

Larsen and toubro recruitment and retention policies

[Business](#), [Work](#)



A PROJECT REPORT ON LARSEN & TOUBRO RECRUITMENT PROCEDURE (HR) MASTER OF BUSINESS ADMINISTRATION [pic] ACKNOWLEDGEMENT I have prepared this study paper for the “ Larsen & Toubro Recruitment and retention practices”. Quite frankly, I have derived the contents and approach of this study paper through discussions with colleagues who are also the students of this course as well as with the help of various Books, Magazines and Newspapers etc. I would like to give my sincere thanks to a host of friends and the teachers who, through their guidance, enthusiasm and counselling helped me enormously.

As I think there will be always need of improvement. Apart from this, I hope this study paper would stimulate the need of thinking and discussion on the topics like this one. [pic] TABLE OF CONTENTS Chapter No. SubjectPage No.

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SUMMARY Organisations are becoming large & complex with progressive industrialisation.

Human Resource Department hence becomes the prime department in all concerns whether small or large & its Importance can be never ever estimated. The basic concept of summer training is to give students a new insight of practical applications of Human Resource Department of the organisation. • In this modern world all human beings thrive to become more skilled & hence they all work hard to achieve the predetermined goals with their wholehearted dedication towards their jobs assigned.

They always try to be close to perfection for this they need to be properly trained in their respective fields so that the unskilled workforce sharpen their skills & the skilled workforce move closer to their goals. • Also each of the employees should be properly motivated so that he/she develops a will to work & feel that he is a part of the organisation, this helps in the development of a sense of responsibility & a sense of belongingness amongst the employees. Hence the need for development of human resource was felt. The Human Resource of the organisation should be prepared in such a way that they help the employee to perform efficiently. We have made an effort through this research study to understand and analyse various aspects related to Human Resource strategy of Larsen and Toubro (L & T) with special reference to recruitment and selection procedure at L & T. In the process, the aspects which have been looked into are:- 1. History of L & T 2. Industry profile 3. Research problem 4. Research methodology 5. Analysis of facts 6. Conclusions drawn

RESEARCH METHODOLOGY ? RESEARCH METHODOLOGY Primary Objective(s): The primary objective is to study ,

understand and analyse various aspects related to recruitment and retention procedure at L & T.

Hypothesis and Research Design: ? A Research Methodology defines the purpose of the research, how it proceeds, how to measure progress and what constitute success with respect to the objectives determined for carrying out the research study. The appropriate research design formulated is detailed below. ? **Exploratory research:** this kind of research has the primary objective of development of insights into the problem. It studies the main area where the problem lies and also tries to evaluate some appropriate courses of action. The research methodology for the present study has been adopted to reflect these realities and help reach the logical conclusion in an objective and scientific manner. The present study contemplated an exploratory research

Nature Of Data:- Primary data : Data which is collected through direct interviews and by raising questionnaires .

- Secondary data: secondary data that is already available and published . it could be internal and external source of data.

Internal source: which originates from the specific field or area where research is carried out e. g. publish brochures, official reports etc.

- External source: This originates outside the field of study like books, periodicals, journals, newspapers and the Internet.

? **SCOPE OF THE STUDY**

- I have focussed my study on L & T and based my study primarily on the recruitment and retention procedure at L & T.

? **CRITICAL REVIEW OF LITERATURE**

? **COMPANY PROFILE** Company profile

- Founded in 1938, Larsen & Toubro Limited (L&T) is one of Asia's largest vertically integrated Engineering ; Construction conglomerate with additional interests in Information Technology and electrical business.

A strong, customer-focused approach and the constant quest for top-class quality have enabled the company to attain and sustain leadership position for over seven decades. • Serving the core sectors and infrastructure of the economy, L; T has pioneered spectacular achievements in Indian industry. Many of the engineering and construction projects executed by L; T have set new benchmarks in terms of scale, sophistication and speed. So do many buildings, ports, highways, bridges and civil structures around the country, which are widely regarded as landmarks.

L ; T - AN INDIAN MULTINATIONAL • In line with its strategy of aligning capabilities to meet emerging trends, L; T recently initiated a mega-transformation process, internally to ensure that it emerges, as a knowledge-based Indian multinational. • Over the years the company has proactively created the necessary infrastructure for its global initiative with office locations in USA, Europe, Middle East and Japan. The Engineering ; Construction Division made significant progress during the year in increasing its presence in the overseas markets.

The Division secured orders from international clients located at Malaysia, USA, UK, Brazil, Saudi Arabia, UAE, Qatar, Bangladesh, Sri Lanka, etc. The export earnings of the Division amounted to Rs. 24600 million during the year 2005-06. THE CUSTOMER PROFILE • The customer profile includes leading names such as Samsung, Chevron, Bechtel, Kvaerner, Pirelli, Siam Michelin, Goodyear, etc. The Electrical ; Electronics Division too has increased its thrust on exports and the share of export revenues during the year ended March 31, 2006 increased to 11 % as compared to 8% in the previous year.

L; T believes that progress must necessarily be achieved in harmony with the environment. A commitment to community welfare and environmental protection constitute an integral part of the Corporate Vision. CORPORATE VISION [pic] • L; T shall be a professionally-managed Indian multinational, committed to total customer satisfaction and enhancing shareholder value. • L; T-ites shall be an innovative, entrepreneurial and empowered team constantly creating value and attaining global benchmarks. • L; T shall foster a culture of caring, trust and continuous learning while meeting expectations of employees, stakeholders and society.

THE BUSINESS SECTOR • L; T's Engineering & Construction Division provides 'design-build' or 'turnkey' EPC solutions in all major engineering disciplines, including civil / structural, plant design / mechanical, electrical and process control / automation, playing a critical role in the core sectors of Industry and Infrastructure areas. We provide services right from the earliest stages of pre-project development through to start-up and bring expertise to the industries that we serve while applying core competencies and skills to all our work. The industries we serve are listed as follows: pic] ? RECRUITMENT AND RETENTION PRACTICES AND PROCEDURES AT L & T 1. Recruitment Flowchart The following schematic outlines the process flow for recruitment at L & T. 1. Internal Recruitment The Company believes in offering opportunities for growth and career progression to its employees; thus each time a requirement arises, internal recruitment will be a preferred mode. For every vacancy arises below.Level, an option of filling the post initially will be considered. HR will place an advertisement on the intranet. The advertisement will contain the following details: a. Job Profile b.

Educational qualifications, Skills, Experience c. Last date of receiving Applications d. Contact person in HR All Applications will be screened for the eligibility against pre-determined criteria for the vacancy. HR will prepare a list of eligible applicants and seek approval from the respective Reporting Manager and Departmental Head. If approval is given, HR will send a notification to the eligible candidates via email. Applicants who are not found eligible will also be notified via email. • If no suitable applicants apply within one week from the date of posting the advertisement, external recruitment is initiated. Eligible candidates will undergo a panel interview. • Travel for Interview: As per eligibility in current grade . • Compensation fitment: Wherever the employee is moving to a higher value job, compensation will be undertaken as if the individual is a new hire. Handover period: Before the employee takes over his/her new position, there will be a handover period of one month. However this maybe reduced at the discretion of the current Reporting Manager. Relocation: If the employee needs to relocate to a different city to take up the new position, the company will reimburse as per the relocation policy. . External Recruitment Entry Level Recruitment Entry-level recruitment is used for fresh graduates/postgraduates who are taken as Executive Trainees and Management Trainees or for individuals joining at entry-level positions in the Company. • If candidate possess less than one year of work experience, he/she will be treated as a fresh hire (entry level recruitment). • Trainee Schemes • Management Trainees • Depending upon the requirements projected in the manpower plan, the company will recruit Management Trainees from Management institutes in the country. • Sourcing of Trainees

Management trainees will be sourced from Management Institutes across the country. The selection criteria for Institutes are described below: A. Campus rating through publications: HR will refer to the Campus ratings published in the Business Magazines, available in the country and arrive at average campus ratings. For the current year the company will target institutes that are ranked between 15th and 20th ranks according to the ranking developed. It is further recommended that by the year 2006 - 2007. The company should target campuses that range between 10th and 15th ranks. B.

Recruitment days given: The company will give preference to the Institutes who are willing to give either day 0, 1 or 2 C. Campus Specialization: Relevance of courses offered to the company's business. D. Campus Relationship: The Company will develop close relationships with targeted campus by hiring large numbers, conducting events, taking summer trainees, sending senior managers for lectures etc. An attempt will be made to include a cross - section of Institutes across the country to ensure diversity in the campus recruitment process. Additionally, freshly qualified persons from different areas shall be selected as per the requirement.

E. Positioning of trainees Selected trainees will be positioned at the following grades: a. Fresh Graduates: Student with a Masters in Business Administration/Chartered Accountants will be placed at the Management Trainee grades and will get confirmed in level.... After successful completion of the training period. b. Experience: Student with relevant work experience of 1 - 3 years will be given weight age but will be taken as Management Trainee. c. Any candidate with more than three years of work experience will

be considered a lateral recruit and appropriate fitment will be done. F.

Recruitment Process

The recruitment process for the Management trainees will be as follows: • HR will initiate the campus recruitment process by sending the company's literature to the campus, one month before the proposed date of recruitment. This will contain brochures of the company literature containing information about the company, the job profile and the remuneration package. Pre Placement Talks: • HR will coordinate with the Placement Cell of short listed Institutes and schedule Pre Placement talks (PPT) The HR head and a senior line Manager will form the Pre Placement Team. The following information will be carried to the Pre Placement Talks: . Brochures or company literature containing information about the company, job profiles and the remuneration package. b. Application blanks c. Number of job openings Screening of Application Blanks The Placement Coordinator/Administrative offices will short list candidates on the basis of predetermined eligibility criteria and send the list of short listed students to the company at least one week before the date of campus interviews. HR will then screen the application blanks that are received and short list them a second time according to the eligibility criteria. Any deviations will be highlighted and justified.

A final list of candidates selected for interviews will be sent back to the Institute no later than one week before the selection process. Selection Process Only Institutes where day 0, 1 or 2 is offered will be accepted. All eligible candidates will undergo the following 2 - step selection process: 1. Group Discussion - This will be the first step of the selection process. Two

members of the Campus Recruitment Team will observe each group discussion. Observations will be recorded in the Group Discussion Observation Form and compared for a final rating at the end of the Group Discussion.

Topics will be a mix of economics, business and general awareness. 2. Candidates who are selected after the Group discussion will be called for a personal interview. Interview Observation Forms will be used to evaluate the candidate's performance during the interview. Panel composition for the interview will be as per appendix II Suggested Selection Criteria for Students It is imperative to not only recruit those students who do well academically but also those who possess a winning attitude but may not have done as well academically.

The following selection criteria can be used as a guide: a. Academics - Focus on students who have consistently done exceptionally well b. Extra and Co curricular activities - Focus on Leadership, Initiative c. Personality and Attitude - Focus on Communication, Presentation and Teamwork At the end of the selection process, the Campus Recruitment Team will compile a list of selected candidates and handover the same to the Placement Officer. An announcement can also be made to inform students at the same time. Offer Letters: Offer Letters will be sent to the selected candidates within 7 days of the selection process at the Campus. Candidates have to indicate his/her acceptance by signing and returning the copy of the letter to HR not more than 15 days after receipt of the letter. Where required blank offer letters will be carried to the Campus and given at the time of placement itself. C. Recruitment Process The recruitment process for the Management trainees

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Eligibility criteria for candidates will be given to the Placement Officer at the end of the PPT. Eligibility Criteria a) A consistent academic record of 60% and above in all years of graduation in engineering b) Projects undertaken at the summer trainee/internship level (if any, in applied courses) Screening of Application Blanks 1) The Placement Coordinator/Administrative offices will short list candidates on the basis of predetermined eligibility criteria and send the list of short listed students to the company at least one week before the date of campus interviews.

HR will then screen the application blanks that are received and short list them a second time according to the eligibility criteria. Any deviations will be highlighted and justified. A final list of candidates selected for interviews will be sent back to the Institute no later than one week before the selection process. Selection Process 2) Group Discussion - This will be the first step of the selection process. Two members of the Campus Recruitment Team will

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Candidates have to indicate his/her acceptance by signing and returning the copy of the letter to HR not more than 15 days after receipt of the letter. Where required blank offer letters will be carried to the Campus and given at the time of placement itself. D. Trainee Scheme (B) • Once selected, all trainees will be provided with an HR brochure that lists the details of the trainee scheme as outlined below: • Travel: Management Trainees will be provided with AC class Train Fare from home to the company. Conveyance expenses such as travel (taxi) from the Railway station to the place of posting etc. will be provided.

Training Program: • The training period will last for one year. Selected Management Trainees will be confirmed at level • Module 1: Induction: A three day induction period will be held for all trainees by the top Management on the vision, mission and company policies. • Module 2 : On <https://assignbuster.com/larsen-toubro-recruitment-and-retention-policies/>

the Job Training: trainees will be given 11 months of on the job training where they will undertake projects in their department of choice/specialization according to the responsibilities accorded to the grade.

F. Performance Evaluation and Placement • Upon completion of the training period, all trainees will undergo a performance evaluation. Trainees will be required to present a report of the projects they have undertaken to the Department Head at the end of the training period. • HR will schedule a performance interview for every management trainee. The panel for interview will consist of one cross - functional head, Department head and HR Manager. • The trainee will be assessed on the projects completed and a number of parameters listed in the “ Trainee Evaluation Form”. • The Performance Evaluation Panel will then either recommend a confirmation or separation as per the trainee’s performance.

Upon receiving the evaluation and recommendation, HR will issue a confirmation letter to the trainee confirming him/her at Level. • The separation process will be initiated for trainees whose performance is not found to be satisfactory. Trainee Scheme Summary Table • Executive Trainees Management Trainees Travel • Executive trainees will be provided with fare from their Institute/ home to the company. • Conveyance expenses such as travel (Taxi) from the Airport/ Railway station to the place of posting etc will be paid. Accommodation Outstation Trainees will be provided twin sharing Accommodation for one month free of cost.

Any cost for further requirement will be deducted from the trainees stipend will be deducted from the trainee’s stipend. Executive Trainees Management Trainees Training program • The Training program for both trainees will last

for one year • The program has already been mentioned earlier in the recruitment process.

3. 3. 2 Direct Hiring • Internal Database: In case of requirement of fresh graduates for any function like sales or recovery, HR will refer to the internal database of unsolicited resumes (drop in applications, walk ins etc.) Selection Process HR will short list candidates as per the pre determined criteria prescribed for the vacancy. After a Preliminary interview, the candidate will undergo a panel interview as per the panel composition in Appendix II. Observations will be recorded in the interview observation form. • Compensation Fitment: The compensation package will be as per the compensation grid. The same id decided by the Compensation Manager, HR and then approved by the HR Head. • Offer Letter: An offer letter will be sent to selected candidates within one week of the interview. Offer Acceptance: Candidates have to sign a duplicate copy of the letter as a token of their acceptance and send the same back within 15 days of the receipt of the letter.

3. 3. 3 Lateral Recruitment The different modes of recruitment available are Database Hiring, Internet Hiring, Employee Referrals and Advertisements.

1. Database Hiring: When any recruitment requirement arises, the internal applicant database will be referred to. Eligible applicants will be selected by their qualifications, experience and training. HR will forward a copy of the candidates list to the requesting department along with the resumes of the five highest ranked candidates. Candidates short - listed from this list will be called for an interview.

2. Employee Referrals: • HR will intimate the panel members of the interview schedule at least 2 days prior to the start of the first interview. • Panel members will be provided in advance with a Candidate Assessment

Folder consisting of the candidate's resume, career history and interview observation form. Travel Reimbursement: • Travel reimbursement will be done as per details in Appendix III. Outstation candidates will be given 5 working day's notice and local candidates will be given 3 working day's notice to attend the interview at the given location. • Offer Letter: An offer letter will be sent to selected candidates within 7 days of the panel interview. Regret letters to be sent to rejected candidates. Once offer has been made, intimation will be sent to Personnel Administration with compensation, designation and fitment details. Reference Checks: • Selected and offered candidates will be required to furnish 2 Industry - based references (one of whom the candidate has worked with for a minimum period of one year).

HR will conduct the reference check and record observations within 15 days of sending the offer letter. If the reference check is not satisfactory, offer will be revoked with immediate effect. • Referrals from the employees must be encouraged as they not only imply a lower recruitment cost as compared to advertisements or recruitment firm, but the reliability of candidates is also higher due to fact that they are coming through a known and trusted source (KDS Steel Division employees) • HR will advertise the vacancy on the company's intranet.

The advertisement will consist of the Job Profile, Employee Profile, and Last date of application and the name of contact person in HR. • HR will send an acknowledgement to the referee. This will be done within 2 days of the application The following schematic describes the referral process: Satisfied
3. 3. 3. 4 Media Advertisement In case the number of vacancies is large, advertisements may be released based on recommendation of the HR head

and an approval from the Directors. The advertisement will adhere to the prescribed standards and will contain the following details:

- Brief Profile of The Company
- Brief on Job Responsibilities
- Employee profile- Age, experience, educational qualifications
- Locations
- Email ID/Postal Address for receipt of Resumes

3. 3. 3. 5 Internet Recruitment Firms

- Internet recruitment firms such as naukri. com and jobsahead. com can be used for any level of recruitment. HR head will be the final contact.

3. 3. 3. 6 Selection Process Initial Screening :

- HR will conduct an initial screening based on the details provided in the CV, and also the pre determined criteria. HR will then establish a candidate's list using set priorities when there is more than one qualified applicant interested in the same position.

Preliminary Interview

- A preliminary interview with HR will be conducted prior to the panel interview. The preliminary interview may be conducted via telephone if it is a case of an outstation candidate.

Final Interview

- HR will intimate the candidate about interview time, date and venue for the final interview

EMPLOYEE RETENTION PRACTICSE AT L & T “ Loyal employees in any company create loyal customers, who in turn create happy shareholders. ” - Sir Richard Branson

What is engagement? It is a positive attitude held by the employee towards the organisation and its values.

An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. ' [pic] Employees are one of the most important assets, but are Companies doing everything they can to maximize the potential of this

asset? The best employee attitude studies explore all aspects of an employee's working life with an employer, covering not only what they do but also what employees think and feel about the organization.

An effectively implemented program of employee research can become one of the most powerful strategic tools in helping the company achieve its long-term corporate goals. To ensure the value of company's investment in employee research, HR managers have to fully understand the concerns, attitudes and motivations of their employees. The way it was..... in the past, jobs were considered desirable and sufficient candidates could be found to fill most critical jobs. Moreover, once employed, workers would often spend their entire careers in the same job.

In areas where there was turnover, new employees could be recruited easily. The way it is..... today there is a high demand for workers. The supply of qualified workers is limited and good workforce planning requires a twofold approach of aggressive recruitment and innovative retention strategies. Retention policies need to focus on elimination of unwanted turnover. EMPLOYERS NEED TO DETERMINE WHO THEY SHOULD RETAIN AND HOW THEY CAN RETAIN THEM. • Talented employees should be identified early and proactive steps should be taken to nurture and retain them. • Development of early tracking procedures for promising new hires. • Tracking of reasons for quits, especially among the high potential workers. • On-going employee attitude surveys to provide information for successful retention strategies and to predict turnover. • Tracking voluntary turnover by department then focus efforts on the problem areas. • Providing incentives for people to remain with the organization - these are not always financial.

What People Want??? "... People want to feel valued and valuable. They want to belong, to know that they, their work and their ideas matter.

They want a diversity of challenges, and the ability to make decisions without excessive red tape. They want to feel connected to upper management, knowing they can share ideas with company decision makers.

" RETENTION PRACTICES 1) While cash may get workers in the door, culture will keep them Create a kind of " feel good about work" culture for your employees. The staff members who stay with you the longest do so because they want to, not because they have to They will only stay if you create a positive work culture. Let staff know that you are pursuing a common purpose, which is mutually beneficial.

Your goal is to frequently let staff know that this is " why I need you" and this is " why you are important. " 2) Stop hiring the wrong people - One place to plug the leak is to stop hiring the wrong people. A manager needs to understand what kind of person will be happy in a competitive work place? It is someone who is dependable, deliberate, hates change, likes to follow repetitive processes and finishes the job at hand. Or it could be someone who has a flair for accuracy, thrives in an environment which has procedures laid down and yet does not seek variety or change.

However, the system breaks down when the qualified person is put into a position that does not quite fit who they are. Instead of job match, this results in job mismatch, which causes the job and individual to suffer, limiting the company's productivity. 3) Provide good incentives and recognition The biggest motivation to the staff is recognition and every day pat instantly when ever they do good work goes along way. Whenever sales

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happen, all the members stand and clap for achievement and at the end of the day each one will be appreciated for the good sales.

A letter of appreciation for quality work, good dinner with the team members is always appreciated by the agents. 4) Good relationship with supervisors Many times, employees seek greener pastures because they are unhappy with their supervisors. The supervisors and trainers have an important role of giving feed back on both strengths and weaknesses, which will help them to do better. Some staff do have initial problem of getting adjusted to the office jobs and procedures or they lack confidence. Reinforcing the confidence that " you can do" is the responsibility of supervisors. It is true that staff equiresmoney, but they always look for actions, which touches their mind and heart. Let's be honest, bosses management styles have a huge impact on employee satisfaction. 5) Coaching and Career Pathing Coaching is employee development. Your only cost is time. Time means you care. And remember your people don't care how much you know... until they know how much you care. Whenever the emphasis is on positive feedback, I make sure to do this coaching in " public. " Whenever you recognize and encourage people in " public," it acts as a natural stimulant for others who are close enough to see or hear what's taking place.

Employees need to know what is potentially ahead for them, what opportunities there are for growth. This issue is a sometimes forgotten ingredient as to the importance it plays in the overall motivation of people. SWOT ANALYSIS | Strengths | Weaknesses | | Right products, quality and reliability. | | Superior product performance vs. competitors. | Some gaps in range for certain sectors. | Brand Image | Not very popular in the

international market | | Products have required accreditations. | Delivery-staff need training. | | High degree of customer satisfaction. | Customer service staff need training. | | Good place to work | Processes and systems, etc | | Lower response time with efficient and effective service. | Management cover insufficient. | | Dedicated workforce aiming at making a long-term career in the field. Sectoral growth is constrained by low unemployment levels and | | | competition for staff | | Opportunities | Threats | | Profit margins will be good. | Legislation could impact. | | End-users respond to new ideas. | Existing core business distribution risk. | | Could extend to overseas broadly. | Vulnerable to reactive attack by major competitors. | | New specialist applications. Lack of infrastructure in rural areas could constrain investment. | | Could seek better supplier deals. | High volume/low cost market is intensely competitive. | | Fast-track career development opportunities on an industry-wide basis. | | | An applied research centre to create opportunities for developing | | | techniques to provide added-value services | |

DATA Collection: • Data has been collected from sources like books, periodicals, journals, newspapers and the Internet. Primary Data: • The primary data has been collected by raising a questionnaire at the L ; T with a sample size of 45 and 25. • While one questionnaire is based on the evaluation of Recruitment procedure, the other one is based on the evaluation of retention policies of the company Secondary Data: • The secondary data has been collected from various books, magazines, journals, information brochures and internet web sites. DATA ANALYSIS [pic]

CONCLUSIONS

The general feeling among the employees is that L ; T has a well defined and clear recruitment policy. [pic][pic] CONCLUSIONS A good majority of the employees feel that the need for the manpower planning is being given due consideration. [pic] CONCLUSIONS A good majority of the employees are of the view that Internal promotion is the right source of recruitment and the same should be given the priority. [pic] CONCLUSIONS Campus selection and the recruitment through advertisements are the two most popular methods of recruitment which are currently being employed the company pic] CONCLUSIONS In the case of immediate requirement the company heavily relies on the internal recruitment method. [pic] CONCLUSIONS A Majority Of The Employees At L ; T Are Of The View That The Succession Planning Is Being Done In Advance In The Company . [pic] CONCLUSIONS The employees are of the strong belief that the selection of the candidates is being made on the basis of some pre set criteria. [pic] CONCLUSIONS The key parameters of performance evaluation are -skills -aptitude -process knowledge and experience [pic] CONCLUSIONS

Psychological testing has been voted as the best technique to evaluate the employees capabilities and aptitude by most of the employees [pic] CONCLUSIONS More than half of the people questioned, admitted that they had to face in-depth interviews at the time of selection. QUESTIONNAIRE COVERING RETENTION ASPECT [pic] CONCLUSIONS More than half of the employees admit that association with the company is for more than 10 years, while a good 30% of the employees admitted to have left the company in less than 4 years . [pic] CONCLUSIONS A large majority (82%) of the employees expressed their satisfaction with the company.

Which is a great morale victory on the part of the management.. [pic]

CONCLUSIONS Almost 2/3rd of the employees expressed their dissatisfaction

over the salary structure being offered currently. [pic] CONCLUSIONS The

employees are enjoying good interpersonal with the colleagues,

subordinates and managers. [pic] CONCLUSIONS The employees are actually

divided over the working conditions of the company . [pic] CONCLUSIONS

Only 51% of the employees actually believe that their career will flourish

with the company. [pic] CONCLUSIONS Almost all the employees are

confident about their growth in the company. [pic] CONCLUSIONS

A large majority of the employees admitted that their achievements are

recognised in the company and thus duly awarded by the company. [pic]

CONCLUSIONS Only half of the respondents were found to be happy about

positions in the company. i. e the other half wants to be promoted. [pic]

CONCLUSIONS Almost 80% of the employees believe that the company

ensures the balance between their work and their personal lives through

various policies and programs. [pic] [pic] CONCLUSIONS A good 47% of the

employees believe that there is free flow of communication among the

supervisors and the subordinates, it is a healthy sign for any organisation.

[pic] CONCLUSIONS a big majority of the employees leave their job because

of :- -benefits and salary and -better job opportunity elsewhere [pic]

CONCLUSIONS The morale of the employees of the company is very high

which is a sign of good management policies of the company. FINDINGS ,

RECOMMENDATIONS , AND CONCLUSION • Better salary packages should be

offered and periodic salary reviews should be made by the management to

keep pace with the changes in the corporate world. • salary and working

condition should be brought best global standard • Salary difference in same grade should not be more than 10 to 15 percent Clear and faster growth path should be planned to keep every one interested. • Job rotation should be practiced to keep the work environment interesting and untiring. • Pain areas like getting an email id, reimbursements of mobile and other expenses are very time consuming and this should be eliminated to keep employees motivated • Challenging assignment should be offered to the employees so as to avoid the job -dullness • Better performance appraisal procedures should be applied to assess the true worth of an employee. An efficient employee should always be promoted and awarded accordingly. Mediclaim benefit with cashless card scheme should be provided to the employees. • Balance between personal life and work through programs and policies should always be distinguished. • Better communication within the organization should always be encouraged and enabled for a better working environment • The working hours should be restricted to 8 hrs per day to keep the employees fresh and efficient. • Enhanced limit of mobile phones usage should be allowed. SELECTED BIBLIOGRAPHY ? Personnel management by K. V Mishra, Aditya publishing house Madras, 1992. ? CHHABRA T.

N, Principles ; practices of management, Dhanpat Rai and co. (p) Ltd, Delhi, 2000. ? Practice of Human Resource by Danny Shield. ? Manuals from the organization. ? www. kdsgroup. com. ? www. LarsenToubro. com ? www. google. com ? www. yahoosearch. com ? QUESTIONAIRES SAMPLE SIZE- 45 Q1) How long have you been associated with the company? 1. 1 - 4years 2. 4 - 10years 3. 10years and above Q2) Are you overall satisfied with the

company? 1. Extremely Dissatisfied 2. Very Dissatisfied 3. Very Satisfied 4. Extremely Satisfied Q3) Are you satisfied with the salary structure prevailing in your company? . Extremely Dissatisfied 2. Very Dissatisfied 3. Very Satisfied 4. Extremely Satisfied Q4) How are your interpersonal relations with your colleagues, subordinates and managers? 1. Good 2. Bad 3. Fine Q5) Are you happy with the work conditions (facilities / physical environment) of your company? 1. Extremely Dissatisfied 2. Very Dissatisfied 3. Very Satisfied 4. Extremely Satisfied Q6) Do you have a clear path of Career Advancement? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree Q7) Do you find yourself growing in the organization? 1. Strongly Agree . Moderately agree 3. Strongly disagree 4. Moderately disagree Q8) Are achievements recognized and are they awarded in your company? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree Q9) Are you happy with your position at this company? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree Q10) The organization ensures balance between your work and your personal life through policies, programs, services and attitudes that are specific to fostering your well being? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4.

Moderately disagree Q11) The organization provides you ample resources and opportunities at work to learn and grow? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree Q12) There is a free flow of communication and good coordination among supervisors and subordinates? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree Q13) What would be your primary reasons for leaving

the company? 1. Benefits ; Salary 2. Better Job Opportunity elsewhere 3. Conflict with co-workers/higher authority/management 4. Working conditions 5.

Job Expectation/Challenges/Growth 6. Poor Performance Evaluation Q14)

How would you rate the MORALE in your company? 1. Low 2. Very Low 3.

High 4. Very high Q15) What additional benefits competitors provide to their

employees for retention? • Good perks/ high salary • Better position/

promotion • ESOP • Cars/ laptops • Various personnel policies and good TA ;

DA • Better incentives and awards • Less Income Tax liabilities • Better

infrastructure • Better commuting facilities Q16) What suggestions do you

have for your company to help employee retention as compared to its

competitors? Better salary/ periodic salary review in comparison with the

changes in the corporate • Match salary and working condition to the best

global standard • Salary difference in same grade should not be more than

10 to 15 percent • ESOP • Clear and faster growth path • Job rotation • Pain

areas like getting an email id, reimbursements of mobile and other expenses

are very time consuming and this should be eliminated • Challenging

assignment should be offered • Better performance appraisal • Mediclaim

benefit with cashless card scheme Balance between personal life and work

through programs and policies • Better communication within the

organization • 8 hrs per day work • Enhanced limit of mobile phones

Personal Details: NAME(Optional).....

DEPARTMENT..... DESIGNATION

..... QUALLIFICATION.....

QUESTIONNAIRE Q1) Is there a well defined recruitment policy in your

organization? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree 5. Can't say

Q2) Principle of right man on the right job is strictly followed/a detailed job-analysis is done prior recruitment? 1. Strongly Agree . Moderately agree 3. Strongly disagree 4. Moderately disagree 5. Can't say

Q3) Do you think the need for manpower planning is given due consideration in your organization and the manpower requirement is identified well in advance? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree 5. Can't say

4) Which internal source of recruitment is followed by the company and given more priority? 1. Internal promotion 2. Employee Referrals 3. Transfer

Q5) Which external source of recruitment is followed by the company and given more priority? 1. Campus interview 2. Advertisement 3. Online job banks . Walk -in interviews 5. Agencies/Consultancies 6. Employment Exchange

Q6) Which source of recruitment is relied upon when immediate requirement arises? 1. Internal 2. External

Q7) Do you think succession planning is done in advance in your organization ? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree 5. Can't say

Q8) The sorting of candidate applications is done by some pre set criteria? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree 5. Can't say

Q9) Which are the parameters on which candidates are evaluated (give ratings out of 100)? .

Experience.....	2.	Skills.....	3.	Process
Knowledge/Intelligence.....	4.	Aptitude.....	5.	Attainments.....

Q 10) To identify the employee's capabilities and aptitude, psychological testing is done. Do you think it is an useful technique? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4.

Moderately disagree 5. Can't say Q11) What type of interview is taken while selection? 1. Patterned 2. Stress3. Depth 4. Others..... Q12) The view of the concerned department head is given special attention while selecting the employee of the department? 1. Strongly Agree . Moderately agree 3. Strongly disagree 4. Moderately disagree 5. Can't say Q13) Is the physical examination necessary after final interviews? 1. Strongly Agree 2. Moderately agree 3. Strongly disagree 4. Moderately disagree 5. Can't say Q14) What is the weightage given to the following (out of 100%)? 1. Written Test..... 2. Group Discussion..... 3. Final Interview..... Q15) Is Induction as well as a training program conducted after joining of employees? 1. Yes 2. No Q16) Do you think the present selection process is feasible for selecting the employees? 1. Strongly Agree 2.

Moderately agree 3. Strongly disagree 4. Moderately disagree Suggestions if any..... Personal Details:

NAME.....

DEPARTMENT.....

DESIGNATION

..... QUALIFICATION.....

Thank you for your cooperation. CASE STUDY SYNOPSIS OF THE PROJECT ?
 SYNOPSIS OF THE PROJECT Scope of thesis work The scope of my study begins with the study of history of L ; T and it further extends to various issues related to Recruitment and Selection procedures at L ; T. Research Methodology the objective of my study is to ----understand ---and critically analyse the various aspects related to the Recruitment and Retention procedures at L & T . and make further suggestions for its betterment.
 Hypothesis and Research Design:- ? A Research Methodology defines the

purpose of the research, how it proceeds, how to measure progress and what constitute success with respect to the objectives determined for carrying out the research study. The appropriate research design formulated is detailed below. ? Exploratory research: this kind of research has the primary objective of development of insights into the problem.

It studies the main area where the problem lies and also tries to evaluate some appropriate courses of action. ? The research methodology for the present study has been adopted to reflect these realities and help reach the logical conclusion in an objective and scientific manner. The present study contemplated an exploratory research

NATURE OF DATA:-

- Secondary data: secondary data that is already available and published . it could be internal and external source of data. Internal source: which originates from the specific field or area where research is carried out e. . publish brochures, official reports etc.
- External source: This originates outside the field of study like books, periodicals, journals, newspapers and the Internet web sites

Sources of Data -DataCollection -Primary Data -Secondary Data

DATA COLLECTION ? Data has been collected through various books , journals , web sites and magazines

PRIMARY DATA ? Primary data has been collected by raising two questionnaires of the sample size of 25 and 45.

SECONDARY DATA ? Secondary data has been collected through various books , journals , magazines and web sites.

I always had great interest in the field of Human Resources and it only grew with the age. L; T is a huge company with a great repute in the Indian Economy, and they do practice very sound HR procedures, So I think , I had all the reasons in the world to make a project on L; T ? Details of the External

guide ? Name of the Guide , Qualification and Designation ? Approval letter from External guide ? (Signatory note from guide stating that he/she would guide you) ----- Manpower Planning Prepare Job description Prepare employee Profile Check Database Internal Recruitment

External Recruitment Select Appropriate Method Advertise Post Internally Campus Recruitment Search Firms Employee Referrals Advertisement Shortlist Institutes PPT's Screen Application Offer Selected Candidate Provide firm with Employee profile Screen applications as per eligibility criteria Selection Process Offer Selected Candidates Conduct Reference check If not satisfactory, revoke offer within 15 days Advertise post internally Screen applications for eligibility and approvals from reporting manager and departmental head Selection process If suitable, make offer Employee referral mail CV Received

Inform employee Yes CV in database? Allot reference no. to CV Inform employee No Screen for eligibility Selection process Reference checks Inform employee Offer Candidate There is no one strategy to ensure successful employee retention. Generally, a combination of factors influences an employee's decision to stay in a job. Those factors may differ for an individual depending on his or her age, family situation, the external job market, or job title. There are some factors, however, which seem to impact most employees and for which we found some effective strategies worth sharing. [pic] [pic]