UNIVERSITY OF WALES TRINITY SAINT DAVID

HUMAN RESOURCE AND MANAGEMENT (BMMB7007)

Student Number: 2227499

Name: Divya J Modi

Tutor: James Morre

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Introduction

Human resource management and planning is a crucial component for a growth and success of the organization in the long run. There are certain method which should be followed by every organization to ensure that it has right type of people working for them at the right place which they deserve and at the right time too, so that organization can achieve required growth and planned objectives successfully. The key objectives of Human resource department are planning, recruitment and selection procedures, training and skill development, performance appraisal and retention process. For the better growth of an organization each objective requires a special attention to be given and proper planning and implementation are the key factor for the successful implementation of HR polices.

This report is prepared to put focus on the recruitment and selection process of one of the software giants in the international market , Infosys. This report includes requirement and purpose of Recruitment, Evaluation of recruitment and selection process, sources of the recruitment through which organization gets suitable applicants. Analysis and evaluation of these factors will give an idea about the recruitment and selection process and approaches to be followed during selection process to hire a right person for right job. This report mainly focus on Recruitment ,Selection and Onboarding process of Infosys.

Context of Infosys

Infosys Technologies Limited is an information technology (IT) service Provider Company based in India. It is one of the biggest IT companies in India with 346K employees as of 2022. (Infosys, 2022) It is providing its IT services not only in the Indian market but also in the international market with clients in 22 countries. The Company is known for its quality practices for HR practices. Infosys is always looking for hiring the best talent from across the country and abroad. It follows strict selection and recruitment process.

Reason for Selecting Infosys

Infosys is a software development and IT service provider company so it needs highly skilled human workforce for the quality services. Infosys is operating in more than 22 countries so it needs diversified workforce for its clients at various locations. It needs workforce with technical skills and non-technical skills too to manage this workforce. With huge current employee numbers of 346K in 2022 it is challenging job to recruit and retain new workforce with similar or better skills so Infosys is a best company to study human resource management techniques.

Priority area for Human resource for Infosys is Recruitment, selection and On-boarding because if proper recruitment and selection procedure is followed company will hire bright and deserve candidates for joining the existing workforce. (Mehta, 2011) Rest of the human resource area of concerned like managing equality and diversity, performance management can be taken care at the later stage after hiring right person for the right job. (Šukalová, 2020)

Recruitment and selection

Hiring the right person for your business may be the most important part of your job. Effective recruitment and selection processes plays vital role in the growth of the organization especially in software service sectors. (Bans-Akutey, 2022) These procedures are suitable for the appropriate person with the appropriate work permit. So everything starts and ends there. On-boarding is a great opportunity for employers to win the hearts and minds of new employees. On-boarding is a very crucial time period while new employees decide to compel or leave a job in the future.

The Infosys launched a new policy called iRace, (ICMR, 2011) which is used to retain employees and asks employee to spend a particular number of minimum years with the organization, promotion will be decided after these particular criteria. Problem with this policy was that the measuring component is time and not quality of work done by the employee.

Recruitment and selection are most important factors of human resource management. Recruitment is the first step towards the selection and support selection process to hire a right deserving candidate for the organization. It is an important process which helps to decide the valid sources of potential workforce which satisfy the requirement of the staffing need of the

organization. (Gomathy, 2022)If organization want to hire quality manpower in sufficient numbers then recruitment process should be done properly so that final selection will be of high quality.

Human resource departments adopt different methods for the recruitment, selection, training and retaining employees to achieve set goals by the top management of the organization. These all processes are necessary to confirm that an organization is hiring the deserving persons to give boost to the growth of a company and improve its brand by their usefulness. The organization can accomplish its objectives and goals and have a competitive advantage in the modern market if human resource management department works efficiently. Human resource department must take the right decision while doing recruitment and final selection. Selecting proper method of recruitment is vital too for having quality final hiring.

Recruitment Process of Infosys

Infosys has got the most efficient and well -structured recruitment process. They are hiring their staff from various branches of Engineering without any distinction of type of branch because Infosys hires for providing services in various sectors like Information technology, Business Process outsourcing (BPO), Knowledge process outsourcing (KPO) and software development and testing. (Panigrahi, 2016)

Sources of recruitment

Recruitment is defined as a process of pinpointing and encouraging probable candidates to apply for existing job or anticipated employment openings in the organization. (Kamran, 2015)

Campus Hiring

Infosys is the company of choice for campus recruitment programs in most major engineering institutes such as IITs, NITs and private engineering colleges in India also includes top management colleges like Indian Institute of Management. Senior managers actively take part in the process of selecting and recruiting deserved candidate for the growth of the organization. Infosys hires bright, young and talented leaders for the company from the campus. This process is used to hire fresher graduates or masters students so it is necessary to give training to them to work as per the sta and method of the company.

Infosys have a special internship programs for engineering and management graduates and PhD students which is called ‘InStep’. (Infosys, 2023) Interns are selected from top academic

institutions like IIT and IIM in India and from the top institutes of the specific geo locations of the branch. During internship Infosys give opportunity to work on top level projects with quality resources so deserve people can be hired if performance is good at the internship level.

Internal Source

Another approach adopted during selection and recruitment is internal sourcing. In this approach, entities are selected internally within the organization considering their skills and interests on the novel position. It is most common approach preferred by Infosys HR departments because a individuals who have already worked with the company so can have the right level of understanding of organizations goals and strategies. This approach is adopted by Infosys for getting position for the top management and team leaders. One of the key challenges using this method is that person with same experience and position may considered as a partiality when someone with same position and experience. It may create toxic work environment especially when promotion is given. It is very crucial for HR department to select internal source very carefully so that dispute between employees and top management can be avoided.

External Approach

In this approach of selection and recruitment Infosys use job advertisement using online job boards, newspaper and using online platforms to launch requirement advertising. An external method can be used to bring a new candidate with lesser or vast experiences is needed from another company. When the position cannot be filled by internal source or campus interview for fresh candidates, this is the best approach to be followed. The challenge using this method is that the cost of advertising, interview schedule , background checks and training is there so it is only used for the specific top management or top developers position which are not possible to filled using internal approach. Infosys uses this approach only for the top management and team leaders position when new technology or new services are to be developed.

Selection Process

After choosing potential candidates by any of above mentioned methods, the next step is to interviewing them and finally selection. First step in selection process is to evaluate the abilities of the candidate reasoning, and knowledge skills including capability to work with the

organization within the existing environment. Written test is conducted to check the reasoning skills and knowledge. In the next stage Personal Interview is conducted, in the interview behavioural personal assessment and oral interview is conducted, for the technical position technical skills are also checked with the technical oral and practical interview. Candidates who are eligible as per the requirement of the organization are selected for the background check and psychological testing. Finally physical examination is done for the checking physical abilities of the candidate. After this stage, the organization approves internal processes to integrate candidate into the body of the organization.

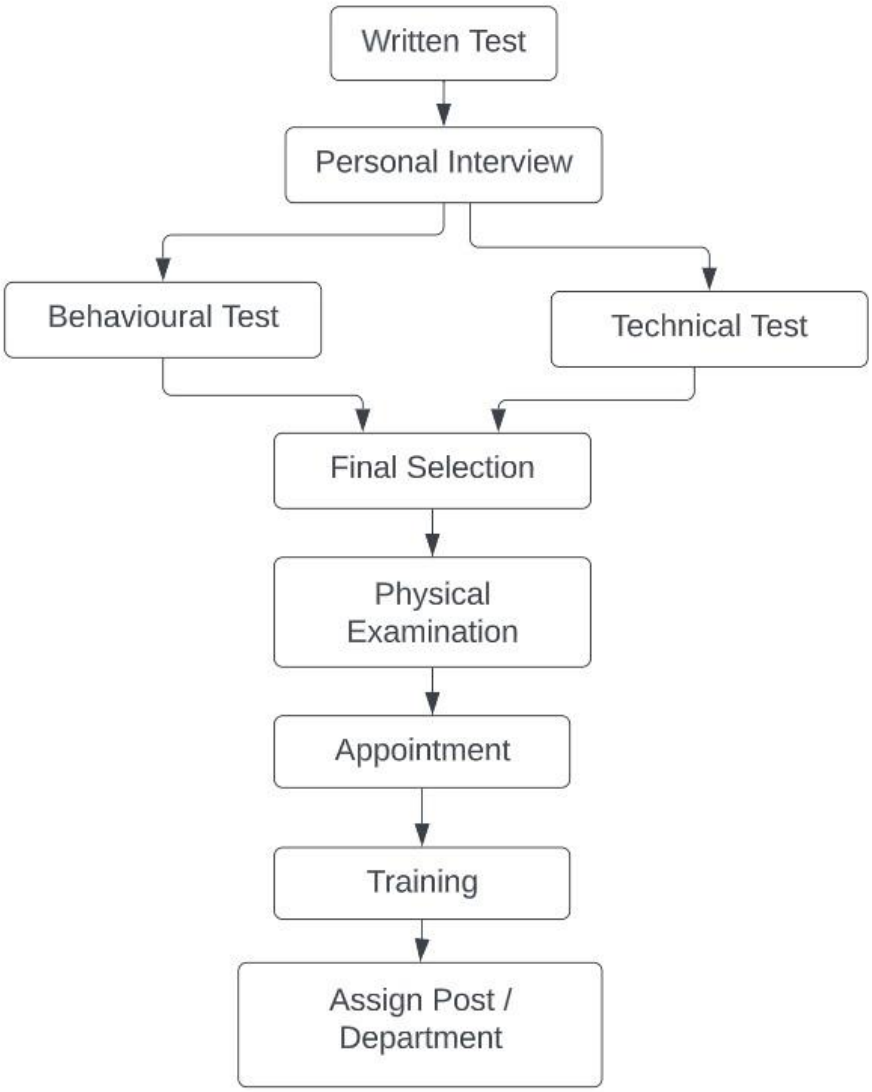


Figure 1 Selection Process of Infosys

On boarding

Onboarding process of Infosys is very vital for fresh recruitments as this is the period between selection and joining a team. Infosys using Launchpad application for better Onboarding process by providing quick update of the status to the new recruitments. During covid-19 pandemic situation Infosys even launched virtual Onboarding which helps to start and do the assigned tasks using work to home culture. Onboarding process of Infosys generally take 3 months and it is the period which affects training and personal development as well as future retention process of the employee.

Training and Personal Development after Selection

Training after the fresh recruitment is very vital part of human resource management in these even experienced recruitments is also trained to work with the environment of the Infosys. (Chenji, 2021) The training will provide assistance to the employees to shape themselves to the assigned roles.

Program of training in Infosys is well designed and empower employees to expansion of their existing knowledge and give practical work environment experience. Infosys have developed a training center in Mysore to provide training to the fresh recruited employees. Infosys also have a special training program when there is a sudden new projects with complex requirements are there. Before starting a complex project team is prepared for working with proper training.

Infosys use technology to provide training. Virtual Classroom are used to provide training so that additional training cost can be avoided. Such sessions are delivered by the experts of specific field and high qualified educators from the remote location. This remote learning method will enable the employees to develop their professional and personal skills and it would help to grown organizations performance.

Retention Policy

Retention of human resources is critical for the company's success, (Abdulai, 2019) and the following are some key factors to consider when evaluating Infosys' human resource retention strategy:

Employee engagement is vital for retention, and Infosys has implemented many initiatives to promote engagement which includes regular feedback from the employees and, mentorship programs. Infosys places a strong emphasis on career development and offers employees a range of training and development opportunities, including leadership programs, technical training, and professional certifications. The company also provides opportunities for employees to work on innovative projects and collaborate with colleagues across the globe, which can help to enhance their skills and experience.

Infosys identifies the importance of work-life balance for the employees. It provides wide range of programs for the employees to make them feel balance in their professional and personal lives. Infosys gives flexible work hours, paid leaves parental leaves.

Infosys has made substantial steps in promoting diversity and inclusion at its workplace, with a particular focus on gender diversity and equality. The company is hiring more numbers of female in top management roles and launching programs to support the recruitment and retention of women in the technical groups.

Overall, Infosys' human resource retention strategy appears to be comprehensive, with a focus on employee engagement, career development, work-life balance, and diversity and inclusion.

Recommendations

Emphasize diversity and inclusivity: Ensure that the recruitment process is inclusive and diverse to attract the best candidates from a wide range of backgrounds. This could include posting job openings on diverse job boards, using inclusive language in job descriptions, and having a diverse interview panel.

Utilize technology: Utilize technology to streamline the recruitment process. This could include using applicant tracking software, virtual interviewing tools, and online assessments to help with candidate selection.

Foster a positive candidate experience: Create a positive candidate experience by communicating regularly with candidates, keeping them informed of the recruitment process, and providing timely feedback. This will help to create a positive impression of Infosys and make candidates more likely to accept job offers.

Conduct thorough background checks: Conduct thorough background checks to ensure that candidates have the necessary qualifications and experience for the position they are being hired for. This could include verifying education and work history, checking references, and conducting criminal background checks where applicable.

Provide comprehensive Onboarding: Provide comprehensive Onboarding to new employees to help them feel welcome and to get up to speed quickly. This could include providing an orientation to the company culture, introducing new employees to their co-workers, and providing training on company policies and procedures.

Overall, focusing on diversity and inclusivity, utilizing technology, fostering a positive candidate experience, conducting thorough background checks, and providing comprehensive Onboarding will help to ensure that Infosys recruits and retains top talent.

Conclusion

The human resource of organization is the one of the most crucial aspects for the growth of an organization. It is the quality of human resource which gives competitive advantages in a business to them. Recruitment and Selection are most crucial for getting right workforce for right job and right place. In the efficient recruitment process attracting more quality applicants as possible so that selection can be done for the best one from the many good one. By making recruitment and selection a priority human resource factor organization can achieve good growth. If workforce is of high quality it ensures that an organization has credible and reliable performance. The selection of qualified and competent people from applicants is vital in order to identify and those individuals whose abilities are consistent with the organization's requirements. Retention polices are vital too because if employees work for the long term then it will be beneficial for the company as frequent fresh recruitment need additional cost of training. So finally we can conclude that Recruitment , selection and on-boarding are key factors for the organization to get good growth in business and training of new employees and employee satisfaction plays very vital role in human resource management.

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