

EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESS IN TKMAXX

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ABSTRACT

The research is completely based on the TK Maxx the leading retailer organization situated in United States, European Union and United Kingdom. The focus is made on the process of recruitment and selection at TK Maxx and its influence on TK Maxx as an organization, as the author have claimed that recruitment is a type of process of finding the candidates for employment and encouraging the candidates to apply for the job in an organization whereas selecting the best candidate through various steps of screening for available place in an organization comes under the process of selection.

So the project will give highlights on the impact of recruitment and selection method along with methods of making it more efficient. But now every organization shares an idea of globalization so, the adoption of modern recruitment and selection process is very significant and effective. The project will emphasize on the various benefits of effective recruitment and selection process for TK Maxx along with that the highlight will also be motivated on the most effective recruitment and selection process for TK Maxx.

TK Maxx is the fashion retail store and has operations across United Kingdom, Germany, Ireland and Poland. TK Maxx is ranked as 10th largest retailer of fashion industry in UK, so being operating at such a large scale it becomes imperative for them to establish their recruitment and selection processes firmly. The detailed study is done on the recruitment skills that are followed in Company TKMaxx and their effect on the level of job satisfaction as well as employee relationship. The relationship between recruiters and their job seeker are very important to create the level of job satisfaction among subordinates and ultimately lead to effectiveness of the team and positive work commitment. This is a very important process for a company to develop their recruitment and selection practices because the number of TK Maxx workers in the stores is important and vital, so their recruitment & selection should be efficiently carried out.

INTRODUCTION

“Human resource planning process is a key success factor for any organization’s success. Certain practices, which are involved to make right number and availability of right kind of people, at right position and at right time, which all together works with the motive to achieve the goals effectively and efficiently (Anderson *et al* 2004)”. Recruitment process comes before selection and helps in choosing the right people to any organization that’s why it is considered as most important and key success factor. “There are basically the two most important function of human resource management (Polyhart, *et al* 2003)”.

Recruitment process is the practice of finding the right employee for employment and motivating or attracting them to apply for the jobs in an organization. “Barbian, J. (2001) stated that the main purpose of recruitment is to generate pool of talented employees and select best candidates out of them for an organization”. “It is constructive and positive process as it helps in motivating or attracting more number of employees to apply for particular job. It focuses on tapping different types of sources related to human resources (Anderson *et al* 2004).

Selection method is a way of choosing the most appropriate candidate through various steps of screening for vacant position in an enterprise. The idea of selection is to place the most suitable candidate at the right place at right time in an organization. Selection is known as a type of negative process because this process involves rejections of inappropriate employees. It conducts various tests and interviews in order to selecting the best suitable candidate for an unoccupied position. It involves service contract between employer and the chosen employee.

Both the Recruitment and Selection are main two steps in the employment process for an organization. Recruitment as well as Selection is immediate procedure and they both are imperfect without one another. These are the vital elements for an entire organization and they are different from each other. So, this project includes practical example to explain **Role of Recruitment and Selection Process in TKMaxx.**

TKMaxx is the fashion retail store and has operations across UK, Germany, Poland and Ireland. It is one of the tenth largest fashion retailers in UK. Along with retail store business TKMaxx is also expanding in cafe business by name of cafe Maxx. According to Barbian, J. (2001) as on now, TKMaxx is the UK's 4th ranking favorite retailer in fashion industry, is ranked as number 3rd for being the one of the favorite clothing retailer in United Kingdom and the UK's most favorite footwear retailer. TKMaxx have very good relationships with lots and lots of reputed and famous branded vendors and numerous owners around various different countries and all the buyers of the TKMaxx Company have right to take very quick decisions.

"In this research, as the researcher will go forward and will discover various techniques which are adopted by retail sector companies towards this effect. The author has chosen TKMaxx for studying and understanding recruitment and selection procedure. The main aim of this company is to accomplish long term organizational goals not only by fulfilling targeted top line but also employee satisfaction towards different levels of job (Gatewood, et al (1998))."

LITERATURE REVIEW

After thoroughly understanding about TKMaxx, its recruitment and its selection processes it has been found that TKMaxx follows structured recruitment and selection processes which makes TKMaxx a favorable place to work for. (This can be find out with the help of employee interviews and their satisfaction level)

TKMaxx is the fashion retail store and has operations across United Kingdom, Germany, Ireland and Poland. It is ranked as 10th largest retailer of fashion in UK. Along with retail store business TKmaxx is also expanding in café business by name of café Maxx. As on now, TKMaxx is considered as at number four in the list of most favorite retailers in United Kingdom, as well as in the industry of retailers in clothing TKMaxx is at third position and in fin the whole UK and it is assumed as one of the best and favorite footwear retailer in UK. They have direct contacts with thousands of reputed brand owners and vendors across various countries and their buyers have right to make quick decisions.

In above study of recruitment and selection process I was looking for any sort of changes at list during the preceding five years. Every year there are not much changes take place in recruitment and selection process for better result and production. It is such an industry where in every moment some innovation takes place. So the company needs some new skills to acquire the required fulfillment. Over the last couple of years the company is focusing more on print media, to give more chances to the fresher. This resembles that the TK Maxx recruitment policy, the companies needs for greater committed employee and also motive behind concentrating more on fresher, as it is the belief from companies' perspective to be working smartly with full enthusiastic employees. They are also updated with the current concepts, which are required in fashion and retail industry.

3. RESEARCH METHODOLOGY

For the solving of TKMaxx company case, research methodology is the best means to solve problems, as it is the systematic and organized way. A researcher required to design the methodology process, that means that the author (Psathas, 1999, pp.56-90) have framed the methodology by adding together the data of method, which discuss about the methodology that needs to be applied by the author. There is a probability that methodology differ from problem to problem. That is the why process of research methodology, involves various research process that take place along with the consideration about the reason at the back of the methods, which we apply (Potter, pp.765-889). Questionnaire has been designed and Quantitative methodology has been adopted.

Research Objective:

The core motive or the objectives of this research includes are the following:

- To evaluate the effectiveness of recruitment and selection process of TK Maxx.
- To analyse which practice of recruitment and selection are most operative or effective.
- To analyse how the practices affect organisational outcomes.

STEPS OF SAMPLING FOR TK Maxx

- Various steps are being followed for incorporating the sampling method of selection, which help the researcher in data collection.
- In the next step the problem is defined, which is the related in explaining the benefits of using the effective process of recruitment and selection in such a company, which is TKMaxx.
- Next following step is to find out the appropriate department in the organization, which are Top-level employees as well as the middle level employees in TKMaxx; so as included in the sampling method of selection in the entire study design.
- Selection of the employees is taken randomly, which is approximately a number of 40 in total and that number random number of employees includes the managers and assistant managers of TKMaxx as well as some executives from Human Resource Department.
- ⇒ Top and Middle level of employees – Total number of employees (N) taken randomly in TKMaxx = 40(Dale, 1988)
- ⇒ Convenience method of sampling: average of total randomly chosen employees which is $N/2 = 40/2 = 20$ employees
- ⇒ Selection of the Designation – nearly 3 employees was selected from each designation.
- So it is clear that a number of 20 employees from a total of 40 employees were taken into accounts, which were actually prepared and ready in the participation of the methodology of the survey (Dale, 1988).
- Then those 20 employees selected in the above step were being asked to give feedback by filling all the questions in the questionnaire and in the process of interviewing.
- The entire design of the research design was systematically conducted in a well-planned and organized manner.
- For both the methods of sampling that is systematic sampling and convenience sampling the equal importance would be given to them.

PROBABILITY OR RANDOM SAMPLING:

Probability sampling is also stated as random sampling. "It can be defined as the method of sampling used in the researchers report for data and information collection, because probability sampling fully depends on the probability, so the method used for this sampling is systematic sampling (Fielding, 2006)." **SYSTEMATIC METHOD OF SAMPLING:**

As compared to the random or probability method of sampling in which the selection of various entities are fully independent from each other entity. In case of systematic method of sample selection each and every unit or entity depends on the selection of the proceeding entity. The time and cost associated with it is relatively low. Having a large size of sample size is very simple and easy to use. Here, as depending on the number of samples needed it is quite easy to scientifically find out the intervals of sampling interval. Once the interval is determined then random selection of items are ensured. Systematic sampling method is also called as quasi-random sampling. Hence, this method is very simple as well as easy to adopt.

CASE ANALYSIS

4.1 Analysis of Questionnaire:

The analysis of the Questionnaire was totally depending on the primary data as fifty respondents were chosen on the origin of random sampling as well as convenient sampling. The entire chosen respondents are the employees of the company TK Maxx, top and middle level employees. The numbers of questions that are included in the questionnaire are fifteen and basic purpose behind these questions is to understand the Effectiveness of Recruitment and Selection process in TK Maxx Company. The questionnaires were either e-mailed to respondents or they were personally invited to fill the questionnaire. The analysis of each of these questions, that respondent have answered according to their choice are shown below.

1. Which type of industry does your organization contribute in?

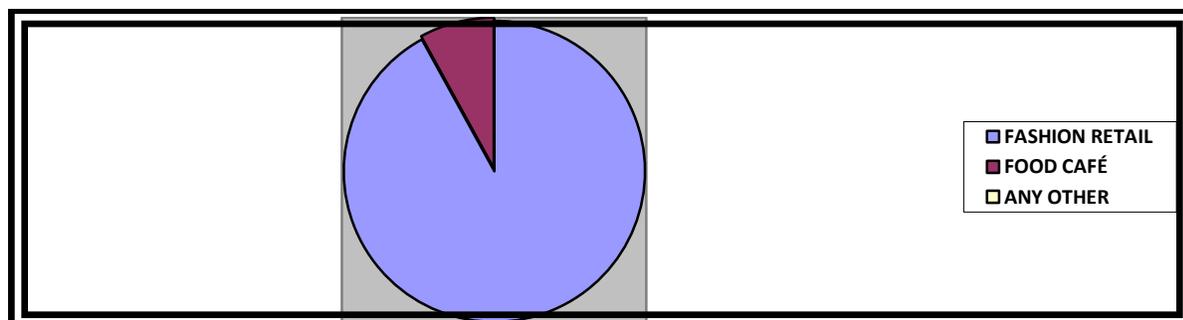


Figure 1

When it was asked, the industry your company TK Maxx belongs to, then 92% of the staff responded to fashion retail sector and 8% responded to food café. This shows that TK Maxx has more hold on fashion retail industry then on food café.

2. What is average age staff you employ?

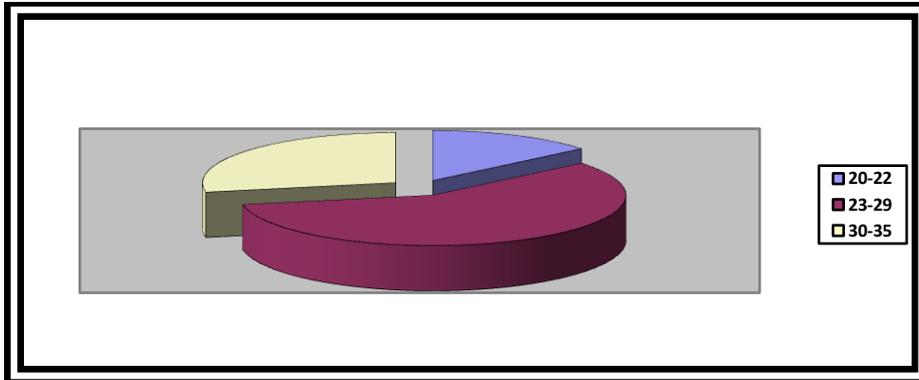


Figure 2

The respondents participating in a questionnaire were asked about the average age of employees of the company TK Maxx. 14 percent of the people responded between 20 to 22 years of age, 58 percent responded between 23 to 29 years of age and 28 percent responded between 30 to 35 years of age. Hence, we can see that majority of people responded the age between 23- 29 years, which means most of the people who are young and belongs to mid twenties where they have to actually start with their career prefers TK Maxx Company.

3. What amount of percentage of your staff is low education skilled or highly education skilled or unskilled?

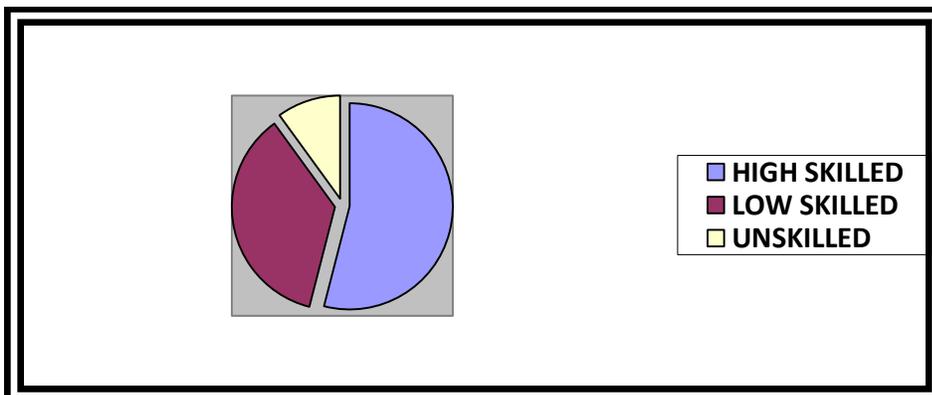


Figure 3

When respondents were questioned about the type of workforce in the TK Maxx Company, then 54 percent of people responded highly educated skilled workforce, 36 percent responded less educated skilled workforce whereas 10 percent responded unskilled workforce are there in the company. Thus, we can say that TK Maxx prefers mostly the skilled and trained staff for their organization.

4. On what basis employees work in Organization.

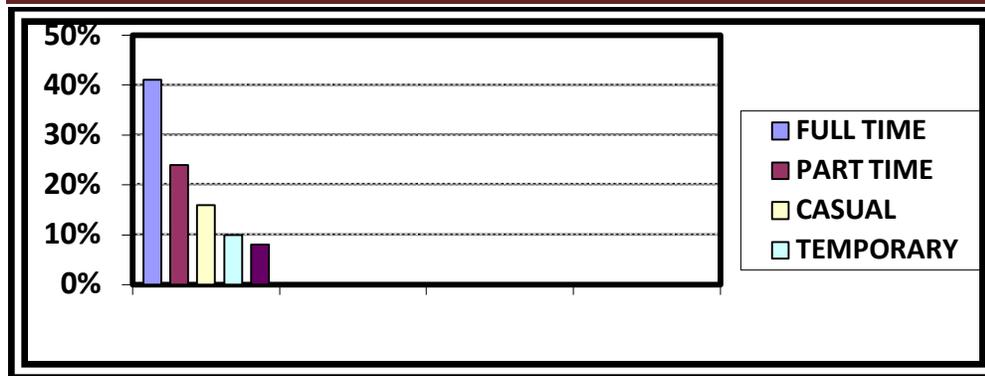


Figure 4

When respondents were questioned about the percentage of employees that were recruited in an organization were full time, part time, casual, temporary, or on a contract basis. It was analyzed that 42 percent of these respondent were full time this means that the highest percentage of employees enjoy working in Takmaxx on full time basis, 24 percent were part time they work half of the time as compared to the full time but there work is regular it is not halt in between, 16 percent were casual, 10 percent were temporary, and 8 percent were on contract basis. Thus, we can see that TK Maxx prefers all types of employees while the percentage of full time is high and for contract basis is low.

5. How would you rate yourself as an employee working in Takmaxx about the working condition?

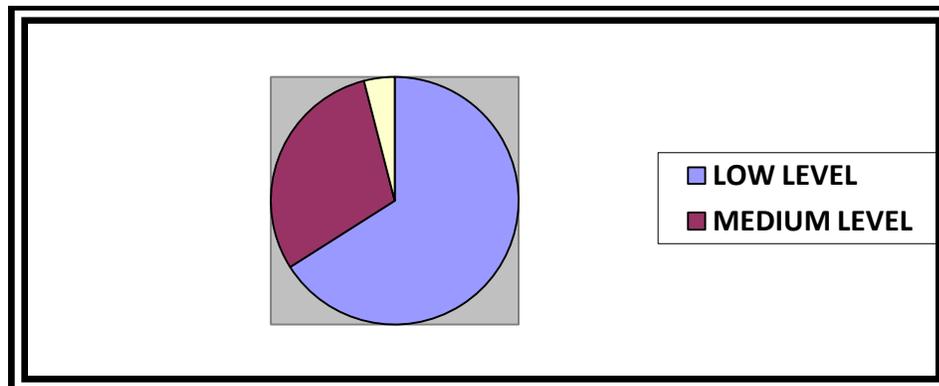


Figure 5

When asked about the working condition of the employees it was found that only 4 percent of respondents answered they are delighted with the services where as 30 percent of employees responded that they are moderate neither they are unhappy nor they are very happy while working in Takmaxx on the other hand it was found that 66 percent responded are satisfactory while working in TakMaxx.

6. How would you rate the turnover of the Staff?

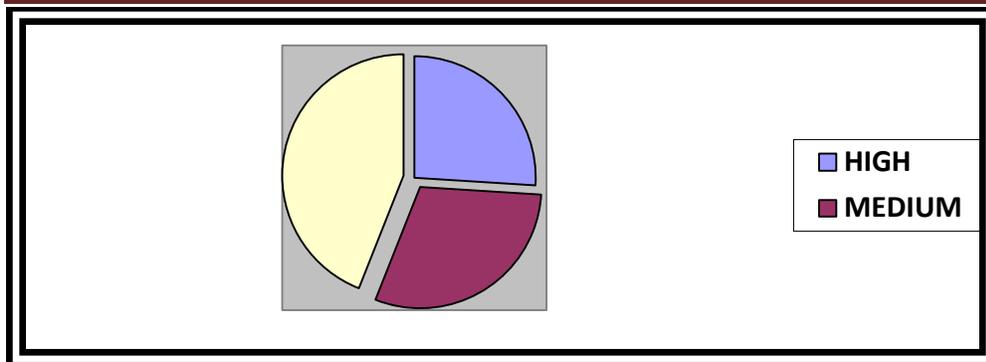


Figure 6

When respondents were questioned about the turnover of staff in their company, 26 percent of employees responded there is high turnover rate, whereas 30 percent of employees responded there is medium level of turnover in an organization and 44 percent responded there is low level of turnover rate in an organization. Thus, we can see that majority of people responded low turnover rate which means employees are more satisfied with their job in TK Maxx Company.

7. Do you think Recruitment is positive process and selection is a negative process?

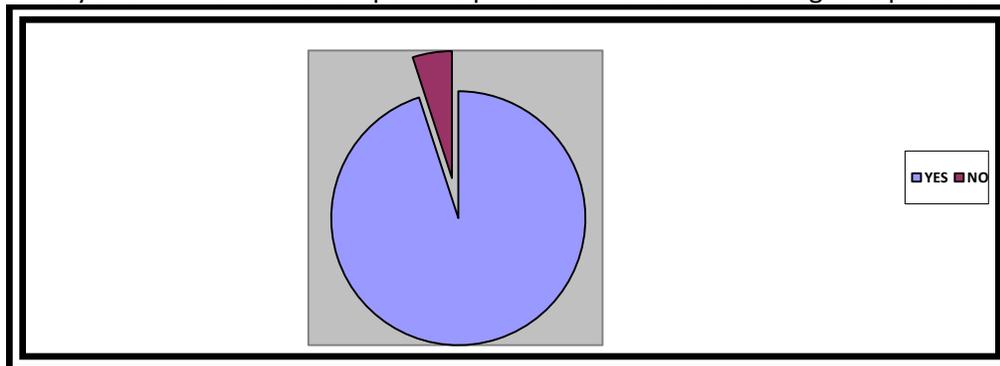


Figure 7

When it was asked concerning the recruitment and selection guidelines or policies of an organization, then 95 percent of respondents answered 'YES' they believe recruitment is a positive process whereas 5 percent responded believe there is no difference at all between recruitment and selection policies. Hence, we have analyzed that TK Maxx follows actual recruitment and selection practices in order to employ staff as majority of employees of TK Maxx have found a difference in recruitment and selection processes.

8. Which department is responsible for recruitment in the organization?

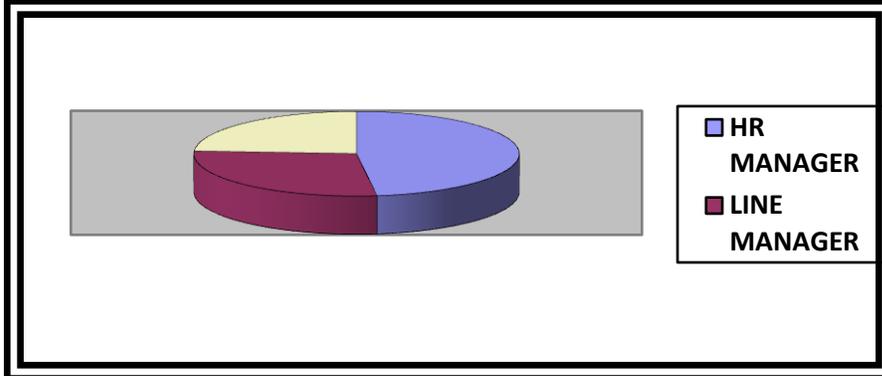


Figure 8 When the respondents were asked about the department who answerable for recruiting employees for an organization, 48 percent responded HR Manager which means the higher management takes initiative maximum in the Takmaxx in the recruitment process, on the other hand it was found that only 28 percent responded Line Managers, 24 percent responded Store Managers. Therefore, the more responsibility of recruitment is in the hands of HR Manager.

9. Who is responsible for selection in the organization?

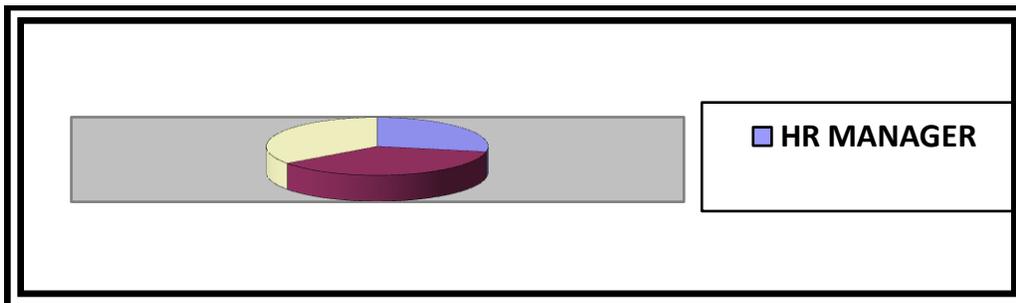


Figure 9

When respondents were asked about the people who are responsible for selection in an organization, then 28 percent people responded HR Manager, which means like not other company same department shares the recruitment as well as selection process, 37 percent responded General Manager and 35 percent responded Vice President. Hence, we have analyzed that mostly General Manager and Vice President are more responsible for selecting the employee for their company whereas HR Manager is more responsible for recruiting employee for an organization

10. Which sources of recruitment do you follow?

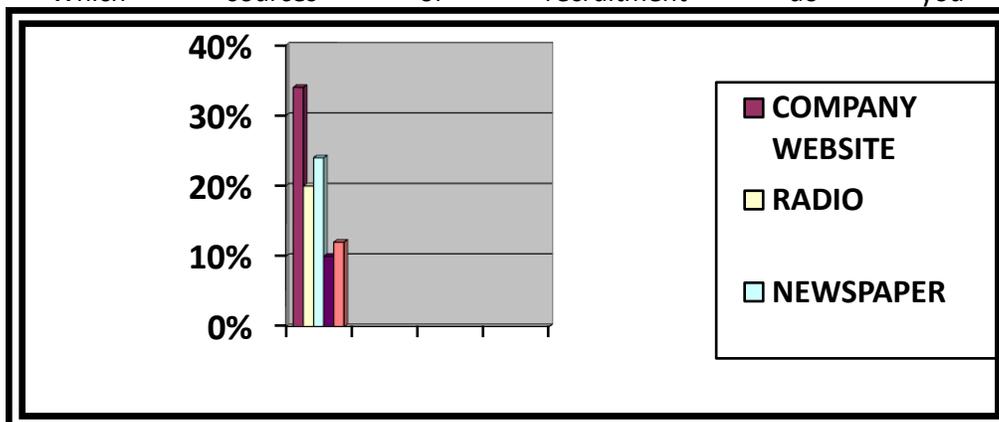


Figure 10

When respondents were asked about the sources of recruitment they follow, 34 percent of respondents answered company’s website, 20 percent answered they follow radio advertisement, 24 percent answered they follow newspaper, 10 percent answered employment consultant and 12 percent answered recruitment agency. Thus, we can see that, as IT is growing so most of the people also prefer searching jobs online as it is cost and it is not at all time-consuming.

11. For how many positions do you do recruitment and selection in a year?



Figure 11

When asked regarding the recruitment and selection done for various position in an organization, 25 percent of the people responded between 50 to 100 employees were recruited whereas 34 percent of the people responded between 100 to 200 employees and 31 percent responded according to the requirement of the company recruitment and selection is done.

12. How often are job performances reviewed?

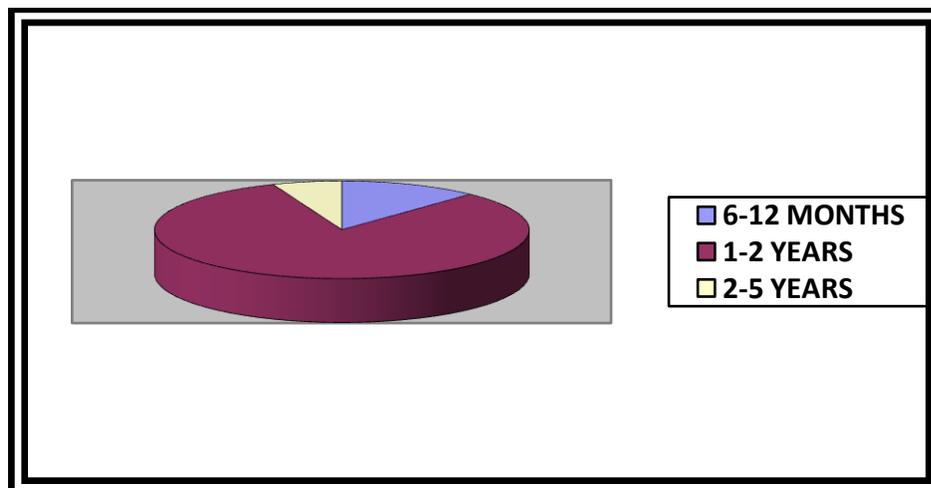


Figure 12

When asked regarding the job performance appraisal the purpose it is there is a need of new employee in the organization or if the existing employees performances are not met so there is a need to employ more knowledge based employees, 12 percent of the people responded after every 6 to 12 months performance is reviewed, 82percent responded after every 1 to 2 year and 6 percent of people responded after every 2 to 5 years performance is reviewed of employees working in an organization. Thus, we have analyzed that mostly after every 1 to 2 years, the performance of employees are reviewed in TK Maxx Company, as it is compulsory for the growth of the organization.

5 CONCLUSION

This paper will provide the conclusion of all the previous findings of this research basically on the effectiveness of recruitment and selection. Section 5.1 is totally devoted for the study of the contribution and assessment of the various implications of all the concluded findings obtained through the research. Section 5.2 is however assigned for giving not only the appropriate recommendations but also the proper suggestions to help in continuing the further research.

At the outset, the objectives were to analyze the overall recruitment and selection process at TK Maxx. The entire thesis report has been effort to do just that the insight obtained has been helpful in undertaking what makes the fashion retail industry happening.

5.1 Analysis of contribution

This research aimed at defining and explaining the effectiveness of recruitment and selection process at TK Maxx Company. The study attempted to examine how HR professionals and employees at various levels conduct and perceive recruitment and selection process and the effect it gives on overall accomplishment of goals of TK Maxx. It also tried to find out what could be best recruitment and selection process for TK Maxx and what innovation can be done into that.

So, “we can see that in one side, a number of studies on recruitment and selection proposes that the effective processes of recruitment and selection can always contribute to the formation of competitive advantage in long term by the integration of various functions of Human Resources with proper planning and processes (Hendrickson 2003).”

However, “all these researches or studies could not actually address the position if HRM in any of the recruitment and selection process. But instead on the other hand, different strategic improvement areas have been recognized. These include better way of communication, diversification of business, learning in the place of work, career management and the human capital accumulation (Sparrow and Hiltrop, 1994: 25 cited in Morley et al., 2006; Beer et al., 1984; Keep 1989).

The most vital and critical asset of any organization is its human element. While viewing a closer perspective we can say that -it is the foremost important and significant quality of the entire asset of the company that sets it different from the other competitive companies, this important element is responsible to bring the company’s vision into completion.

Thus, one can easily get the strategic implications that the workforce plays a significant role in determining the prosperities of a company. This is the place where the corresponding roles of Recruitment and Selection method come in. The role of these different aspects in the current organization is an issue on which the experts have to focus, considered and planned.

The principle of recruitment can be assumed as 'the exercise of appealing as much as candidates as possible for particular the jobs'. The face worth of this definition is what supported recruitment actions in the past decades. But now days, however, the complete stress is only on matching the organization's goals and objectives with that of the each and every employee's. This is the priority of a company by doing this they simply safeguards its interests and standing. After all, the satisfaction of the employees implies to stability of employees, which is very important to make sure the success of any organization to achieve the credibility and reliability of performance.

The required result of a whole recruitment process is basically a pool of candidate. After the recruitment process, the most important step is in the Human Resource process is the selection of eligible, capable and skilled person. As such, this method is totally concentrates on distinguishing between candidates with regard to recognize and hire those persons whose capabilities are steady with the company's necessities. In the end, this research action is to present an inclusive image of Recruitment and Selection and hopes to allow the reader to gain the numerous workings involved.

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