. Different dates have been set for the candidates according to their discipline (Mechanical, Chemical, Metallurgy, Instrumentation, Electrical and Civil) and the category (General, OBC, SC, ST) they belong to.

The interview process goes on for 15-30 minutes depending on the candidate and his skills which should match to the company's requirement.

4.4 Final selection

If the candidate passes this step then he's selected for the post he had applied for and he's been informed through Email followed by letter of confirmation. Candidates will have to pass through each stage of the selection process successfully before being adjudged as suitable for final selection.

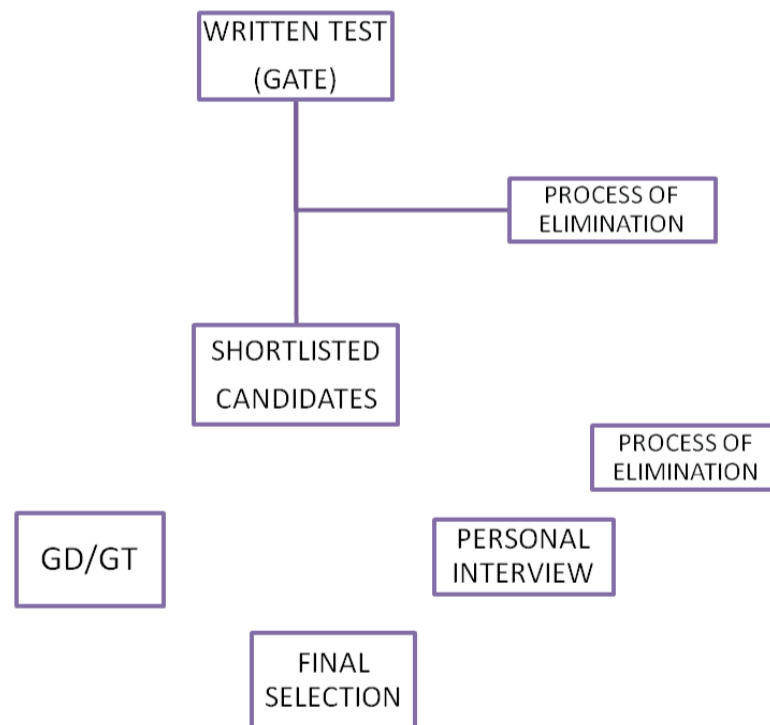


Figure 1: Selection Methodology

5. RESEARCH METHODOLOGY

5.1 Research Design

This research is carried out to find the possible ways to solve the problem which occurred in the recruitment process in IOCL due to change in scheduled date and place proposed by the selected candidate. As there were lots of expenses involved in this process it was difficult to accommodate every candidate to its preferred place or date but even the candidate's need had to be kept in mind as they are those who are selected after the GATE entrance test and were the ones who deserved a chance to be heard.

5.2. Sampling Method

The sampling size is not large enough as only those candidates had to be enquired who requested for a change of schedule. A proper excel sheet is maintained about the candidates revealing all the necessary details. The research was carried out in a proper manner.

5.2.1 The size of sampling used is about 22 candidates as these were the candidates from the whole lot who contacted the head of recruitments for possibility of change and whose request was taken due to genuine reasons given by the applicants.

5.2.2. The technique used is descriptive research and purposive research.

5.2.3. The area for the research is the main corporate office, New Delhi.

5.2.4. The duration of the research carried out has been of 2 months approx.

5.3. Tools

The research carried out is through survey which is done by preparing a questionnaire for those candidates who had asked for re-scheduling of their interview.

5.4. Data Collection

5.4.1. Primary data- It was collected through means of questionnaire which was prepared to collect the opinion of those candidates who were encountering issues related to the scheduled date/location/time.

5.4.2. Secondary data- This was the data which was collected through the website of the company and other journals of the company like its annual reports and company manual.

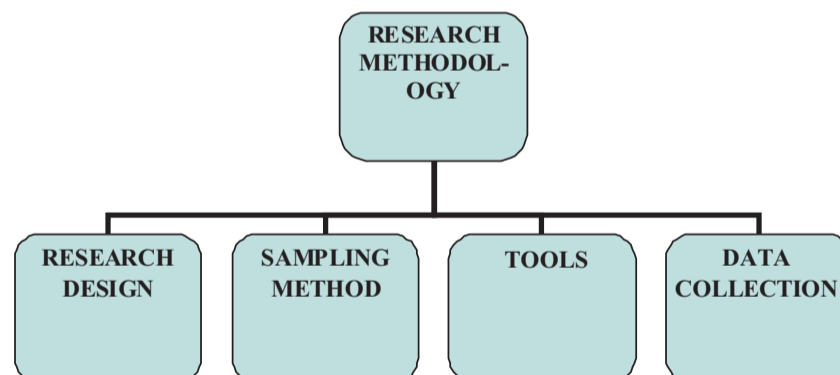


Figure 2: Research Methodology

6. DATA ANALYSIS AND INTERPRETATION

6.1. Interview Slot

There were three slots chosen for the interviews in the whole day ie. Morning, Afternoon, Evening.

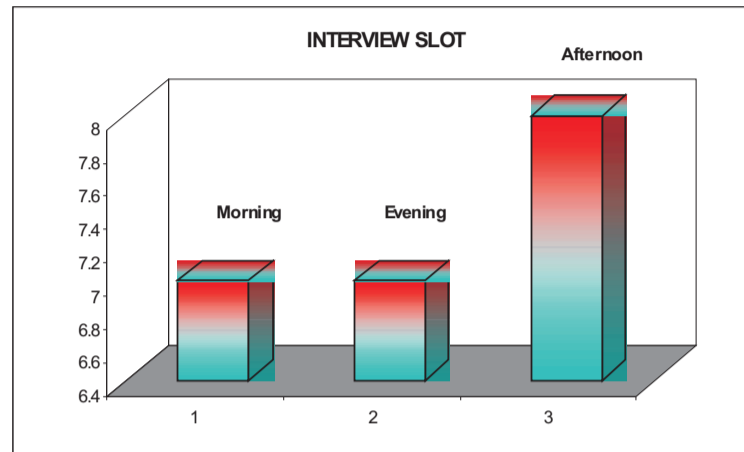


Figure 3: Survey Result

Some of the candidates also offered to change their interview slot if date or place couldn't get changed. By analyzing the data, the candidates were shuffled and the other candidates were inquired if they could adjust with the remaining slot other than the given one.

6.2. Place of Interviews

Metropolitan cities were selected for the place of interviews ie. Delhi, Mumbai, Chennai and Kolkata. The candidates were allotted the place near to their hometown or university as chosen by them. Due to shift of exam dates in some cases and similar reasons there were request of change of place.

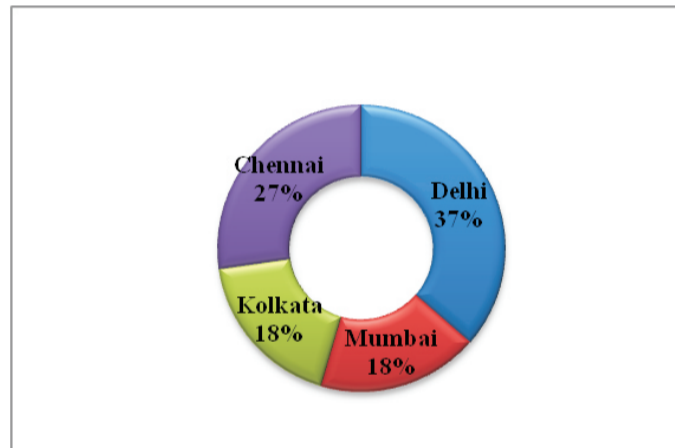


Figure 4: Survey Result

37% of the applicants were scheduled for Delhi interviews followed by 27% in Chennai. Mumbai and Kolkata shared the same percentage. According to the convenience and availability factor, few of them were accommodated to Kolkata and Mumbai.

6.3. Response Rate

The HR recruitment head made it possible to contact each and every candidate who faced any problem regarding the interview date, time or place.

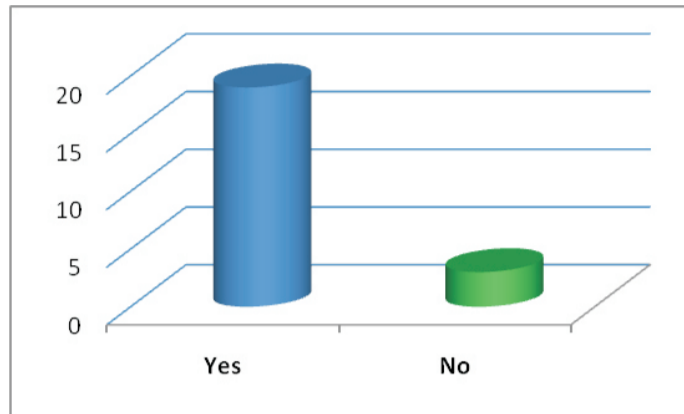


Figure 5: Survey Result

86% of the candidates replied about their queries but the remaining couldn't be informed due to ineligible queries, wrong email id's or contact numbers.

6.4. Favorable Reply

Candidates who contacted the head with request for change of schedule due to over lapping of events were given the desired changed date, time or place as per their request and convenience sorted.

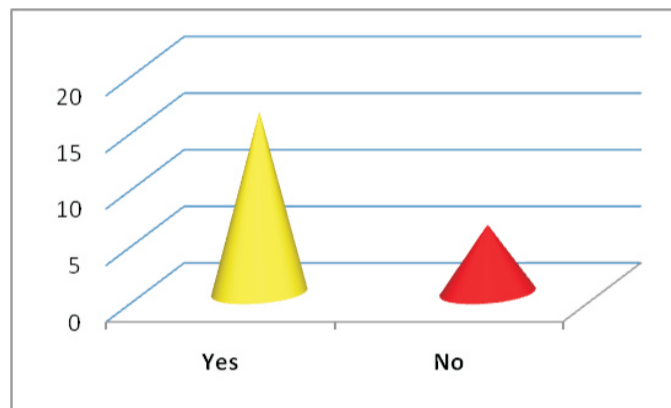


Figure 6: Survey Result

72% of the candidates were considered for change in their pre scheduled interview date/place/slot but due to some constraints everyone couldn't be accommodated but most of them were.

6.5. Reasons for change of schedule

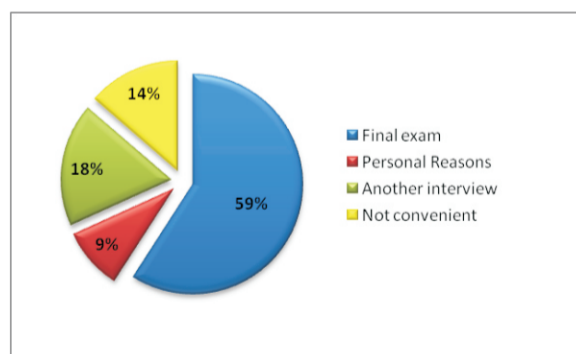


Figure 6: Survey Result

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59% of the candidates were having final examinations which were the major reason for not attending the interviews. It was a prime concern for the recruiter and these candidates were given the top priority to be scheduled for different date/place/time according to their preference and convenience.

6.6. Reputation of the company

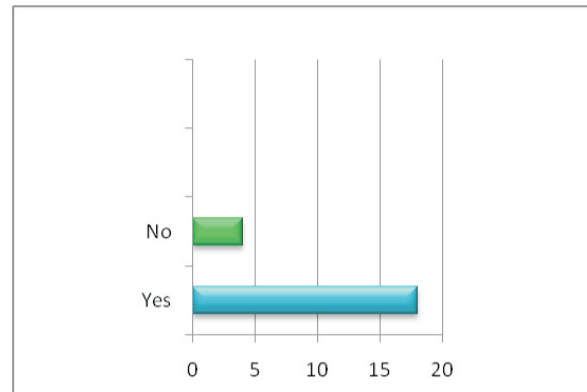


Figure 7: Survey Result

82% of the candidates responded in the favor of the company. They felt that the company is reputable enough for them to attend the interview if the situation supports. The oil giant is a name in itself and being called by the company for an interview is a step forward to a successful career for them.

7.FINDINGS

37% of the candidates were given the place of interview in Delhi whereas Chennai had the next majority of the candidates. Kolkata and Chennai shared same proportion of the candidates. So keeping these figures in hand, the candidates were accommodated accordingly.

Overall, afternoon slot was the one which had most of the candidates for interview. So, the candidates who were to be accommodated should be distributed accordingly and the ones who wanted a change in date should be given different interview slots otherwise their interview slots shouldn't be changed to avoid any hassles.

Majority of the candidates were from Mechanical discipline as they were the ones who were facing difficulty in reaching for the proposed interview schedule due to their end semester examinations.

Every candidate had informed the concerned person for rescheduling their interview,

Mostly, candidates had informed through the use of Email service and most of them had also phoned to enquire about the status of their request. There were few candidates who had personally visited the office for the same even after sending an email.

Almost every candidate was responded back either with positive reply or a reply informing them to wait for a response. Those who were not responded back were the ones who had ineligible requirement or they were late in informing.

59% of the candidates had no option other than skipping the interview due to their examination. So these were the candidates who were to be given due consideration.

82% of the candidates had high opinion about the company and its reputation and would like to appear for the interview and in some cases they didn't find it important enough in respect to their own reasons.

8.RECOMMENDATIONS

Data of the examination of the respected/ short listed candidates should have been gathered beforehand according to which a preferable date should be set to avoid this problem.

The candidates could have also been asked to fill out the exam dates in the registration form of IOCL so that the HR dept. could have this information before hand.

The candidates can also be given options in the registration form to select their preferred date and place for interview.

Last option is to accommodate the candidates who are facing this issue which is a troublesome process as already the interviews had been scheduled and according to categories and discipline of the candidates they

OPEN RECRUITMENT PROCESS OF STATE-OWNED OIL AND GAS CORPORATION GIANT IN INDIA

had been given the dates.

9. LIMITATIONS

The sample size taken is 22 as only those candidates were surveyed who had problem in appearing at the scheduled interview.

It was difficult to get responses from the candidates on time as it was not permissible to personally meet them and get the questionnaire filled, so instead mode of communication used was email.

The candidates were not much interested in responding back as there was no obligation to do the same.

They were also reluctant to fill the questionnaire but the head of the recruitment's division asked them to fill it as a part of company's internal process.

10. CONCLUSION

Each and every candidates query was met with a reply from the concerned person.

Every candidate's requirement was taken care of and tried their possible best to fulfill their request.

It also required proper attention on the part of the recruiter which was fully done by making calls personally to the candidates and ask them their specifications of the requested change in case they dint mention it in their email query.

A proper file was maintained which carried the printouts of the emails of those candidates who had mailed their request for change in date or place of interview.

An excel sheet was also maintained regarding the list of those candidates and their scheduled date and place with the requested date or location. A separate column was also prepared to specify who could be accommodated and who couldn't with proper reasons for the same.

Date rescheduling was a big task as there was hardly a week left for it and due to high cost involved in the task, it was another hurdle.

Train tickets were also pre-booked so with the change of date/place, train tickets were to be changed as well.

Meeting every candidate's preference was a huge gamble as almost everyone had the same issue about their end semester exam.

Being in the HR dept, it was the duty of the concerned people involved to look upon each request and coordinate with them the preferable date or place as every request was genuine.

It was also observed that the candidates were to be rejected due to lack of understanding in filling up the right GATE ID and IOCL registration id. They seemed to be confused in both the id's when they were enquired about the same. It was unfortunate to learn this fact as there was a loss of few talented candidates due to this.

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