



## A Case Study of Recruitment and Selection Process by Titan, Nagpur

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# **“A CASE STUDY OF RECRUITMENT AND SELECTION PROCESS BY TITAN, NAGPUR”**

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## **ABSTRACT: -**

Titan Company brought about a paradigm shift in the Indian watch market when it introduced its futuristic quartz technology, complemented by international styling. Titan Company is the fifth largest integrated own brand watch manufacturer in the world. In addition to 'Titan' the watch brand, Titan Company has also built 'Tanishq' the leading jewelry brand over the past few years. Both these brands are among the most recognized and loved brands in India. The success story began in 1984 with a joint venture between the Tata Group and the Tamil Nadu Industrial Development Corporation. Presenting Titan quartz watches that sported an international look, Titan Company transformed the Indian watch market. After Sonata, a value brand of functionally styled watches at affordable prices, Titan Company reached out to the youth segment with Fastrack, its third brand, trendy and chic. The company has sold 150 million watches world over and manufactures over 15 million watches every year. With a license for premium fashion watches of global brands.

Titan Company repeated its pioneering act and brought international brands into the Indian market. Tommy Hilfiger, FCUK, Timberland & Police as well as the Swiss made watch – Xylys owe their presence in the Indian market to Titan Company. Entering the largely fragmented Indian jewelry market with no known brands in 1995, Titan Company launched Tanishq, India's most trusted and fastest growing jewelry brand. Gold Plus, the later addition, focuses on the preferences of semi-urban and rural India. Completing the jewelry portfolio is Zoya, the latest retail chain in the luxury segment.

## **KEYWORDS: -**

Titan Company Limited, Indian watch market, watch industry, smart watches, India

## **I: BACKGROUND OF THE STUDY**

Recruitment is the process of attracting individuals on a timely basis in sufficient numbers and with appropriate qualification, to apply for jobs within an organization. The process of searching prospective employees with multidimensional skills and experience that suits organization strategies is fundamental to the growth of the organization, this demands more comprehensive strategic perspective recruitment. Organizations require the services of large number of personnel, these personnel occupy the various positions created to the process of organization. Each position of the organization has certain specific contributions to achieve the organizational objectives. The recruitment process of the organization has to be strong enough to attract and select the potential candidates with right job specification. The recruitment process begins with human resource planning and concludes with the selection of required number of candidates, both HR staff and operating managers have responsibilities in the process.

“Right person for the right job is the basic principle in recruitment and selection. Every organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise.

Every business organization/unit needs manpower for carrying different business activities monthly and efficiently and for this recruitment and selection of suitable candidates is essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit.

## **II: RESEARCH OBJECTIVES**

- To know the perception of employees regarding recruitment and selection process in Titan.
- To know the recruitment process followed in Titan.
- To know the selection process followed in Titan.
- To review HR policies pertaining to recruitment and selection in Titan.
- To study how the company is able to place a right candidate on right job.
- To study the recruitment and selection policies of the company for doing fair selection in Titan.

### III: REVIEW OF LITERATURE

Spinelli and Zajac<sup>14</sup> feel that the selection of an executive at the leadership level is so important that it demands the same commitment as any other strategic decision of the organization. For Companies to maintain their competitive edge it is must to attract and retain qualified leaders and employees. In the search for quality executives' decisions are made that ensure a "good fit" is realized between the candidate and the organization. This article explores recruiting from a conceptual perspective to highlight the impact leadership recruitment has on an organization's success or failure.

Barber et al., (1999) have found that it is hard to measure the effectiveness of recruitment and selection appropriately because of organizations having different systems of measurement. Vigoda, (2000) has argued that studies have been lacking the focus on the relationship between organizational politics and many other work-related outcomes and he stressed the need to focus more on organizational politics related studies in the public

sector. The basic objective of this research is to investigate and analyze the effectiveness of recruitment & selection in public sector universities, keeping in view procedural fairness, Transparency, gender issues, Line Manager Role, HR Competency and organizational & state politics influence. Recruitment and selection had been a very key area of research among the researchers of human resource management field. In such case the coordination between line and HR management is very crucial to make the right selection, (Hsu, 2000) has indicated that HR officials do share their responsibilities with the line management and this effect seems stronger in the field of recruitment and selection, especially when it is the matter of the final selection. Researchers have argued that it is the line management who has to support the HR management for the execution of their function because they actually control the employee directly (Armstrong, 1992). In the public sector universities of Azad Jammu & Kashmir and Pakistan, once an employee is being selected on regular bases, he or she remains serving till 60 years of their age which implies that by average they spent almost more than 35 years of their age serving in these organizations under different capacities which matters continuously during their period of service in terms of survival and competitive advantage by the organizations regardless of private or public sector. For this research purpose effectiveness of recruitment and selection means the meeting of the basic objectives of recruitment (generating large pool of applications) and selection (picking the best appropriate applicant among them). Keeping in view influence of various dependent variables, i.e., relevancy of selection procedures, departmental HR competency, organizational and state politics influence on its effectiveness and poor coordination between line and staff authority. Pounder and Young, (1996) has highlighted in a study that the effective recruitment and selection is becoming more and more difficult and challenging. Many human resource management researchers have argued that the survival and success of an organization lies on how effective the practices of recruitment and selection are taking place (Ofori & Aryeetey, 2011). This study is highly significant as the main focus of this study is to investigate the fairness of effectiveness of recruitment and selection practices in the public sector universities of Azad Jammu & Kashmir and Pakistan as it is education that helps the country to make social and economic development. Aycan et al. (2000) has identified various countries that are under researched in the area of human resource management and Pakistan is among one of them. Therefore, this research is needed specially to conduct a thorough analysis of the various aspects of the recruitment and selection to understand how effectively these primary practices are taking place in the public sector universities which impart education and skills to the future generation.

## **IV: RESEARCH METHODOLOGY**

Research methodology is a way to systematically solve the research problem, as to how research is done scientifically. It is generally adapted by researcher to study his research problem along with logic behind them. It is necessary for the researcher to develop certain tests. This also clarifies time, scope, data sources etc. of proposed study. Another significant aspect is tools and techniques which are used for the study.

### **Research Design**

Research design is a pre-planned sketch for the explanation of a problem. It is the first step to take and the whole research. Study will be conducted on the basis of this research design. It gives us a clue that how the further process would be taking place and how would be the research study carried into classification, interpretation and suggestions. This is a guideline for the whole work.

### **Research Techniques**

A researcher is using descriptive research for the research.

### **Research Method**

A researcher is using Descriptive research method for the research.

### **Sample Design**

Researcher is using sampling method in which some elements of the population are included in the sample size-20.

### **Sampling Method**

Probability sampling is based on the fact that every member of a population has a known & equal chance of being selected.

### **Sample Area**

The sampling area is Nagpur.

### **Scope Of the Project**

- To structure the Recruitment for different categories of employees in TITAN.
- To analyse the recruitment and Selection of the TITAN.
- To provide a TITAN recruitment process.

## **Data Collection**

Data collection is the systematic approach to gathering and measuring information from a variety of sources to get a complete and accurate picture of an area of interest.

The data used for this study are

### **1. Primary Data**

### **2. Secondary Data**

#### **Primary Data**

Primary data consisted of original information gathered for the specific purpose. Data was collected from the primary sources i.e.; questionnaire was developed with the help of which personal interview were carried out.

#### **Secondary Data**

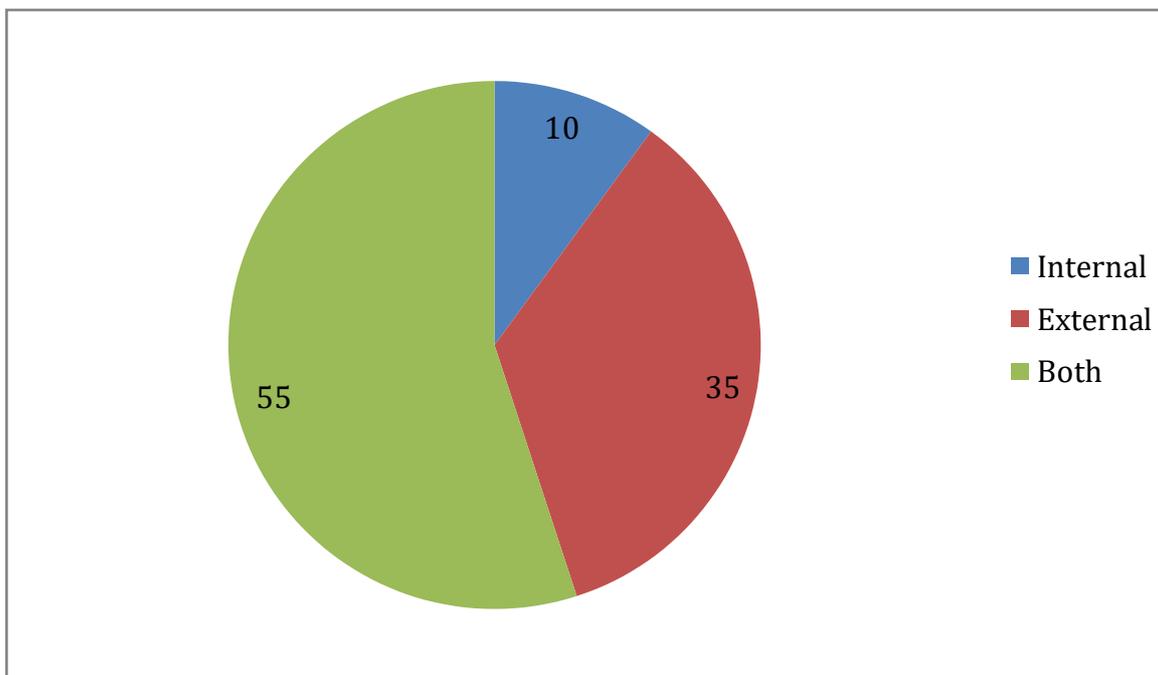
Secondary data is the second-hand based data. The secondary data are collected from Nagpur city Authorized by, from brochures, from website of the company, newspapers, and magazine.

## V: ANALYSIS AND RESULTS

### Sources used in recruitment and selection

Which of the sources of recruitment and selection are used in TITAN?

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



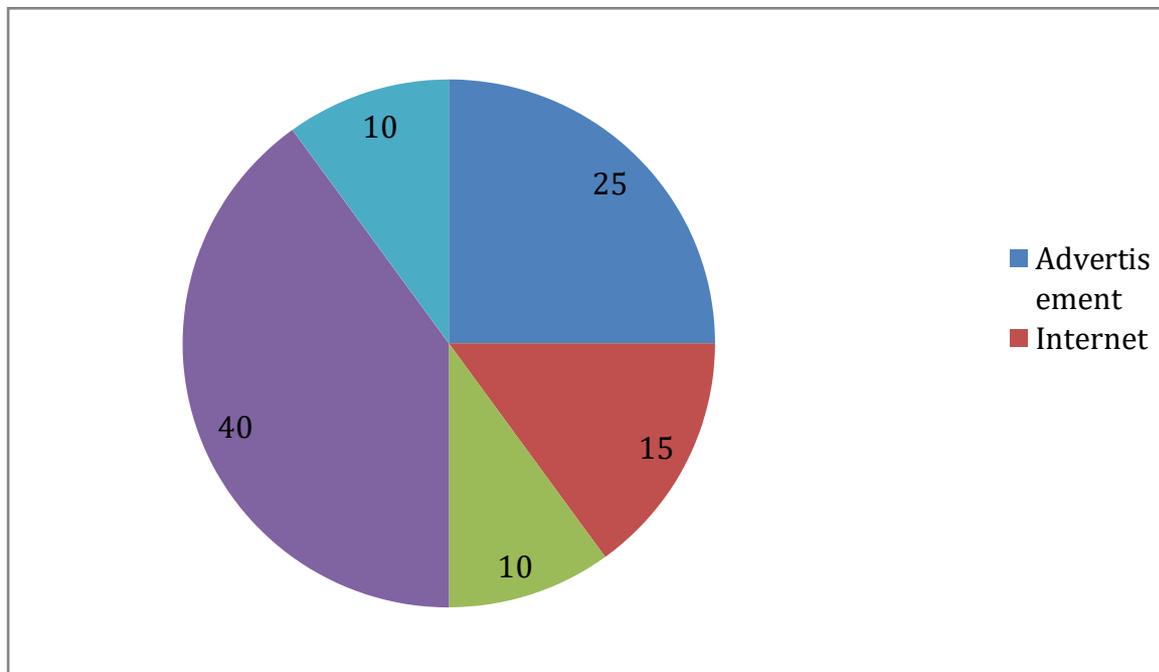
### Interpretation:

It was found that about 55% of the recruitment and selection is done both by internal and external sources, while as external sources are used more than the internal sources. Employees are hired mostly from external sources like job portals, consultancy etc.

**External sources used in recruitment:**

Which of the following external sources are used for recruitment in TITAN?

Options	Advertisement	Internet	Campus drives	Consultancy	All of the above	Total
Responses	5	3	2	8	2	20
Percentage	25	15	10	40	10	100%



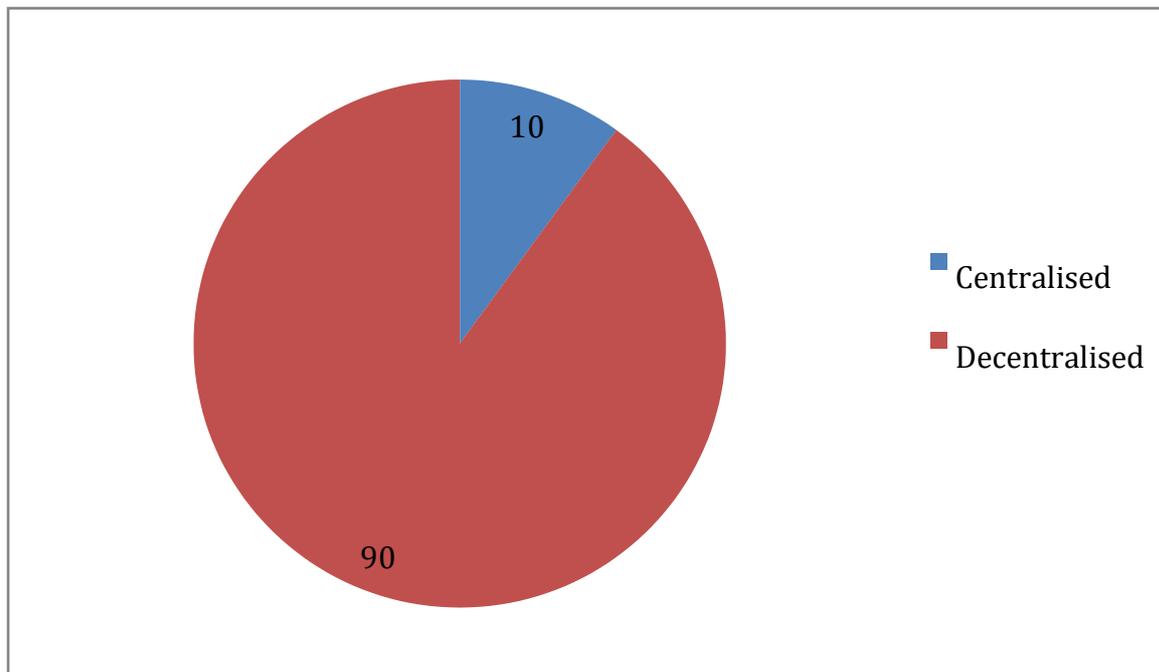
**Interpretation:**

It was found that 40% of the employees are recruited through the consultancies and 20% of the employees are selected by the advertisement followed by internet with 15% and campus selections with 10%. Consultancy and Internet are the major sources which provide eligible candidates for the hiring in TITAN.

**Form of recruitment and selection used:**

Which form of recruitment and selection is used in TITAN?

<b>Options</b>	<b>Centralised</b>	<b>Decentralised</b>	<b>Total</b>
<b>Responses</b>	2	18	20
<b>Percentage</b>	10	90	100%



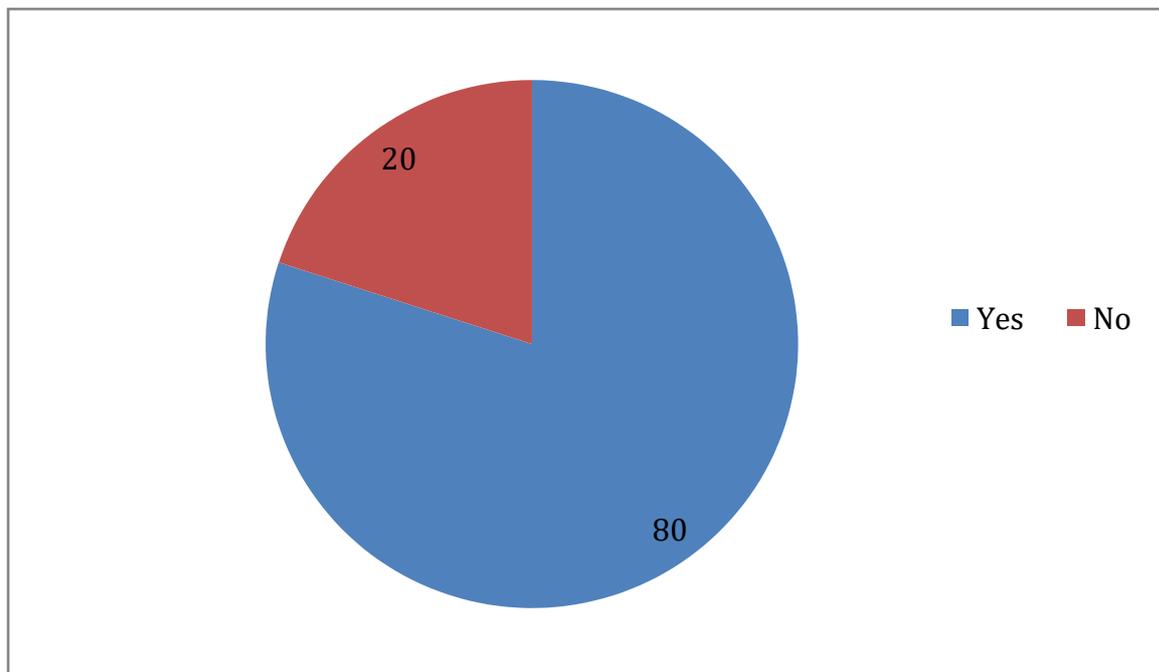
**Interpretation:**

It was found that recruitment is decentralised. However, for higher positions of employment the recruitment is centralised. Recruitment is decentralised as all the centres of TITAN recruit their employees according to the number of vacancies available in the respective centres.

**Employees perception about recruitment process:**

Are you satisfied with the recruitment process?

Options	Yes	No	Total
Responses	16	4	20
Percentage	80	20	100%



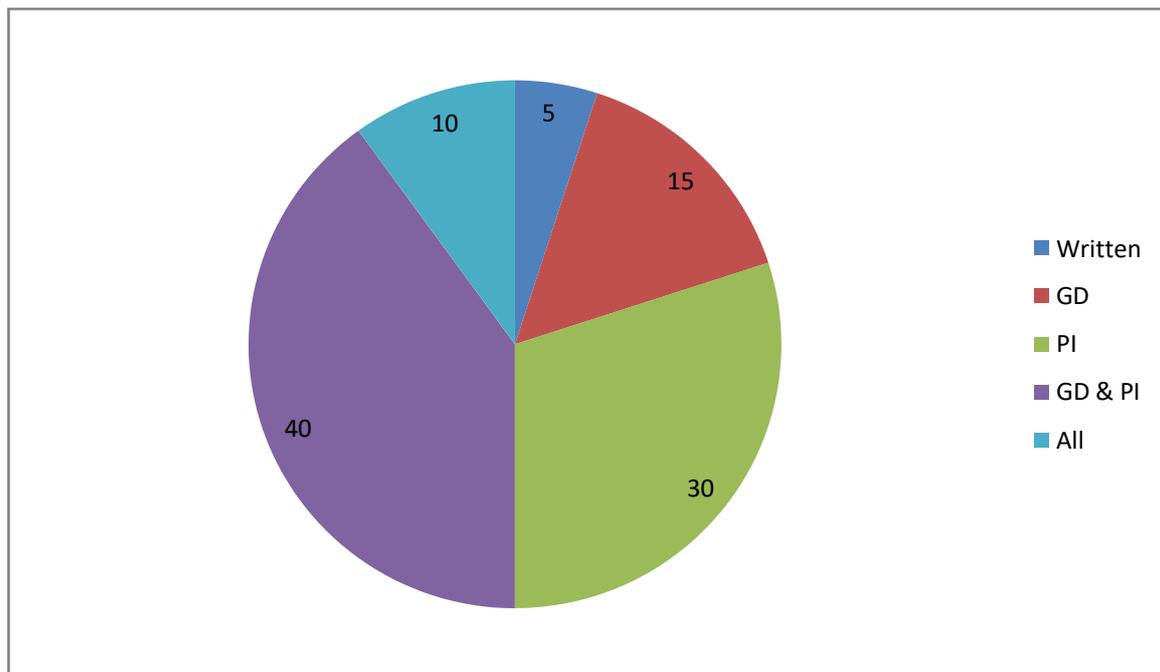
**Interpretation:**

It was found that 90% of employees are satisfied with the recruitment process adopted by TITAN. However, some of the respondents thought there should be some changes in the existing recruitment process of the organisation.

## Methods used during selection process

Which of the following methods does TITAN uses during selection?

Options	Written	GD	PI	GD & PI	All	Total
Responses	1	3	6	8	2	20
Percentage	5	15	30	40	10	100%



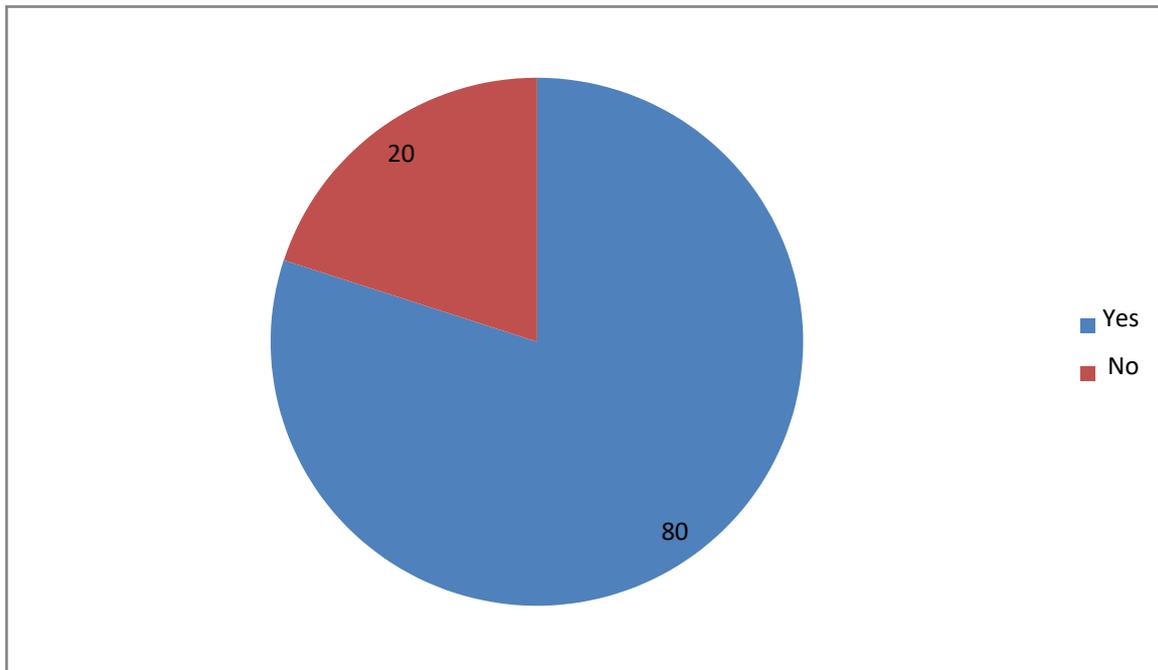
### Interpretation:

It was found that 40% of selection is done by Group Discussion & Personal Interview. However, Personal Interview is mostly used method of selection followed by group discussion. Employees selected in TITAN are finally selected by a personal interview taken by the head of the centre.

### Perception of employees towards selection process:

Are you satisfied with the selection process?

Options	Yes	No	Total
Responses	16	4	20
Percentage	80	20	100%



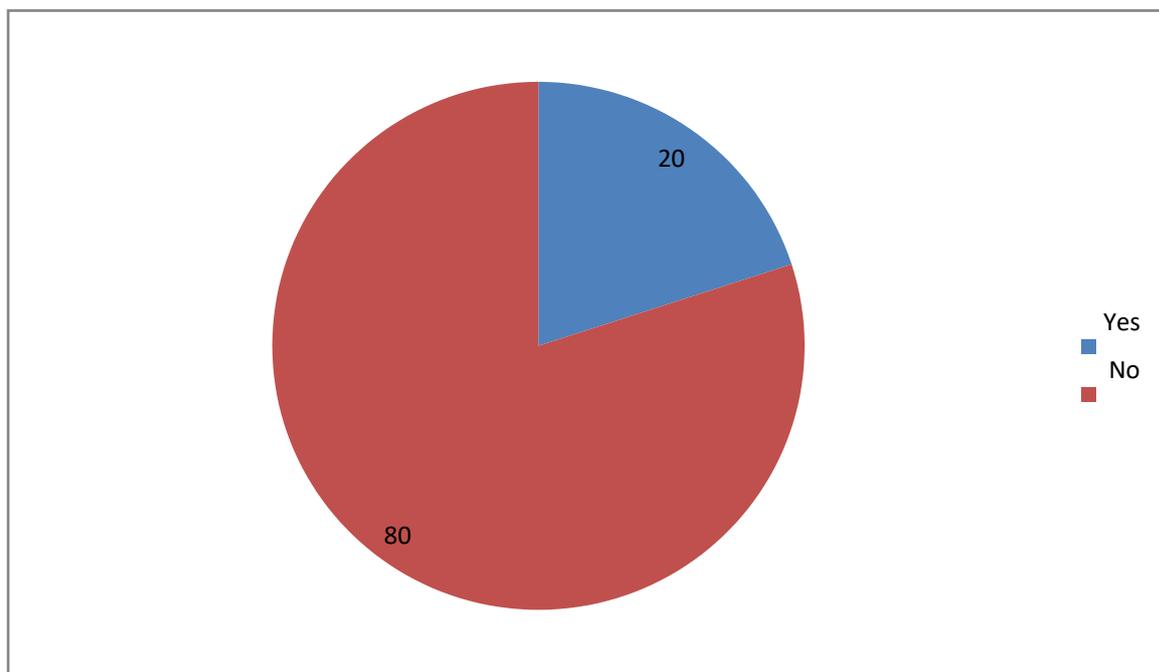
### Interpretation:

It was found that about 80 % of the employees are satisfied with the selection process. However, the remaining is of the opinion that there should be some change in the recruitment and selection process of the organisation.

### Techniques used for selection:

Do you think innovative techniques like stress test, psychometric test and personality test should be used for selection?

Options	Yes	No	Total
Responses	4	16	20
Percentage	20	80	100%



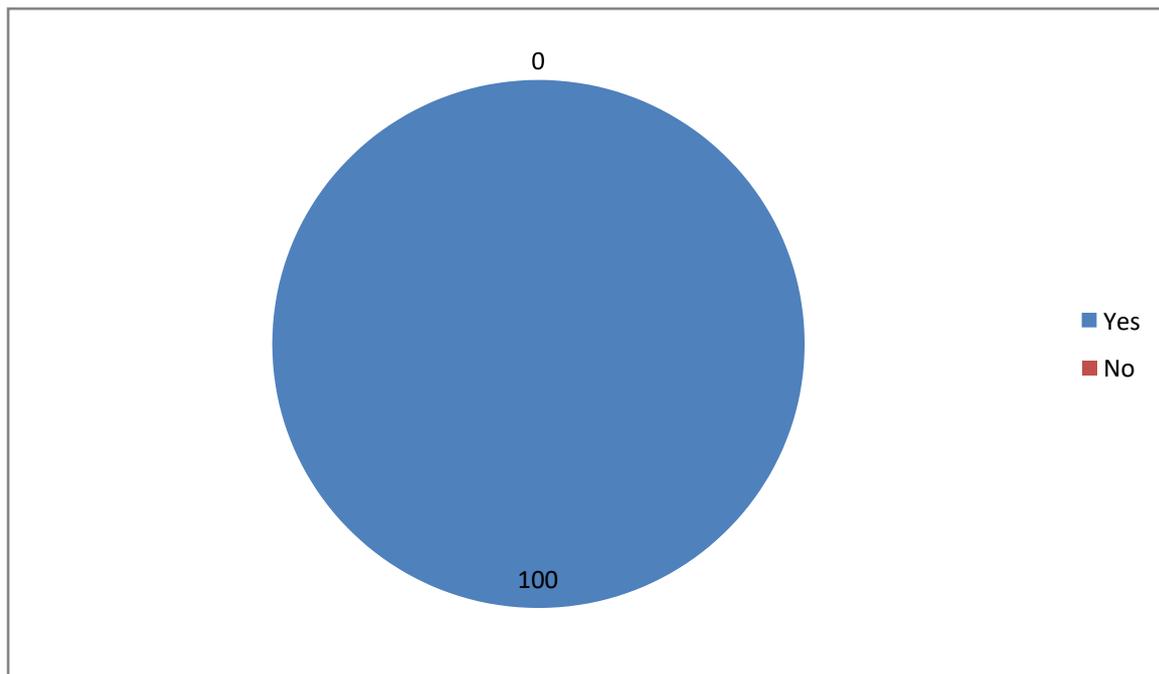
### Interpretation:

It was found that 20% of the respondents were of the opinion that stress test, psychometric test and personality tests should be used for the selection, while the others were satisfied with the existing recruitment and selection process. Most of the employees in TITAN are unaware of these types of tests as they are mostly fresher's.

### Recruitment process used for different grades of employees:

Does your company follow different recruitment process for different grades of employment?

Options	Yes	No	Total
Responses	20	0	20
Percentage	100	0	100%



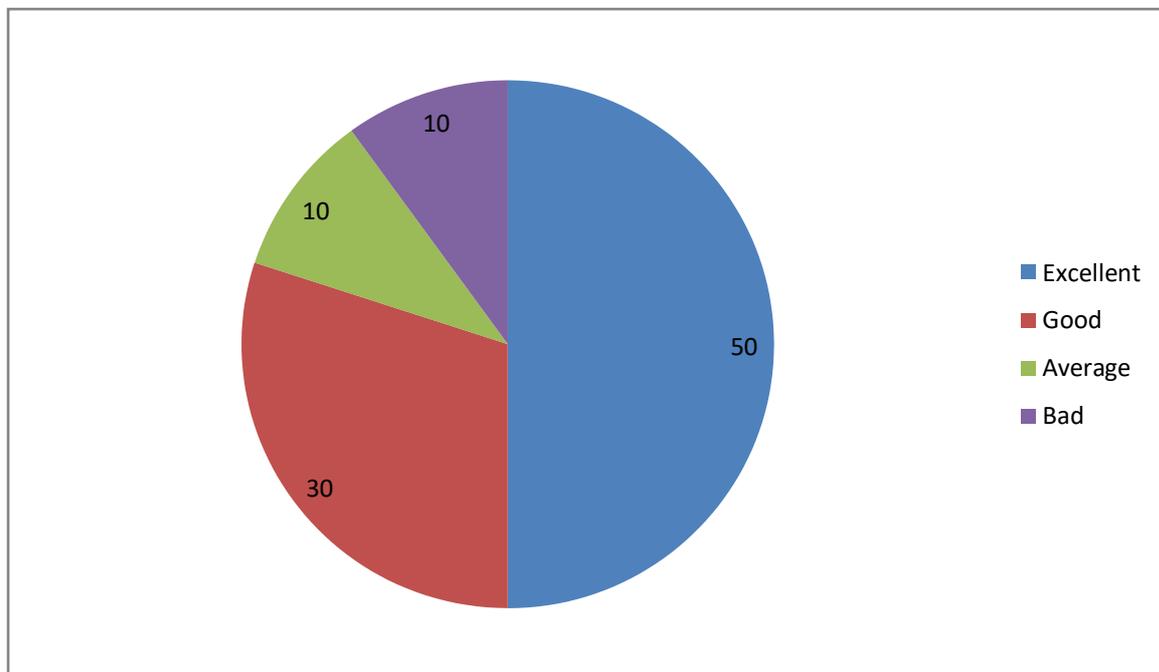
### Interpretation:

It was found that from that different recruitment process is adopted for different grades of employment. Like, for the recruitment of trainers in TITAN theoretical knowledge is considered more and for the developers technical knowledge is given importance.

### Company HR practices:

How do you rate HR practices of the company?

Options	Respondents	In percentage
Excellent	10	50%
Good	8	30%
Average	1	10%
Bad	1	10%
Total	20	100



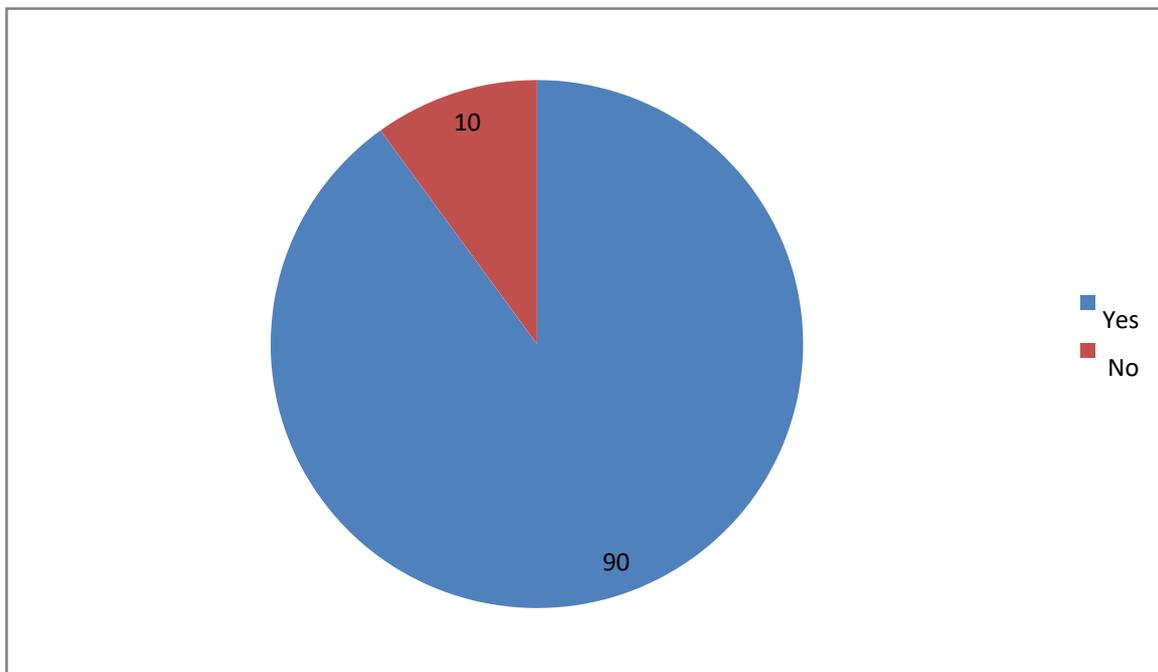
**Interpretation:**

50% of the employees feel that HR department is good where and 30% say that its very good where as 10% says its average and 10% employees feel it's bad. Some employees are not happy as they have to spend a little more time if they have to take demo training sessions.

### Contract signed while joining the organization:

Is there any contract signed by employees while joining the organization?

Options	Respondents	In percentage
Yes	18	90%
No	02	10%
Total	20	100

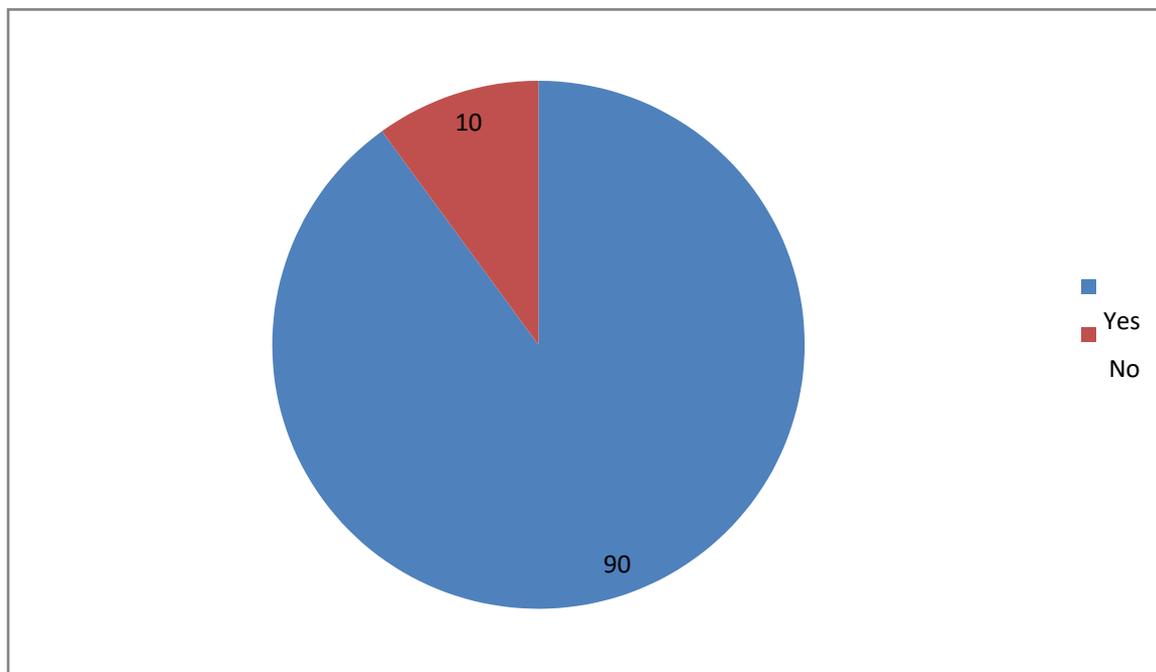


### Interpretation:

Above chart shows that almost 10% employees said no and 90 % said yes they have to sign a bond while joining the organization. Employees have to submit one of their original certificates in the time of their joining and they cannot leave this company before one year. If the employees agree to these conditions then they are moved to next round of interview.

**Are you comfortable with the HR policies of the company?**

Options	Respondents	In percentage
Yes	18	90%
No	02	10%
Total	20	100

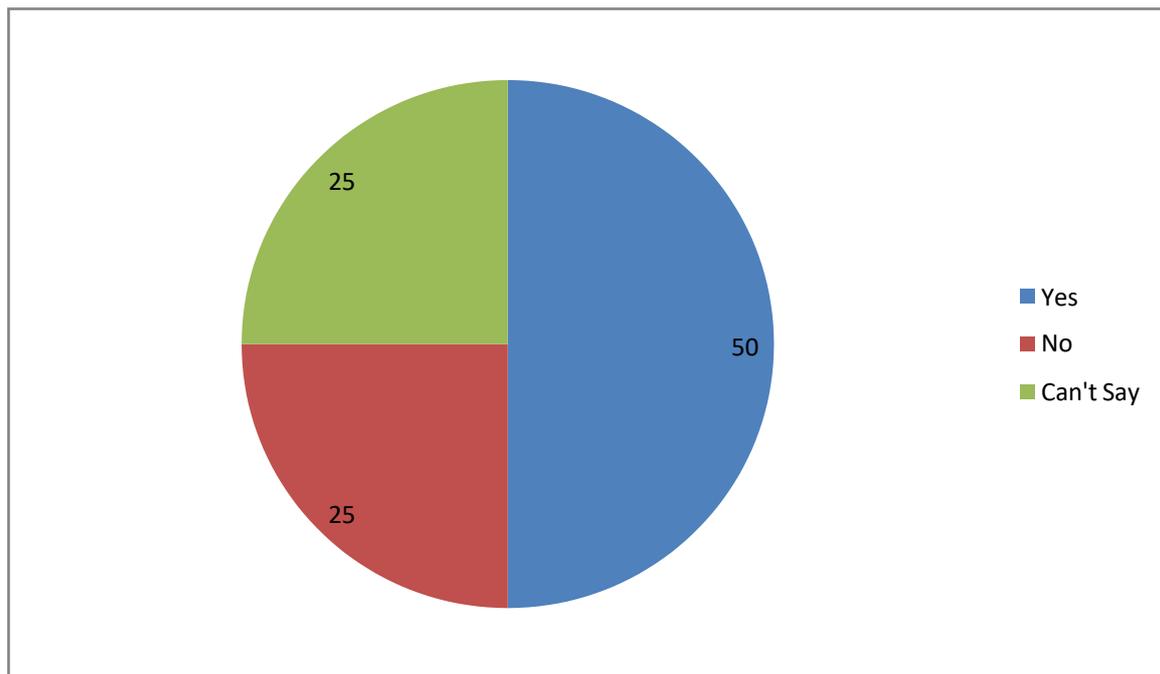


**Interpretation:**

It was found that 10% employees were not comfortable with the policies of company and 90% employees are happily working with the current HR practices of the company. Some of the employees were not comfortable with the policy as they find risk in submitting their original documents to the company.

**The recruitment and selection process of company meets the current and legal requirements?**

Options	No.	%
Yes	20	50
No	10	25
Can't Say	10	25



**INTERPRETATION**

Every organization has the option of choosing the candidates for its recruitment processes. In this research most employees responded positively to this question. They feel that the company follows different recruitment process for different positions.

Analysis clearly represents that 25 out of 40 employees (62.5%) show that maximum employees are agree with this process whereas 10 out of 40 employees (25%) did not like the current recruitment process whereas 12.5% were unable to answer.

## KEY FINDINGS OF THE STUDY

The collected data are analyzed and general observations has proven that TITAN has doneremarkable job in its Human Resource department.

The main findings are as follows:

- In TITAN employees feel that the HR department is good.
- The recruitment and selection process are decentralized.
- About 90% of the employees are satisfied with the recruitment and selection process.
- Most of the managers prefer personal interviews.
- Mostly external sources of recruitment are considered.
- About 90% of employees feel that they are comfortable working with the current HR policies of the company and 10% feel that they need some changes in the policies. The policy of the company is to submit one of the original educational documents and cannot leave the company for 1 year, if done so then they have to pay a sum of Rs.25, 000 to the company to get the certificate back, which some of the employees find unnecessary and also risky.

## CONCLUSION

Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. And Selection is selecting the right candidate at the right time in the right place.

Employees of TITAN are satisfied with the current/existing recruitment and selection process. TITAN is recruiting their employees mainly through consultancies. Consultancies are the mediator between the organization and the candidates as it serves the requirements of employees as well as the organization. TITAN recruits their employees in a decentralized. Also, TITAN has to consider internet sources for recruitment of employees so that it could motivate the employees. Employees are also well aware about the various sources and methods of recruitment and selection. TITAN has to implement innovative techniques in selection process like group discussion, stress interview, etc.

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