

CAPACITY BUILDING AS A NEW TEMPLATE FOR DIAGNOSING, ASSESSING AND IMPROVING RECRUITMENT AND SELECTION ACTIVITY: AN INDIAN CASE STUDY

Dr. N. R. Aravamudhan

Dr. R. Krishnaveni

*) Assistant Professor, Department of Management Studies, Mahendra Institute of Technology, Mallasamudiram, Tamilnadu, India, Email: mukundsalem@gmail.com

***) Professor, Department of Management Studies, PSG Institute of Management Coimbatore, India, Email: krishnavenirm10@gmail.com.

ABSTRACT

Purpose

The purpose of the paper is to apply "Capacity Building" as a template for diagnosing, assessing and building the recruitment & selection capacity in an organization.

Design/methodology/approach

This study adopted a purposive sampling with regards to the selection of the organization. The respondents (N=100) were drawn from a leading automotive manufacturing company at Irungattukottai, SIPCOT, Kanchipuram. Almost all the middle level managers in the organization participated in the survey.

Findings

Using POET tool, raw standardized and scaled capacity and consensus scores were calculated and the resultant scores were mapped on the GRID for assessing the various capacity areas of Recruitment and Selection activity

Practical Implications

The results of the study would help automotive firm to identify the capacity lag areas and take steps to close the gap. Similar firms can treat the capacity and consensus scores of the sampled organization as a benchmark score and ensure that they are able to accomplish benchmark scores. Besides, the paper offers immense scope to extend the capacity building exercise to other HRM activities or functions of the organization and to the organization as a whole.

Originality / Value

Capacity Building, per se is widely practised in non-profit sector. An attempt is made to apply the concept of capacity building to the for-profit organizations. POET tool used widely by non-profit organizations is customized to fit the 'for-profit organizations'.

Key Words: *Capacity Building, Recruitment and Selection, POET tool, Capacity and Consensus*