

A STUDY ON EFFECTIVENESS OF RECRUITMENT ORGANIZATIONAL SUPPORT IN ITeS

Dr. V. Vijay Anand,* Dr. M. Shanthanlakshmi**, Dr. G. Uppili Srinivasan***,
V. Arunkumar****, G. Icewarya*, S. Nandhu*, S. Monisa Kamatchi*

*School of Management, SASTRA Deemed University, Thanjavur, Tamil Nadu – 613 401

**Head, Dept. of Commerce, (BPS&CM), Sri Krishna Arts & Science College, Coimbatore
Tamil Nadu – 613 401

***Exam Wing, SASTRA Deemed University, Thanjavur, Tamil Nadu – 613 401

****Dept. of Training & Placement, SASTRA Deemed University, Thanjavur,
Tamil Nadu – 613 401

ABSTRACT

This study is basically to understand the effectiveness of the recruitment and its process and organizational support for the better meant of the knowledge. The effectiveness of recruitment has become increasingly popular as a measure for identifying the process of recruitment in the organization and as a tool for developing recruitment process. There is little empirical research that substantiates the efficacy of recruitment in this organization. Here the researchers have taken individual factors upon growing up various variables and tried to find the relationship between the demographic factors and the individual factors. The researchers have applied some of the statistical tools like Percentage Analysis, Regression, and Correlation.

Keywords: Effectiveness, Recruitment, Support, Knowledge

1.RECRUITMENT – AN OVERVIEW

The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a new or existing job is known as recruitment process. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and adding the new employee to the organization.

2.EFFECTIVE RECRUITMENT PROCESS

An effective recruitment process looks at both internal and external candidates. The Organization will not make, the easier choice of hiring a less appropriate person simply because they are an internal candidate. Encourage current employees to recommend people for the job. According to a study by Development Dimensions International, the "Internet and employee referrals are the most popular and effective methods for recruiting." Spend time researching which advertising method will target the audience you are hoping to attract.

3. THE IMPORTANCE OF RECRUITMENT AND SELECTION

Recruiting staff is a very costly exercise. It is also an essential part of any business and it pays to do it properly. When organizations choose the right people for the job, train them well and treat them appropriately, these people not only produce good results but also tend to stay with the organisation longer. In such circumstances, the organization's

initial and on-going investment in them is well rewarded. An organization may have all of the latest technology and the best physical resources, but if it does not have the right people it will struggle to achieve the results it requires. This is true across the whole spectrum of business activity e.g. Schools, hospitals, legal practices, restaurants, airlines, and diesel engine manufacturers.

4. TYPES OF RECRUITMENT

There are two types of recruiting

- Internal recruiting
- External recruiting

Internal Recruitment

It is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal sources are primarily three - Transfers, promotions, and Re-employment of ex-employees. Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern. There are situations when ex-employees provide unsolicited applications also.

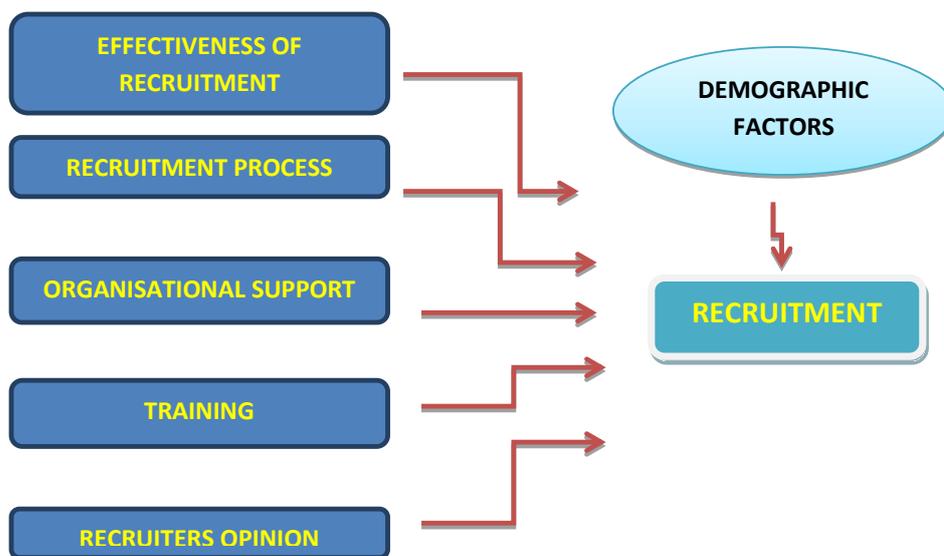
External Recruitment

External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves a lot of time and money. The external sources of recruitment include - Employment at the factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations etc.

5. STUDY VARIABLES

The researchers have chosen demographic variables such as Age, Gender, Years of Experience, Educational Qualification and the Independent Variables Such as Effectiveness of recruitment, Recruitment Process, Organizational support, Training, Recruiters Opinion

6. CONCEPTUAL FRAMEWORK



7. STATEMENT OF THE PROBLEM

In today's competitive work environment Recruitment plays an important role. Recruitment is a process of selecting people. In many organizations the recruiters are having less scope of recruitment practices. It is expected that recruitment of the candidates will be increased if the factors of recruitment practices expected by the recruiters are satisfied. Recruitment practices in the company are the very big challenge for them to implement and recruit the candidates properly. So this research paper has mentioned some recommendations and suggestions to improve the recruitment practices in the Organization. Henceforth the researcher made an attempt to study the recruitment process and its effectiveness.

8. OBJECTIVES OF THE RESEARCH

- To study the Recruitment process in the organization
- To study the effectiveness of Recruitment and selection process
- To study the organisational support for the recruiter at the time of recruitment
- To find the recruiters opinion about the Recruitment Process of the organization

9. LIMITATIONS OF THE RESEARCH

- The study is applicable to recruiters of ITeS only
- The study is not experimental in nature, so cannot determine the cause-effect
- Time constraints to carry out the survey within a month towards scattering recruiters were challenging
- The study is applicable only to the small group of BPS companies.

10. RESEARCH METHODOLOGY:

This study is mainly out of the analysis made from the data collected. The data were primary in nature with a sample of 100 collected from ITeS by Chennai some of the tools used for the analysis is Percentage analysis, Regression, and Correlation.

11. LITERATURE REVIEW

1. French says that the importance of certain selection and recruitment activities in the organizations (G.R. French, 2012)

2. Sangeetha (2010). Decisions made in the recruitment and selection process or stage will impact on the company in the future. Bad decisions made in the selection process can create serious costs for an organization vice versa.

3. Neeraj (2012) defined selection as the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selecting the right employees is important for three main reasons: performance, costs and legal obligations.

4. Florae (2014) argued that merit and demerit of the use of recruitment agencies to a firm is the same thing with that of external recruitment sources which he listed be: qualified personnel, a wider choice of candidates, fresh talent, competitive spirit among candidate etc.

5. Olatunji and ugoji (2013) in a study of personnel recruitment on organizational development.
6. Adeyemi et. al (2015) also opined that employees should all be treated fairly in the recruitment and selection process and be appraised constantly to ensure that they improve their performance.
7. Ekwoaba, Ikeije, and Ufoma (2015) in a study of the impact of recruitment and selection criteria on organizational performance revealed that recruitment and selection criteria have a significant effect on organization's performance that the more objective the recruitment and selection criteria, the better the organization's performance.
8. Mustapha et.l (2013) opined that the aim of recruitment goes beyond mere filling of vacancies to include individual development and achievement and building a strong organization where effective team work and the individual's needs are realized at the same time.
9. Stephen, Cowgill, Hoffman, and Housman (2013), study shows that employee referrals enhance monitoring and coaching and makes the work environment more enjoyable as they work with friends because workers refer others like themselves, not only in characteristics but in behavior.
10. Gilbert, De Winnie, & Seals, 2011, says Intended practices are developed by the policy-makers of the organization so as to accomplish the desired attitudes and behaviors.
11. Compton, Morrissey, Nankervis 2014, says Getting recruitment and selection processes and techniques right the first time is crucial and is the product of human resource planning, job design, human resource development, remuneration systems, career and succession plans to satisfy and motivate qualified applicants (Compton, Morrissey, Nankervis 2014).
12. As Mullins, Gill (2010, p 485) says that if the HRM function is to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager.
13. Ntiamoah et al., p. 4, 2014 say that recruitment and selection have become ever more important as organizations increasingly regard their workforce as a source of competitive advantage.
14. Nartey, 2012 says recruitment and selection process should be done at each and every sector for fulfilling their organizational goals.
15. Absar (2012) says the importance of recruitment and selection in his paper by considering both public and private manufacturing firms.

12. DATA ANALYSIS & INTERPRETATION

Table No: 5

Correlation between Age and training program

S NO	VARIABLE	R-VALUE	SIG.	RESULTS
1	The Organization offers training programs for recruiters to sharpen	.075	.456	Positively correlated
2	The Organization offer different methods of training	-.028	.785	Negatively correlated
3	The training in our organization includes social skills	-.195	.052	Negatively correlated
4	The Company offer training program once in every quarter	-.020	.841	Negatively correlated
5	The Organization tries to make my job more interesting	.218	.029	Positively correlated

Source: Primary data (at 5% level of significance)

From the above table, it is inferred that there is a moderate positive correlation between Age and Organization offers training programs for recruiters to sharpen their skill set since P-Value (0.456) is greater than 0.05. It is also inferred that there is a Negative correlation between Age and Organization offer different methods of training since P-Value (0.785) is greater than 0.05. There is a Negative correlation between Age and Training in our organization includes social skills since P-Value (0.052) is greater than 0.05. It is inferred that there is a Negative correlation between Age and Company offer training program once in every quarter since P-Value (0.0841) is greater than 0.05. Finally, the table shows that there is a moderate positive correlation between Age and Organization tries to make my job more interesting since P-Value (0.029) which is less than 0.05

Table No: 6

Correlation between Years of Experience and Recruiters opinion

S NO	VARIABLE	R-VALUE	SIG.	RESULTS
1	Recruiters place the right person in the right job	0.064	0.528	Positively correlated
2	The recruitment policy of the organization is inclusive and effective	0.223	0.026	Positively correlated
3	Recruiters give applicants a lot of information about the company at the time of the interviews	0.046	0.651	Positively correlated
4	The organization is using satisfactory methods of interview	0.074	0.466	Positively correlated
5	Job responsibilities and job description are clearly defined	-0.069	0.495	Negatively correlated

Source: Primary data Correlation is significant at the 0.01 level (2-tailed)

From the above table, it is inferred that there is a moderate positive correlation between Experience and Recruiters places the right person in the right job since P-Value (0.528) is greater than .05

From the above table, it is inferred that there is a positive correlation between Experience and the recruitment policy of the organization is inclusive and effective since P-Value (0.026)

From the above table, it is inferred that there is a moderate positive correlation between Experience and Recruiters give applicants a lot of information about the company at the time of interviews since P-Value (0.651) which is greater than 0.05.

From the above table, it is inferred that there is a moderate positive correlation between Experience and the organization is using satisfactory methods of interview since P-Value (0.466) which is greater than 0.05.

From the above table, it is inferred that there is a negative correlation between Experience and Job responsibilities and job description are clearly defined since P value (-0.069) which is greater than 0.05.

Table No: 7
Correlation between Educational Qualification and effectiveness of Recruitment

S NO	VARIABLE	R-VALUE	SIG.	RESULTS
1	Innovative techniques in recruitment	.009	.925	Positively correlated
2	Environmental factor affects recruitment	-.143	.156	Negatively correlated
3	High-quality candidates lessen employee turnover	.053	.601	Positively correlated-
4	Current practices help to reach the result	-.104	.305	Negatively correlated
5	The vast scope of improvement in the current process of hiring	.025	.805	Positively correlated

Source: Primary data Correlation is significant at the 0.01 level (2-tailed)

From the above table, it is inferred that there is a moderate positive correlation between Educational qualification and High-quality candidates lessen employee turnover since P-Value (.601) is greater than .05 and There is a less Negative correlation between Educational qualification and Current practices helps to achieve the result (-.104)

Table No: 8

Correlation analysis between individual factors

S: NO	FACTORS	VARIABLE	R-VALUE	SIG.	RESULTS
1	The Vast scope of improvement in the current process of hiring	The Organization offers recognition for recruitment	.322	.001	Positively correlated
2	The vast scope of improvement in the current process of hiring	The Organization doing different kinds of recruitment	-.405	.000	Negatively correlated

3	The vast scope of improvement in the current process of hiring	The Organization helps to reduce work at the time of recruitment	-.512	.000	Negatively correlated
4	Recruiters place the right person in the right job	The Process of recruitment is effective in your organization	.692	.000	Positively correlated

Source: Primary data Correlation is significant at the 0.01 level (2-tailed)

From the above table, it is inferred that there is a moderate positive correlation between Recruiters places the right person in the right job and Process of recruitment is effective in your organization since P-Value (.000) is less than .05. Here Null hypothesis is accepted

From the above table, it is inferred that there is a moderate positive correlation between the Vast scope of improvement in the current process of hiring and Organization helps to reduce work at the time of recruitment since P-Value (.000) is less than .05. Here Null hypothesis is accepted.

From the above table, it is inferred that there is a moderate positive correlation between the Vast scope of improvement in the current process of hiring and Organization doing different kinds of recruitment since P-Value (.000) is less than .05. Here Null hypothesis is accepted

From the above table, it is inferred that there is a less positive correlation between the Vast scope of improvement in the current process of hiring and Organization offer recognition for recruitment since P-Value (.001) is less than .05 Here Null hypothesis is accepted

Correlation between the Vast scope of improvement in the current process of hiring and Organisation support any pre-interview activities

Table No: 9
Un-standardized Coefficients of Regression Model –Recruiters Opinion and Other Factors

S No	Predictors	Un-standardized Coefficients		Sig.
		B	Std. Error	
	(Constant)	1.170	0.413	0.006
1	Recruitment process	0.273	0.073	0.000
2	Organizational Support	0.675	0.127	0.000
3	Training	0.311	0.139	0.028
4	Recruiters opinion	-0.509	0.207	0.016
R = 0.666 R² = 0.443				

Source: Primary data * = significance at 5% level

* (If the sig. of p is less than 0.05, and it indicates that the concerned factor is significant in the model)

Hypothesis (H₀): There is no association between Effectiveness of recruitment and Demographic Factors

The above table shows that the predictor variables Recruiters Opinion (p<0.05) are statistically significant determinants towards Independent factors. The researcher also found

R and R^2 values of the model. The R value represents the simple correlation and is 0.666, which indicated a high degree of correlation between the study factors and recruiter's opinion. The R^2 value indicated that 0.443 (44.3%) of variance independent variable "Demographic Factor", is explained by the independent variables.

13. RESULTS AND DISCUSSION

Out of the total respondents, 37% employees are Male respondents and remaining 63% Employees are Female respondents. 72% employees have come under the category of 20-25 age group, 27% employees are coming under the category of 26-30 age group, and 1% employees are coming under the category of 31-35 age group. Out of 100 respondents, 76% have 0-5 years of experience, 24% have 6-10 years of experience. Out of 100 respondents, 39% of respondents have finished under graduated and 61% of respondents have finished under post graduated. It is inferred that there is a moderate positive correlation between Age and Organization offers training programs for recruiters to sharpen their skill set. It is inferred that there is a Negative correlation between Age and Organization offer different methods of training. There is a positive correlation between Experience and the recruitment policy of the organization is inclusive and effective.

14. RECOMMENDATIONS

It is observed that the selected Organization has satisfied all the procedures of recruitment. To motivate the employees; the organization has to plan to offer incentives for both monetary and non-monetary. It is suggested that the organization are advised to follow the existing recruitment and selection policies in future also. It is suggested that the organization should give equal importance to external sources like agencies, references etc. in order to get the desired & required employees. It is suggested that the organization have to encourage the fresher's based on their skills, along with the experienced candidates and it is suggested that the organization has to adopt latest interview techniques to recruit prospective employees.

15. CONCLUSION

In every organization, recruitment processes play a vital role. The study reveals that the recruitment process offered in TCS is very much effective. The HR manager of the selected organization has to focus on selecting the right persons through other sources like campus, placements, sourcing, walk-in, consultancy etc. The selection is done by evaluating the candidate's skills, knowledge, and abilities which are highly required for the vacancies in the organization. Even the Organization Support the Recruiters well at the time of recruitment.

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