

# Recruitment and Selection Process: A Case Study of Hindustan Coca-Cola Beverage Pvt.Ltd, Gangyal, Jammu, India

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**Abstract**—In this research paper, study has been made about recruitment and selection process of Hindustan Coca-Cola Beverage Private limited, Gangyal in Jammu in India. The study indicates that although the company follows a well defined recruitment policy. In most of the cases the company does compensate the employees for the expenses incurred by them. It is also observed that the company has got all the databases fully computerized. All employees said that the company hires consultancy firms or recruitment agency for hiring candidates. It can be said that in spite of some odd factors, the company is doing well since establishment.

**Index Terms**—recruitment, selection, computerization

## I. INTRODUCTION

The term soft drink was originated to distinguish non-alcoholic beverages from hard liquor, or spirits. Soft drinks are non-alcoholic carbonated or non-carbonated beverages, usually containing a sweetening agent, edible acids, and natural or artificial flavors. Soft drinks include cola beverages, fruit-flavored drinks, and ginger ale and root beer. Coffee, tea, milk, cocoa and undiluted fruit and vegetable juices are not considered as soft drinks. A soft drink is a beverage that does not contain alcohol; generally it is also implied that the drink does not contain milk or other dairy products and that it is consumed while cold. The adjective soft specifies a lack of alcohol by way of contrast on the term “hard drink”. The word drink, while nominally neutral, sometimes carries connotations of alcoholic content. Beverages like colas, flavored water, sparkling water, iced water, sweet tea, lemonade, squash and fruit punch are among the most common types of soft drinks. While hot chocolate, hot tea, coffee, milk, tap water, juices and milk shakes do not fall into this classification. Many carbonated soft drinks are optionally available in versions sweetened with sugar or with non-caloric sweeteners.

In other words; “Any drink that is not hard liquor can be referred to as a 'soft drink'; however, in this piece 'soft drink' refers to carbonated, sweetened beverages also known as soda or soda pop”.

### **Regional names for soft drinks:**

The terms used for soft drinks vary widely both by country and regionally within some countries. Common terms include pop, soda, coke, tonic, fizzy drinks, bubbly water, lemonade, circus water and cold drinks. Carbonated soft drinks are commonly known as soda, pop, coke, cola or tonic in various parts of United States. Fizzy drinks or soft drinks in

Canada, Australia or South Africa. Our vision serves as the framework for our Roadmap and guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable, quality growth.

Motivations and slogans of Coca-Cola

People: Be a great place to work where people are inspired to be Partners: Nurture a winning network of customers and suppliers, together we create mutual, enduring value.

Planet: Be a responsible citizen that makes a difference by helping build and support sustainable communities.

Profit: Maximize long-term return to shareowners while being mindful of our overall responsibilities.

**Productivity:** Be a highly effective, lean and fast-moving organization.

Winning Culture

Winning Culture defines the attitudes and behaviors that will be required of us to make our 2020 Vision a reality.

Live Values

Values serve as a compass for our actions and describe how we behave in the world.

Leadership: The courage to shape a better future

Collaboration: Leverage collective genius

Integrity: Be real

Accountability: If it is to be, it's up to me

Passion: Committed in heart and mind

Diversity: As inclusive as our brands

Quality: What we do, we do well

Focus on the Market:

Focus on needs of our consumers, customers and franchise partners

Get out into the market and listen, observe and learn Possess a world view

Focus on execution in the marketplace every day

Be insatiably curious

**OBJECTIVES of The Company**

To engage Coca-Cola in exploring the viability and options for using their distribution networks in developing countries to distribute ‘social products’ such as oral rehydration salts (ORS) and related educational materials on health, hygiene and sanitation.

To help engage an appropriate international NGO, or NGOs, to partner with Coca-Cola at a global level and local levels on this initiative.

To support Coca-Cola and its partners in modeling different scenarios which combine Coca-Cola’s distribution network with local health initiatives in order to achieve our aims.

To support Coca-Cola and its partners in selecting the most promising scenarios as the basis for field trials.

To support the international NGO, or NGOs, to engage local NGOs and local Health Institutions in order to undertake trials linking this idea with local support infrastructure.

To engage and inform as many people as possible, encouraging them to support this campaign, managing expectations and offers of help and promoting constructive debate.

To help gather and make available appropriate research reports and opinion in this area, and ensure that the group and its supporters are well-informed.

#### MARKET SHARE:

Coca-Cola is a leading player in the Indian beverage market with a 60 per cent share in the carbonated soft drinks segment, 36 per cent share in fruit drinks segment and 33 per cent share in the packaged water.

In Jammu and Kashmir

Carbonated soft drink segment- **54%**

Packaged water- **10%- 15%**

Fruit drink segment- **30%**

#### Coca-Cola Slogans:

2000 – Coca-Cola Enjoy

1993 - Always Coca-Cola

1990 - Can't Beat the Real Thing

1989 – Can't Beat the Feeling

1986 – Red, White and You

1982 – Coke Is It

1976 – Coke Adds Life

1971 – I d Like to Buy the World a Coke

1969 – It's the Real Thing

1963 – Things Go Better with Coke

1959 – Be Really Refreshed

1944 – Global High Sign

1942 – It's the Real Thing

1936 – It's the Refreshing Thing To Do

1929 – The Pause That Refreshes

## II. PROFILE OF HCBPL JAMMU

### A. History:

J&K is a state with very diverse geographical and ecological environment. Mainly it has three provinces i.e. Srinagar, Jammu & Ladakh. It has two plants, which are situated at Jammu City & Srinagar. Srinagar plant is not in operation at present. Jammu plant is of Ground Field Plant (Not constructed by the company) (Other category of plant is Green field plant – Constructed by the Coca-Colacompany e.g. Dasna Plant). For Jammu Location distribution is almost totally indirect and company has 78 distributors and more than 12500 customers all across the length and breadth of J&K from Kathua to Jammu, Rajouri, Poonch, Doda, Kishtwar, Anantnag, Baramulla, and Leh - Ladakh. Despite much of the supply chain function being centrally managed there is still vital importance of local suppliers for Jammu Location. J&K being at the end of country's north difficult accessibility's additional taxation is important issues for

supply chain. There is definitely need of vendor development in case of supply of many services and materials.

### B. Brief Description About Jammu Unit:

This unit of Jammu was first started in **1973** under the ownership of Parle Soft drinks. In **1973** it was a FOBO.

In the series of takeover in India in 1998-99, Jammu Bottling Company was taken over and since then it is running under the name "Hindustan Coca-Cola Beverages Pvt. Ltd., It is COBO plant fully owned by the company with an installed capacity of **500** Bottles per Minutes.

The plant is spread in around 96,000 Square Feet area. This plant is capable of producing Returnable Glass Bottles (RGB) & for market supply of PET, Cans & Tetra packs it depends on other Coca – Cola plants.

- Number of Distributors:

Year 2006 - 50

Year 2007 - 72

Year 2008 - 52

Year 2009 - 61

Year 2010 -78

- Number of Outlets:

Year 2006 – 19525

Year 2007 – 20525

Year 2008 – 21600

Year 2009 – 22300

Year 2010 – 20,000

- Number Of Cases Sold:

Year 2006 – 25 Lakhs

Year 2007 – 28.6 Lakhs

Year 2008 – 24.9 Lakhs

Year 2009 – 33 Lakhs (plan)

Year 2010 - 78 Lakhs

### Brand Wise Market Share (Jammu Plant):

	2008	2009
	(%)	(%)
Crush	1.0	1.0
Kinley Soda	2.0	1.0
Sprite	8.0	8.0
KinleyWater	10.0	10.0
Coca-Cola	13.0	12.0
Mazaa Mango	16.0	18.0
Thums Up	17.0	16.4
Fanta	17.0	17.0
Limca	17.0	17.0

Under finance manager, there are two area finance managers. Under Production Manager, there are Chemist persons who look after the quality .Persons who look after the maintenance part.

### III. SCOPE OF STUDY

The scope of study is to observe the degree of satisfaction levels of the employer as well as the employees towards the process of recruitment and selection techniques adopted by the company. It will also show the deviations if any, towards this affect that will be experienced in research. Apart from getting an idea of the techniques and methods in the recruitment procedures it will also give a close look at the insight of corporate culture prevailing out there in the organization. This would not only help to aquanaut with the corporate environment but it would also enable to get a close look at the various levels authority responsibility relationship prevailing in the organization. Also the stipulated time for the research is insufficient to undergo an exhaustive study about the topic assigned and moreover the scope of the topic (recruitment and selection) is wide enough, so it is difficult to cover all the topic within the stipulated time.

### IV. RESEARCH METHODOLOGY

The purpose of the methodology is to describe the research procedure. This includes overall research design, the sampling procedure, the data collection method, and analysis procedure. Out of total universe 15 respondents from coca-cola have been taken for convenience. The sample procedure chosen for this are statistical sampling method. Here randomly employees are selected and interviewed. Information, which I collected, was based on the questionnaires filled up by the sample employees.

Under secondary method I took the help of various reference books which I have mentioned in bibliography and also by way of surfing through the company website.

#### Primary Data

**Questionnaire:** Corresponding to the nature of the study direct, structured questionnaires with a mixture of close and open-ended questions will be administered to the relevant respondents within the Personnel and other Departments of the organisation.

#### Secondary Data

**Organizational literature:** Any relevant literature available from the organisation on the Company profile, recruitment & selection procedures, Job specifications, department-wise break up of manpower strength and the organisational structure.

**Other Sources:** Appropriate journals, magazines such as Human Capital, relevant newspaper articles, company brochures and articles on www sites will also be used to substantiate the identified objectives.

#### Sampling Plan and Design

A questionnaire will be used for the purpose of research:

**Questionnaire:** To test the validity and effectiveness of the recruitment and selection procedures within the organisation and to test the validity and effectiveness of the policies and procedures within the organisation.

The basic rationale of Questionnaire is to ascertain the perception of the non-HR departments in terms of the validity and effectiveness of the policies and procedures used by the organisation. It is also in line with the assessment of any suggestions/recommendations that the respondents from

these Departments might have in terms of the use of an alternative source/device of recruitment and selection, than what already forms the current practice of the HR Department.

Questionnaire would be administered to 15 respondents, holding a senior designation within the Personnel Department of the organisation. It will also be administered to at least 15 respondents belonging to typical Departments within the organisation and holding senior designations within their respective Departments.

#### Sampling Element

For the purpose of administering the Questionnaire, the respondents would comprise of personnel holding senior designations within the Personnel Department of the organisation. The respondents for the **Questionnaire** will also be preferably being panel members of the Recruitment & Selection Board of the organisation.

The respondents would comprise of personnel holding senior designations within certain typical Departments identified within the organisation, namely:

Stores

Finance

Operations

**Sample Extent:** The extent of the sample is confined to the Jammu operations of the HCBPL, specifically to the Administration.

#### Sampling Technique

Judgement Sampling would be used for the purpose of choosing the sample for the purpose of administering Questionnaire. The identified expert would have a thorough knowledge about all the respondents within the Personnel Department of the organisation. Thus his/her expertise would be incorporated in locating, identifying and contacting the required respondents.

Again Judgement sampling would be effectively used in identifying the **typical** non - HR Departments within the organisation and subsequently for the location and identification of suitable respondents for Questionnaire.

### V. ANALYSIS AND FINDINGS

The analysis of the various sources of recruitment and selection devices is presented on the following pages.

The response entailed from the HR Department (as analysed from Questionnaire) represents current practice within the organisation in terms of the sources of recruitment and selection devices used.

The analysis of the response entailed from all the other departments (as analysed from Questionnaire) forming the sample, represents the perception of the respondents from these Departments in terms of the validity and effectiveness of the various sources/devices of recruitment/selection (specific to these Departments)

The analysis further entails any suggestions/recommendations given by these non-HR Departments (forming the sample for administering Questionnaire), in terms of any recruitment source and/or selection device that should be deployed by the organisation

apart from what already constitutes current practice .  
The following points are taken into consideration for the purpose of present analysis-

1) The procedure of Recruitment and Selection

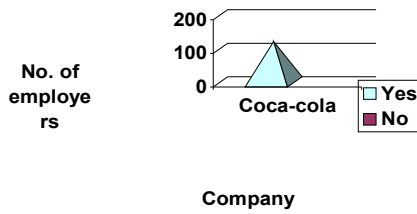


Figure 1

Figure 1 gives the details of recruitment and selection. 120 out of 120 employer's accepted the fact that coca-cola follows recruitment and selection procedure.

2) External recruitment: the company compensates the employees for the expenses made by them

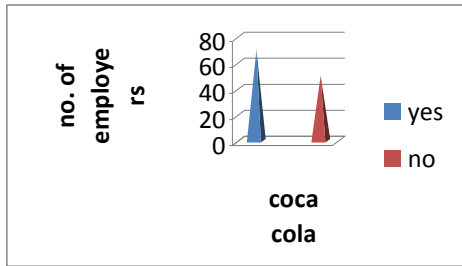


Figure 2

It basically depends on the post the candidate is applying for, in most of the cases the company does compensate the employees for the expenses incurred by them. 70 out of 120 employers said that the company compensates the employees for the expenses made by them, while 50 employers said no. It can be seen from figure 2.

3) Company hires consultancy firms or recruitment agency for hiring candidates

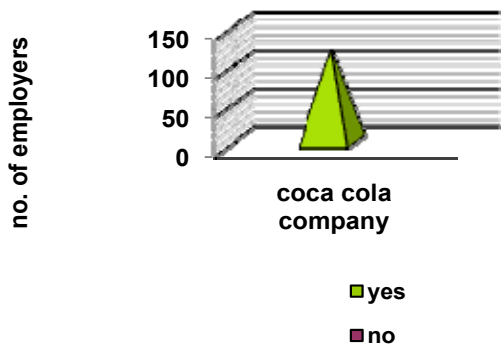


Figure 3

All 120 employers said that the company hires consultancy firms or recruitment agency for hiring candidates as obvious

from figure 4.

4) The verification of the candidates to the given reference

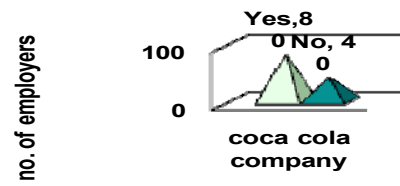


Figure 4

80 out of 120 employers said that the references provided by the candidates is verified while 40 employers said no.

5) The total monetary expenditure the company spends on recruitment and selection procedure

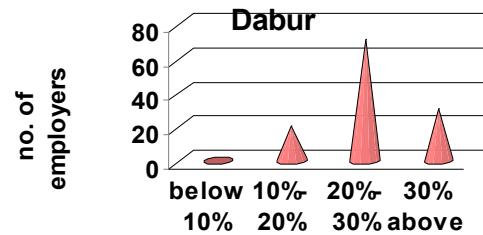


Figure 5

20 out of 120 employers said that the company spends about 10%-20% of its total expenditure on recruitment and selection. 70 out of 120 employers said that the company spends about 20%-30% of its total expenditure on recruitment and selection.

While 30 out of 120 employers said that the company spends above 30% of its total expenditure on recruitment and selection as obvious from figure 5.

6) Company post positions on the job sites and internet searches

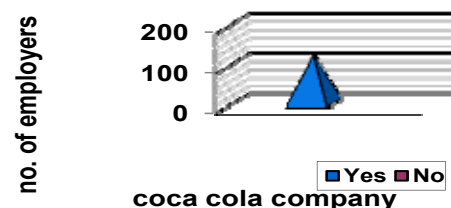


Figure 6

120 out of 120 employer said company posts positions on the job sites and internet searches. It can be seen from figure 6.

7) Company maintains and manage candidate's file including maintenance of database to ensure comprehensive data collection of candidates

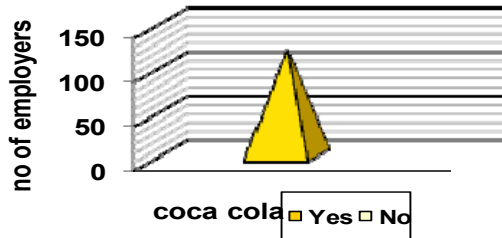


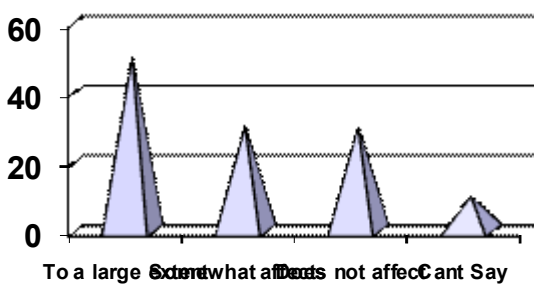
Figure 7

120 out of 120 employers said that company maintains and manage candidate's file including maintenance of database to ensure comprehensive data collection of candidate.

8) The productivity of the employees get hampered due to his/her marital status.

50 out of 120 employers believe that the employee's productivity gets hampered due to his marital status to a large extent, while 30 out of 120 believe that productivity is somewhat affected, 30 out of 120 believes that marital status does not affect the productivity of the employee and one employee did not had any answer . It can be seen from figure 8.

### Productivity of employees



### Scale

Figure 8

9) Interview methods used by the company

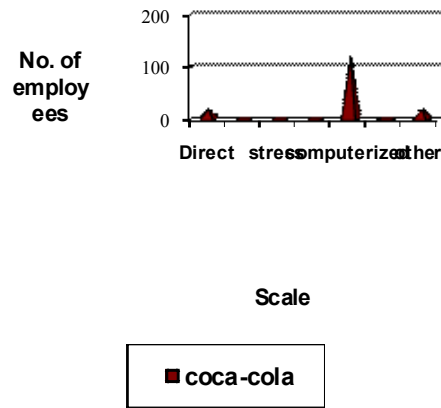


Figure 9

200 out of 200 said the company follows direct interview method, as well as other method which includes unstructured interview with the departmental head. And the 120 said the computerization is followed by the company. This is analyzed in figure 9.

## VI. CONCLUSION

This is concluded from the above mentioned studies that the performance of the company is nice. 120 out of 120 employers said that company maintains and manage candidate's file including maintenance of database to ensure comprehensive data collection of candidates. 70 out of 120 employers said that the company spends about 20%-30% of its total expenditure on recruitment and selection. 120 out of 120 employees's accepted the fact that coca-cola follows recruitment and selection procedure. It basically depends on the post the candidate is applying for, in most of the cases the company does compensate the employees for the expenses incurred by them. 70 out of 120 employers said that the company compensates the employees for the expenses made by them, while 50 employeres said no. 120 out of 120 employers said that company maintains and manages candidate's file including maintenance of database to ensure comprehensive data collection of candidates. It can be concluded that this company is doing very well in the area of soft drinks if it is compared with the other competitors.

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