

A Study on Recruitment and Selection Process in DSC Leather Company Pvt. Ltd., at Tada

Mr.V.Charan, Mrs.N.L.V.H.Keerthi

Student, MBA II Year IV Semester, Annamacharya Institute of Technology and Sciences, Tirupati-517520.
Assistant Professor, Department of MBA, Annamacharya Institute of Technology and Sciences, Tirupati-517520.
Annamacharya institute of Technology & Sciences (Autonomous), Tirupati, Andhra Pradesh.,

Abstract:

Recruitment and selection are critical human resource functions that directly influence organizational performance, workforce stability, and competitiveness. This study examines the recruitment and selection practices of DSC Leather Company Pvt. Ltd., a mid-sized leather manufacturing firm operating in Andhra Pradesh, India. Drawing upon industry trends, company-specific practices, and existing literature, the article highlights the systematic processes employed by the firm, evaluates their effectiveness, and situates them within the broader context of India's leather industry. Findings suggest that skill-oriented recruitment, local workforce reliance, and compliance with labor laws are central to DSC Leather's HR strategy, though challenges such as attrition and modernization remain.

Introduction

Recruitment is the systematic process of attracting, identifying, and encouraging potential candidates to apply for job openings. Selection, in contrast, involves evaluating applicants to identify the most suitable candidates. Together, these processes form the backbone of workforce management. In labor-intensive industries such as leather manufacturing, recruitment and selection are not merely administrative tasks but strategic levers for productivity, quality assurance, and organizational sustainability.

Company Profile

DSC Leather Company Pvt. Ltd., incorporated in 2012, operates in tanning, finishing, and leather goods manufacturing. Headquartered in Delhi with an operational hub in Tada, Andhra Pradesh, the company employs 600 workers and reported revenues of ₹27.8 crore in FY 2025. Its product portfolio includes belts, wallets, handbags, and industrial leather supplies. Strategically located near Sri City SEZ, DSC Leather benefits from access to skilled labor and export logistics, though it faces competition from larger clusters in Ranipet and Ambur.

Recruitment Process at DSC Leather

The recruitment process at DSC Leather reflects industry norms while adapting to local realities:

- **Manpower Planning:** Workforce needs are aligned with seasonal demand and export orders.
- **Job Analysis & Description:** Roles such as cutters, stitchers, and machine operators are defined with clear skill requirements.
- **Sourcing Candidates:** Reliance on local ITIs, employment exchanges, and walk-in interviews ensures a steady supply of skilled labor.
- **Screening Applications:** Practical experience is prioritized over academic qualifications.
- **Selection Process:** Candidates undergo trade tests, interviews, and medical checks before final approval.
- **Onboarding & Training:** Induction programs emphasize safety, quality standards, and continuous skill development.

Industry Context

India's leather industry is globally significant, contributing to exports and domestic consumption.

It is highly labor-intensive, employing millions across clusters such as Kanpur, Ambur, and Chennai. Current trends include sustainability initiatives, digital transformation, and expansion into premium fashion markets. Challenges include competition from synthetic substitutes, environmental compliance, and workforce attrition. DSC Leather's practices reflect these industry dynamics, particularly in its reliance on local labor and need for modernization.

Literature Review

Dhanalakshmi R. and Sunil G.E. (2024) carried out an Analytical Study of Recruitment and Selection Process at Mysore Sugar Company Ltd.. Their research highlighted the importance of structured recruitment in improving efficiency and productivity. They emphasized HR's role in organizational success, showing how systematic hiring practices can reduce inefficiencies and strengthen workforce quality.

Sanjay Prasad (2022) examined the Effectiveness of Recruitment and Selection System at Adecco India Pvt. Ltd. His study evaluated recruitment efficiency in private HR firms, stressing the importance of candidate-job fit. The findings revealed that aligning recruitment practices with organizational needs improves employee retention and overall performance.

Thiruvankaraj T.R. and Nirmal Kumar (2018) presented a Study on Recruitment and Selection Process at Bharath Niketan Engineering College. They advocated for structured recruitment policies, arguing that well-defined hiring procedures are essential for sustaining competitive advantage in a rapidly changing business environment.

J. Varsha, Dr. S. Vimali, and M. Sudarmathi (2020) published their work in IJRAR titled Recruitment and Selection Process. They suggested the adoption of innovative technologies for candidate identification, highlighting how digital tools and consultancy practices can improve recruitment efficiency and accuracy in matching candidates to roles.

Dr. Sunita Shah (2022) studied Recruitment and Selection at Capgemini India Pvt. Ltd. in IJTSRD. Her research linked HR planning with organizational success, emphasizing the importance of placing the right people at the right time. She concluded that effective recruitment is a cornerstone of organizational growth in the IT services sector.

Dr. R. Karthikeyan (2017) explored Recruitment and Selection Practices in the Indian IT Sector. His study focused on hiring trends in IT companies, highlighting the growing importance of skill-based selection. He argued that technical expertise and adaptability are key determinants in IT recruitment.

Dr. P. Anitha (2016) examined Recruitment and Selection in the Indian Banking Sector. Her research emphasized transparency in public sector hiring, showing how structured exams and interviews ensure fairness and meritocracy in the recruitment process.

METHODOLOGY

- The study adopts a **descriptive research design**, as it aims to analyze and describe the recruitment and selection practices at DSC Leather Company.
- It focuses on understanding existing HR processes, identifying strengths and challenges, and evaluating their impact on workforce quality and organizational performance.
- To suggest improvements for enhancing HR efficiency and employee retention.

Need for the Study

The need for this study on the recruitment and selection process in DSC Leather Company arises from the critical role human resource practices play in labour-intensive manufacturing industries. Effective recruitment ensures the right talent is hired, reduces turnover, and aligns workforce skills with organizational goals, which is especially important in the leather sector where seasonal demand, export requirements, and compliance with international standards directly affect productivity

and growth. By examining current practices, identifying gaps, and suggesting improvements such as structured hiring, digital tools, and competency-based selection, the study aims to strengthen DSC Leather's HR framework, enhance employee retention, and contribute academically by offering sector-specific insights into recruitment in leather manufacturing.

Scope of the Study:

The scope of this study is limited to examining the recruitment and selection practices followed at DSC Leather Company, with a focus on understanding how these processes influence workforce quality, employee retention, and organizational performance. It covers the methods used for attracting candidates, the criteria applied during selection, and the effectiveness of onboarding practices. The study emphasizes both managerial and operational perspectives, considering challenges such as skill gaps, seasonal labor demand, and compliance with industry standards. While the research is confined to DSC Leather Company, its findings are expected to provide insights applicable to other leather manufacturing firms and similar labour-intensive industries. The scope also includes evaluating modern recruitment tools, digital platforms, and competency-based approaches, but excludes broader HR functions such as training, compensation, or performance appraisal.

Objectives of the Study:

1. To study existing recruitment and selection process of the company.
2. To find out the satisfaction level of the employees about recruitment and selection procedure.
3. To evaluate recruitment and selection policies of the company.
4. To evaluate the effectiveness of different recruitment sources used by the company.

Limitations:

- The study is restricted to DSC Leather Company Pvt. Ltd., so findings cannot be generalized to the entire leather industry.

- Limited availability of company-specific HR data required reliance on secondary sources and industry practices.
- The sample size was relatively small, which may not fully capture diverse employee perspectives.

SOURCES OF DATA:

The data relevant to problem identified is available in two forms. They are

1. Primary Data
2. Secondary data

Primary data collection:

gathering fresh information directly from people in DSC Leather Company. It will be done through surveys, interviews, observations, focus groups, and internal HR records to understand how recruitment and selection are actually carried out in practice.

Secondary data:

using information that already exists instead of collecting it directly. It will include company records, government and industry reports, academic journals, books on HRM, and reliable online sources. This helps provide background, theoretical support, and context to compare with the primary data collected from DSC Leather Company.

Sampling Design

- **Population:** 600
- **Sample Size:** 240 respondents, including HR managers, supervisors, and factory workers.

Where, $N = 600$, $e = 5\%$ margin of error.

$$\begin{aligned}n &= N / (1 + N(e^2)) \\ &= 600 / (1 + 600(0.05^2)) \\ &= 600 / (1 + 600(0.0025)) \\ &= 600 / (1 + 1.5) \\ &= 600 / 2.5 \\ &= 240\end{aligned}$$

Sample Size = 240

- **Sampling Technique:** convenience sample

PROBLEM STATEMENT:

DSC Leather Company finds it hard to attract and select the right skilled workers. The hiring process is not modern or well-structured, which makes it

difficult to get the best talent. This affects the company’s growth and competitiveness.

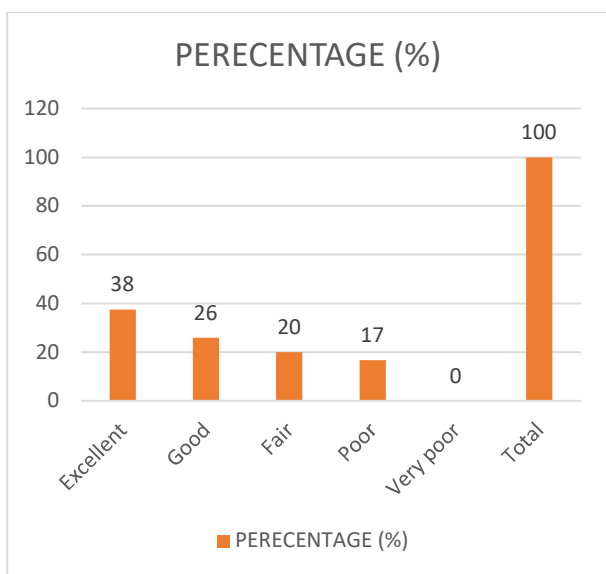
Data analysis and Interpretation

TABLE 1: HOW WOULD YOU DESCRIBE THE COMMUNICATION DURING THE RECRUITMENT PROCESS

OPTION S	NO.OF. RESPONDEN TS	PERECENTAG E (%)
Excellent	90	38
Good	62	26
Fair	48	20
Poor	40	17
Very poor	0	0
Total	240	100

Source: data collected through Questionnaire

GRAPH 1: GRAPH SHOWS HOW WOULD YOU DESCRIBE THE COMMUNICATION DURING THE RECRUITMENT PROCESS



INTERPRETATION:

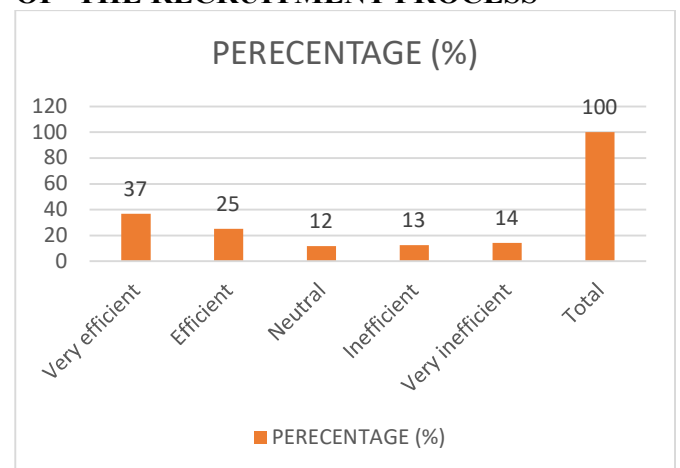
38% of employees Excellent, 26% of employees respond communication was good. And 20% of employees respond communication was Fair, 17% of employees respond communication was poor.

TABLE 2: HOW WOULD YOU RATE THE EFFICIENCY OF THE RECRUITMENT

OPTION S	NO.OF. RESPONDEN TS	PERECENTAG E (%)
Very efficient	88	37
Efficient	60	25
Neutral	28	12
Inefficien t	30	13
Very inefficient	34	14
Total	240	100

Source: data collected through from Questionnaire

GRAPH 2: GRAPH SHOWING HOW WOULD YOU RATE THE EFFICIENCY OF THE RECRUITMENT PROCESS



INTERPRETATION:

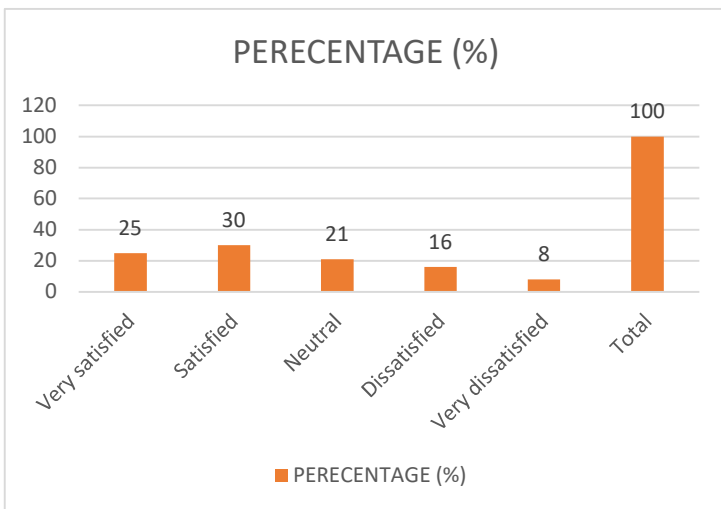
37% of the employees responded very Efficient and 25% of employees responded Efficient and 12% responded neutral and 12% responded was Inefficient and 14% of employees responded.

TABLE 3: HOW SATISFIED ARE YOU WITH THE OVERALL RECRUITMENT AND SELECTION PROCESS

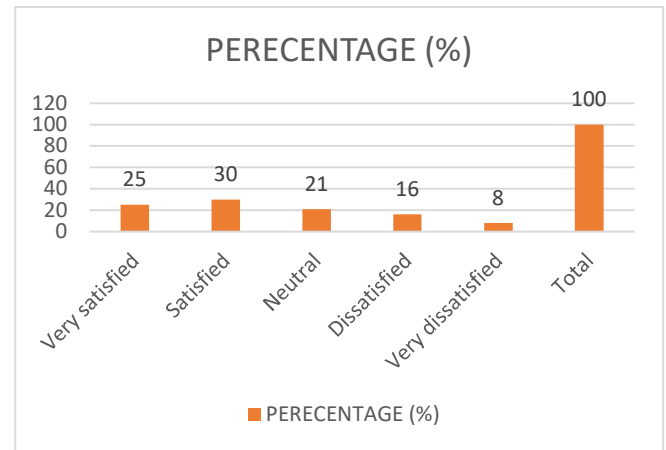
OPTIONS	NO.OF. RESPONDENTS	PERCENTAGE (%)
Very satisfied	60	25
Satisfied	72	30
Neutral	50	21
Dissatisfied	38	16
Very dissatisfied	20	8
Total	240	100

Source: data collected through Questionnaire.

GRAPH 3: GRAPH SHOWING HOW



SATISFIED ARE YOU WITH THE OVERALL RECRUITMENT AND SELECTION PROCESS



INTERPRETATION:

33% of employees are very satisfied and 29% of employees are satisfied and 15% of employees are neutral and 13% of employees are dissatisfied, least 10% of employees are felt very dissatisfied.

TABLE 4: WERE YOU SATISFIED WITH THE SUPPORT AND GUIDENCE PROVIDED DURING THE RECRUITMENT PROCESS

OPTIONS	NO.OF. RESPONDENTS	PERCENTAGE (%)
Very satisfied	60	25
Satisfied	72	30
Neutral	50	21
Dissatisfied	38	16
Very dissatisfied	20	8
Total	240	100

Source: data collected through Questionnaire

GRAPH 4: GRAPH SHOWING WERE YOU SATISFIED WITH THE SUPPORT AND GUIDENCE PROVIDED DURING THE RECRUITMENT PROCESS

INTERPRETATION:

25% of employees are very satisfied and 30% of employees are satisfied, 21% of employee's

neutral and 16% of employees are dissatisfied and 8% of employees are very dissatisfied

Findings

- Improve communication clarity with regular updates and manager training.
- Streamline workflows using digital HR tools and periodic audits.
- Boost engagement through recognition programs and career growth opportunities.
- Strengthen retention with work-life balance initiatives and grievance handling.
- Continuously measure employee perceptions and act on weak areas.
- Balance technology adoption with personal interaction to build trust.

SUGGESTIONS

- strengthen your company website and social media since most hires come from there.
- simplify online forms and streamline interviews to save candidate time.
- set timelines so candidates hear back within 1–2 weeks.
- train recruiters to be clear, polite, and consistent.
- share the recruitment stages and criteria upfront with candidates.
- Clarify selection criteria to reduce ambiguity for one-third of candidates.
- Standardize evaluation criteria to enhance fairness and trust.
- Focus on improving satisfaction levels by addressing pain points.

Conclusion

Recruitment and selection at DSC Leather Company Pvt. Ltd. are systematic, skill-oriented, and compliance-driven, reflecting both industry norms and local realities. While effective in

ensuring workforce quality, challenges such as attrition and modernization require strategic interventions. Aligning recruitment practices with sustainability and digital transformation will be crucial for long-term competitiveness in India's evolving leather industry.

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