



Recruitment processes in the automobile industry: Comparative analysis across various companies in Bilaspur CG

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Abstract

The recruitment process in the automobile industry is crucial for sourcing skilled talent to meet the evolving demands of manufacturing, engineering, sales, and other functional areas. This research paper conducts a comparative analysis of recruitment practices across various automobile companies to identify trends, challenges, and best practices. Through a comprehensive examination of recruitment strategies, technology adoption, employer branding, and diversity initiatives, this paper aims to provide insights into advancing recruitment processes in the automobile sector. The study employs qualitative research methods, including interviews, surveys, and case studies, to gather data from HR professionals, hiring managers, and employees across multiple automobile companies. The findings highlight the importance of strategic recruitment, leveraging technology, fostering employer branding, and promoting diversity and inclusion in attracting and retaining talent in the automobile industry. The research offers practical recommendations for improving recruitment processes across different automobile companies and provides valuable insights for enhancing talent acquisition strategies in the automotive sector globally.

Keywords: Recruitment processes, sourcing strategies, automotive industry

Introduction

The automobile industry stands as a pillar of modern economies, driving innovation, mobility, and economic growth worldwide. Within this dynamic sector, the recruitment process plays a pivotal role in shaping the workforce that fuels innovation, production, and market success. As competition intensifies and technological advancements redefine industry standards, automobile companies face growing pressures to attract, select, and retain top talent. This research paper embarks on a journey to explore and analyse the recruitment processes across a spectrum of prominent automobile companies. By conducting a comparative analysis, this study aims to uncover trends, challenges, and best practices in talent acquisition within the automotive sector. The companies under scrutiny include MG, Maruti Suzuki, Mahindra, Tata Motors, Hyundai, Volkswagen, Kia, and Toyota, each representing a distinct facet of the global automotive landscape. Through a comprehensive examination of recruitment strategies, technology adoption, employer branding, and diversity initiatives, this research endeavours to provide valuable insights into advancing recruitment processes in the automobile industry. By dissecting the approaches of these leading companies, we seek to unveil the strategies and innovations that drive success in talent acquisition and management. As we delve deeper into the intricacies of recruitment practices across various automobile giants, we aim to shed light on the evolving landscape of talent acquisition within the industry. By drawing parallels, identifying disparities, and discerning patterns, this comparative analysis seeks to equip stakeholders with actionable insights to enhance recruitment processes, foster competitiveness, and navigate the ever-changing automotive terrain. In navigating this exploration, we embark on a journey to unravel the intricacies of talent acquisition within the automobile industry, illuminating the

pathways to success in recruiting the driving force behind automotive innovation and progress.

Objective of the Study

- To examine the recruitment processes employed by MG, Maruti Suzuki, Mahindra, Tata Motors, Hyundai, Volkswagen, Kia, and Toyota in Bilaspur, Chhattisgarh.
- To identify key recruitment strategies and practices adopted by each company.
- To analyse the effectiveness and efficiency of recruitment processes in meeting organizational talent needs.
- To explore challenges and opportunities in recruitment faced by automobile companies in Bilaspur, Chhattisgarh.
- To provide recommendations for enhancing recruitment processes in the automotive industry.

Company profiles

1. MG (Morris Garages): MG Motor India, a subsidiary of the British automotive marque MG (Morris Garages), entered the Indian market with a strategic focus on expanding its presence across various regions, including Bilaspur, Chhattisgarh. While MG is relatively new to the Indian automotive landscape, its innovative approach and premium offerings have garnered significant attention.

MG Motor India, a subsidiary of the British automotive marque MG (Morris Garages), made its entry into the Indian market in 2019. Established in 1924, MG has a rich heritage of producing iconic sports cars and sedans. In India, MG focuses on offering technologically advanced and feature-rich vehicles, including SUVs and electric vehicles (EVs). The company emphasizes innovation, sustainability, and customer-centricity in its product offerings.

2. Maruti Suzuki: Maruti Suzuki India Limited, being the largest automobile manufacturer in India, has a dominant presence in Bilaspur, Chhattisgarh, catering to the diverse automotive needs of the local populace. Maruti Suzuki's extensive dealership network ensures widespread availability of its vehicles, ranging from entry-level hatchbacks to premium SUVs.

Maruti Suzuki India Limited, a subsidiary of Suzuki Motor Corporation of Japan, is the largest automobile manufacturer in India. Established in 1981, Maruti Suzuki has revolutionized the Indian automotive industry with its range of affordable and fuel-efficient cars. The company offers a diverse portfolio of vehicles, including hatchbacks, sedans, SUVs, and compact cars, catering to various segments of the market. Maruti Suzuki is renowned for its extensive dealership network, robust after-sales service, and strong brand presence.

3. Mahindra & Mahindra: Mahindra & Mahindra Limited, a prominent player in the Indian automotive sector, has a strong presence in Bilaspur, Chhattisgarh, catering to the region's demand for rugged and versatile utility vehicles. The company's product portfolio includes SUVs, commercial vehicles, and electric vehicles, offering solutions for both urban and rural consumers.

Mahindra & Mahindra Limited is a leading multinational conglomerate with a significant presence in the automotive sector. Established in 1945, Mahindra initially focused on manufacturing utility vehicles and tractors. Over the years, the company has diversified its portfolio to include SUVs, commercial vehicles, electric vehicles, and two-wheelers. Mahindra is known for its rugged and reliable vehicles designed for both urban and rural environments. The company is committed to sustainability and innovation, with a focus on electric mobility and clean technology solutions.

4. Tata Motors: Tata Motors Limited, a flagship company of the Tata Group, has a significant presence in Bilaspur, Chhattisgarh, offering a diverse range of vehicles, including passenger cars, commercial vehicles, and electric vehicles. Tata Motors' commitment to quality, innovation, and design excellence appeals to consumers seeking value-driven and technologically advanced vehicles in Bilaspur.

Tata Motors Limited is a flagship company of the Tata Group, one of India's largest and oldest conglomerates. Established in 1945, Tata Motors has emerged as a key player in the global automotive industry. The company manufactures a wide range of vehicles, including passenger cars, commercial vehicles, and electric vehicles. Tata Motors is known for its commitment to innovation, safety, and design excellence. The company's products cater to diverse customer needs, from affordable hatchbacks to luxury SUVs and commercial trucks.

In Bilaspur, Tata Motors' vehicles are renowned for their safety features, reliability, and performance, catering to the diverse automotive needs of the local populace. The company's focus on sustainability aligns with the growing environmental consciousness among consumers in Bilaspur.

5. Hyundai: Hyundai Motor India Limited, a subsidiary of Hyundai Motor Company, has established a strong presence in Bilaspur, Chhattisgarh, offering a range of stylish and technologically advanced vehicles. Hyundai's focus on

design, innovation, and customer satisfaction has garnered a loyal customer base in Bilaspur.

Hyundai Motor India Limited is a subsidiary of Hyundai Motor Company, a South Korean multinational automotive manufacturer. Established in 1996, Hyundai has rapidly grown to become one of the leading car manufacturers in India. The company offers a comprehensive range of vehicles, including compact cars, sedans, SUVs, and electric vehicles. Hyundai is renowned for its focus on quality, reliability, and advanced technology. The company's vehicles are known for their stylish design, fuel efficiency, and superior performance.

Hyundai's vehicles are popular choices among discerning consumers looking for modern features, comfort, and reliability. The company's commitment to quality and after-sales service ensures a positive ownership experience for customers in Bilaspur.

6. Volkswagen: Volkswagen India Private Limited, a subsidiary of Volkswagen Group, has a presence in Bilaspur, Chhattisgarh, offering a range of premium vehicles known for their engineering excellence and performance. Volkswagen's focus on quality, safety, and design appeals to consumers seeking a superior driving experience in Bilaspur.

Volkswagen India Private Limited is a subsidiary of Volkswagen Group, a German multinational automotive manufacturer. Established in 2007, Volkswagen India is known for its commitment to engineering excellence, safety, and innovation. The company offers a diverse portfolio of vehicles, including hatchbacks, sedans, SUVs, and luxury cars. Volkswagen vehicles are recognized for their premium build quality, advanced features, and cutting-edge technology.

7. Kia: Kia Motors India, a subsidiary of Kia Corporation, entered the Indian market with a focus on delivering stylish, innovative, and technologically advanced vehicles to consumers in Bilaspur, Chhattisgarh. Kia's product lineup includes SUVs and premium cars known for their design flair, performance, and value proposition.

Kia Motors India, a subsidiary of Kia Corporation (formerly Kia Motors Corporation), entered the Indian market in 2019. Established in 1944, Kia is a leading global automotive manufacturer headquartered in South Korea. The company focuses on delivering stylish, innovative, and technologically advanced vehicles to customers worldwide. In India, Kia offers a range of SUVs and premium cars known for their design flair, performance, and value proposition.

8. Toyota: Toyota Kirloskar Motor Private Limited, a subsidiary of Toyota Motor Corporation, has a presence in Bilaspur, Chhattisgarh, offering a range of vehicles known for their quality, durability, and reliability. Toyota's focus on innovation, safety, and environmental sustainability appeals to consumers seeking value-driven and environmentally friendly mobility solutions in Bilaspur.

Toyota Kirloskar Motor Private Limited is a subsidiary of Toyota Motor Corporation, a Japanese multinational automotive manufacturer. Established in 1997, Toyota India has a strong presence in the Indian automotive market. The company is renowned for its commitment to quality, durability, and reliability. Toyota offers a diverse lineup of

vehicles, including sedans, SUVs, and hybrid cars. The brand is synonymous with innovation, safety, and environmental sustainability.

In Bilaspur, Toyota's vehicles are preferred choices among individuals and businesses looking for dependable and fuel-efficient transportation options. The company's commitment to customer satisfaction ensures a positive ownership experience for customers in Bilaspur.

Literature Review

Recruitment processes are pivotal components of organizational success, particularly in dynamic and competitive sectors such as the automotive industry. As automotive companies strive to innovate, expand, and meet shifting consumer demands, their ability to attract and retain top talent becomes increasingly crucial. Understanding the intricacies of recruitment strategies employed by leading automobile giants is paramount for optimizing talent acquisition practices and maintaining a competitive edge in the market.

A comprehensive study conducted by Sharma and Shrivastava (2019) delved into the recruitment strategies of prominent automotive companies operating in India. The research, which focused on industry leaders like Maruti Suzuki, Tata Motors, and Hyundai, shed light on several key aspects of recruitment practices. Notably, the study emphasized the significance of employer branding, campus recruitment initiatives, and the adoption of digital platforms in attracting high-Caliber talent within the automotive sector. It highlighted the need for companies to adapt their recruitment approaches to align with the preferences and expectations of millennial candidates, who often prioritize factors such as work-life balance, career development opportunities, and organizational culture.

In a similar vein, Gupta, and Jain (2020) undertook a comparative analysis of recruitment practices across multinational automobile companies, including Volkswagen, Toyota, and Kia, operating in diverse geographic regions. Their research underscored the multifaceted nature of recruitment success, identifying factors such as brand reputation, competitive compensation packages, and robust employee engagement initiatives as critical drivers of talent acquisition efforts. Furthermore, the study emphasized the importance of cultural fit and diversity considerations in recruitment decisions, particularly within the context of globalized automotive markets where cross-cultural sensitivities and varied workforce demographics are prevalent.

Transitioning towards the burgeoning electric vehicle (EV) segment, Li *et al.* (2021) conducted a focused inquiry into

the recruitment challenges faced by emerging EV manufacturers like MG Motors and Mahindra Electric. Their research illuminated the unique recruitment hurdles encountered within the EV sector, characterized by the demand for specialized skill sets in EV technology and sustainability practices. The study underscored the importance of targeted talent acquisition strategies, including collaborations with academic institutions and industry-specific training programs, to address the evolving talent needs of EV companies.

Furthermore, the impact of technological advancements on recruitment processes within the automotive industry was explored by Kumar and Singh (2018). Their study investigated the integration of artificial intelligence (AI), big data analytics, and social media platforms in various stages of the recruitment lifecycle, ranging from candidate sourcing to assessment and selection. The research underscored the pivotal role of HR professionals in harnessing technology to streamline recruitment workflows, enhance candidate experiences, and optimize talent acquisition outcomes.

In summation, the existing literature underscores the pivotal role of recruitment processes in shaping the talent landscape of the automotive industry. By gaining insights into the recruitment strategies and challenges faced by leading automotive companies, HR professionals can devise tailored approaches to attract, select, and retain top talent. As the automotive landscape continues to evolve in response to technological advancements, changing consumer preferences, and market dynamics, ongoing research and innovation in recruitment practices will be imperative for automotive companies to sustain organizational success and remain competitive in the global marketplace.

Research Methodology

In this research a mixed-methods approach, incorporating both quantitative and qualitative methodologies to provide a comprehensive understanding of recruitment processes in various automobile companies. The research design will encompass surveys, interviews, and secondary data analysis to gather insights from multiple sources and perspectives. The research will adopt purposive sampling to select automobile companies operating in Bilaspur, Chhattisgarh, representing a mix of domestic and multinational brands. The sample include MG, Maruti Suzuki, Mahindra, Tata Motors, Hyundai, Volkswagen, Kia, and Toyota, chosen based on their market presence and significance in the automotive sector.

Data Analysis & Interpretation
Preference towards the form of Interview

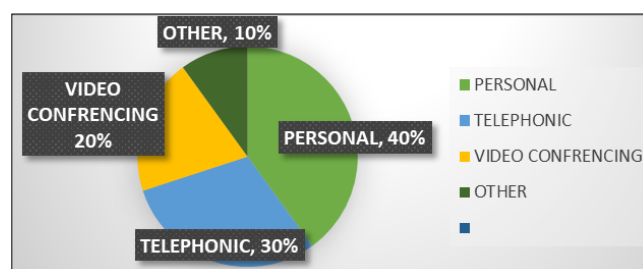


Fig 1

After receiving the response from all the respondents, it has been found that most of the manager Prefer Personal interviews, 30% prefer to take telephonic interviews whereas only 20% goes for video conferencing and rest 10% adopt some other means of interviews.

Primary Source for Candidate Sourcing

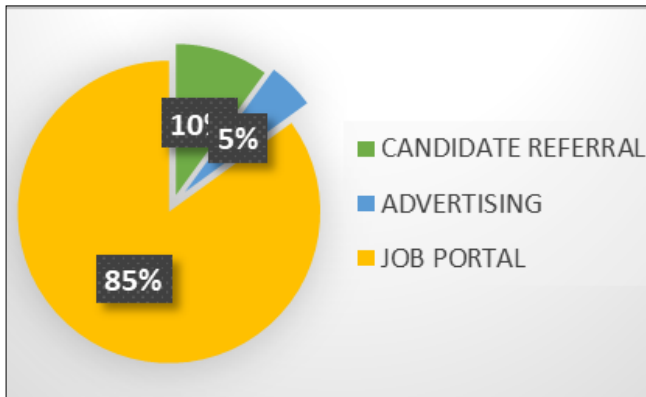


Fig 2

This analysis indicates that most of the respondent i.e. 85% responded for Job Portal, 10% responded for Candidate referral and 5% responded for Advertising.

Tracking Candidate Source

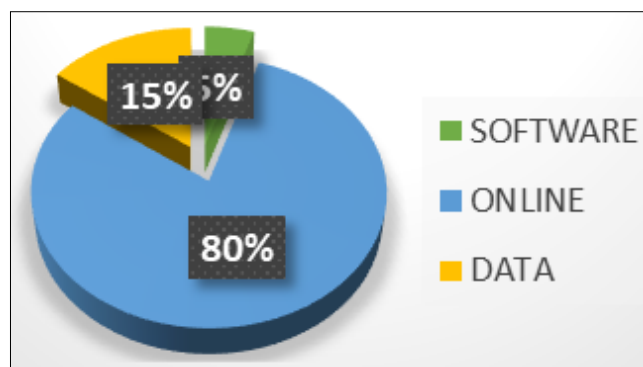


Fig 4

Most of the Executives 80% prefer online, 15% prefer Data whereas only 5% goes for software to source a candidate.

Time Spent on Recruitment

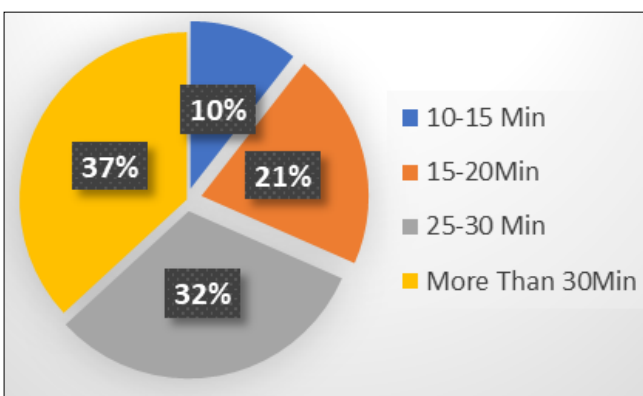


Fig 5

Preferred Stages For interview

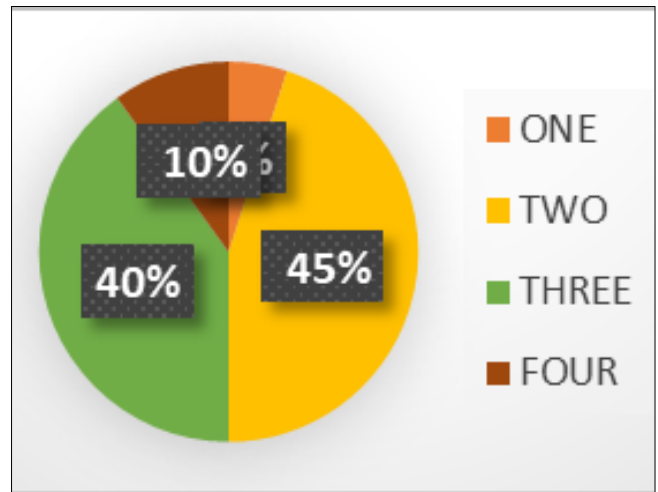


Fig 3

Most of the Executives Prefer two stages of interview, 40% prefer to take three stages interviews whereas only 10% goes for four rounds and rest 5% sometimes opt for one round of interviews.

This analysis indicates that most of the respondent i.e. 10% responded for 10 to 15 minutes, 21% responded for 15 to 20 mins, whereas 32% responded for 25-30 mins and 37% responded for more than 30 mins.

Standardization in Interview Questions

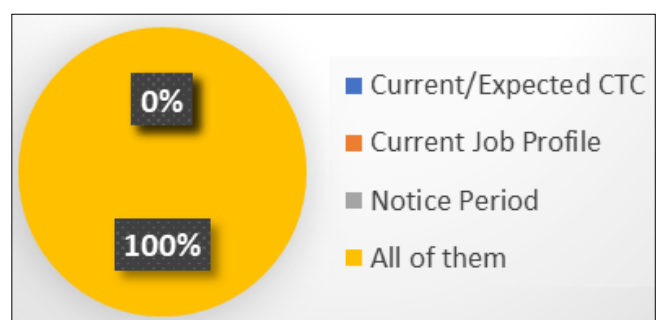


Fig 6

This analysis indicates that the entire respondent i.e. 100% responded for asking all the basic questions.

Findings

Preference for Interview Format: The data reveals that personal interviews are the most preferred form of interview among executives in the automotive industry in Bilaspur, Chhattisgarh, with a majority favouring this method over telephonic or video conferencing interviews.

Primary Source for Candidate Sourcing: Job portals emerge as the primary source for candidate sourcing among executives, followed by candidate referrals and advertising, indicating the effectiveness of online platforms in reaching potential candidates.

Preferred Interview Process: A two-stage interview process is commonly preferred by executives, suggesting that they believe this approach is sufficient for evaluating candidates effectively.

Clarity in Position Requirements: Most organizations demonstrate clarity in defining position objectives, requirements, and candidate specifications in their recruitment processes, ensuring alignment between job roles and candidate profiles.

Time Spent on Recruitment: The analysis indicates varying time investments during recruitment, with a significant portion of executives spending more than 30 minutes per candidate, suggesting thorough candidate evaluation processes.

Differentiated Recruitment Processes: Many organizations adopt different recruitment processes for different grades of employees, indicating tailored approaches based on job roles and seniority levels.

Standardization in Interview Questions: Basic questions are commonly asked during candidate interviews, indicating a standardized approach to candidate evaluation across organizations.

Limitations

The data is based on self-reported responses from executives in the automotive industry in Bilaspur, Chhattisgarh, which may be subject to bias or inaccuracies. The sample size may not be representative of the entire automotive industry in the region, leading to potential generalization issues. The survey questions may not have covered all aspects of the recruitment process comprehensively, potentially missing important factors influencing recruitment strategies. External factors such as market conditions, industry trends, and economic factors were not accounted for in the analysis, which may impact recruitment practices. The data does not provide insights into the effectiveness or success rates of different recruitment strategies employed by organizations.

Conclusion

In conclusion, the findings indicate that while there are commonalities in recruitment practices among executives in the automotive industry in Bilaspur, Chhattisgarh, there are also notable variations in approaches. Personal interviews,

job portals, and two-stage interview processes are prevalent, emphasizing the importance of direct interaction and online platforms in candidate evaluation. However, the lack of standardized cost calculation systems and provisions for evaluation and control highlight potential areas for improvement in recruitment processes. Overall, the findings underscore the need for organizations to continuously evaluate and adapt their recruitment strategies to effectively attract and select top talent in the competitive automotive industry landscape.

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