**“An Analysis of Recruitment and Selection Process at DABUR Ltd”**

**Submitted By**

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**Abstract**

As in case of any other functional area like marketing, production or finance, the work personnel department has also to be planned. Planning in the personnel area is mainly concerned with crystallizing from where the right type of people can be secured for future anticipated vacancies.

Manpower planning is the process by which management determines how the organization should move from its current manpower position to its desired man power position. Through planning, management strives to have the right number and the right kinds of people, at the right places, at the right time, doing things, which result in the growth and success of both- the organization and the individual. The manpower planning is one of the basic steps in the recruitment and selection procedure.

Recruitment and Selection is the process wherein the organisation finds the best candidate among the vast array of candidates. The function that locates the sources wherefrom the required human resources can be available and to attract them towards the organisation is known as recruitment.

Selection can be defined as the process wherein the organisation has to select a small lot of people who are useful to the organisation in terms of their capabilities and their qualifications. The main aim of organisation at this stage is to have a well-equipped manpower efficient enough to handle all the tasks gracefully.

This project entitled "Recruitment and Selection in Dabur India Ltd (DIL)" aims at studying the recruitment and selection procedure undertaken at this ever growing organisation. The project gives a brief idea as to how the whole process works. Every 7 organisation has different policies, at times unique and it is very rare that the policy of one organisation matches to the policies of another organisation.

It is true that the success of any organisation depends upon the old dictum: right person for the right job. At the same time it is all the more important to have right and tested combination of recruitment and selection policies to attract, select and appoint a desired lot and replenish it from time to time. The transformation from a family concern to FMCG industry has tested the recruitment and selection policies and the organisation. The sustainability and success of this living legend over hundred years has proved that the strategies adopted by this multinational are true to its needs and requirement. DIL has a strong work force of 2,500 employees.

DIL has succeeded over hundred years because it still follows the basic dictum and is being guided by the vision and the age-old the principles which are followed religiously.

# **Introduction**

**Overview of Dabur India Pvt Ltd**

Established in 1884, Dabur India Pvt Ltd has evolved into a trailblazer in the consumer goods industry, boasting a rich legacy spanning over a century. With a robust foothold in the market, Dabur has emerged as a beacon of trust and quality, synonymous with natural healthcare, personal care, and food products.

Dabur's extensive product portfolio is a testament to its commitment to holistic well-being. From Ayurvedic remedies to modern wellness solutions, Dabur caters to a diverse range of consumer needs, offering products that resonate with the ethos of purity, authenticity, and efficacy.

At the heart of Dabur's success lies its unwavering dedication to innovation. The company's relentless pursuit of excellence has led to the development of groundbreaking products that have redefined industry standards. Leveraging cutting-edge research and development, Dabur continuously strives to introduce pioneering solutions that address evolving consumer preferences and emerging market trends.

Dabur's market presence is not confined to its home turf in India but extends across the globe. With a strong international footprint spanning over 100 countries, Dabur has successfully penetrated diverse markets, earning the trust and loyalty of millions of consumers worldwide. Through strategic partnerships and localized offerings, Dabur has tailored its products to cater to the unique needs of different regions, thereby solidifying its position as a global leader in the consumer goods segment.

Central to Dabur's ethos is its unwavering commitment to sustainability and social responsibility. Embracing environmentally friendly practices and ethical sourcing, Dabur endeavors to minimize its ecological footprint while positively impacting communities at large. From sustainable sourcing of raw materials to initiatives aimed at empowering local communities, Dabur remains steadfast in its mission to create a better world for future generations.

Dabur India Pvt Ltd stands as a beacon of excellence in the consumer goods industry, renowned for its extensive product portfolio, innovative prowess, and unwavering commitment to holistic well-being. With a global presence and a legacy of trust spanning over a century, Dabur continues to redefine industry norms and set new benchmarks for excellence in serving millions of consumers worldwide.

# **SWOT Analysis**

The following SWOT Analysis looks at Dabur India which is operating in FMCG industry. The Analysis shows Dabur India’s Strength, Weakness, Opportunities and Threats. The SWOT Analysis will give you a clear picture of the business environment Dabur India is operating in at the present time.

**STRENGTHs**

The strengths of a business or organization are positive elements, something they do well and is under their control. The strength of a company or group and value to it, and can be what gives it the edge in some areas over the competitors. The following section will outline main strengths of Dabur India.

• Dabur India limited is the century old company

• Well established brands in Dabur India

• High quality machinery, staff, offices and equipment ensure the job is done to the utmost standard, and is strength of Dabur India

• Leader in Herbal digestive where the product has 90% of the market share.

• Ayurvedic/Herbal product line.

• Product development strength.

• Strong distribution network.

• Extreme supply chain.

**WEAKNESS**

Weakness of a company or organization are things that need to be improved or performed better, which are under their control. Weaknesses are also things that place you behind competitors, or stop you being able to meet objectives. This section will present main weaknesses of Dabur India.

• A serious weakness for Dabur India is the fact their products/services are of low quality, meaning people will have better quality substitutes.

• Not reducing cost in the same way as their competitors/’means Dabur India is outlaying mor of their profits. Having higher cost then competitors is a major weakness.

• Over-pricing, setting to high prices for Dabur India products/services makes them uncompetitive, which is a major weakness.

• Seasonal demand (like chayawanprash in winter)

• Low penetration (Chayawanprash)

**OPPORTUNITIES**

Opportunities are external changes, trends or needs that could enhance the business or organization’s strategic position, or which could be of a benefit to them. This section will outline opportunities that Dabur India is currently facing.

• Extends Vatika brand to new categories like skin care & body wash segment.

• Untapped market (chyawanprash)

• Market development

• Southern India market.

**THREATS**

Threats are factor which may restrict damage or put areas of the business or organization at risk. They are factors which are outside of the company’s control. Being aware of the threats and being able to prepare for them make this section valuable when considering contingency plans and strategies. This section will outline main threats Dabur India is currently facing.

• Competition in the FMCG sector from well-established names.

• Substitute products available on the market present a major threat to Dabur India.

• Consumer lifestyle changes could lead to less of a demand for Dabur India product/services. • Existing competition (like Himani, baidyanath,and zandu for Dabur chayanwanprash and marico, keo karpin, HLL and bajaj for vatika hair oil )

• New entrants in the market

# **RECRUITMENT AND SELECTION**

**RECRUITMENT**

Recruitment and selection are the most important functions in an organisation because with the help of these functions the management selects the best available candidate from a batch of them. The organisations, in this growing competitive world, need to have the best of the manpower so as to have an edge over its competitive. According to Filippo, "Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation."

In the words of Yoder, "Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measured for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."

The recruitment needs can be classified into-

• Planned: Planned need arises from changes in the organisation and retirement policy. These occur due the expected changes in the organisation so the management can make a proper policy for it.

• Anticipated: Anticipated need refer to the movements in personnel which an organisation can predict by studying the trends in the internal and external environments.

• Unexpected: Resignations, deaths, accidents and illness result in to the unexpected needs.

**SELECTION**

Selection is the process of choosing the best candidate out of the all the applicants. In this process, relevant information about the applicants is collected through a series of steps so as to evaluate their suitability for the job to be filled. It is the process of matching the qualifications with those required for the job so that the candidate can be entrusted with the task that matches with his credibility. It is a process of weeding out unsuitable candidates and finally identifying the most suitable candidates.

This process divides the candidates into two categories-the suitable ones and the unsuitable ones. The suitable people prove to be the asset for the organisation. Selection is a negative process because in this process the management tries to minimise the number of people at each step so that the final decision can be in the light of all the factors and at the end of it best candidate is selected. Selected candidate the has to pass through the following stages-

• Preliminary Interview.

• Application Form.

• Selection Test.

• Selection Interview.

• Physical Examination.

• Reference Check.

# **Objectives and Scope of the Research**

**Objectives of the Research:**

1. **Evaluate the Effectiveness of Recruitment and Selection Practices at Dabur:** The primary objective of this research is to assess the efficacy of the recruitment and selection processes currently employed by Dabur India Pvt Ltd. This involves conducting a comprehensive analysis of various aspects of the recruitment and selection lifecycle, including sourcing strategies, assessment methods, and onboarding procedures. By evaluating the effectiveness of these practices, the research aims to identify strengths, weaknesses, and areas for improvement within Dabur's recruitment and selection framework.
2. **Identify Key Success Factors and Challenges:** Another objective is to identify the key success factors that contribute to the effectiveness of recruitment and selection practices at Dabur, as well as the challenges and obstacles that hinder optimal performance. By understanding both the strengths and weaknesses of the existing processes, the research seeks to provide actionable insights that can inform strategic decision-making and drive continuous improvement efforts.
3. **Suggest Improvements and Best Practices:** Building upon the findings of the research, the objective is to propose practical recommendations and best practices for enhancing recruitment and selection practices at Dabur. These recommendations may include changes to recruitment strategies, adoption of new technologies or assessment tools, improvements in candidate experience, and enhancements to diversity and inclusion initiatives. The aim is to provide actionable insights that enable Dabur to optimize its recruitment and selection processes and remain competitive in attracting top talent.

# **Literature Review**

**Theoretical Foundations:**

1. **Resource-Based View (RBV):** The RBV posits that a firm's resources, including human capital, are critical determinants of its competitive advantage. Within the context of recruitment and selection, the RBV suggests that attracting and retaining top talent can confer a sustainable competitive edge by enabling organizations to leverage their human resources to innovate, adapt to market changes, and outperform competitors. This theory underscores the strategic importance of recruitment and selection in building and maintaining organizational capabilities that drive long-term success.
2. **Human Capital Theory:** Human capital theory emphasizes the role of investments in education, training, and development in enhancing individual productivity and organizational performance. Applied to recruitment and selection, this theory highlights the importance of selecting candidates with the requisite skills, knowledge, and abilities to contribute effectively to the organization. By investing in human capital through strategic recruitment practices, organizations can enhance workforce productivity, innovation, and competitiveness.

**Emerging Trends and Best Practices:**

1. **Digital Platforms:** The proliferation of digital platforms has revolutionized talent acquisition by providing organizations with access to a vast pool of candidates across geographical boundaries. Recruitment platforms, job boards, and social media networks enable organizations to reach and engage with potential candidates more efficiently and cost-effectively than traditional methods. Leveraging digital platforms allows organizations to streamline the recruitment process, improve candidate experience, and enhance their employer brand by showcasing their culture and values to a global audience.
2. **AI in Recruitment:** Artificial intelligence (AI) is increasingly being used to automate and optimize various aspects of the recruitment process, from resume screening and candidate matching to interview scheduling and predictive analytics. AI-powered tools and algorithms can analyze large volumes of data to identify patterns and trends, enabling recruiters to make more informed decisions and improve the accuracy and efficiency of candidate selection. By harnessing the power of AI, organizations can reduce bias, enhance candidate quality, and accelerate time-to-hire, thereby gaining a competitive advantage in talent acquisition.
3. **Importance of Employer Branding:** In today's competitive labor market, employer branding has emerged as a critical factor in attracting and retaining top talent. Employer branding encompasses the reputation and perception of an organization as an employer, including its values, culture, and employee value proposition. Organizations that invest in building a strong employer brand differentiate themselves from competitors, attract high-caliber candidates, and reduce recruitment costs. By effectively communicating their employer brand through various channels, such as career websites, social media, and employee testimonials, organizations can create a compelling narrative that resonates with candidates and enhances their desirability as an employer of choice.

**Contextual Review:**

1. **Cultural Factors:** Cultural norms and values play a significant role in shaping recruitment practices in India. For example, collectivist cultural values emphasize group harmony and consensus, influencing hiring decisions based on factors such as cultural fit and interpersonal relationships. Understanding and respecting cultural nuances is essential for organizations operating in India to effectively navigate recruitment processes and build rapport with candidates from diverse backgrounds.
2. **Economic Factors:** Economic conditions and market dynamics also influence recruitment strategies in India. Factors such as labor market demand-supply dynamics, industry growth projections, and wage levels impact organizations' hiring decisions and talent acquisition strategies. In a rapidly evolving economic landscape, organizations must adapt their recruitment practices to align with changing market conditions and remain competitive in attracting and retaining top talent.

# **Research Methodology**

**Research Design:**

A mixed-method approach will be employed to provide a comprehensive analysis of recruitment and selection practices at Dabur India Pvt Ltd. This approach combines qualitative insights from interviews with quantitative data gathered through surveys. By triangulating data from multiple sources, the research aims to achieve a deeper understanding of the effectiveness of recruitment and selection processes at Dabur.

**Data Collection Methods:**

1. **Structured Interviews:** In-depth interviews will be conducted with HR professionals at Dabur responsible for recruitment and selection. These interviews will explore their perspectives, experiences, and insights regarding current practices, challenges, and opportunities in recruitment and selection. The structured nature of the interviews will ensure consistency in data collection and enable the researchers to focus on key themes and areas of interest.
2. **Employee Surveys:** Surveys will be administered to employees across various departments within Dabur to gather quantitative data on their perceptions and experiences related to recruitment and selection processes. The survey questionnaire will be designed to capture feedback on aspects such as candidate experience, effectiveness of selection methods, and alignment with organizational values. The use of surveys will allow for the collection of large-scale data and facilitate statistical analysis to identify trends and patterns.
3. **Analysis of HR Documents and Performance Records:** Additionally, analysis of HR documents, such as recruitment policies, job descriptions, and performance records, will provide valuable insights into the formalized aspects of recruitment and selection processes at Dabur. This document analysis will complement the qualitative and quantitative data gathered through interviews and surveys, providing a more comprehensive understanding of organizational practices and outcomes.

# **Ethical Considerations and Data Analysis**

**Privacy Issues and Consent:** All participants will be provided with informed consent forms outlining the purpose of the research, voluntary nature of participation, and confidentiality measures. Participants will have the option to withdraw from the study at any time without repercussions. Confidentiality and anonymity of participants will be strictly maintained throughout the research process, with identifying information removed from transcripts and survey responses.

**Data Analysis:** Qualitative data from interviews will be analyzed thematically to identify key themes, patterns, and insights related to recruitment and selection practices at Dabur. Quantitative data from surveys will be subjected to statistical analysis using appropriate techniques such as descriptive statistics, correlation analysis, and regression analysis to examine relationships between variables and identify trends. The integration of qualitative and quantitative findings will provide a nuanced understanding of recruitment and selection practices at Dabur, facilitating informed recommendations for improvement.

# **HR Policies Related to Recruitment and Selection**

1. **Equal Employment Opportunity Policy:** Dabur is committed to providing equal employment opportunities to all individuals, regardless of race, ethnicity, gender, religion, disability, or other protected characteristics. The company adheres to non-discriminatory practices throughout the recruitment and selection process to ensure fair and equitable treatment of all candidates.
2. **Job Posting and Internal Mobility:** Dabur encourages internal mobility and career development by promoting transparency in job postings and facilitating internal transfers and promotions. Vacancies are typically posted internally to provide existing employees with opportunities for advancement before external recruitment is considered.
3. **Recruitment Process Guidelines:** Dabur has established clear guidelines and procedures for the recruitment process, outlining steps such as job requisition, candidate sourcing, screening, interviewing, and selection. These guidelines ensure consistency and compliance with legal and regulatory requirements while promoting efficiency and effectiveness in talent acquisition.
4. **Candidate Assessment and Selection Criteria:** HR policies specify the criteria and methodologies used to assess candidates during the selection process, including qualifications, skills, experience, and cultural fit. Selection decisions are based on objective criteria aligned with job requirements and organizational goals, with an emphasis on identifying candidates who demonstrate potential for long-term success and contribution to the company.
5. **Diversity and Inclusion Initiatives:** Dabur is committed to fostering a diverse and inclusive workforce that reflects the communities it serves. HR policies include initiatives to promote diversity and inclusion in recruitment and selection processes, such as targeted outreach to underrepresented groups, diversity training for hiring managers, and the implementation of inclusive hiring practices.

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# **Analysis of Recruitment Practices**

**Recruitment Sources and Channels:**

Analysing the efficacy of various recruitment sources and channels, including online job portals, campus recruitment, and recruitment agencies, provides valuable insights into their effectiveness in attracting qualified candidates and fulfilling talent acquisition needs. Here's an analysis of each recruitment source:

1. **Online Job Portals:**
   * **Efficacy:** Online job portals are widely used by candidates and employers alike due to their convenience, accessibility, and extensive reach. Dabur leverages popular job portals such as Naukri.com, Indeed, LinkedIn, and Monster to advertise job openings and attract a large pool of potential candidates.
   * **Pros:**
     + Wide Reach: Online job portals enable Dabur to reach a broad audience of job seekers, including passive candidates who may not actively be seeking employment but are open to new opportunities.
     + Targeted Advertising: Job portals offer advanced search and filtering options, allowing Dabur to target specific demographics, skill sets, and experience levels relevant to each job opening.
     + Time and Cost Efficiency: Posting job listings on online portals is relatively quick and cost-effective compared to traditional methods, saving time and resources in the recruitment process.
   * **Cons:**
     + Competition: Job postings on online portals may attract a high volume of applications, leading to increased competition and potentially overwhelming the recruitment team with unqualified candidates.
     + Limited Visibility: Despite their wide reach, job portals may not always attract candidates with niche skills or specialized expertise, necessitating additional sourcing efforts to identify suitable candidates.
2. **Campus Recruitment:**
   * Efficacy: Campus recruitment initiatives involve establishing partnerships with educational institutions to engage with students and recent graduates for potential employment opportunities. Dabur participates in campus recruitment drives, career fairs, and internship programs to identify and attract promising young talent.
   * **Pros:**
     + Early Talent Identification: Campus recruitment allows Dabur to identify and nurture talent at an early stage, building relationships with students before they enter the workforce full-time.
     + Brand Building: Engaging with students on campus enhances Dabur's brand visibility and reputation as an employer of choice among the next generation of professionals.
     + Fresh Perspectives: Hiring graduates brings fresh perspectives, innovative ideas, and enthusiasm to the organization, contributing to a dynamic and diverse workforce.
   * **Cons:**
     + Limited Availability: Campus recruitment may be constrained by the availability of suitable candidates at specific institutions or geographic locations, limiting the diversity of talent pools.
     + Time and Resource Intensive: Campus recruitment requires significant investment in terms of time, resources, and coordination to coordinate events, conduct interviews, and assess candidates effectively.
3. **Recruitment Agencies:**
   * Efficacy: Recruitment agencies act as intermediaries between employers and job seekers, offering specialized expertise in sourcing, screening, and matching candidates to job requirements. Dabur partners with reputable recruitment agencies to supplement its internal recruitment efforts and access niche talent pools.
   * **Pros:**
     + Access to Specialized Talent: Recruitment agencies often have extensive networks and databases of candidates with specialized skills or experience in specific industries or roles, allowing Dabur to tap into niche talent pools.
     + Expertise and Efficiency: Recruitment agencies bring expertise in candidate sourcing, screening, and selection, streamlining the recruitment process and saving time for Dabur's HR team.
     + Confidentiality: Recruitment agencies can maintain confidentiality and discretion in sensitive or confidential hiring processes, such as executive-level or niche roles.
   * **Cons:**
     + Cost: Engaging recruitment agencies typically involves paying fees or commissions based on the successful placement of candidates, which can be costly compared to other sourcing methods.
     + Quality Control: While recruitment agencies strive to match candidates to job requirements, there may be variations in the quality and suitability of candidates presented, requiring careful vetting by Dabur's HR team.

Each recruitment source and channel offers distinct advantages and challenges in attracting and selecting candidates for Dabur. By strategically leveraging a mix of online job portals, campus recruitment, and recruitment agencies, Dabur can maximize its reach, access diverse talent pools, and ensure a steady pipeline of qualified candidates to meet its talent acquisition needs effectively.

# **Job Analysis Procedures**

Dabur's approach to job analysis, job descriptions, and specifications plays a crucial role in aligning its recruitment and selection processes with strategic objectives. Here's an evaluation of how Dabur performs these procedures:

1. **Job Analysis:**
   * Methodology: Dabur employs a systematic approach to job analysis, which involves gathering and analysing information about job roles, responsibilities, tasks, and performance expectations. This process may include direct observation, interviews with incumbents and supervisors, review of job documentation, and consultation with subject matter experts.
   * Alignment with Strategic Objectives: Job analysis at Dabur is closely aligned with the organization's strategic objectives and business priorities. By understanding the competencies, skills, and qualifications required for each role, Dabur ensures that job roles are designed to support the achievement of strategic goals, enhance organizational effectiveness, and drive performance.
2. **Job Descriptions:**
   * Comprehensive and Clear: Dabur develops comprehensive job descriptions that outline the key responsibilities, duties, and expectations associated with each role. Job descriptions are written in clear and concise language, providing candidates with a clear understanding of the position's requirements and objectives.
   * Alignment with Strategic Objectives: Job descriptions at Dabur are crafted to align with strategic objectives by clearly articulating how each role contributes to the organization's mission, vision, and goals. This alignment helps attract candidates who possess the skills and competencies necessary to drive the company's success and fulfill its strategic imperatives.
3. **Job Specifications:**
   * Skill and Qualification Requirements: Dabur specifies the skills, qualifications, and experience necessary for success in each role, ensuring that candidates possess the requisite competencies to perform effectively. This includes technical skills, educational background, certifications, and relevant work experience.
   * Alignment with Strategic Objectives: Job specifications are carefully crafted to align with Dabur's strategic objectives and business needs. By defining the specific qualifications and attributes required for each role, Dabur ensures that candidates possess the capabilities needed to contribute to the organization's success in line with its strategic direction.

Dabur demonstrates a strong commitment to aligning job analysis, job descriptions, and specifications with its strategic objectives. By systematically analyzing job roles, developing clear and comprehensive job descriptions, and specifying the skills and qualifications required for success, Dabur ensures that its recruitment and selection processes are tailored to support the achievement of organizational goals and drive sustained performance and growth.

# **Conclusion**

After conducting a thorough analysis of Dabur India Pvt Ltd recruitment and selection practices, several key insights and findings have emerged. Dabur is a leading company in the consumer goods industry with a diverse product portfolio spanning healthcare, personal care, and food products. The company has a strong market presence and is known for its innovation-driven approach in serving millions of consumers globally.

Recruitment and selection are crucial for organizational success, influencing the quality of new hires, organizational culture, and overall productivity. Effective recruitment and selection practices contribute to Dabur's ability to attract and retain top talent, driving innovation and grow. The research aims to evaluate the effectiveness of Dabur's recruitment and selection practices and suggest improvements. The scope includes a focus on geographical and departmental aspects within Dabur to provide a comprehensive analysis.

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