

**A STUDY
ON
THE EFFECTIVENESS OF RECRUITMENT STRATEGIES IN
SMALL AND MEDIUM SIZE ENTERPRISES: WITH SPECIAL
REFERENCE TO CHARAIDEO DISTRICT**

*A Dissertation Submitted to the Department of Social work for the fulfilment of the
requirement for the award of the degree of Master of Social Work (MSW)*



Submitted to:
Department of Social Work
MSSV, Guwahati Unit

Submitted by:
Kritivyas Borgohain
MSW, 4th Semester
Roll no. MSW-13/23
Registration No. MSSV-0023-008-001072
Session: 2023-25

**MAHAPURUSA SRIMANTA SANKARADEVA VISWAVIDYALAYA
GUWAHATI UNIT, 781032**

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MAHAPURUSHA SRIMANTA SANKARADEVA VISWAVIDYALAYA
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Department of Social Work

CERTIFICATE

I have the pleasure to certify that Sri **Kritivyas Borgohain**, MSW 4th semester student bearing **Roll No. MSW-13/23** with Registration No. **MSSV-0023-008-001072** of 2023 has completed the dissertation entitled **“The Effectiveness of Recruitment Strategies in Small and Medium Scale Enterprises with special reference to Charaideo District.”** He has made a successful completion of this research by his own efforts.

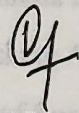
I wish him a bright future.

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I wish him a bright future ahead.

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Date: 11/06/2025

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DECLARATION OF ORIGINALITY

I, Kritivyas Borgohain, student of the 4th semester, Department of Social Work, Roll No. MSW-13/23 and Registration No. MSSV-0023-008-001072 Guwahati Unit, Mahapurusha Srimanta Sankaradeva Viswavidyalaya (MSSV), Nagaon, do hereby declare that this dissertation, entitled "**The Effectiveness of Recruitment Strategies in Small and Medium Size Enterprises: With Special Reference to Charaideo District,**" is an original work of mine and is the result of my own intellectual efforts, under the guidance of Ms. Dipshikha Boruah, Department of Social Work, MSSV, Guwahati Unit.

I acknowledge and cite the entire original sources (i.e., key documents and authors' names) that helped me in writing this research project. I am not violating any author's copyright.

I do hereby also declare that the contents of this dissertation have never been submitted to this or any other university (either in part or fully) for award of any degree.

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ABSTRACT

This research paper is aimed to understand the types, process, and efficiency of the Recruitment in the Charaideo district among the Small and Medium Scale of Enterprises as the district itself has got recognition as a fully pledge district recently, which is resulting in the establishment of several enterprises, Administration offices, Companies, Malls etc with all of them equipped with human resources as workforce. For this study the researcher has used quantitative research and descriptive research design and to analyse and interpret the gathered data. Researcher has chosen enterprises as the place of study as they are not only considered as the backbone of the economy but they also serve as a major source of employment, accounting for approximately 60–70% of jobs worldwide and constantly expanding. Small and Medium Enterprises (SMEs), while being vital to economic growth and employment, are particularly vulnerable to challenges such as employee management, compensation, and retention issues, limited access to funding, skill shortages, informal human resource management practices. Despite the vital role that SMEs play in the Charaideo district, several research gaps have been developed from this study. A significant number of micro-enterprises continue to operate without a formal HR department, depend instead on owners or managers to oversee human resource functions, indicating a lack of structured and systematic HR processes. This raises questions about how such informal HR practices impact employee satisfaction, retention, and overall productivity within the workplace. The conducted study was essential to gain a foundational understanding of key concepts such as interview types, interview duration, rounds of interviews, and the communication process, all of which are crucial for analysing how job distribution influences employee satisfaction and employer satisfaction at the same time. The findings of this research are nearly 95% similar to those found in the reviewed literature, which indicates that the study supports the existing research work. This strong match shows that irrespective of the geographical location, Small and Medium Scale enterprises continue to face challenges related to inefficient and informal human and resource management, showing that these issues are widespread and not limited to any particular region

Key words - Recruitment, Job Satisfaction, Employee Welfare, Job Security, Skill Development, Job Distribution, Medium and Small-Scale Enterprises, Employee Compensation, Employment, Skill Shortage.

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INTRODUCTION

Recruitment can be described as a planned process for searching, selecting, and hiring the right people for the right job at the right time. It is the most important function of an organization. Recruitment Agency because a company's success depends on its employees.

Skilled and efficient employees will deliver more better work and efficient results. A systematic and recruitment process ensures that an Organization/Company Agency gets skilled and capable individuals to work with and along them, who can contribute to positive growth and development.

There are several steps in the recruitment process which makes the recruitment and selection process more and equally valid:

The steps are as follows:-

CHAPTER I INTRODUCTION

In this way the recruitment process for an agency or company identify the need of manpower/workforce for a particular job position and accordingly the job description and job title is prepared to provide clarity about the reporting structure, job role, responsibilities, salary structure, expectations of the organization.

- In the second step the vacancy is posted publicly in order to attract the skilled manpower for the vacant job position in the respective organization.
- In the third step of recruitment process the agency screen and filter the received job applications to identify the most qualified and skilled candidates for the next round of interview.
- In the fourth step of recruitment process the selected and shortlisted candidates are called for a round of panel interview and personal interview is conducted to check the IQ, talent, skill and competency of the candidate for the specific job role.

INTRODUCTION

Recruitment can be understood as a planned process for searching, attracting, and hiring the right people for the right job at the right time. It is the most important function of an Organization/Company/Agency because a company's success depends on its employees.

Skilled and efficient workforce will define more better work and efficient results. A systematic and recruitment process ensures that an Organization/Company/Agency gets skilled and capable individuals to work with and along them, who can contribute to positive growth and development.

There are several steps in the recruitment process which makes the recruitment and selection systematic and ethically valid:

The steps are as follows -

- In this very first step the organization or agency or company identify its need of man-power/workforce for a particular job position and accordingly the job description and job title is prepared to provide clarity about the reporting structure, job role, responsibilities, salary structure, expectations of the organization.
- In this second step the vacancy is posted publicly in order to the attract the skilled manpower for the vacant job position in the respective organization.
- In the third step of recruitment process the agency screen and filter the received job applications to identify the most qualified and skilled candidates for the next round of interview.
- In the fourth step of recruitment process the selected and shortlisted candidates are called for a round of panel interview and personal interview is conducted to check the IQ, talent, skill and suitability of the candidate for the specific job role.

- In this step, the final declaration of the selection of the suitable candidate upon reference and details verification is announced and a particular job offer is given to the candidate.
- Onboarding and Induction of the newly appointed employee– The very last phase/step of the recruitment process where the selected candidate is taken up into the agency with all the formalities of workplace and prepared for training and formal documentation.

TYPES OF RECRUITMENT

Further recruitment is divided into two major types such as Internal Recruitment and External Recruitment. This type describes the source of the employees from where they are selected.

1. Internal Recruitment:

This type of recruitment includes:

Promotions – Giving a higher position to an existing employee at the work place.

Transfers – Moving an employee to a different department or a new location the position may or may not remain the same it is done within an organization.

Employee Referrals – When current employee suggests the best suitable candidates for job position.

2. External Recruitment:

In External recruitment the focus is in finding, attracting and selecting individuals who are not connected the organization. Job Portals & Websites – advertising the vacancies on job-portal like LinkedIn, indeed, or company websites to find and attract the suitable persons for the job.

Campus Recruitment – This is the popular form of recruitment, it involves hiring of fresh graduates from colleges and universities directly.

Walk-in Interviews – This allows the interested job seekers to apply directly without any advance appointment or screening.

Importance of recruitment in systematic managing manpower

A fair and ethically valid recruitment process is very much crucial for an organization or agency or company to promote diversity, productivity, helps organizations to find the right employees, reduce hiring costs, and improve overall productivity and organizational reputation. It ensures that businesses hire skilled workers who fit well within the company culture, fair and effective recruitment strategies can promote workplace diversity and inclusivity.

Companies and organizations mainly use both traditional (newspaper ads, employee referrals) and modern (online job portals, LinkedIn, AI-based screening) methods to attract the best and suitable talent for them.

OPERATIONAL DEFINITIONS:

- 1) Recruitment Strategies: Methods that are used by organizations to attract, select, and hire employees.
- 2) Workforce: The total number of worker/employees of a particular agency.
- 3) Human Resource Management: The systematic and planned utilization of manpower.
- 4) Recruitment Challenges: The challenges faced by the agencies or organization or company to find and hire the most suitable candidates for the vacancy
- 5) Small and Medium Enterprises (SMEs)

Classification Criteria for SMEs based on investment

Micro Enterprises – Investment up to ₹1 Lakhs and turnover up to ₹5 Lakhs .

Small Enterprises – Investment up to ₹5 Lakhs and turnover up to ₹10 Lakhs.

Medium Enterprises – Investment up to ₹50 Lakhs and turnover up to ₹1 Crore .

1.1 STATEMENT OF THE PROBLEM

Small and Medium Enterprises (SMEs) face problem like hiring the right people because they have limited money, and have fewer job seekers to choose them, especially in areas like Charaideo District, Sivasagar. These problems make it hard for SMEs to find skilled workers, which can hurt the overall growth and success of this organizations. Recruitment is a major part of building a strong team, and it is observed by the researcher that there is very less research on how SMEs can recruit effectively, especially in smaller towns or rural areas.

This study look at the hiring methods used by SMEs in Charaideo District and to find out the effectiveness of this recruitment strategies also as it focus to understand what challenges they face and as the small and medium Enterprises (SMEs) are considered the growing pillars of the economy, due to their contribution to employment generation and economic development of a country. And at the same it is usually found that small and medium businesses often don't have a fully trained HR professionals, so their way of hiring people is found be to unorganized or not planned well and not value based, this in future can lead to problems like hiring the wrong person or not giving everyone a fair chance and eventually the degradation of production by the organization. By studying this topic, it will help to improve the human resource management process followed by the small and medium size enterprises by suggesting certain sustainable and ethical practices.

Upon further review of literatures is found that most research focuses on recruitment practices in large organizations such as corporates, while small and medium scale enterprises remain under-studied despite their employment to large population and economic contribution to the society.

1.2 SIGNIFICANCE OF THE STUDY:

This study will provide understanding of the ethical and strategic practice of the recruitment process within organizations. It will also focus on the importance of fair hiring practices, transparency, and legal compliance and will help to promote sustainable human resource management in workplace. SMEs often face unique recruitment challenges, such as limited budgets, smaller talent pools. A dissertation can explore these challenges and propose practical solutions, enriching HR practices for SMEs.

The study will be helpful in improving talent acquisition in SMEs, such as focusing on skill development, employer branding, or employee referrals. These findings can enhance HR practices across small and medium-sized businesses. The study can help to identify problems in recruitment and cost-effective recruitment strategies for the SMEs, such as the social media, local networks, or partnerships with educational institutions. These findings and gaps can help HR professionals to adopt creative/sustainable approaches in resource-constrained environments to handle future problems efficiently.

1.3 OBJECTIVES OF THE STUDY:

1. To find the commonly used recruitment strategies among the enterprises.
2. To understand the effectiveness of recruitment practice in hiring quality workforce.
3. To study the key difference in the recruitment strategies of small and medium scale enterprises.

1.4 RESEARCH QUESTION:

1. What are the most commonly used recruitment methods by organizations?
2. What challenges do organizations face in recruitment, and how do they overcome them?
3. How do organizations use social media and online platforms for recruitment?

Senthil Kumar, V. (2013). *Employment generation by micro enterprises in India. Shanlax International Journal of Commerce, 1(4)*, examines the role of micro enterprises in generating employment in India. The study highlights that micro enterprises are labor-intensive and contribute significantly to the socio-economic development of the nation. They provide employment opportunities, income generation, export potentials, and utilization of local resources, especially in rural areas. The paper discusses the classification of micro enterprises under the Micro, Small, and Medium Enterprises Development (MSMED) Act, 2006, and presents data on the distribution of working enterprises and employment across various sectors. The article provides valuable insights into the importance of micro enterprises in India's economy. It effectively discusses the classification of micro enterprises and presents data on their contribution to employment generation. However, the paper could benefit from a more detailed analysis of the challenges faced by micro enterprises, such as access to finance, infrastructure, and policy support. Additionally, incorporating case studies or examples of successful micro enterprises could enhance the practical relevance of the study. Dr. Senthil Kumar's article highlights the critical role of micro enterprises in fostering employment and economic development in India. While the paper provides a comprehensive overview of the sector, further research addressing the challenges faced by micro enterprises and showcasing successful models could provide a more holistic understanding of their impact.

Bhoganadam et al. (2014) in their study titled “*A Study on Recruitment and Selection Process in Sai Global YarnTex (India) Private Limited*”, aimed to examine the recruitment and selection practices followed by the. The objectives of the study were to evaluate the recruitment and selection methods, determine if the process aligns with employee expectations, and assess whether the company follows ethical hiring practices. Data were collected from 40 respondents using a questionnaire, and the results revealed that 90% of employees are satisfied with the recruitment procedure and 100% believed the process was ethical and transparent. Additionally, 55% of respondents reported being satisfied with the selection process, and 62.5% favored internal recruitment sources. The study concluded that Sai Global YarnTex maintains

an effective and ethical recruitment system, though it suggested scope for adopting modern techniques and expanding recruitment process.

Mankikar, S. (2014), in her research titled “*A Critical Study on Recruitment and Selection with Reference to HR Consulting Firms*”, aimed to analyze the influence of factors such as firm size, labor market conditions, company image, and recruitment costs on the recruitment and selection process. The study used an empirical approach, collecting primary data from 105 employees of HR consulting firms using structured questionnaires and interviews, and tested hypotheses using the Chi-square test with SPSS software. One key finding was that the size of the organization had no significant relationship with recruitment effectiveness ($p = .113$), while the labor market had a strong and significant influence on recruitment policies ($p = .000$). The study concluded that external market conditions, particularly labor market trends and employment conditions, greatly shape recruitment practices, and that HR consulting firms play a pivotal role in talent acquisition due to their strategic positioning in the industry .

Kumar, S., & Gupta, A. K. (2014). “*A study on recruitment & selection process with reference. International Journal of Information Technology and Knowledge Management*, Kumar and Gupta explore the recruitment and selection processes in the electronics industry in Krishna District, Andhra Pradesh, India”, aims to identify common practices organizations use to attract and select employees and assess how these practices influence organizational outcomes. The authors emphasize that effective recruitment and selection are critical components at the entry point of human resources in any organization. Data analysis was conducted using statistical tools such as tables, graphs, pie charts, and bar diagrams. The findings suggest that well-structured recruitment and selection strategies lead to improved organizational performance and provide recommendations for enhancing these processes.

Kamran, A., Dawood, J., & Hilal, S. B. (2015). “*Analysis of the recruitment and selection process. Proceedings of the International Conference on Innovations in Engineering and Technology*”, examines the recruitment and selection processes

within organizations, focusing on their effectiveness and alignment with organizational goals for ensuring better productivity and sustainability . The authors discussed various methods employed in attracting and selecting candidates, highlighting the importance of a structured approach to enhance employee performance and retention. The research emphasizes the need for continuous evaluation and improvement of recruitment strategies to adapt to changing market dynamics.

Verma (2016), in her research synopsis titled *“Role of MSMEs in Employment Generation in India: A Study of Shoe Cluster in Agra District”* aimed to examine the contribution of Micro, Small and Medium Enterprises (MSMEs) to employment generation in India, with a particular focus on the shoe industry in Agra. The key objectives of the study included analyzing the impact of MSMEs on employment levels in India, evaluating the performance of the Agra shoe industry under the MSME sector, identifying factors influencing employment generation, and recommending action plans for enhancing job opportunities. Using a sample of 357 units and applying analytical tools such as trend and factor analysis, the study highlighted that the Agra shoe industry significantly contributes to job creation in the northern region and holds great potential for national economic development. Preliminary findings indicated a strong positive correlation between MSME growth and employment levels, especially in labor-intensive sectors like footwear manufacturing.

Baffoe, R. S. (2016). *“Challenges faced by small and medium-sized enterprises during recruitment and selection of employees within the Madina Metropolis in the La Nkwantan/Madina Municipality of the Greater Accra Region of Ghana”* Global Journal of Human Resource Management, 4(6), 7–33 investigates the challenges small and medium-sized enterprises (SMEs) in Ghana face during employee recruitment and selection. The study identifies issues such as poor planning, lack of employee competencies, inadequate recruitment skills, ineffective job analysis, and poor leadership. These challenges hinder SMEs' ability to attract and retain qualified staff, impacting their growth and profitability. The research employs a mixed-methods approach, combining questionnaires, semi-structured interviews, and secondary data

analysis. The article provides valuable insights into the recruitment challenges faced by SMEs in Ghana. It effectively highlights key issues and suggests practical recommendations, such as enhancing recruitment skills, improving job analysis, and collaborating with reputable recruitment agencies. However, the study could benefit from a more detailed exploration of the socio-cultural factors influencing recruitment practices and the inclusion of case studies to illustrate successful interventions. Baffoe's (2016) study underscores the importance of addressing recruitment challenges to improve the performance and sustainability of SMEs in Ghana. Implementing the recommended strategies could lead to more effective recruitment processes and contribute to the overall development of the SME sector.

Singh et al. (2019), in their article “*A Study of Human Resource Challenges in MSMEs with Special Reference to Pune City*”, aimed to explore the extent to which micro, small, and medium enterprises (MSMEs) prioritize human resource (HR) practices, identify challenges faced due to the absence of formal HR personnel, and propose potential solutions. The study emphasized that while MSMEs are growing and contributing significantly to the Indian economy, they face HR challenges such as poor internal communication, lack of structured recruitment, compensation design issues, and talent retention difficulties. Using a conceptual review and case insights, the authors found that MSMEs often overlook formal HR structures, leading to inefficiencies in employee engagement and performance. The results suggest that adopting strategic HR practices—even through outsourcing—can help MSMEs establish productive workplace environments, enhance employee satisfaction, and improve long-term organizational success.

Parihar (2019), in her study titled “*Understanding the Recruitment and Selection Practices of an Indian IT SME*” aimed to explore the recruitment and selection strategies used in a mid-scale IT company in Pune, India, to address persistent issues such as delayed hiring, attrition, and absconding. The objective was to analyze each stage of the recruitment and selection process to identify areas for improvement and enhance overall hiring efficiency. Using an exploratory research design and practical

implementation, the study identified key steps including sourcing, screening, scheduling, multiple interview rounds, machine testing, and final selection involving HR negotiation. The results showed that strategic planning and effective communication in recruitment significantly improved hiring outcomes, with 22 out of 34 vacancies fulfilled during the two-month period. The study emphasized the importance of prioritization, follow-ups, and HR engagement in improving candidate retention and reducing recruitment process delay.

Abbas et al. (2021), in their article “*Critical Review of the Recruitment and Selection Methods, Understanding Where We Stand*,” aimed to examine existing literature on recruitment and selection practices, with a focus on their transformation due to technological advancements and the COVID-19 pandemic. The objectives included reviewing commonly used methods such as advertisements, recruitment agencies, employee referrals, and e-recruitment platforms, and assessing their effectiveness in attracting and selecting suitable candidates. The results indicated that while traditional methods are still in use, there has been a significant rise in the adoption of digital tools like social media, electronic application systems, and online interviews. The review concluded that combining conventional and digital recruitment strategies enhances organizational efficiency in sourcing and selecting talent in a competitive global environment

Shah, S. (2022), in her research titled “*A Study on Recruitment and Selection Process at Capgemini India Pvt Ltd*,” investigated the effectiveness and structure of the recruitment and selection system at Capgemini India. The primary objectives were to examine the current recruitment and selection practices, understand their impact on employee skill development, and suggest potential improvements. Using an exploratory research design, data were collected from 40 employees through questionnaires using a convenience sampling technique. The findings revealed that 80% of the respondents believed the recruitment and selection process contributed to their skill development, 60% felt the process was up to the mark, and 92% agreed that job definitions played a crucial role. However, 65% of employees found the eligibility

criteria to be rigid. The study concluded that while the recruitment process is largely effective, it requires certain enhancements, such as the implementation of modern recruitment methods like e-recruitment and improved communication with candidates throughout the process.

Goala and Yarso (2023), in their “*article Human Resource Management of Small Enterprises in India and Its Impact on Performance of the Enterprises*” investigated how various human resource management (HRM) practices affect the performance of small enterprises in Silchar, Assam. The study aimed to assess the impact of six key HRM components—human resource planning (HRP), recruitment and selection (R&S), organizational climate (OC), training and development (T&D), performance evaluation (PE), and employee compensation (EC)—on enterprise profitability. Utilizing primary data from 50 small enterprises and employing descriptive statistics, Spearman rank correlation, and ordinal logistic regression, the study found that HRP, R&S, OC, and EC had significant positive correlations with firm performance. Particularly, HRP ($r = 0.886$) and EC ($r = 0.831$) emerged as the most influential factors. However, T&D and PE showed weaker and statistically insignificant impacts, suggesting that small enterprises often prioritize hiring already-trained individuals over investing in staff development. Interestingly, a more favorable organizational climate showed a paradoxical negative correlation with profitability. The findings emphasize the need for strategic HR planning and competitive compensation to enhance performance in small enterprises.

Rathore and Chaturvedi (2023), in their article titled “*Human Resource Management for Small and Medium Enterprises in Madhya Pradesh*”—An Assessment, aimed to understand the implementation and importance of human resource management (HRM) practices within SMEs in Madhya Pradesh. The main objective was to analyze how important HR functions such as recruitment, selection, performance appraisal, and compensation management are being utilized and to assess their impact on organizational growth. The study found that a significant portion of small enterprises (approximately 80%) and 20% of medium enterprises operate

without formal HR structures, which affects their ability to attract, retain, and manage talent efficiently. The results emphasized that the integration of structured HRM practices is critical for improving employee productivity, reducing attrition, and enabling sustainable growth within SMEs

Gurusamy, K. et al. (2019). *“A systematic review of literature on recruitment and selection process. Humanities & Social Sciences Reviews”*, provides a comprehensive review of literature on recruitment and selection processes across various sectors. The authors adopt a content analysis method, reviewing 40 articles published between 2010 and 2018. The study identifies modern recruitment methods, including online portals, outsourcing, job fairs, campus interviews, and mobile recruitment applications. The research highlights the importance of adopting the latest technologies and considering expatriate factors to enhance recruitment practices. The findings suggest that strategic staffing and competitive advantage are achievable through effective recruitment and selection processes.

Solanki, M. D., & Gujarati, P. (2024). *“The digital revolution in recruitment: Unraveling the impact and challenges of e-recruitment. Educational Administration: Theory and Practice”* examines how the internet has transformed human resource recruitment, emphasizing cost-effectiveness, efficiency, and employer branding. The research also discusses challenges such as managing high application volumes and ensuring applicant quality. (mention left out)

Agarwal and Jha (2015), in their study titled *“Human Resource Practices in Indian SMEs – An Exploratory Study, aimed to explore the human resource policies and practices within Indian small and medium-sized enterprises (SMEs)”* Utilizing a qualitative methodology, they conducted in-depth interviews with owners of eight SMEs across various sectors, including electronics, textiles, auto ancillary, IT, financial services, and renewable energy. The study revealed that HR practices in these SMEs are predominantly informal, with limited formal processes in areas such as recruitment, training, performance management, and compensation. The authors concluded that while there is an emerging trend towards formalizing HR practices,

many SMEs still rely heavily on informal methods, often due to resource constraints and the perception that formal HR systems are unnecessary for small-scale operations. This informality can impact organizational performance and employee satisfaction, highlighting the need for SMEs to recognize the strategic importance of structured HR practices slowly in the longer run.

Vishwakarma, Singh, and Pande (2019) conducted “*a comprehensive review of human-resource challenges in Pune’s MSMEs*” with the objective of identifying how small firms manage recruitment, compensation, training, and retention under rapid growth pressures; they found that ambiguous roles, poor internal communication, and unbalanced compensation schemes hinder talent attraction and retention and therefore recommended formalizing recruitment processes, clarifying communications, and designing balanced pay structures. Ansah (2016) examined recruitment and selection practices in Ghanaian SMEs to pinpoint obstacles to hiring competent staff and found that poor planning, insufficient recruiter skills, inadequate job-analysis tools, and narrow advertising led to low employee competence and poor working conditions; he advised strengthening entrepreneurs’ recruitment capabilities, investing in rigorous job-analysis instruments, expanding advertising channels, and improving service conditions, potentially via partnerships with recruitment agencies. Hiremath and Mandali (2022) surveyed MSMEs in the Hubli region to explore the role of HR in recruitment, skill development, and workplace culture and discovered that 70% lacked any formal HR function, relied on word-of-mouth hiring, and struggled to attract and retain skilled workers due to limited resources for pay, advertising, and training; they urged these firms to draft clear job descriptions, adopt formal advertising and selection processes, and implement retention strategies such as competitive salaries, performance incentives, transparent communication, ongoing development opportunities, and exit interviews. Together, these studies highlight that MSMEs worldwide face common HR hurdles—lack of formal processes, unclear roles, and limited resources—and converge on solutions centered on structured recruitment, systematic selection, and comprehensive retention programs.

Tiwari, R. (2020). “*Micro Small and Medium Enterprises and Employment in India. In Recent Perspectives in Management (pp. 23-31). KD Publications*”, discusses the importance of Micro, Small, and Medium Enterprises (MSMEs) in India’s economic development, especially in terms of employment generation. It highlights that MSMEs contribute significantly to growth, poverty reduction, and rural development. The paper emphasizes their role in creating both self-employment and wage employment, making them a key part of India's economy. The article uses secondary data to illustrate how MSMEs effectively utilize local resources and produce diverse goods for both domestic and international markets. The paper effectively showcases the positive impact of MSMEs on India’s economy. However, it could explore the challenges faced by MSMEs, such as financing, technology, and regulatory issues, which are essential for further development. The article provides valuable insights into MSMEs’ role in employment and economic growth, highlighting the need for policies that address the challenges faced by this sector to fully realize its potential.

Adebayo, A. A., & Adebayo, A. A. (2020). “*The role of micro, small, and medium enterprises in India's economic development: A critical analysis. Asian Journal of Economics, Business and Accounting, 20(3)*” examine the significant role of micro, small, and medium enterprises (MSMEs) in India's economic development. The authors discuss how MSMEs contribute to employment generation, poverty alleviation, and inclusive growth. They also highlight the challenges faced by MSMEs, such as limited access to finance, inadequate infrastructure, and regulatory barriers. The paper emphasizes the need for supportive policies and reforms to enhance the performance and sustainability of MSMEs in India. The article provides a comprehensive overview of the importance of MSMEs in India's economy. It effectively identifies key challenges and suggests policy interventions to address them. However, the paper could benefit from empirical data or case studies to support its arguments and provide a more detailed analysis of the impact of MSMEs on economic development. Adebayo and Adebayo's (2020) study underscores the critical role of MSMEs in fostering economic development in India. While the paper identifies

key challenges and policy recommendations, further research incorporating empirical data would enhance its contribution to the field.

Hunkenschroer and Luetge (2022), in their review paper titled “*Ethics of AI-Enabled Recruiting and Selection: A Review and Research Agenda*” aimed to explore the ethical implications of integrating artificial intelligence into recruitment and selection processes. The main objectives were to categorize existing literature on ethical concerns, identify opportunities and risks associated with AI-based hiring, and develop a framework to guide future research and practice. Through a systematic review of 51 academic, practitioner, and legal articles, the authors identified major ethical themes such as algorithmic bias, lack of transparency, data privacy, and fairness perceptions. The results highlighted that while AI can increase efficiency and consistency in recruitment, it also poses serious ethical risks including discriminatory outcomes, loss of human oversight, and limited accountability. Moreover, they found that much of the current literature is practitioner-focused, lacking strong theoretical grounding and empirical validation. The authors called for more in-depth, domain-specific, and interdisciplinary research to address unresolved ethical ambiguities and support the responsible use of AI in human resource practices.

Pant, D. (2022), in her article “*The Rise of SMEs: Challenges HR Can’t Ignore*” published in People Matters, examines the multifaceted challenges confronting small and medium enterprises (SMEs) in India, particularly in the post-pandemic landscape. The article highlights that while SMEs have shown resilience, they face significant hurdles such as complex regulatory environments, limited access to funding, skill shortages, and the pressing need for digital transformation. These challenges are compounded by the evolving expectations of talent and consumers, necessitating a robust digital presence and agile HR practices. Pant emphasizes the pivotal role of HR leaders in navigating these challenges by fostering adaptability, investing in human capital, and driving digital initiatives to ensure SMEs remain competitive and sustainable in the dynamic business ecosystem.

Outworks Solutions (n.d.), in their article "*Staffing for SMEs: Challenges and Solutions to Improve Hiring for Small Businesses*," explores the key hiring issues faced by small and medium enterprises (SMEs), emphasizing that despite a 60% increase in hiring activity in 2023, nearly 80% of SMEs still lack structured recruitment processes. The main challenges identified include the difficulty in finding qualified candidates (51.3%), the need to raise salaries to stay competitive (26.2%), and the necessity to offer additional benefits (12.9%). These issues have been worsened by post-pandemic labor shortages and the effects of the "Great Resignation." The article suggests that partnering with experienced recruitment agencies can help SMEs streamline their hiring processes, expand their talent pool, and ensure more efficient and quality hires, ultimately enabling them to overcome staffing gaps and build stronger teams for sustained growth.

Goala and Yarso (2023), in their study titled "*Human Resource Management of Small Enterprises in India and its Impact on Performance of the Enterprises*" aimed to examine how various human resource management (HRM) practices shapes the performance of small enterprises in Northeast India. The researcher aim to understand basic HRM elements, including human resource planning (HRP), recruitment and selection (R&S), performance evaluation (PE), and employee compensation (EC). a sample of 50 small enterprises from Silchar, Assam was taken to study by using descriptive method, The findings indicated that Human resource planning has positive effects on performance. The study shows that the small enterprises should use strategic HR planning and attractive compensation and training programs to enhance overall performance of the enterprises.

Khizerulla, M., & Lavanya, G. (2023, December). "*E-recruitment realities: An empirical investigation into the utilization, challenges, and success rates in modern talent acquisition practices*", presented at the International Conference on Innovative Practices in Multidisciplinary Research 2023, Bangalore. This study explores the impact of e-recruitment on talent acquisition, analyzing its benefits and challenges in a modern hiring landscape. The findings indicate that digital tools enhance recruitment

efficiency but also introduce challenges related to managing application volumes and ensuring applicant quality.

Momin, U. (2024), in her article "*An Analysis of the Challenges and Opportunities Encountered by Small and Medium Enterprises (SMEs) in the Context of the Indian Economy*," aimed to examine the role of SMEs in India's economic development, identify the challenges and opportunities faced by family-owned SMEs in the Kalyan-Dombivli region, and suggest measures for their improvement. The study revealed that these SMEs struggle with critical issues such as limited access to finance, lack of financial literacy, outdated technology, inadequate marketing, shortage of skilled labor, and complex labor regulations. These challenges significantly hinder their growth, competitiveness, and potential to modernize. Momin emphasized the need for increased awareness of government support schemes, simplified financial access, improved infrastructure, promotion of entrepreneurship development programs, and investment in technology and training to enhance the contribution of SMEs to the Indian economy.

Shofiana, D., Hasbullah, F., Farida, I., & Larasati, F. (2025). "*Effective recruitment strategies in modern human resources management. International Journal of Multidisciplinary Research and Analysis*" This study examines the recruitment strategies employed by PT XYZ, a leading fintech company in Indonesia. The authors highlight the significance of implinting technology into recruitment processes, such as utilizing online platforms and social media, to enhance efficiency and attract skilled and new talent. the research focus upon the importance of recruitment to ensure better performance within the organization. The findings shows that innovative recruitment strategies will help in supporting organizational growth in a ever changing market.

RESEARCH METHODOLOGY:

The Researcher used quantitative research methods for this study. The Data will be collected through questionnaires, observation, and analysis of secondary sources related to recruitment strategies in small and medium scale enterprises.

The main purpose of choosing quantitative research is that quantitative research helps in collecting numerical data such as the number of employees hired, recruitment sources used, or time taken to fill vacancies, which makes the study objective and reliable at the same time

It also help to identify common recruitment practices, challenges, sources of recruitment and outcomes across different small and medium scale enterprises.

Also, the comparison feature help to compare responses from different small and medium scale enterprises on the same questions, helping to understand key differences in the recruitment practices.

3.1 THEORITICAL FRAMEWORK

The Researcher has used the Human Capital Theory in this study. A theoretical framework is the base of a research which mention the interpretation of the basic theories and concept that are associated to the research. The Theory was given by economist Gary Becker argued that investments in education and training are similar to investments in physical capital. Human capital theory emphasizes that individuals acquire skills and knowledge through education, training, and experience, and these attributes significantly impact their productivity and economic value. The theory highlights that when organizations invest in hiring and developing capable individuals, it leads to higher efficiency, innovation, and overall performance. It also underlines the importance of matching the right skills to the right jobs to optimize productivity and organizational effectiveness. Human capital theory focuses upon the value of employees' skills, knowledge, and abilities as key assets for organizational success. In the context of SMEs in Charaideo District, effective recruitment strategies are crucial for building strong human capital. By attracting the right talent—such as locally

skilled individuals or those with growth potential—SMEs can enhance productivity and competitiveness. Recruitment strategies tailored to the region's unique socio-economic conditions, like leveraging local networks or focusing on industry-specific skills, can help SMEs overcome challenges like limited resources and a smaller talent pool.

In the present study, it is observed that most SMEs prefer walk-in interviews and one-on-one interactions to identify candidates based on immediate skills and availability, which aligns with the practical application of human capital theory in resource-limited settings. Furthermore, SMEs prioritize experience and job-specific training over formal education due to the urgent need for ready-to-perform employees. By understanding the importance of hiring skilled workers and occasionally investing in basic training (such as for electricians or welders), these enterprises indirectly reinforce the theory's core idea—that employee capability is a critical driver of organizational performance. Ultimately, aligning recruitment practices with human capital theory ensures SMEs hire and retain employees who contribute to long-term growth and success in a sustainable and efficient manner.

3.2 UNIVERSE OF THE STUDY

The Researcher focus to gather all the necessary data and information from the small- and large-scale enterprises in Charaideo district. This study region is selected as in the past few years a series of new growth of the SMEs across various sectors such as manufacturing, construction, trading etc. is witnessed and strong employment opportunities are developing for the skilled individuals. With the modernization of human resource management process within the agencies a strategic shift to an adaptation of technology-driven approach is witnessed, the study of this aspect provided a valuable understanding on how technology-based tools are reshaping the recruitment in small and medium size enterprises of charaideo district.



Photo – Charaideo District, Assam.

<https://images.app.goo.gl/UpD7ebvu9oX8va6s8>

3.3 RESEARCH DESIGN:

A descriptive research design is used to examine recruitment process and their effectiveness in different enterprises settings. The study focus on collecting data through questionnaires and general observation.

The research has used the descriptive research design because descriptive research help to gain a detailed understanding of the recruitment and selection process within small and medium scale enterprises, and descriptive research design is also easy to be understood.

3.4 SAMPLING TECHNIQUES

To study the various recruitment strategies of Small and Medium Enterprises (SMEs) in Charaideo District, specifically simple random sampling is used in this study to gather the valuable data. SME owners, HR personnel, and managers involved in the

recruitment process selected to understand the methods and challenges they face in hiring employees. (probable or non probable sampling)

The purpose of using simple random sampling technique is due to small and medium scale enterprises in the area is not too large, simple random sampling can be both time-saving and cost-effective compared to more complex sampling techniques, and the researcher also have the complete list of all the small and medium scale enterprises of the place of study, no categorization of the population is needed in this sampling technique

3.5 SAMPLE SIZE

A sample size of 30 is used by the researcher to carry out data collection. This data from the response are used to compare and analyze the efficiency of the used recruitment process by the medium and small-scale enterprises.

The reason to choose 30 number of respondents are

30 is a manageable number focusing with the available time, and the study location is limited to 34-37 small and medium scale enterprises where recruitment is active, where out of this only 30 have agreed to respond.

3.6 DATA COLLECTION TOOLS / TECHNIQUES

1. Primary Data:

- Surveys: Conduct structured surveys with SME owners, HR personnel, and managers to gather numerical data on recruitment methods, challenges, and effectiveness.
- Interviews: Semi-structured interviews with key personnel to gain insights into recruitment strategies, hiring trends, and workforce needs.

- Observations: Analyzing hiring practices, employee turnover, and recruitment processes within SMEs.

2. Secondary Data:

- Published Research Papers and Journals: Studies on SME recruitment strategies, workforce trends, and HR practices.

- Theses and Dissertations: Previous research on employment patterns and recruitment in small businesses.

- News Articles and Media Reports: Information on labor market trends, hiring challenges, and government policies affecting SME recruitment.

- Online articles will be used for the study

3.7 TOOLS FOR ANALYSIS OF DATA –

For the data analysis the researcher has used the tool Microsoft Excel it is a flagship application from Microsoft applications, The quantitative findings are presented by the researcher with the help of Microsoft Excel, it provided the spreadsheet which is used by the researcher to analyze, arrange, and represent the raw data collected directly from the field in a graphical representation and statical description for easy and clear understanding.

3.8 ETHICAL CONSIDERATION AND CONSENT

1. Informed Consent – The researcher has taken fair permission from the owners and managers of the enterprises of Charaideo district to collect data from the respondents for dissertation purpose as proper explanation is also given for the reason of this data collection.
2. The privacy of the respondents was taken into account by the researcher while preparing of the research dissertation the identities are kept private, but it is

also to be noted that some of the enterprises has willingly given their official seal and signature in the questionnaire provided by the researcher.

3. Rationality is maintained by the researcher through-out the research as there is no biasness influence in the analysis and the study.

3.9 LIMITATIONS

1. Limited Geographic Scope – The study focuses only on organizations in Charaideo, which not reflect recruitment trends in other districts.
2. Restricted Sample Size – Due to time and resource constraints, only a limited number of organizations can be studied.
3. Access to Data – Some enterprises did not disclose detailed recruitment policies or challenges, leading to gaps in information and difficulty in analyzing the available data.
4. Limited Literature to review as only limited number of articles and publication, are available on the research topic and on the research location.

3.10 INCLUSION AND EXCLUSION CRITERIA

INCLUSION –

1. The enterprises within the charaideo district where recruitment is active
2. The enterprises who has agreed to provide the data for the study
3. The enterprises which falls in the small and medium categories.

EXCLUSION –

1. The enterprises which are located outside the Charaideo district
2. The Enterprises where recruitment is inactive and held very rarely
3. The Enterprises which are large in terms of size

Demographic profile of the respondents

4.1.1 Age of the Respondents

SL.NO	Age of the respondents	No of Respondents	Percentage %
1	20-25 Years	0	0
2	25-30 Years	3	10%
3	30-35 Years	5	17.67%
4	35-40 Years	7	23.33%
5	40-45 Years	0	0
6	45-50 Years	4	13.33%
7	50-55 Years	5	16.67%
8	55-60 Years	3	10%
9	60-65 Years	0	0
10	65-70 Years	2	6.67%
11	70-75 Years	0	0
12	75-80 Years	1	3.33%
Total		30	100%

Table no 4.1.1 Age distribution of the respondents

The data consists of 30 respondents categorized by age groups where frequency is taken as 5 years. The majority of respondents (70%) fall within the 30–55 age range, with the 35–40 years group (23.33%) being the most represented, followed by the 30–35 and 50–55 years groups. There were no respondents from the 20–25, 40–45, 60–65, and 70–75 age groups, indicating a gap in representation among young adults and senior individuals. The lowest participation came from older age groups like 75–80 years (3.33%), while the younger adult group (25–30 years) showed limited representation (10%).

4.1.2 Gender distribution of the respondents

SL.NO	Male	Female	Others	Percentage%
1	30	0	0	100%

Table no 4.1.2 Gender distribution of the respondents

The data shows that all 30 respondents (100%) were male, with no female or other gender participants included in the study. This indicates a completely male respondent base.

4.1.3 Occupation distribution of the respondents

Occupation	No of Respondents	Percentage %
HR Manager	13	43 %
Owner	17	57 %
Manager	0	0
Total	30	100 %

Table no 4.1.3 Occupation distribution of the respondents

Among the 30 respondents, the majority were Owners (57%), followed by HR Managers (43%). There were no respondents in the 'Manager' category.

OBJECTIVE 1– To explore the commonly used Recruitment Strategies at Small and Medium – scale Enterprises

4.2.1 : Type of interview preferred .

This question is asked to the respondents to understand what recruitment process is mostly preferred by the enterprises to choose the workforce

Types of Interview	No of Respondents	Percentage %
Walk in Interview	30	100 %
Referral	0	0
External agency support	0	0
Total	30	100 %

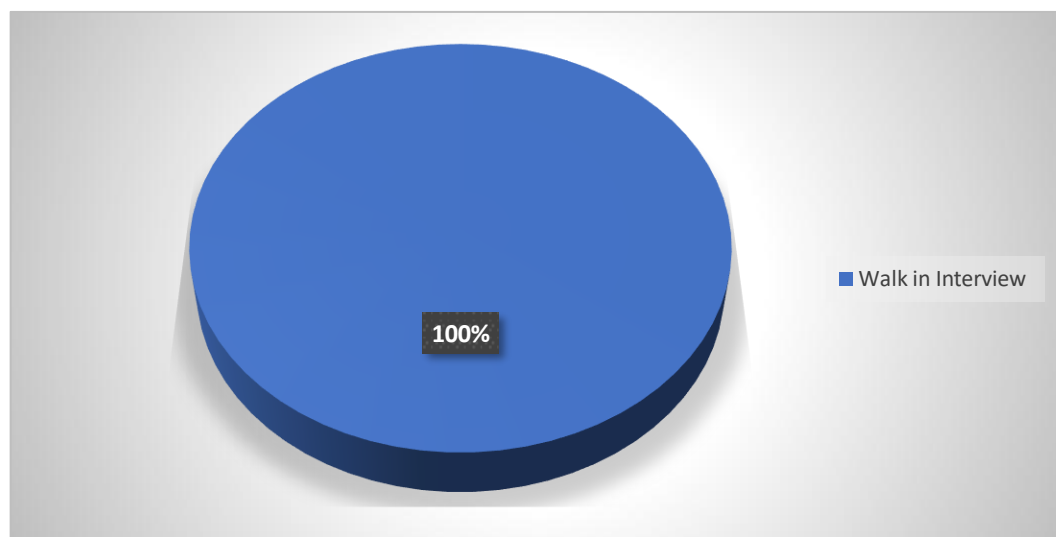


Fig-4.2.1: Type of interview preferred.

Out of 30 respondents, 100% (30 respondents) prefer walk-in interviews as their method for recruiting workforce, while none use referrals or external agency support.

This data clearly shows that walk-in interviews are the most commonly preferred recruitment method among SMEs in the Charaideo district, due to their simplicity, cost-effectiveness, and direct interaction with candidates.

4.2.2 Type of interview used in the Enterprise -

This question is asked to find out which is the most common type of interview process used by the enterprises to recruit their manpower

Types of interviews	No respondents	of	Percentage %
a) One-on-one interview	28		93%
b) Panel interview	2		7%
c) Group discussion	0		0
d) Video interview	0		0
Total	30		100%

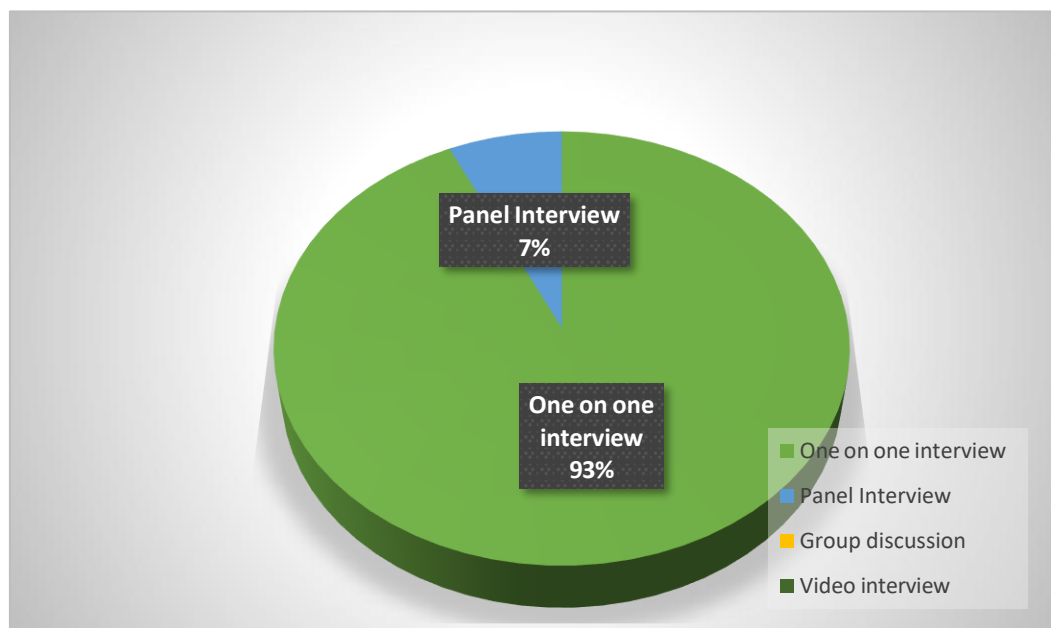


Fig-4.2.2: Type of interview process used by the enterprises

Out of 30 respondents, 93% (28 respondents) reported using one-on-one interviews, making it the dominant interview method. Only 7% (2 respondents) use panel interviews, while group discussions and video interviews are not used at all (0%).

This analysis shows that a strong preference for individual, face-to-face interview among the candidates are preferred by the Enterprises of the Charaideo district as this the most interactive form of interview to know about the candidates, using other form of interview will not justify the evaluation and highlight the actual potential and skills . Minority of the enterprises use panel interview to evaluate the candidates, this are the enterprises which has proper HR department.

4.2.3 Duration of interview Process

This Question is asked to understand the overall time required by an enterprises to fill its vacancy with the the required manpower

Duration of interview Process	No of respondent	Percentage%
a) Less than a week	20	67%
b) 1-2 weeks	9	30%
c) 3-4 weeks	1	3%
d) More than a month	0	0
Total	30	100%

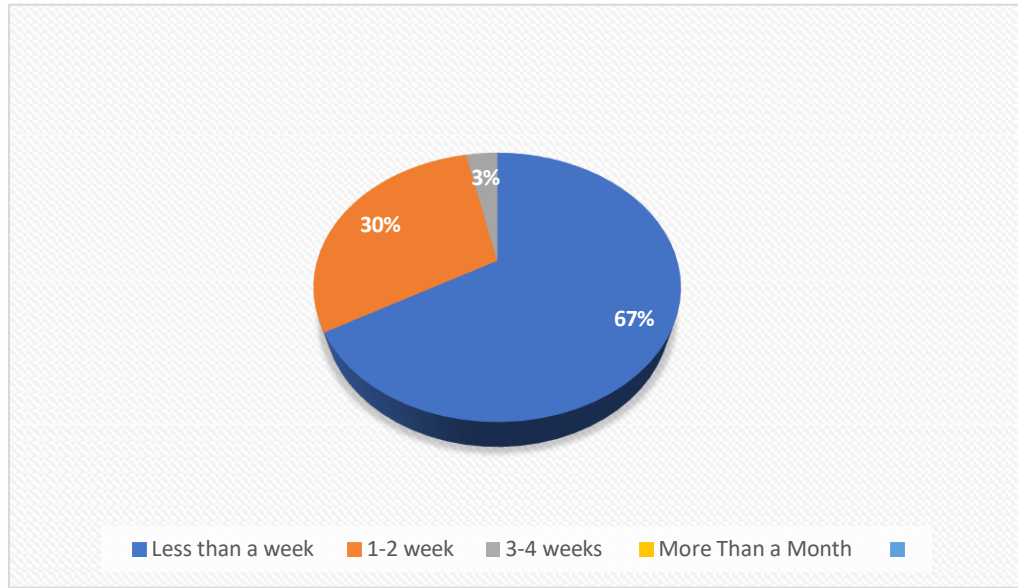


Fig-4.2.3: Duration of interview Process

Among 30 respondents, 67% (20 respondents) complete the interview process in less than a week, while 30% (9 respondents) take 1–2 weeks. Only 3% (1 respondent) reported a duration of 3–4 weeks, and none take more than a month.

This analysis shows that the majority of SMEs in the Charaideo district conduct quick interview processes, typically within a week as they want to fill the vacancy at the earliest as possible. Minorities continue the interview process for more than 3 weeks due to existence of several recruitment and selection formalities.

The main reason of completing the interview process in short time is that they believe that more the duration more the expenses for them.

4.2.4 Involvement of the department head in selection process

This question is asked to evaluate the involvement of the departmental head in the selection process of the workforce

Involvement of the department head in selection process	NO of respondents	Percentage%
a) Yes	22	73 %
b) No	8	27%
Total	30	100%

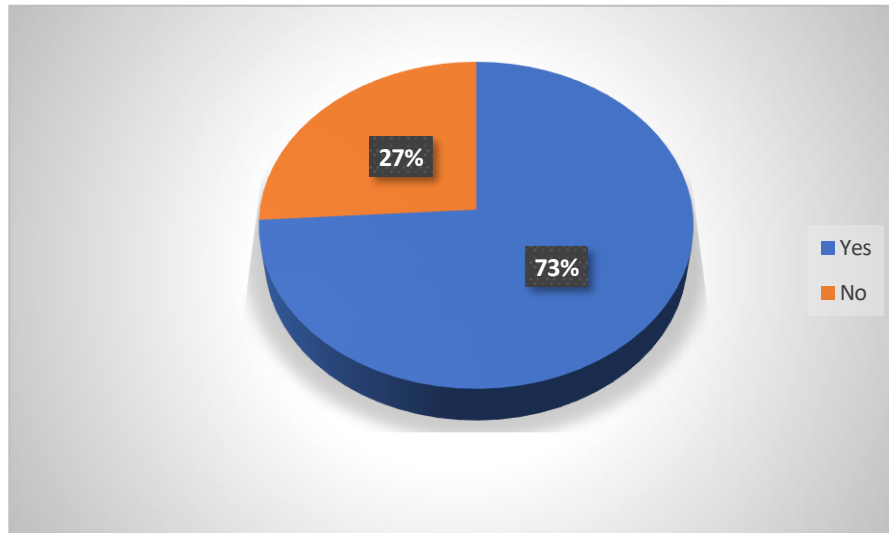


Fig 4.2.4: Involvement of the department head in selection process

Out of 30 respondents, 73% (22 respondents) involve the department head in the candidate selection process, while 27% (8 respondents) do not involve them.

This shows that most SMEs in the Charaideo district prefer collaborative decision-making approach by including departmental Heads in recruitment process of the organization and thus shaping a quality and efficient workforce. Minority of the enterprises does not include the departmental head in the recruitment process as they are the one with no HR department, the owner managing the HR functions informally.

4.2.5 Multiple rounds conducted or not before final selection -

This question is asked to understand the number of rounds of interview conducted before the final selection

Multiple rounds for final selection	No of respondents	Percentage %
Yes	2	7%
No	28	93%
Total	30	100%

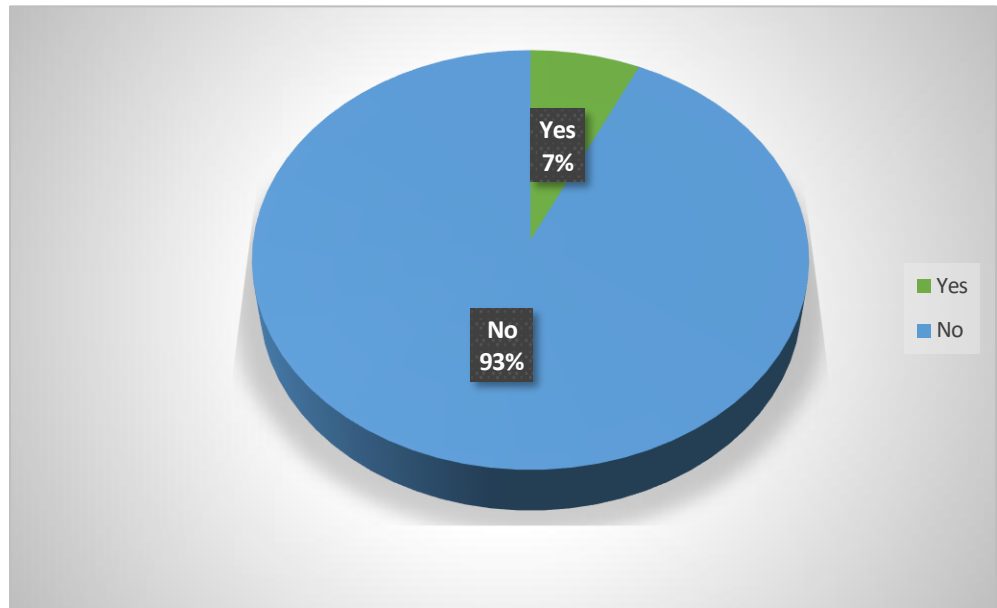


Fig 4.2.5: Multiple rounds conducted before final selection

Among the 30 respondents, only 7% (2 respondents) conduct multiple interview rounds, whereas 93% (28 respondents) do not conduct.

This indicates that the recruitment process in most SMEs of Charaideo district is generally straightforward and short in time, involving a single round of interviews for the candidates, the majority of SMEs in the Charaideo district conduct quick interview processes, typically within a week as they want to fill the vacancy at the earliest as possible. Minorities continue the interview process for more than 3 weeks due to existence of several recruitment and selection formalities.

The main reason of completing the interview process in short time is that they believe that more the duration more the expenses for them.

4.2.6 Preference of fresh candidates over experienced candidates

This question is asked to understand the preference of candidates by the enterprises prefer fresh over experienced candidates

Prefer fresh over experienced candidates	No of respondents	Percentage %
Yes	13	44%
No	17	56%
Total	30	100%

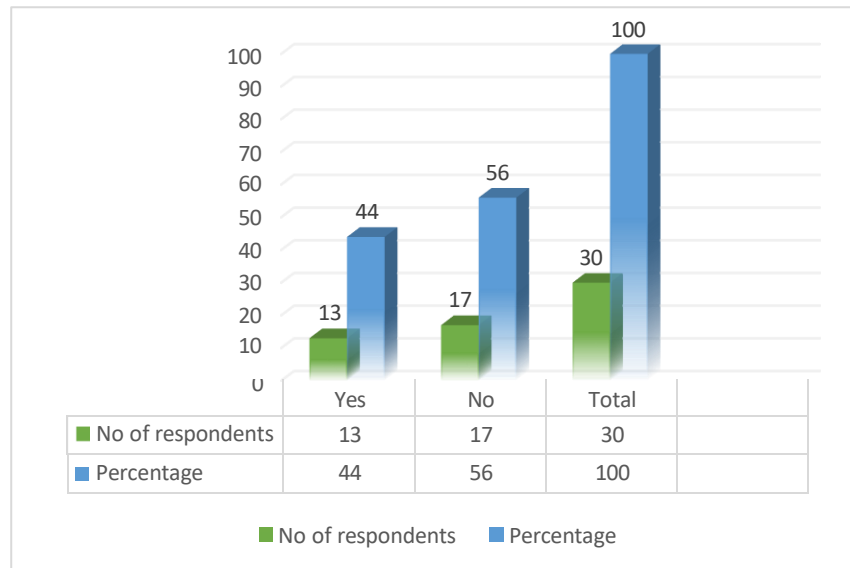


Fig4.2.6: Preference of fresh candidates over experienced candidates

Out of the 30 respondents, 44% (13 respondents) prefer fresh candidates, while 56% (17 respondents) prefer experienced candidates for their enterprises.

This data suggests that a majority of SMEs in Charaideo district gives importance and prefer the experience more during recruitment process as experienced candidates are easier to manage than the freshers. The freshers are only preferred to the enterprises who has formal Hr department to train and shape the freshers.

4.2.7 Hiring Practice

This Question is asked to understand the nature of the hiring process of the enterprises

Hiring Practice	No of responses	Percentage %
Gender diversity	5	17 %
Hiring of PWDs	2	7 %
No diversity policies	23	76%
Total	30	100 %

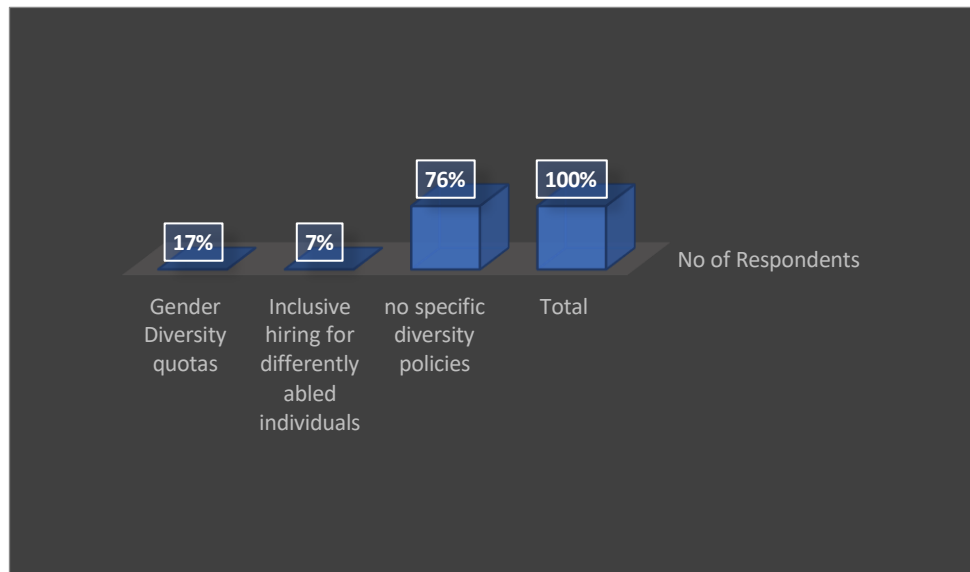


Fig 4.2.7: Hiring Practice

Among 30 respondents, 76. % (23 respondents) reported having no specific diversity policies, while only 17% (5 respondents) practice gender diversity hiring and 7% (2 respondents) focus on inclusive hiring for differently-abled individuals.

This data indicates that diversity and inclusion are not a major focus in the recruitment practices and the gender diversity and hiring of PWD sections are the minor preference of most SMEs in the Charaideo district the only thing that is valued by the enterprises is the skill and work of the employee's diversity does not matter at all.

4.2.8 Use of job portal for job posting

This question is asked to find out the usage of job platform by the enterprises to find and attract the valuable manpower

Use of job Portal	No of respondents	Percentage%
Yes	12	40 %
No	18	60%
Total	30	100 %

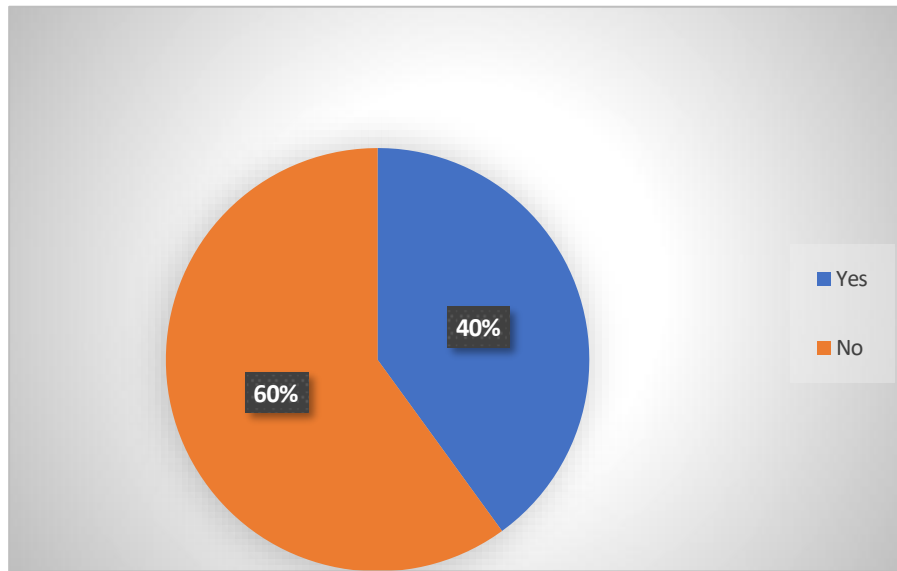


Fig 4.2.8: Use of job portal for job posting

Out of 30 respondents, 40% (12 respondents) use job portals for posting vacancies, while 60% (18 respondents) do not prefer it.

This data suggests that a majority of SMEs in the Charaideo district depends upon the traditional or informal recruitment methods rather than online platforms as it is on cost efficient and the management are not that much use to technology. The minority of the enterprises prefer the use of job portals for posting vacancies as they follow a systematic and transparent recruitment process and are also the one who has Hr Department

4.2.9 Platform for posting Job Vacancy

This question is asked to understand which of the online job portal is used by the enterprises to post the vacancy

Platform for posting Job Vacancy	No of respondent	Percentage %
Linkdin	16	59%
Naukri.com	2	25%
Indeed	5	6%
Company website	7	10%
Total	30	100%

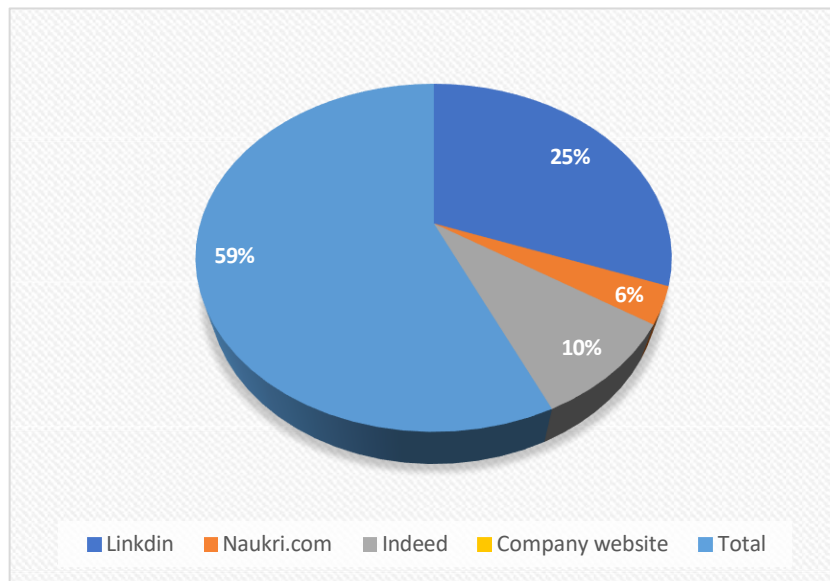


Fig 4.2.9: Platform for posting vacancy

Among respondents who use job portals, 59% (16 respondents) prefer LinkedIn, followed by 25% (2 respondents) who use their company website, 10% (5 respondents) who use Indeed, and only 6.67% (2 respondents) who use Naukri.com.

This data indicates that LinkedIn is the most favoured platform for use for the job postings among SMEs in the Charaideo district and it is to be noted that the enterprise that have a HR department are only the one to use job portal for posting vacancy as the owner managed enterprises find it quite lengthy to use online portals for posting vacancy.

4.2.10 Specific budget for vacancy advertisement

This question is asked to under if there is any financial resources are allocated for hiring

Specific budget for vacancy advertisement	No of respondent	Percentage%
yes	2	7 %
no	28	93 %
total	30	100%

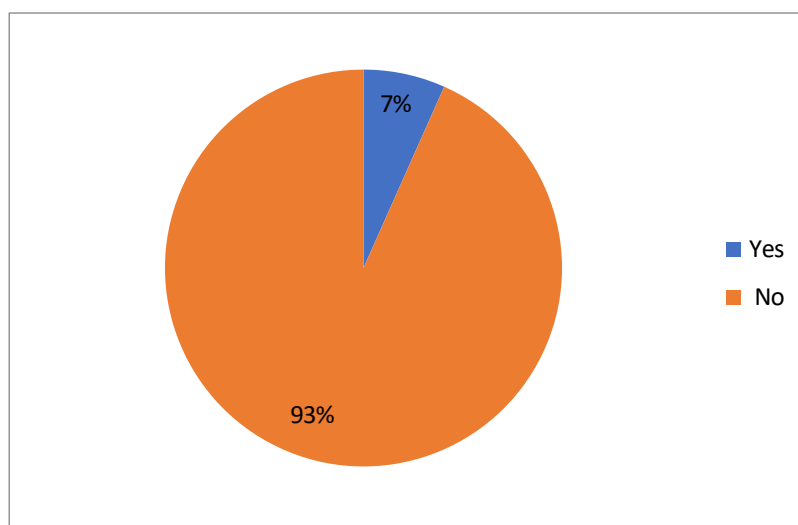


Fig no 4.2.10 Specific budget for vacancy advertisement

Out of 30 respondents, only 7% (2 respondents) have a specific budget for vacancy advertisements, while 93.% (28 respondents) do not have it.

This data shows that most of SMEs in the Charaideo district do not have dedicated funds for recruitment advertising and management even though a structured and systematic recruitment process is followed by them, only a minority of the enterprises has allotment of dedicated funds for recruitment and advertisement .

4.2.11 Probation period of newly joined employee

This question is asked to understand how enterprises evaluate new employees in the very early stage of employment

Probation period of newly on boarded employees	No of respondent	Percentage %
Yes	7	24 %
No	23	76 %
Total	30	100%

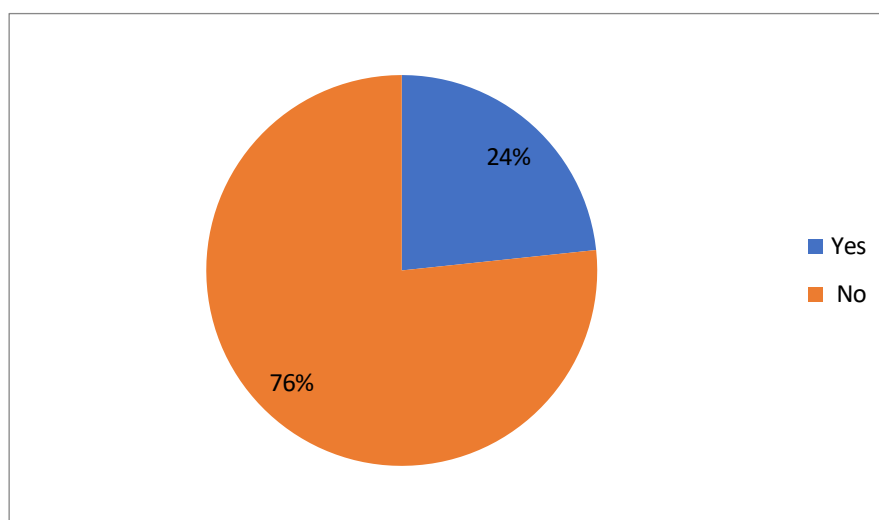


Fig no 4.2.11 Probation period of newly joined employee

Among 30 respondents, only 23.33% (7 respondents) have a probation period for newly onboarded employees, while 76.67% (23 respondents) do not.

This data shows that most SMEs in the Charaideo district do not formally assess new employees through a probationary phase before formal joining at work . The minorities of the enterprises do have a specific probation period for the newly onboarded employees as they follow a structure and systematic form of candidate evaluation .

4.2.12 : Mode of Candidate informing

This question is asked to understand the candidate communication practices in the enterprises

Inform candidate about their selection is done through	No Respondents	Percentage %
E-mail	3	10 %
Phone call	27	90 %
No Response unless Selected	0	0
Total	30	100 %

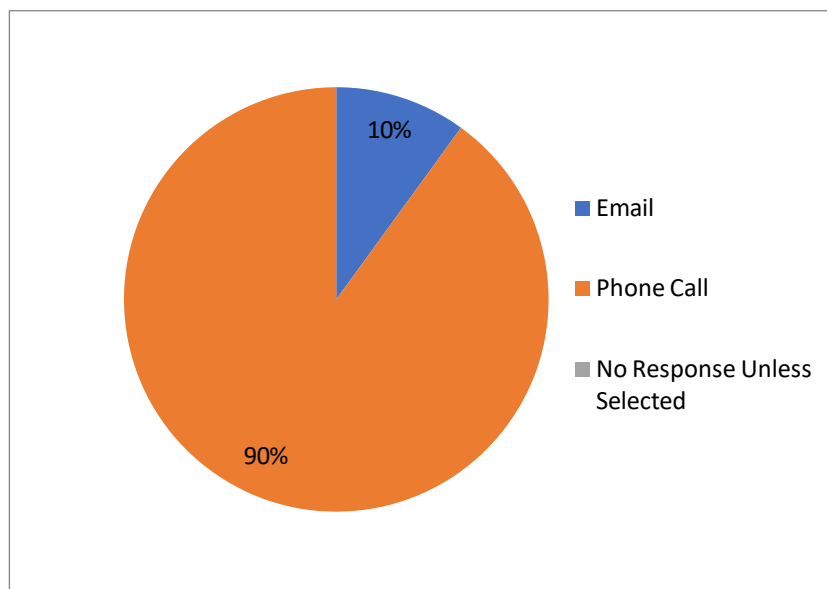


Fig 4.2.12: Mode of Candidate informing

Out of 30 respondents, 90% (27 respondents) inform that selected candidates via phone calls, while only 10% (3 respondents) use email, and none leave candidates uninformed about the selection or rejection.

This data indicates that phone communication is the primary method used by SMEs in the Charaideo district for informing about the selection results as it is the most convenient form of communication for both the candidates and employers as well. The enterprises which have a structured HR department and HR personnels only use the email as a form of informing the candidates.

4.2.13 : Availability of internship program

This question is asked to understand the internship practice as a source of employment

Internship programme	No of respondents	Percentage %
Yes regularly	3	10 %
Yes occasionally	0	0
No	27	90 %
Total	30	100 %

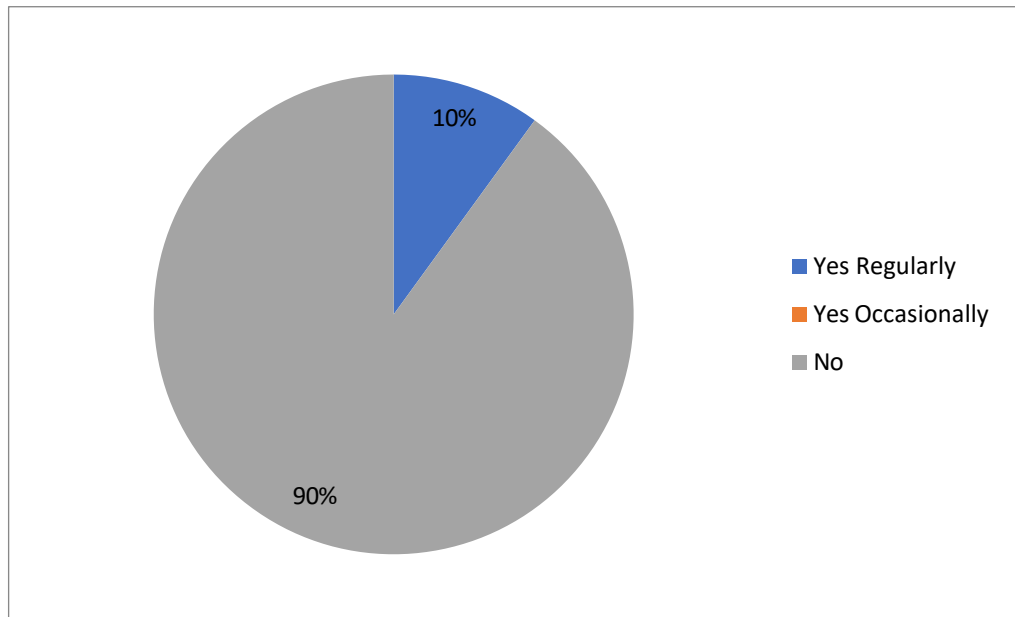


Fig 4.2.13: Availability of internship program

Among 30 respondents, only 10% (3 respondents) regularly offer internship programs as a recruitment method, while 90% (27 respondents) do not use internships at all.

This data indicates that internships are rarely utilized as a hiring practice by SMEs in the Charaideo district as most of them did not have a dedicated HR department and it is difficult for them to train and manage interns at this point of time

Enterprises having HR department are the only one to provide internship programme but it is limited to certain disciplines such as electrician, fitter, welder and sales .

OBJECTIVE 2- To understand the effectiveness of recruitment strategies

4.3.1 : Number of applications received

This question is asked to understand the applicant response and reach of job posts.

Average Number of applications	No of respondent	Percentage %
Less than 50	16	54 %
50-100	8	26 %
100-500	6	20%
More than 500	0	0
Total	30	100%

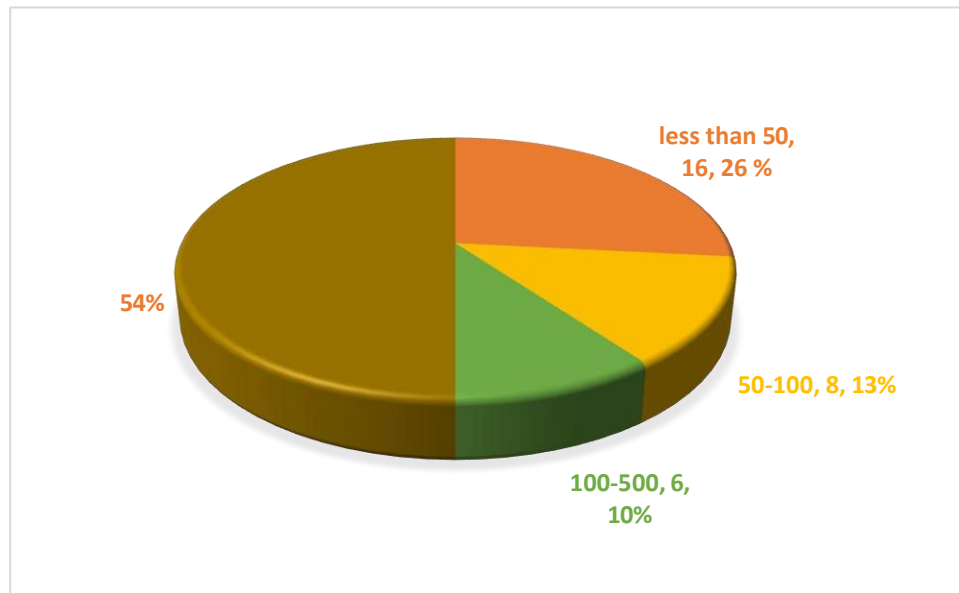


Fig 4.3.1: Number of applications received

Out of 30 respondents, 54% (16 respondents) receive less than 50 applications per job opening, 26% (8 respondents) receive 50–100, and 20% (6 respondents) receive 100–500, while none receive more than 500 application per job opening.

This data shows that most SMEs in the Charaideo district attract a very small number of applicants per vacancy it is due to less number of vacancy and opportunities in these enterprises. The large size enterprises with large workforce are the one who receive larger application

4.3.2 : Duration required to fill a vacancy

To assess recruitment efficiency and timeframe of the recruitment process

Duration required to fill a vacancy	No of respondents	Percentage %
Less than 1 Month	29	97 %
1-2 Months	1	3 %
More than 2 Months	0	0 %
Total	30	100 %

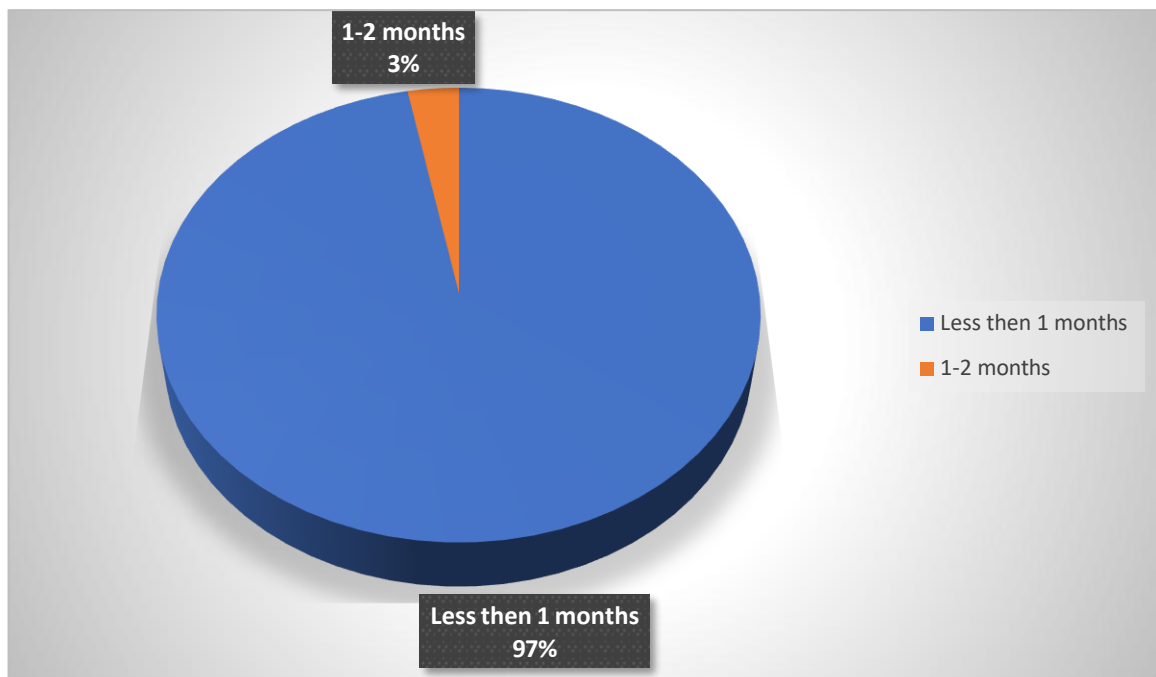


Fig 4.3.2: Duration required to fill a vacancy

Among The 30 respondents, 96.67% (29 respondents) reported that they fill vacancies in less than 1 month, while only 3.33% (1 respondent) take 1–2 months, and none take more than 2 months.

This data shows that SMEs in the Charaideo district complete the hiring process very quickly as they are always in an urgency to fill the vacancy due to limited number of workforce and more time is equal to more expenses for the them, minorities of the enterprises take time to complete the interview process as they follow a structured recruitment practice.

4.3.3 : Verification of employee information

This question is asked to understand the verification process of the employee credentials

Verification of employee information	No of respondents	Percentage %
Yes	30	100 %
No	0	0
Total	30	100 %

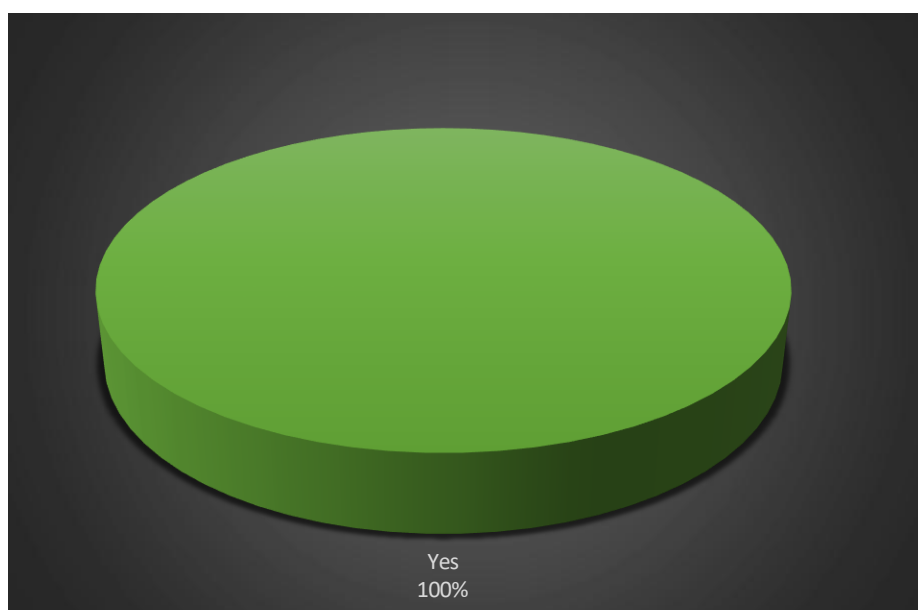


Fig 4.3.3: Verification of employee information before job offer

All 100% (30 respondents) confirmed that they verify employee information before making a final job offer, showing a universal practice of background verification among SMEs in the Charaideo district.

4.3.4 : Main verification process

This question is asked to understand the verification process of the employee credentials

Which verification is priority	No of Respondents	Percentage %
Criminal record check	0	0
Educational verification	0	0
Previous employment check	0	0
All of the above	30	100 %
Total	30	100 %

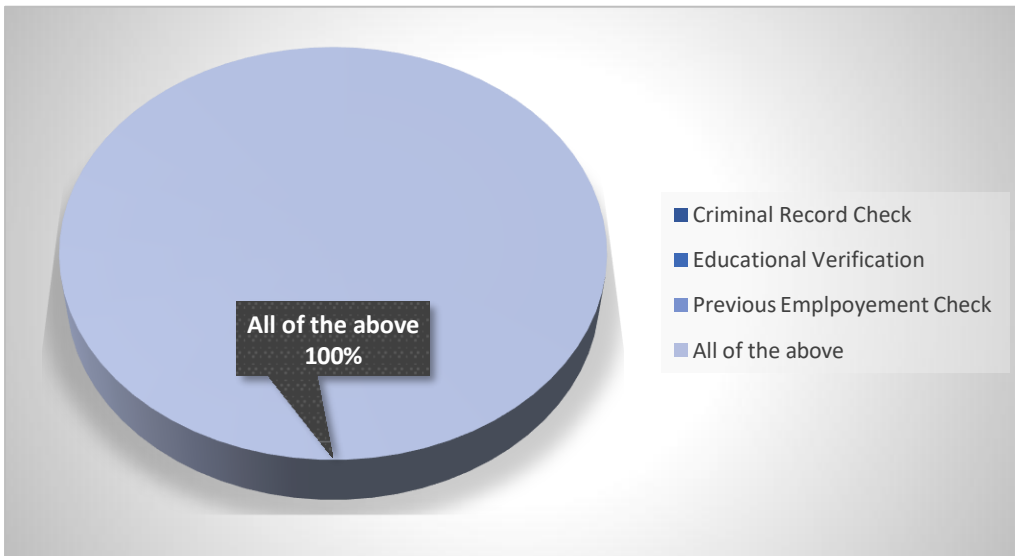


Fig 4.3.4: Main verification process

Out of 30 respondents, 100% (30 respondents) perform all of the above checks—criminal record, educational verification, and previous employment—while none rely on a single type of check.

This shows that background screening and verification is given much more importance by SMEs in the Charaideo district.

4.3.5 : Feedback provision to the rejected candidates

This question is asked to understand post-interview candidate engagement.

Feedback provision to the rejected candidates	No of Respondents	Percentage %
Yes	4	13 %
No	26	87 %
Total	30	100 %

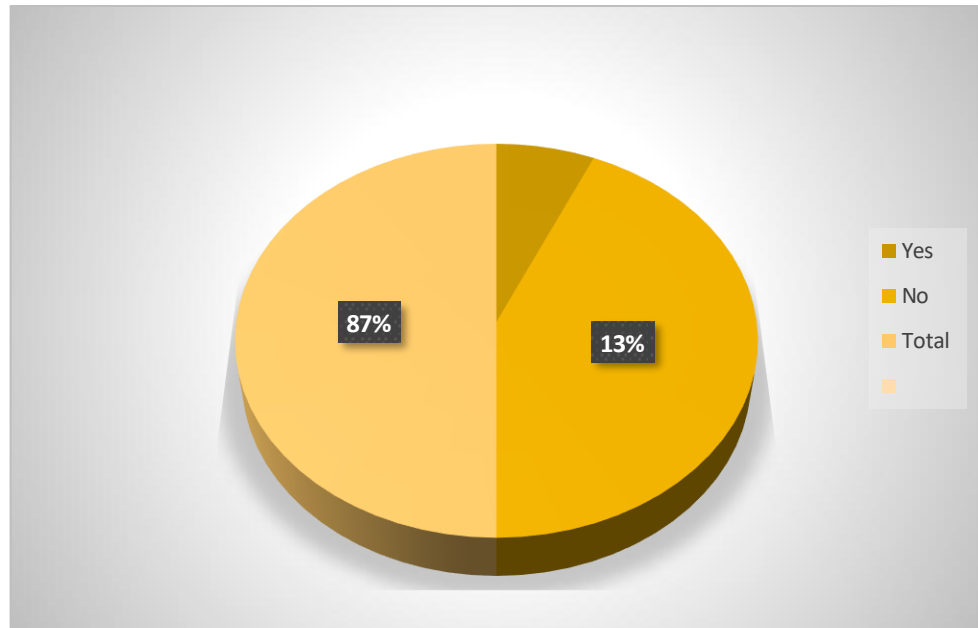


Fig 4.3.5: Feedback provision to the rejected candidates

Among 30 respondents, only 13% (4 respondents) provide feedback to rejected candidates, while 87% (26 respondents) do not.

This data shows that most SMEs in the Charaideo district do not engage in post-rejection communication with applicants and don't provide them with any form of feedback and suggestion.

4.3.6 : Conduction of exit interview

This question is asked to understand exit interviews are conducted or not in the enterprises in order to improve future hiring decisions.

Exit interview conducted or not in the enterprise	No of respondents	Percentage %
Yes	0	0
No	30	100 %
Total	30	30 %

Out of 30 respondents, 100% (30 respondents) stated that they do not conduct exit interviews in their enterprises.

This data indicates that none of the SMEs in the Charaideo district does not gather any form of feedback from employees leaving the organization, it is because SMEs lack dedicated HR staff to conduct and analyse exit interviews.

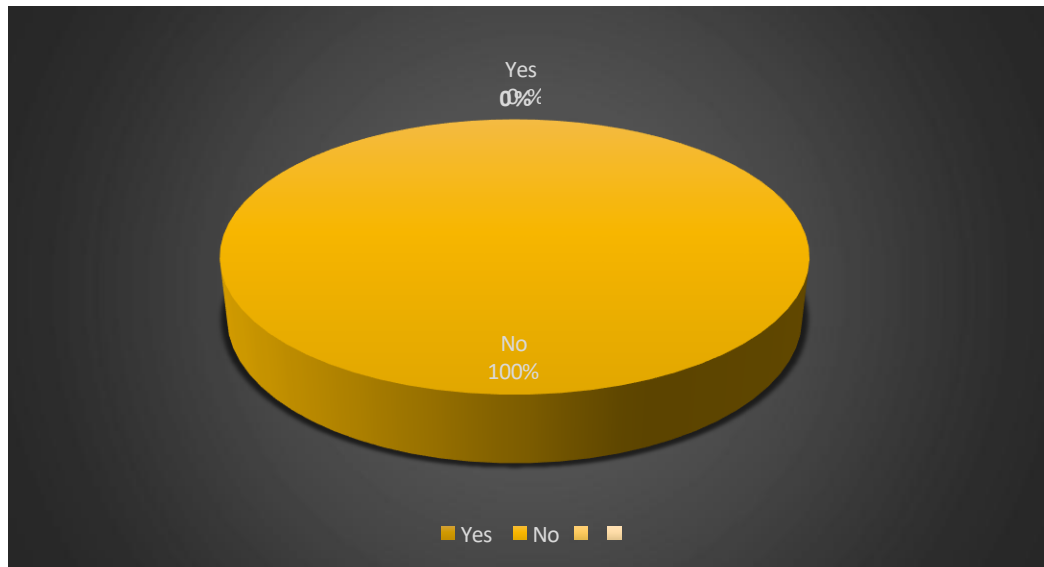


Fig 4.3.6: Conduction of exit interview

4.3.7 : Reason of candidates rejecting job offer

This question is asked to understand and to find the key challenges faced by the enterprises in securing valuable candidates.

Major reason of candidates rejecting job offer of the enterprise	No of Respondent	Percentage %
Salary expectation not met	6	20 %
Better offer from another company	20	67 %
Long hiring process	0	0
Location/workplace issue	4	13 %
Total	30	100 %

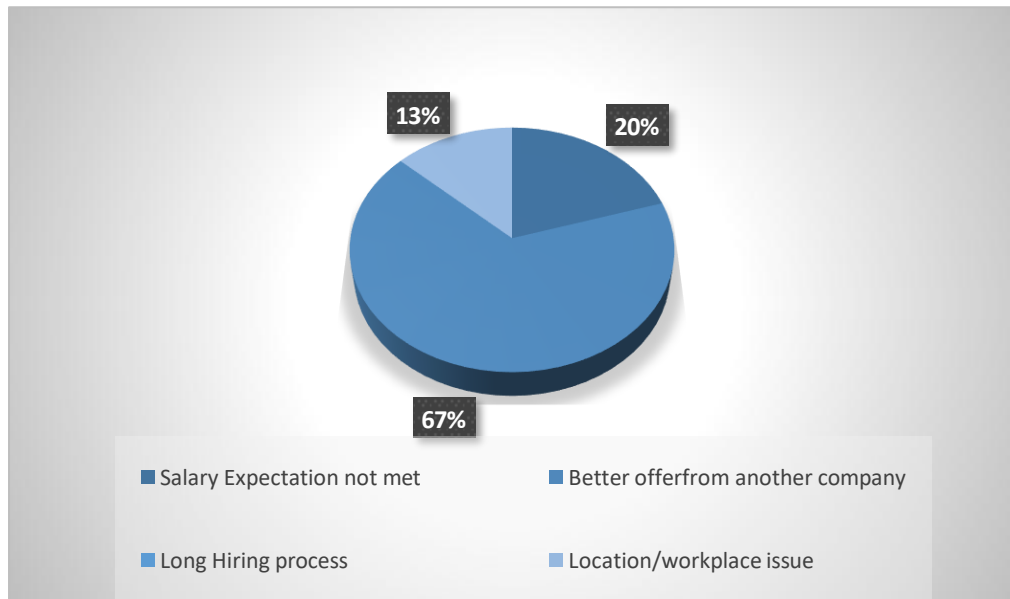


Fig 4.3.7: Reason of candidates rejecting job offer

Out of 30 respondents, 67% (20 respondents) stated that candidates most commonly reject job offers due to better offers from other companies, followed by 20% (6 respondents) citing unmet salary expectations, and 13% (4 respondents) mentioning location or workplace issues. None reported the length of the hiring process as a reason.

This data indicates that competition from other employers is the primary challenge SMEs in the Charaideo district face in retaining selected candidates as many of them use to provide high package for certain roles. Minorities such as 20%, 13% of the enterprises faces challenges in recruitment due to reasons such as location of workplace and salary expectations from the candidates

4.3.8 : Satisfaction of employer upon the employees

This question is asked to understand the level of satisfaction of the employer toward the recruited employees

Level of Satisfaction of the employer	No of Respondents	Percentage (%)
1- not satisfied	0	0
2-somewhat satisfied	0	0
3-satisfied	3	10%
4-very satisfied	27	90%
total	30	100%

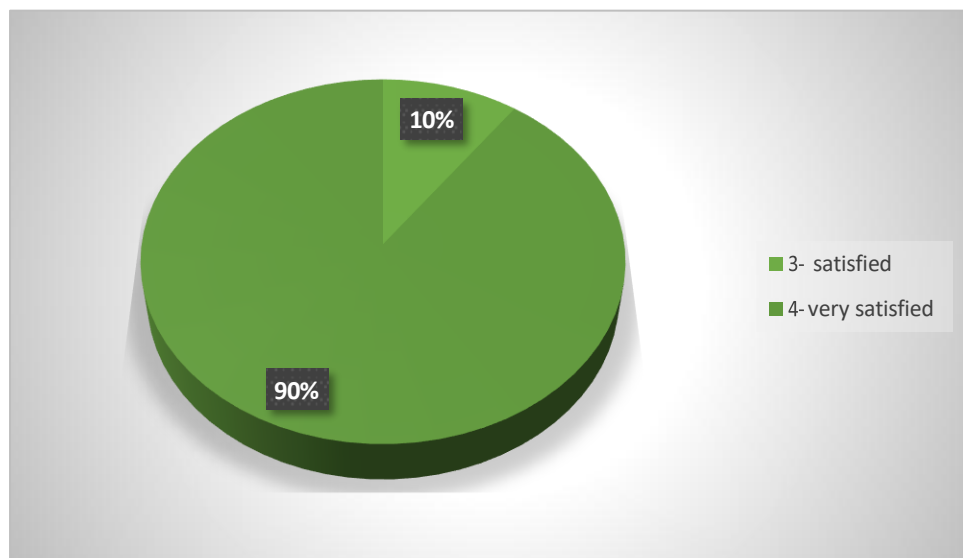


Fig 4.3.8: Satisfaction of employer upon the employees

Among 30 respondents, 90% (27 respondents) reported being very satisfied with their current employees, while 10% (3 respondents) were satisfied. It is found that only one of them showed dissatisfaction from the onboarded employees , rest are quite satisfied with the workforce.

This shows a high level of employer satisfaction with the existing workforce in SMEs of the Charaideo district.

4.3.9: Duration of the Induction Process

This question is asked to the enterprises to understand the duration of the introduction of the newly employed employee to the workplace

Duration of the Induction Process	No of Respondents	Percentage %
less than a week	25	83 %
1-2 weeks	5	17 %
more than 2 weeks	0	0
Total	30	100 %

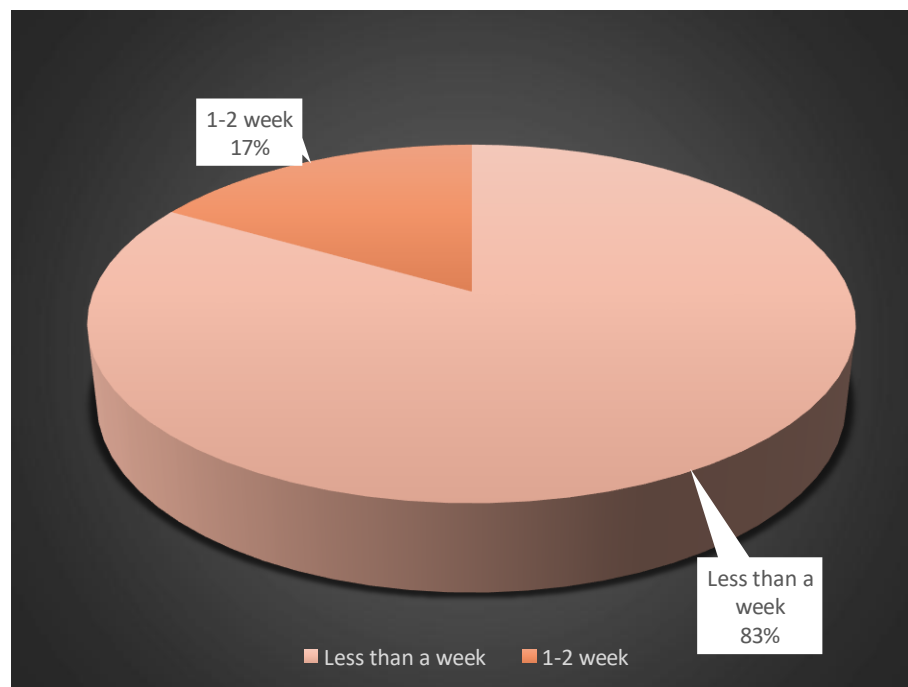


Fig 4.3.9: Duration of the Induction Process

Out of 30 respondents, 83.33% (25 respondents) complete the induction process in less than a week, while 16.67% (5 respondents) take 1–2 weeks, and none take more than 2 weeks for this process. This data shows that the majority of SMEs in the Charaideo district conduct short and quick onboarding programs for new employees. Minorities continue the introduction process for the new joiner due to the existence of a structured framework of recruitment.

4.3.10 : Challenges faced by the enterprises

This question is asked to identify barriers to effective hiring

What recruitment challenges does your agency face	No. of respondents	Percentage %
Finding the skilled and experienced candidates	21	70 %
Cost of new hiring	9	30 %
Background verification	0	0
Total	30	100 %

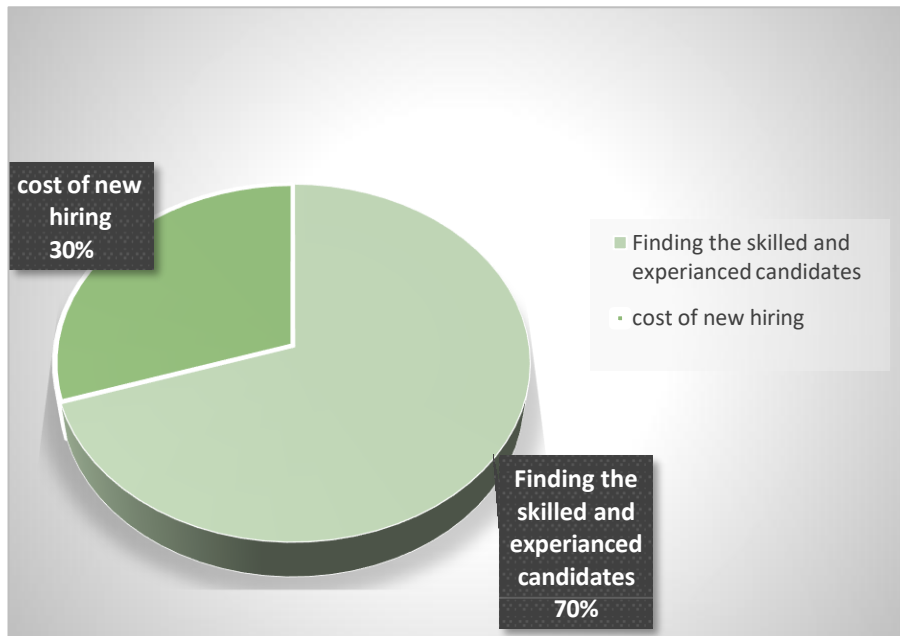


Fig 4.3.10: Challenges faced by the enterprises

Among 30 respondents, 70% (21 respondents) identified finding skilled and experienced candidates as their major recruitment challenge, while 30% (9 respondents) pointed to the cost of new hiring. None reported background verification as a challenge.

This data shows that talent acquisition and hiring costs are the prime concerns for SMEs in the Charaideo district.

4.3.11: Availability of Structured Grievance Handling mechanism in the enterprises

This question is asked to check if enterprises have systems for handling recruitment issues

Structured Grievance Handling mechanism	No of Respondents	Percentage %
Yes	0	0
No	30	100 %
Total	30	100 %

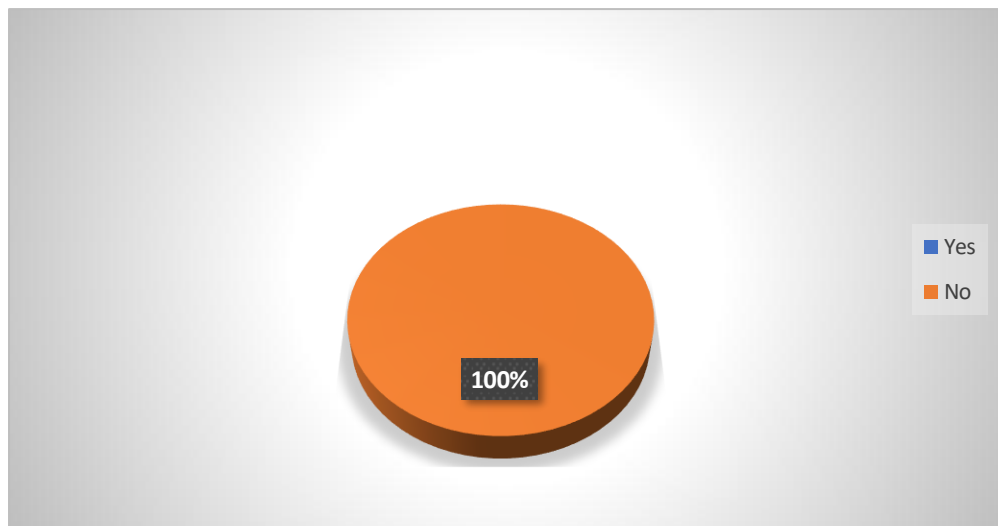


Fig 4.3.11: Availability of Structured Grievance Handling mechanism in the enterprises

All of the 100% (30 respondents) reported that they do not have a structured grievance-handling system for recruitment-related complaints in their enterprise.

This data shows a complete absence of formal mechanisms/tool for addressing recruitment grievances in SMEs of the Charaideo district which can makes it difficult for the candidates to raise their concerns.

OBJECTIVE 3- To study the key differences in the recruitment strategies of small and medium scale enterprises

4.4.1 : Scale of the enterprise

This question is asked to categorize the enterprise size for comparison

Scale of the enterprises	No of respondent	Percentage %
Micro-less than 10 employees	17	57 %
Small- over 50 employees	6	20 %
Medium - over 100 to employees	7	23 %
Total	30	100 %

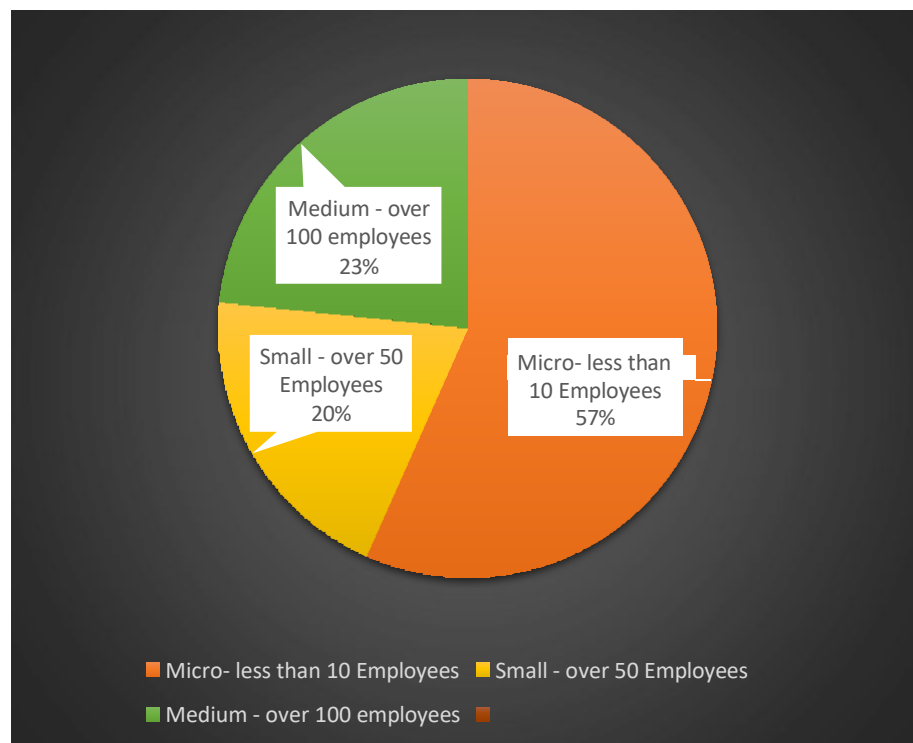


Fig 4.4.1: Scale of the enterprise

Out of 30 respondents, 56.67% (17 respondents) belong to micro enterprises with fewer than 10 employees, 23.33% (7 respondents) are medium enterprises, and 20% (6 respondents) are small enterprises.

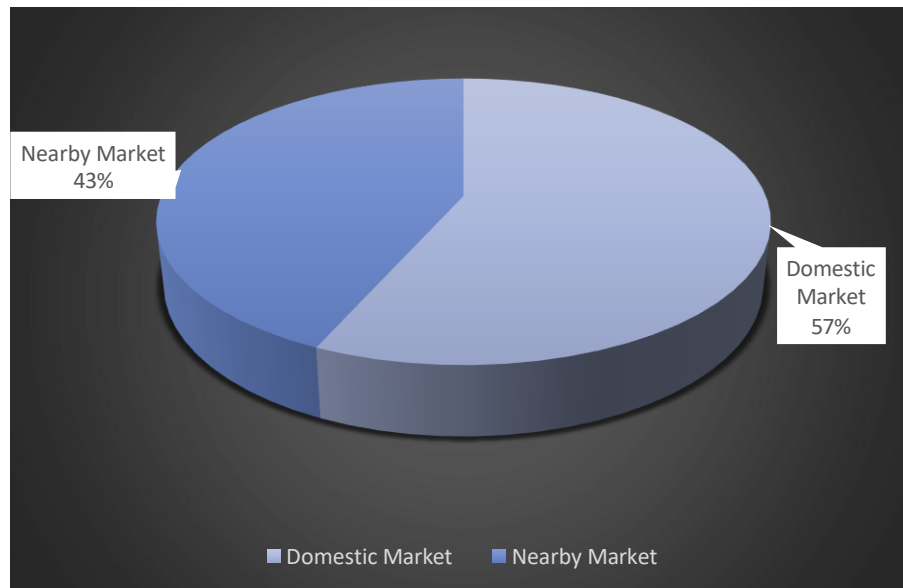
This data shows that a majority of the surveyed enterprises in the Charaideo district are micro-level enterprises as most of them have a work force of less than 10

employees and very less number of enterprises falls in the medium size category as they have a number of 100 + workforce .

4.4.2 : Focus of Market

Focused market	No of Respondents	Percentage %
Domestic	17	57 %
Nearby	13	43 %
Total	30	100 %

This question is asked to understand if market scope influences recruitment



4.4.2: Focus of Market

Among 30 respondents, 56.67% (17 respondents) focus on the domestic market, while 43.33% (13 respondents) focus to nearby/local markets.

This data shows that most of the SMEs in the Charaideo district have a focus on the domestic market, minorities that is around 43% focuses upon the broader nearby market due to the availability of high opportunities as compared to the domestic one

4.4.3 : Category of the sector

This question is asked to the respondents to understand which sector their enterprise belong to.

Category of Sector	No of respondents	Percentage %
Retail & e-commerce	5	17 %
Food production	8	27 %
Automotive	12	40 %
Supply chain / distributor	5	17 %
Total	30	100 %

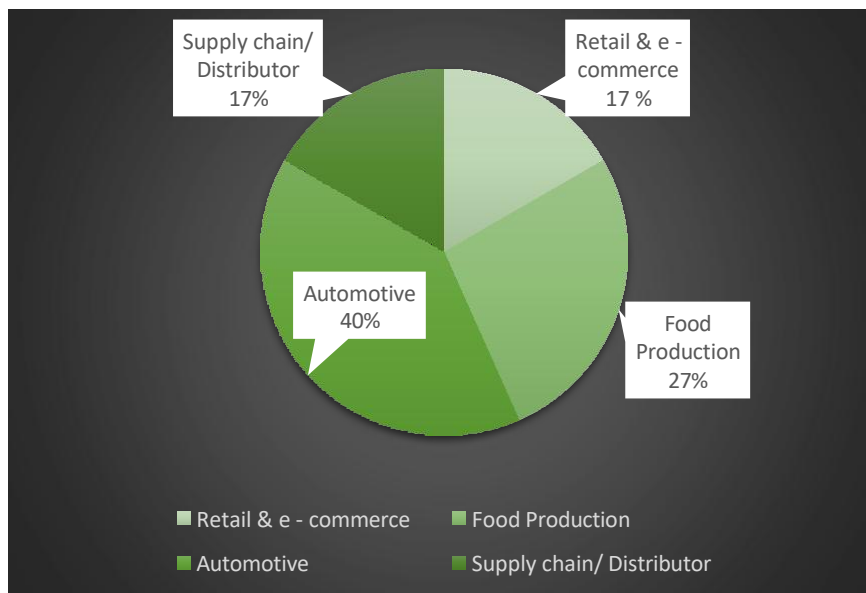


Fig- 4.4.3: Category of the sector

Out of 30 respondents, the largest share—40% (12 respondents)—belong to the automotive sector, followed by 27% (8 respondents) in food production, and 17% each (5 respondents) in retail & e-commerce and supply chain/distribution.

This data shows that the automotive sector is the highest represented among SMEs surveyed in the Charaideo district. The food production sector is the second highest sector that the enterprises belong from the charaideo district. The retail and e-commerce and supply chain/distributor are the lowest sector to which the enterprises belong to .

4.4.4 : Nature of the Recruitment

This question is asked to understand the nature of the recruitment in the enterprises

Nature of recruitment	No of respondents	Percentage %
Permanent	24	80 %
Contractual	6	20 %
Total	30	100 %

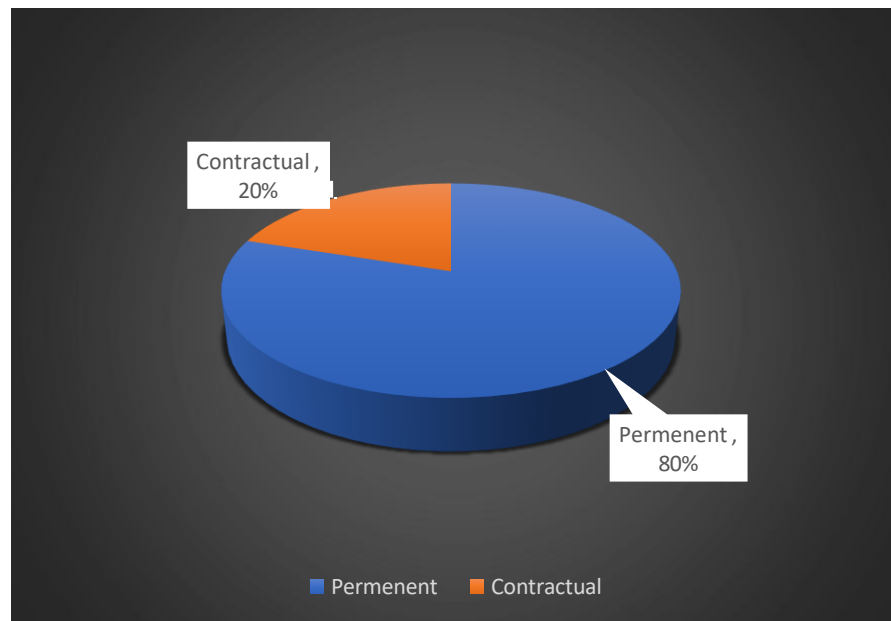


Fig 4.4.4: Nature of the Recruitment

Among 30 respondents, 80% (24 respondents) follow a permanent recruitment model, while 20% (6 respondents) employ staff on a contractual basis.

This data shows that most SMEs in the Charaideo district prefer long-term employment relationships and provide job opportunities that are permanent in nature. It is due to the reason that thus enterprises operates with very limited manpower and constantly changing the composition of the workforce will lead to significant problem for them such as excess cost of hiring and training and development. Minorities of the enterprises provide contractual employment as they are not having any formal employment practice

4.4.5: Availability of HR department in the enterprises

This question is asked to understand if there is an hr department in the enterprises

Presence of HR Department	No Respondents	Percentage %
Yes	13	43 %
No	17	57%
Total	30	100 %

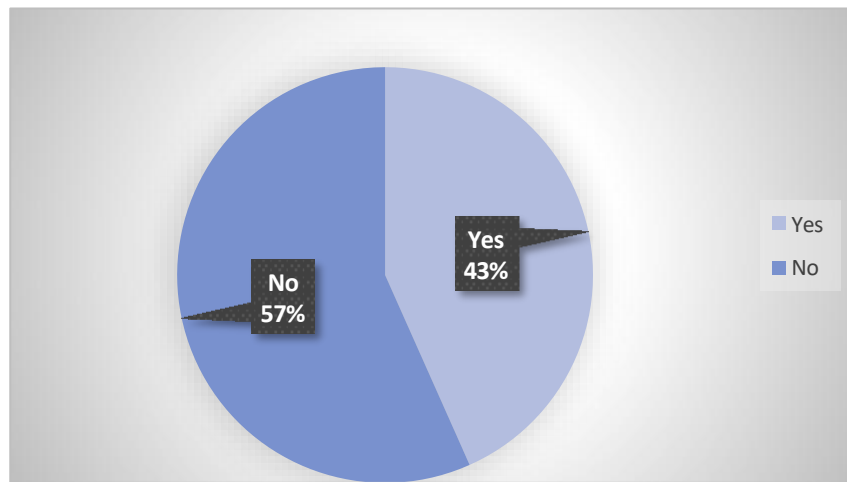


Fig 4.4.5: Availability of HR department in the enterprises

Out of 30 respondents, 57% (17 respondents) reported not having an HR department, while 43.33% (13 respondents) do.

This data shows that more than half of the SMEs in the Charaideo district are managed informally or through other personnel as there is a significant lack of HR department in the enterprises. Minorities of them are managed under Formal HR department.

4.4.6 : Management of HR department in the absence of HR

This question is asked to understand who handles HR functions in smaller setups

HR functions management	No of Respondents	Percentage %
The Owner	17	57 %
The Manager	13	43 %
Total	30	100 %

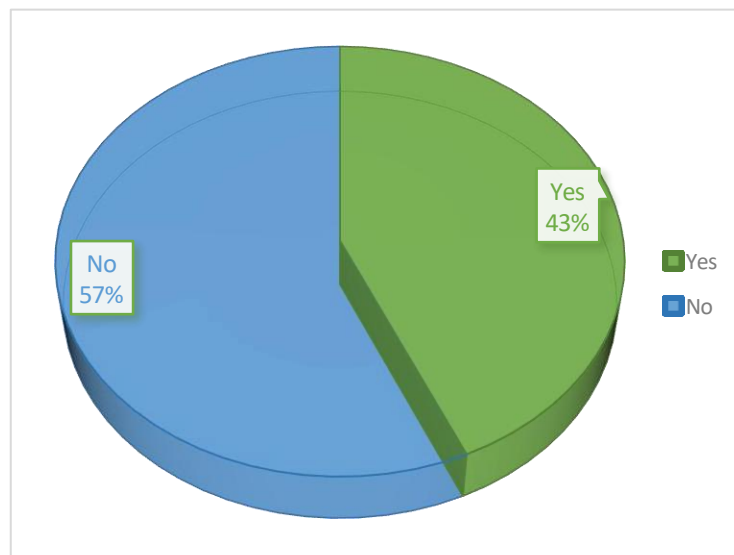


Fig 4.4.6: Management of HR department in the absence of HR.

Out of 30 respondents, 57% (17 respondents) reported that the owner overlooks the HR functions in enterprises without an HR department, while 43% (13 respondents) said that the manager is responsible.

This data indicates that in more than half of these enterprises, the owners take direct responsibility for managing HR activities, whereas in the remaining enterprises, managers or

supervisor formally handle these duties within the enterprises.

4.4.7 : Preference of recruitment

This question is asked to understand the preference of recruitment of the enterprises

Preference of the enterprises in recruitment	No of respondents	Percentage %
Only experienced candidates	21	70 %
Budget	1	3 %
Prefer only local candidates	2	7 %
All of the Above	6	20 %
Total	30	100 %

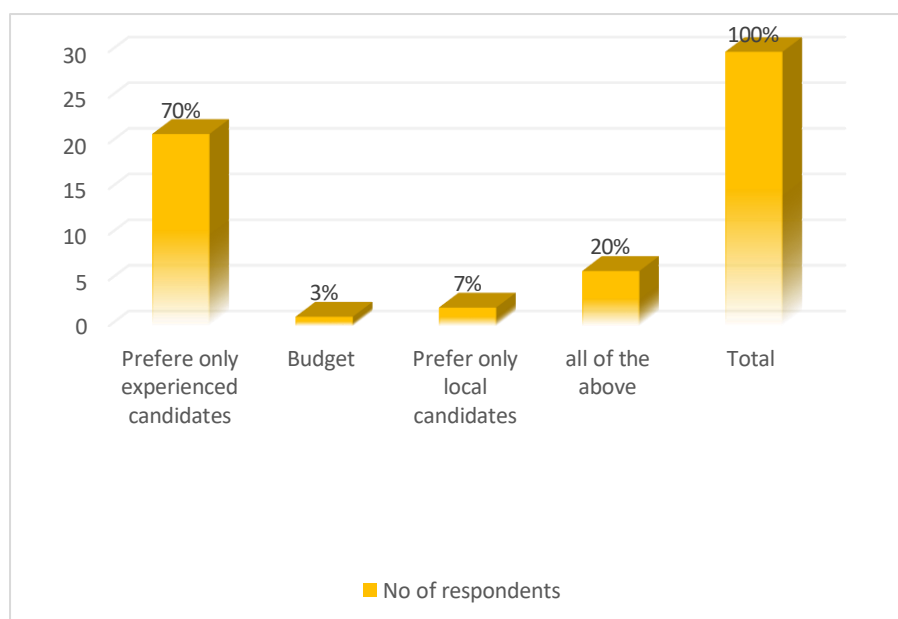


Fig 4.4.7: Preference of recruitment

Out of 30 respondents, 70% (21 respondents) reported that they prefer only experienced candidates for recruitment, while 3% (1 respondent) stated that budget is their main concern. Another 7% (2 respondents) preferred only local candidates, and 20% (6 respondents) mentioned that they consider all the factors—experience, budget, and locality—during the recruitment process.

This data indicates that a majority of the enterprises give more importance to prior experience while recruiting candidates. Only a small number of enterprises consider budget or locality alone, while some take all these factors into account together, suggesting that recruitment decisions in SMEs are largely experience-driven with a few enterprises following a more balanced approach it is due to the reason such as the enterprises operates with a limited number of manpower and they don't have the time and resources to train and guide the freshers and employing local candidates makes it cost effective for them too .

4.4.8 : Preparation of job description and job analysis is conducted by

This question is asked to understand who is responsible for preparing the job description and job specification for the enterprise

Job description and job specification is prepared by	No of respondents	Percentage %
The respective department	8	50%
The owner	7	25 %
The manager	15	25 %
Total	30	100 %

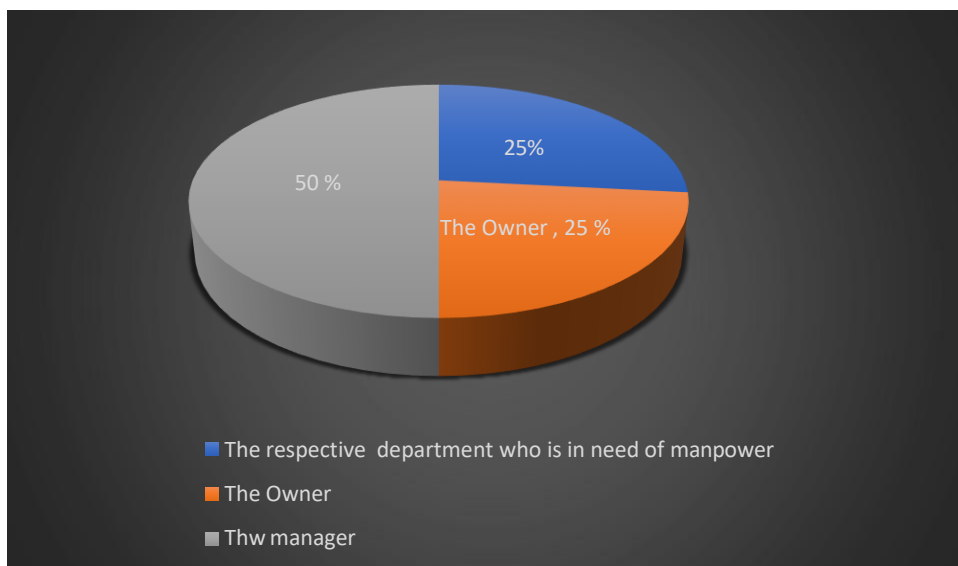


Fig 4.4.8: Preparation of job description and job analysis is conducted by

Out of 30 respondents, 50% (15 respondents) reported that the job description and job specification are prepared by the manager. 26.67% (8 respondents) stated that it is done by the respective department that requires manpower, while 23.33% (7 respondents) mentioned that the owner is responsible for preparing these documents.

This data shows that in half of the enterprises, managers are primarily responsible for preparing job descriptions and job specifications. In the remaining enterprises, these responsibilities are either handled by the concerned departments or directly by the owner, suggesting a varied approach to role definition depending on the structure and size of the enterprise.

4.4.9 : Distribution of job responsibilities among the employees

This question is asked to understand how the enterprise distribute job responsibilities to its employees

Distribution of Job Responsibility	No of respondents	Percentage %
Based on the experience of the employee	13	43 %
As per Vacancy	0	0
Depending upon the decision of the owner or manager	17	57 %
All of the Above	0	0
Total	30	100 %

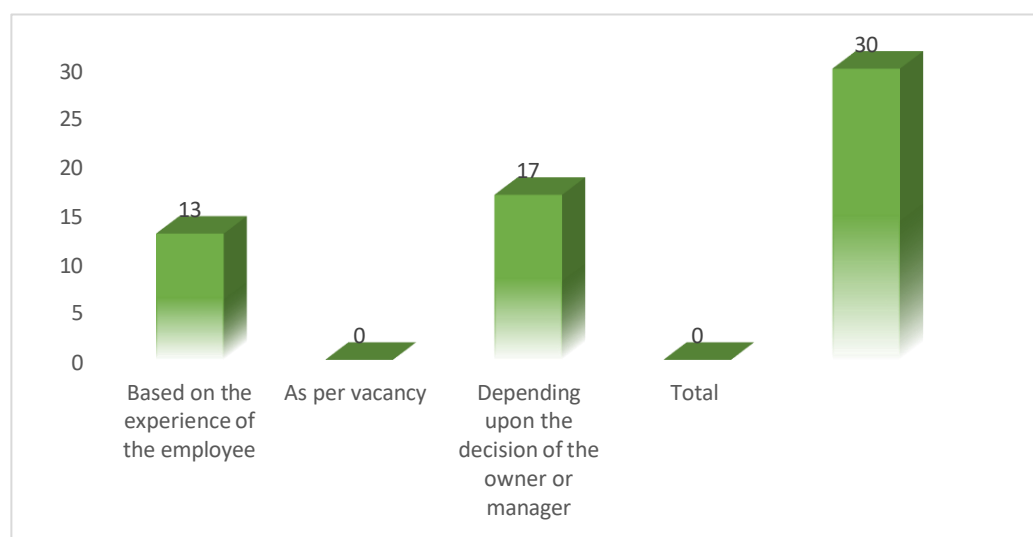


Fig 4.4.9: Distribution of job responsibilities among the employees

Out of 30 respondents, 57% (17 respondents) stated that job responsibilities are distributed depending upon the decision of the owner or manager, while 43% (13 respondents) reported that responsibilities are assigned based on the experience of the employee.

None of the respondents selected vacancy or all of the above as factors for distribution.

This data indicates that in most enterprises, job responsibilities are assigned based on the owner's or manager's decision, while a significant portion also considers the employee's experience. The absence of responses for vacancy-based distribution suggests that structured HR practices may be limited, and decisions are mostly personalized or informal in nature.

4.4.10 : Function prioritizes in the enterprise

This question is asked to understand which function is given more priority in the enterprise

Functions prioritize in the enterprise	No of Respondents	Percentage %
Training and Development	22	73 %
Performance Management	6	20 %
Job Distribution	4	7 %
Total	30	100 %

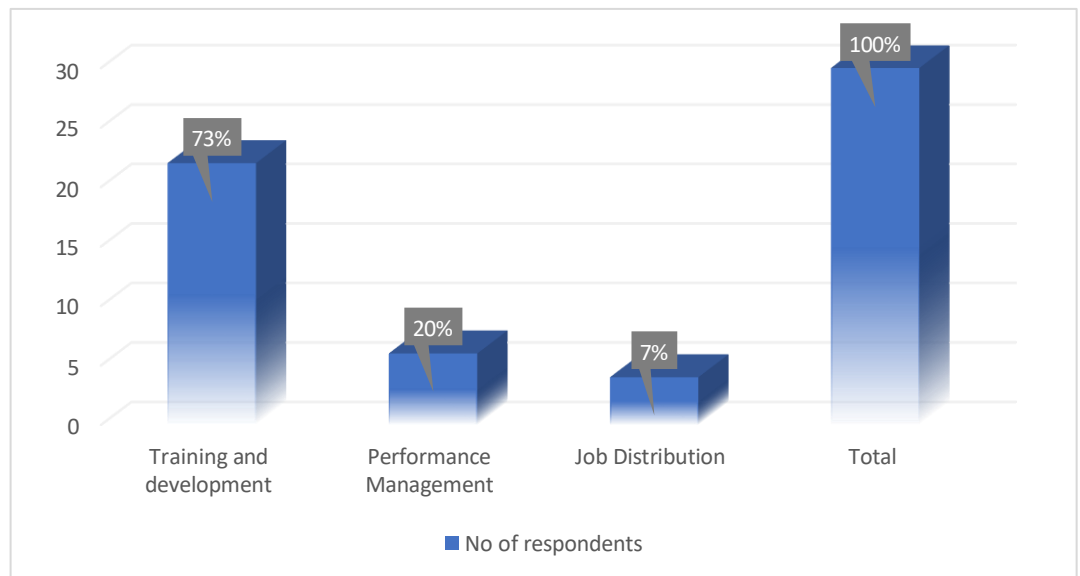


Fig 4.4.10: Functions prioritize in the enterprise

Out of 30 respondents, 73% (22 respondents) reported that training and development is given more priority in their enterprise. 20% (6 respondents) stated that performance management is prioritized, while only 7% (4 respondents) mentioned job distribution as the primary focus.

This data indicates that a large majority of enterprises place greater emphasis on training and development, suggesting that they value skill enhancement and employee growth. A smaller focus on performance management and job distribution this shows that while enterprises invest in developing employees, less attention may be given to monitoring performance and clearly structuring roles.

4.4.11 : Availability of training in the enterprises

This question is asked to understand if training is provided to the employees in the enterprise

Availability of training in the enterprise	No of respondents	Percentage %
Yes , for all job positions	24	80 %
Not really	0	0
In certain high position only	6	20 %
Total	30	100 %

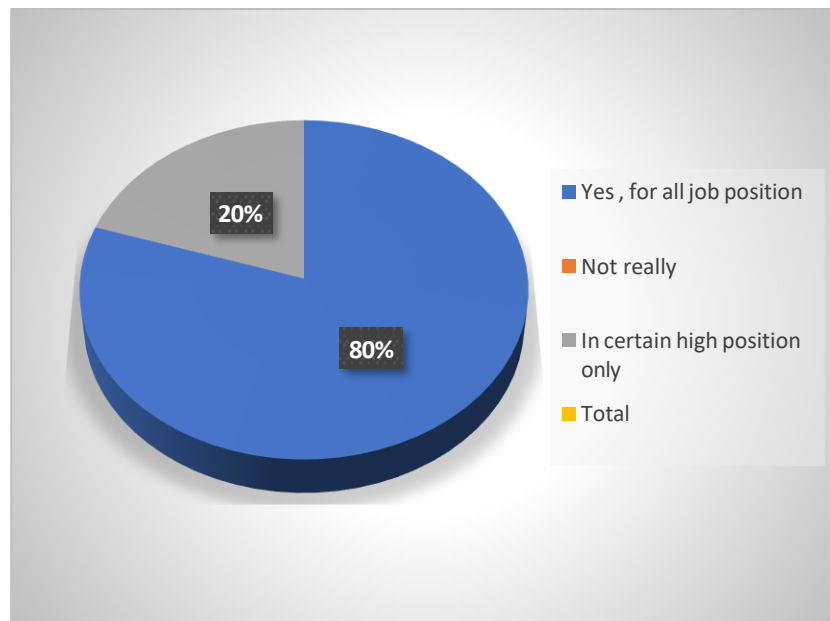


Fig 4.4.11: Availability of training in the enterprises

Out of 30 respondents, 80% (24 respondents) stated that training is available for all job positions in the enterprise, while 20% (6 respondents) mentioned that training is provided only for certain high positions.

This data indicates that the majority of enterprises offer training across all job positions, reflecting a broad commitment to employee development, in some of the enterprises, training is limited to higher-level roles, suggesting that training access

may still be unequal based on job hierarchy. None of the respondents reported a complete lack of training opportunities.

5.1 Findings from the Research on Recruitment and HR Practices in Small and Medium scale Enterprises of Charaideo District –

General Findings

These are broad observations about the overall functioning and structure of SMEs surveyed in the Charaideo district:

1. Enterprise Size: 56.67% of the enterprises falls in the micro enterprises, 20% small scale, and 23.33% medium scale. Large scale enterprises are yet to be established in the district, which could be seen in the upcoming time.
2. Focus: 56.67% of the enterprises produce for the domestic market, while 43.33% produces for the nearby/local markets.
3. Sector-Wise Distribution: 40% are in automotive, 26.67% in food production, and 16.67% each in retail & e-commerce and supply chain.
4. Type of Employment: 80% follow permanent recruitment practices, while 20% employ contractual staff as workforce for their day to day to operations.
5. Existence of HR Department: 56.67% do not have an HR department all the formal HR functions are directly overlooked by the owner or the supervisor.
6. Responsibility for HR (in absence of HR department): In such cases, 56.67% say HR is handled by the owner and 43.33% by the manager.
7. No Structured Grievance-Handling System: 100% of the respondents told that they do not have formal grievance-handling mechanisms in their enterprise to handle grievance effectively.
8. Exit Interviews: None of the enterprises conduct exit interviews as the management does not find it necessary to invest time and efforts in it.

1 Objective-Based Findings

Objective 1: To explore the most Commonly Used Recruitment Strategies

1. Preferred Recruitment Method: 100% of the enterprises prefer to use walk-in interviews; referrals and external agencies are not used as a method of recruitment.
2. Type of Interview: 93% use one-on-one interviews, 7% panel interviews; group discussion and video interviews are not used as enterprises find one-on-interview as the most efficient type of interview to examine the potential of the candidates.
3. Involvement of Department Head: 73.33% involve the department head in selection decisions. The rest does not include as the owner is responsible for all the decision making within the enterprises.
4. Number of Interview Rounds: 93.33% conduct only a single round as it is the most cost efficient and it also meet the urgent manpower needs.
5. Candidate Type: 56.67% of the enterprises prefer to employ only experienced candidates; where as only 43.33% of them prefer freshers.
6. Diversity Policies: 76.67% have no diversity policy; 16.67% follow gender diversity; 6.67% hire inclusively for differently-abled.
7. Use of Job Portals: 40% use them; 60% do not.
8. Job Posting Platforms: Among users, 53.33% use LinkedIn, followed by company websites (23.33%), Indeed (16.67%), and Naukri (6.67%).
9. Internship as a Hiring Tool: Only 10% regularly offer internships.

Objective 2: To understand the Effectiveness of Recruitment Strategies

1. Interview Duration: 66.67% complete the process within a week, 30% within 1–2 weeks, and 3.33% in 3–4 weeks.
2. Number of Applications Received: 53.33% receive fewer than 50 applications per job; none receive more than 500.

3. Time to Fill Vacancy: 96.67% fill vacancies in under a timeframe of one months.
4. Background Verification: 100% verify all credentials be it —criminal, educational, and employment before onboarding the new employee.
5. Candidate Feedback: Only 13.33% provide feedback to rejected candidates.
6. Candidate Rejection Reasons: 67% reject offers for better job benefits elsewhere; 20% due to salary issues; 13% due to location concerns.
7. Employer Satisfaction: 90% are very satisfied with employees; 10% are satisfied.
8. Induction Duration: 83.33% complete induction within a week; 16.67% within 1–2 weeks.
9. Recruitment Challenges: 70% struggle to find skilled candidates; 30% cite high recruitment costs.

Objective 3: To study the Key Differences in Recruitment Strategies

1. Differences by Enterprise Size:

Micro enterprises are the highest in terms of numbers (56.67%) and there is an absent of a formal HR department in these enterprises.

Medium and small enterprises may adapt a more structured approach to handle the human resources in the enterprises.

2. HR Department Availability:

Presence of an HR department varies by scale; micro enterprises mostly manage HR informally be it managed by the owner or the supervisor. Only Large-scale enterprises are found to be equipped with a formal HR department.

3. Responsibility in Absence of HR:

Smaller enterprises depend upon owners or managers for Human and Resource Management duties, indicating a lack of structured and systematic process of management.

5.2 DISCUSSION –

Recruitment is the backbone process for workplace; smooth and efficient management of this process is very crucial to shape the overall strength of the Agency/Organization/Company.

Through this study the researcher aimed to learn the types, process, and efficiency of the Recruitment in the Charaideo district among the Small and Medium Scale of Enterprises as the district itself has got recognition as a fully pledge district recently, which is resulting in the establishment of several enterprises, Administration offices, Companies, Malls etc with all of them equipped with human resources as workforce.

Researcher has chosen enterprises as the place of study as they are not only considered as the backbone of the economy but they also serve as a major source of employment, accounting for approximately 60–70% of jobs worldwide and constantly expanding.

In the context of the small and medium scale of the enterprises in Charaideo District, Sivasagar, effective recruitment strategies are important for building strong human capital. By attracting the right talent SMEs can enhance productivity and advantages in the market. Recruitment strategies designed to the region's unique socio-economic conditions, like using local networks or focusing on industry-specific or local skills, can help SMEs to overcome challenges like limited resources and a small talent availability. Ultimately, aligning recruitment practices with human capital theory will ensure SMEs hire and maintain employees who contribute to long-term growth and success of the work place. The human resource theory defines that recruitment is a strategic function, not just an administrative task for any Organization/Agency/Company. By combining recruitment with Human Resource theory's view will give a competitive advantage for the enterprises as investing of human capital will not just for immediate needs but also for their future potential and development.

Small and Medium Enterprises (SMEs), while being vital to economic growth and employment, are particularly vulnerable to challenges such as employee management, compensation, and retention issues, limited access to funding, skill shortages, informal

human resource management practices. Despite the vital role that SMEs play in the Charaideo district, several research gaps have been developed from this study. A significant number of micro-enterprises continue to operate without a formal HR department, depend instead on owners or managers to oversee human resource functions, indicating a lack of structured and systematic HR processes. This raises questions about how such informal HR practices impact employee satisfaction, retention, and overall productivity within the workplace. The complete absence of formal grievance redressal mechanisms and exit interviews across all surveyed enterprises points to a critical gap in understanding how employee concerns are managed and how valuable feedback from the employees is overlooked. The dependence on traditional recruitment methods like walk-in interviews and the limited use of digital tools and job portals also highlight a lack of technological integration in hiring processes which is really need to overcome to cope up with the fast moving and technological era. The high rate of candidate rejections is due to better job offers or salary concerns showing a gap in competitive compensation practices within the enterprises, which needs more efficient and systematic management. While employers report high satisfaction with new hires, the effectiveness of current recruitment strategies in ensuring long-term performance and engagement remains unmeasured. Another left out area is the crucial role of internships in workforce development, which is only given by only a small of SMEs. Lastly, while skill shortages are a widely found challenge, there is insufficient data on the specific skills.

The findings of this research are nearly 95% similar to those found in the reviewed literature, which indicates that the study supports and reflects existing research work. This strong match shows that irrespective of the geographical location, Small and Medium Scale enterprises continue to face challenges related to inefficient and informal human and resource management, showing that these issues are widespread and not limited to any particular region. While the reviewed literature provides valuable insights into recruitment practices, it has not adequately focused upon addressed certain aspects such as the availability of internships as a source of

recruitment, the significance of a grievance handling mechanism, and the challenges of managing human resources within an informal management framework.

The conducted study was essential to gain a foundational understanding of key concepts such as interview types, interview duration, rounds of interviews, and the communication process, all of which are crucial for analysing how job distribution influences employee satisfaction and employer satisfaction at the same time. In Table no 4.1.1 Age distribution of the respondents shows that the data consists of 30 respondents categorized by age groups where frequency is taken as 5 years. The majority of respondents (70%) fall within the 30–55 age range, with the 35–40 years group (23.33%) being the most represented, followed by the 30–35 and 50–55 years groups. There were no respondents from the 20–25, 40–45, 60–65, and 70–75 age groups, indicating a gap in representation among young adults and senior individuals. The lowest participation came from older age groups like 75–80 years (3.33%), while the younger adult group (25–30 years) showed limited representation (10%) And in the Table no 4.1.2 Gender distribution of the respondents The data shows that all 30 respondents (100%) were male, with no female or other gender participants included in the study. This indicates a completely male dominancy in the leadership role within the enterprise, Table no 4.1.3 shows the occupation distribution of the respondents Among the 30 respondents, the majority were Owners (56.67%), followed by HR Managers (43.33%). There were no respondents in the 'Manager' category which shows that the owner is the sole decision maker in the enterprises which indicate a serious lack of formal human resource management. The literature available fails to acknowledge this aspect of the workplace and employee management.

6.1 SUGGESTION AND RECCOMENDATION –

1. Establish Formal HR Departments:

After conducting the study, it is learned that over half of the surveyed SMEs lack a formal HR department, it is recommended that enterprises, especially micro and small ones, work towards establishing a basic HR structure to formalize the human resource management. This will help in better and efficient employee management processes, improve compliance with legal standards, and will promote professionalism and sustainability within the administration.

2. Implement Structured Grievance Mechanisms to handle workplace related grievances:

With 100% of the enterprises lacking grievance redressal systems, setting up simple yet effective grievance-handling procedures is crucial to handle and manage workplace related conflicts within the workplace which is crucial to prevent any future outbroke and dissatisfaction. Even a basic complaint register or confidential reporting system can ensure employees feel heard and respected which will ultimately make them much more connected towards the workplace.

3. Conduct Exit Interviews to improve future hiring practice:

Exit interviews, which is absent in all surveyed enterprises, can provide valuable insights into employee turnover. SMEs should focus to conduct a brief exit feedback processes to identify issues and areas for improvement in workplace practices for future reference.

4. Diversify Recruitment Methods:

The over-reliance on walk-in interviews suggests a need to diversify recruitment strategies. SMEs should begin experimenting with referrals, local recruitment agencies, or digital platforms to reach a broader and potentially more qualified candidate pool.

5. Adopt Digital Recruitment Tools:

As only 40% use job portals, increasing the adoption of online platforms like LinkedIn, Naukri, or Indeed can enhance recruitment efficiency. Training business owners or managers in basic digital hiring tools may ease this transition.

6. Promote Internship Programs:

Since only 10% regularly offer internships, SMEs should be encouraged to develop internship opportunities. These programs can serve as low-cost talent pipelines and help identify potential future employees while contributing to skill development in the region.

7. Encourage Inclusive Hiring Policies:

With 76.67% having no diversity policy, it is advisable for SMEs to adopt simple, inclusive hiring guidelines. Gender diversity and inclusion of differently-abled individuals can improve team dynamics and reflect social responsibility.

8. Develop Skill Training Partnerships:

As 70% report difficulties finding skilled candidates, collaboration with local training centres universities, colleges, ITIs, or NGOs for skill development could solve the talent gap of, especially in the automotive and food production sectors as most of the enterprises belong to this sector.

9. Streamline Interview Practices:

While one-on-one interviews are preferred for cost-effectiveness, SMEs could consider adopting structured interview formats or practical activities-based evaluation as mode to ensure fairness and better hiring decisions among the enterprises.

10. Provide Candidate Feedback:

The low percentage of firms giving feedback to rejected candidates (13.33%) indicates a gap in communication. A short, respectful rejection note can help build goodwill and improve the employer brand.

11. Review Compensation Practices:

As it is found that many of the candidates reject offers for better opportunities or salaries structure, SMEs need to understand how their rival enterprises and their compensation packages are designed and what are the component which make it more attractive than their.

6.2 CONCLUSION –

The research was conducted to understand the recruitment process and its efficiency within the Small and Medium Scale Enterprises of Charaideo district. The research was aimed to highlight the importance of a formal / structured and systematic Human Resource Management at work place for facilitating better productivity and organizational growth and development. The study was very helpful for the researcher to create an overall understanding of the recruitment process which is one of the most crucial processes for all workforce, as all the strength lies on the human resources of the Agency/Organization/Company/Enterprises. The findings of this research are nearly 95% similar to those found in the reviewed literature, which indicates that the study supports and reflects existing research work. This strong match shows that irrespective of the geographical location, Small and Medium Scale enterprises continue to face challenges related to inefficient and informal human and resource management, showing that these issues are widespread and not limited to any particular region. Findings such as the dependence on traditional recruitment methods like walk-in interviews and the limited use of digital tools and job portals also highlight a lack of technological integration in hiring processes which is really needed to overcome to cope up with the fast moving and technological era and to stay in the market, the need of skill development and periodic training of the employees are really vital not only for the personal development but also for the organizational development as well, the absence of a formal Human Resource department and structured Grievance redressal mechanism left the employees' voices and concerns unheard and undervalued which in future can cause employee and employer dissatisfaction, conflict at workplace. While the reviewed literature provides valuable insights into recruitment practices, it has not adequately focused upon addressing certain aspects such as the availability of internships as a source of recruitment, the significance of a grievance handling mechanism, and the challenges of managing human resources within an informal management framework.

The conducted study was essential to gain a foundational understanding of key concepts such as interview types, interview duration, rounds of interviews, and the communication process, all of which are crucial for analysing how job distribution influences employee satisfaction and employer satisfaction at the same time.

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APPENDIX

Informed Consent

I, Kritivyas Borgohain, a student of the Department of Social Work, Mahapurusha Srimanta Sankaradeva Viswavidyalaya, Guwahati Unit, promise that this interview schedule will only be used for my dissertation titled **"Effectiveness of Recruitment Strategies in Small and Medium Size Enterprises: With Special Reference to Charaideo District,"** under the supervision of Ms. Dipshikha Boruah, Department of Social Work, MSSV, Guwahati Unit.

I assure you that your responses will be kept strictly confidential and will be used solely for academic and educational purposes. Your honest and voluntary participation is highly appreciated, and I kindly request your valuable input in responding to the following set of questions.

Kritivyas Borgohain
MSW 4th Semester
Roll No: MSW-13/23
Department of Social Work
MSSV, Guwahati Unit

QUESTIONNAIRE

Objective 1: Identify the Most Commonly Used Recruitment Strategies at Small and Medium-Scale Enterprises

1. Which recruitment process does your enterprise mainly focus on to choose the workforce?
 - a) Walk-in interview
 - b) Referral
 - c) External agency support
2. Do you use social media platforms like LinkedIn for recruitment and searching for candidates?
(Yes/No)
3. Do you prefer hiring fresh candidates over experienced candidates?
(Yes/No)
4. Do you conduct multiple rounds of interviews before final selection?
(Yes/No)
5. Do you involve the head of the department in the candidate selection process?
(Yes/No)
6. Do you have a probation period for newly onboarded employees?
(Yes/No)
7. Do you use job portals for posting vacancies?
(Yes/No)
8. Do you have a specific budget for recruitment advertising of vacancies?
(Yes/No)
9. Which platform does your organization prefer for job postings?
 - a) LinkedIn

- b) Naukri.com
- c) Indeed
- d) Company Website

10. Do you offer internship programs as a recruitment process for hiring?

- a) Yes,
- b) No

11. Which type of interview do you use most frequently?

- a) One-on-one interview
- b) Panel interview
- c) Group discussion
- d) Video interview

12. What is the average duration of the interview process?

- a) Less than a week
- b) 1-2 weeks
- c) 3-4 weeks
- d) More than a month

13. How do you inform candidates about their selection/rejection?

- a) Email
- b) Phone call
- c) No response unless selected

14. Which of the following hiring practices do you follow?

- a) Gender diversity quotas
- b) Inclusive hiring for differently-abled individuals
- c) No specific diversity policies

Objective 2: Analyze the Effectiveness of Recruitment Strategies

15. Do you verify employee information before finalizing a job offer?

(Yes/No)

16. What recruitment challenge does your agency face?
- a) Finding skilled and experienced employees
 - b) Cost of new recruitment
 - c) Background verification
17. On a scale of 1 to 5, how satisfied are you with the recruited employees of your enterprise?
- a) 1 – Not satisfied
 - b) 2 – Somewhat Satisfied
 - c) 3 – Satisfied
 - d) 4 – Very satisfied
18. Do you conduct exit interviews to improve future hiring decisions?
(Yes/No)
19. Do you provide feedback to rejected candidates?
(Yes/No)
20. How long does it typically take to fill a job vacancy within your agency?
- a) Less than 1 month
 - b) 1-2 months
 - c) More than 2 months
21. What is the average number of applications you receive per job opening?
- a) Less than 50
 - b) 50-100
 - c) 100-500
 - d) More than 500
22. What is the most common reason for candidates rejecting job offers provided by your agency?
- a) Salary expectations not met
 - b) Better offer from another company

- c) Long hiring process
- d) Location/workplace issues

23. How long does your induction process for newly employed staff usually last?

- a) Less than a week
- b) 1-2 weeks
- c) More than 2 weeks

24. What background checks are mandatory in your hiring process?

- a) Criminal record check
- b) Educational verification
- c) Previous employment check
- d) All of the above

25. Do you have a structured grievance-handling system for recruitment-related complaints?

- a) Yes
- b) No

Objective 3: Study the Key Differences in Recruitment Strategies of Small and Medium-Scale Enterprises

26. Does your agency have an HR department?

- a) Yes
- b) No

27. If your agency does not have an HR department, who manages the workforce?

- a) The manager
- b) The owner

28. Which sector does your agency/company belong to?

- a) Retail & E-commerce
- b) Food production
- c) Automotive
- d) Supply chain / Distributor

29. What scale of enterprise does your enterprise belong to?
- a) Micro – less than 10 employees
 - b) Small – over 50 employees
 - c) Medium – over 100 to 150 employees
30. Which type of market is your enterprise focused on?
- a) Domestic
 - b) Nearby
31. Is the recruitment in your agency permanent or contractual?
- a) Permanent
 - b) Temporary
 - c) Contractual