Effective Recruitment and Selection System for the IT Software Industry in India

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Effective Recruitment and Selection System for the IT Software Industry in India

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ABSTRACT

The Information Technology (IT) Software Industry in India has attracted worldwide attention recording phenomenal rates of growth, achieving the status of an economy driver for a country, emerging as a superpower of the Twenty First Century. It is equally vital that this trend continues in the midst of global challenges and competition. While the system in vogue has been meeting the current challenges, little research has been done to determine the effectiveness of recruitment and selection system for the IT Software Industry in India. The purpose of this research was to determine an effective recruitment and selection system and assist the IT Software Industry in India in meeting the challenges of the future. The data was collected from the IT Software Companies in India, with a structured questionnaire, using online survey. Of the approximately 105 IT Software Companies that were addressed in the final questionnaire, 78 responded and only 50 of these responses were found to be complete.

Multivariate analysis, linear regression, Independent Samples Kruskal-Wallis Test and Independent Samples Mann-Whitney Test were used to evaluate, how well the objective was met.

Such people also have lesser mobility and rely on sales commissions for career growth. The data pertaining to hypotheses that most factors companies evaluate are not relevant to output variables, taking into account the company turnover revealed a mixed result of two output variables retaining the hypotheses (net profit margin, and average profit per employee) and two variables rejecting the hypotheses. These results are significant and would help identify the model, IT Software Companies require, to make the recruitment and selection system effective.

Keywords: *Effective, recruitment, selection system, IT Software Industry, India*

INTRODUCTION

The contribution of the Information Technology (IT) Industry in business and management has been recognized the world over and India is no exception. A paper on Indian Software Industry and its evolving service capability has stated that the success when measured against growth in sales, employment and exports contrasts sharply with other industrial sectors (Suma. S. Athreye, 2005).[1] Another revised exports predictions of NASSCOM expects a turnover of $56-57 billion in 2010-11, marginally less than the $60-62 billion projected earlier (NASSCOM, 4 Feb 10). While this is only one side of the coin, it has simultaneously awakened some sleeping nations like China, who too seem to be taking rapid strides in attempting to replicate the Indian model and herein lays the necessity to look into the future.[4]

RESEARCH OBJECTIVES

In order to accomplish the research, the objectives formulated are:

- To evaluate the various recruitment and selection techniques that IT software companies in India employ. These include interviews, group tests, psychological tests, intelligence tests, technical tests and others.[3]

- To determine key employee skill gauges, like academic record, socio-economic conditions,

overall work experience and experience in a specific field.

- To determine key company performance metrics, like growth in sales, net profit margin, revenue/profit growth and average net profit per employee[4].

- To determine the relationship between key company performance metrics to selection techniques, thereby obtaining key variables in an effective recruitment and selection.

REVIEW OF LITERATURE

In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. With technology and processes undergoing rapid transition, the investment in human resource and its development can reap rich dividends. Consequently software firms chose the high road to export competitiveness, investing in developing organizations capabilities (Suma.S.Atherye, 2005, p. 9).[4]

The past few years have been the most threatening period for enterprises that use, manage or deal in IT services. The source of the tumult has been IT employees as people – i.e. the demand, supply, selection, recruitment and especially retention of IT professionals, worldwide (L.Ermel and D.Bohl 1997, p. 25-29). India as a country had tided over the problem much better than many others in the IT field.

There are several other issues that require to be addressed if The industry has gained confidence in its ability to compete, with skilled professionals and excellent management capability. Today, a majority of the companies in India have already aligned their internal processes and practices to international standards, PC World (2007).[7]

The Psychometrics testing has several scholars having differing views and their applications. A statement that—Psychometrics is pathology of science‖, is in contrast with conventional definitions provided by leading texts (J.Michell, 2000).

Conceptual Framework: Purpose Statement and Research Objectives

- **Pilot Questionnaire: Identifying Key Variables:** Broadly the recruitment and selection system could be analyzed in terms of their criteria for selection,

methodology of testing to include number of tests conducted, the preference given to academic qualification/experience.

- **Job Specification**: Amongst the most important criteria considered is if the recruitment and selection by the IT Software Companies is based on any scientific system and for that, stating a proper job specification is considered essential.[10]

- **Attributes for Recruitment and Selection**: Due to lack of uniformity in the Recruitment and Selection system followed by the IT Software Companies, companies gave several qualities as attributes they considered essential/desirable for potential candidates for their companies[7]

- **Number and Type of Tests for the Recruitment and Selection System**: Having arrived at the criteria for recruitment and selection systems, the number of tests IT Software Companies were conducting appeared as they met their operational requirement. A scientifically designed set of tests for the recruitment and selection did not appear in the responses from a majority of the software companies.[17]

HYPOTHESES FORMULATION

H1: Increased combination of interviews, psychological tests, intelligence tests, technical tests and others taken at the time of recruitment and selection for the IT Software Companies in India does not improve the relationship of growth in sales of IT Software Companies.

H2: Increased combination of interviews, psychological tests, intelligence tests, technical tests and others taken at the time of recruitment and selection for the IT Software Companies in India does not improve the relationship of net profit margin of IT Software Companies.

H3: Increased combination of interviews, psychological tests, intelligence tests, technical tests and others taken at the time of recruitment and selection for the IT Software Companies in India does not improve the relationship of revenue/profit growth of IT Software Companies.

H4: Increased combination of interviews, psychological tests, intelligence tests, technical tests and others taken at the time of recruitment and selection for the IT Software Companies in India does not improve the relationship of average net profit per employee, of IT Software Companies.

H5: The academic record has no domination while overall work experience, experience in field and socio-economic conditions, have more effect on the recruitment and selection for the IT Software Companies in India that affects growth in sales of IT Software Companies.

H6: The academic record has no domination while overall work experience, experience in field and socio-economic conditions, have more effect on the recruitment and selection for the IT Software Companies in India that affects the net profit margin of IT Software Companies.

H7: The academic record has no domination while overall work experience, experience in field and socio-economic conditions, have more effect on the recruitment and selection for the IT Software Companies in India that affects the revenue/profit growth of IT Software Companies.

H8: The academic record has no domination while overall work experience, experience in field and socio-economic conditions, have more effect on the recruitment and selection for the IT Software Companies in India that affects the average net profit per employee, of IT Software Companies.

H9: The combination of various factors considered in the study at the time of recruitment and selection for the IT Software Companies in India affects growth in sales of IT Software Companies of all the factors considered for evaluation of the output variables of most factors did not affect the growth rate and revenue / profit growth.

H10: The combination of various factors considered in the study at the time of recruitment and selection for the IT Software Companies in India affects net profit margin of IT Software of all the factors considered for evaluation of output variables, factors and affect the net profit margin and net profit per employee of IT Companies.

H11: The combination of various factors considered in the study at the time of recruitment and selection for the IT Software Companies in India affects revenue/profit growth of IT Software Companies of all the factors considered for evaluation of the output variables of most factors did not affect the growth rate and revenue/profit growth.

H12: The combination of various factors considered in the study at the time of recruitment and selection for the IT Software Companies in India affects net profit margin of IT Software of all the factors considered for evaluation of output variables, factors and affect the net profit margin and net profit per employee of IT Companies.

DATA ANALYSIS

The data gathered from the online questionnaire were entered into a computer database and then analyzed using Statistical Package for Social Sciences (SPSS.10). The statistical software used for the research analysis (SPSS 10.0) can undertake complex analyses on large data files. It can run multiple SPSS sessions simultaneously on the same desktop computer, making it possible to analyze more than one data file at the same time.

Reliability of Instrument and Testing: A hypothesis test tells us the probability of our result (or a more extreme result) occurring, if the null hypothesis is true.

Sample Size: A larger sample size leads to more accurate parameter estimates, which leads to a greater ability to find what we were looking for. Effect Size: The effect of size the in the population. Whatever we are looking for is always going to be there – it might just be there in such small quantities that we are not bothered about finding it, (J Cohen, 1989).

A key factor in avoiding these small quantities is— Sample Size.

ANALYSIS RESULTS AND DISCUSSIONS

The Independent Samples Kruskal-Wallis Test for the hypotheses H1 to H4 retained the null hypotheses for all the four output variables growth in sales, net margin of profit, revenue/profit growth and average net profit per employees of the IT Companies. The significance level being kept at .05, the asymptotic significance levels for the output variables were growth in sales (.054), net margin of profit (.619), revenue/profit growth (.164) and average net profit per employees (.447).

Table 1: Growth in Sales, Independent Samples Kruskal-Wallis Test

Total N	50
Test Statistic	5.829
Degrees of Freedom	2
Asymptotic Significance (2 sided)	0.054

Table 2: Hypotheses Test Summary

S. No.	Null Hypothesis	Test	Sig.	Decision
1.	The distribution of Y1 is the same across categories of Group Q4	Independent Samples Mann-Whitney U Test	0.002	Failed to accept
2.	The distribution of Y2 is the same across categories of Group Q4	Independent Samples Mann-Whitney U Test	0.741	Accepted
3.	The distribution of Y3 is the same across categories of Group Q4	Independent Samples Mann-Whitney U Test	0.892	Accepted
4.	The distribution of Y4 is the same across categories of Group Q4	Independent Samples Mann-Whitney U Test	0.397	Accepted

RESULTS

Table 3: Hypothesized Relationships and Summary of the Results Hypothesized

H1. Increased combination of interviews, psychological tests and intelligence tests taken at the time of recruitment and selection for the IT Software Companies in India does not improve the relationship of growth in sales of IT Software Companies.	Accepted
H2. Increased combination of interviews, psychological tests, intelligence tests, technical tests and others taken at the time of recruitment and selection for the IT Software Companies in India does not improve the relationship of net profit margin of IT Software Companies.	Accepted
H3. Increased combination of interviews, psychological tests, intelligence tests, technical tests and others taken at the time of recruitment and selection for the IT Software Companies in India does not improve the relationship of revenue/profit growth of IT Software Companies.	Accepted
H4. Increased combination of interviews, psychological tests, intelligence tests, technical tests and others taken at the time of recruitment and selection for the IT Software Companies in India does not improve the relationship of average net profit per employee, of IT Software Companies.	Accepted
H5. The academic record has no domination while overall work experience, experience in field and socio-economic conditions, have less effect on the recruitment and selection for the IT Software Companies in India that affects growth in sales of IT Software Companies.	Failed to Accept
H6. The academic record, socio-economic conditions, overall work experience and experience in field have no domination during the recruitment and selection for the IT Software Companies in India that affects the net profit margin of IT Software Companies	Accepted
H7. The academic record, socio-economic conditions, overall work experience and experience in field have no domination during the recruitment and selection for the IT Software Companies in India that affects the revenue/profit growth of IT Software Companies.	Accepted
H8. The academic record, socio-economic conditions, overall work experience and experience in field have no domination during the recruitment and selection for the IT Software Companies in India that affects the average net profit per employee, of IT Software Companies.	Accepted
H9. The combination of various factors considered in the study at the time of recruitment and selection for the IT Software Companies in India affects growth in sales of IT Software Companies of all the factors considered for evaluation of the output variables of most factors did not affect the growth rate and revenue/profit growth.	Failed to Accept
H10. The combination of various factors considered in the study at the time of recruitment and selection for the IT Software Companies in India affects net profit margin of IT Software of all the factors considered for evaluation of output variables, factors and affect the net profit margin and net profit per employee of IT Companies.	Accepted
H11. The combination of various factors considered in the study at the time of recruitment and selection for the IT Software Companies in India affects revenue/profit growth of IT Software Companies of all the factors considered for evaluation of the output variables of most factors did not affect the growth rate and revenue/profit growth.	Failed to Accept

Conted…

H12. The combination of various factors considered in the study at the time of recruitment and selection for the IT Software Companies in India affects net profit margin of IT Software of all the factors considered for evaluation of output variables, factors and affect the net profit margin and net profit per employee of IT Companies.	Accepted

CONCLUSION

Indian Software Industry has acquired a household name the world over. It has transformed a populous nation striving for economic growth into an informational super power of the century. This revolutionary change has met the ever growing demand for employment, the social aspirations of the people and given the young populace a direction for the future. All this has also seen the Government helping in providing assistance to the industry in terms of a coordinating agency like NASSCOM, helping formulate policies that will foster growth and also giving necessary incentive for the industry to truly become an economy driver for India.[4]

IMPLICATIONS

- To determine key employee skill gauges, like academic record, socio-economic conditions, overall work experience, experience in a specific field etc.

- To determine key company performance metrics, like growth in sales, net profit margin, revenue/profit growth and average net profit per employee etc.

- To determine the relationship between key company performance metrics to selection techniques, thereby obtaining key variables in an effective recruitment and selection.

- Most IT software companies that were surveyed employ conventional job search methods that have either been instated due to legacy processes or picked up from other professions.

Ethical Clearance: NIL

Source of Funding: SELF

Conflict of Interest: NIL

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A Study on Innovative Recruitment Techniques and It's Impact on Job Seekers

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ABSTRACT

Recruitment processes begins after human resource planning and then deep job analysis and job description kind of activities conduct and afterwards try to attract no of applicants to fill the open vacancy in less time. Functions like recruitment, human resource planning are parts of in human resource management. To manage all human resource in an organization effectively for organization's proper growth is called as human resource management. Human resource management is a set of all man power which is working for a common goal of success of an organization. It is an important function which provides a structured approach to recruit or maintain available human resource of an organization. It covers all fields related to human resource like compensation recruitment, retirement, insurance, performance management, skill development, training, wellness, motivation, administration and communication of an organization. It gives strategic direction and means of work with potential work force with one objective of organizational growth. To find a right candidate for an organization is important for successive growth. All organizations tries that they will get most potential workforce among a wide pool of candidates for them to work for their organizational overall growth. Now, organizations are fully dependent on human work force and now organizations are treating them as human capital management. It is termed as talent management.

Keywords: *Human resource Planning, Innovative, Job seekers, Recruitment, Skill, Selection,*

INTRODUCTION

Whenever an organization identifies new assignments which require additional labour than what it presently has, it looks at various means of organization acquiring this new resource like contracting, internship, hiring and outsourcing has to hire a new person.[5] Recruitment can termed as a hiring of a new person to fill organizations need for future needs.[4]

Overall recruitment process is described as under–

● Recruitment is a process of identifying applicants to close any vacant position.

● Recruitment generally chooses all available sources to attract applicants.[3]

● Recruitment process tries to get more applications among potential applicants.

● In conclusion it can be said that

Recruitment Process and Its Benefits

Recruitment process comprises the following steps:

Step 1– Fill Requisition form (RFP)

Step 2–obtaining hiring approvals

Step 3–sourcing of applications

Step 4–screening and short listing

Step 5–conduct interviews

Step 6–Reference and background checks

Benefits of Good Recruitment Process

● It provides higher number of qualified candidates

● It gives higher possibility of hiring the right people at right job

● It increases the employer's choice because of reputation

● It increases the number of referral of qualified candidates

- It is able to get more number of diverse candidates

- It increases the job acceptance rate with hired candidates

- If it follows then the whole recruitment process should take lesser cost

Main Stakeholders in Recruitment

There are 3 main stakes holders of full recruitment process which are as under–

- Hiring manager

- Recruiter/consultants

- Job seeker

In full recruitment process three people directly affected with the all activities. They affect with all those activities which are formulating in recruitment process to choose a right person on right place and even on right time.[8] To study in detail we can explain this as following:

Need for Innovative Recruitment Techniques

- Multitude of options for any particular position

- Accessibility problems like national or international reach for suitable candidate

- Long process of recruitment leading to more time consumption

- Time wastage in screening or short-listing

- Older methods of interviewing

- Long-time taking process of offer to shortlisted candidate

To recover from all these problems latest innovative recruitment techniques have come into light and are getting used by employers as well as employee[4]. Most of the companies want to reduce the full time cycle process of recruitment that is why various innovations are getting done.[7]

LITERATURE REVIEW

Missy Bowen (2013) says that any candidate should not be judged on interview only, there are several other fields are there by which also an applicant can be judged according to his/her qualification or experience level other capabilities.

Nancy R. Lockwood (2006) says that talent management is another or new name of human resource management which basically insists that the possibility of maximum utilization of available work force in the organization of productive growth. It says that frequently new challenges and reduction in cost of hiring of talent is the main two challenges for talent management these days.

Vijay kumar Thota (2013) says that for more productive results in an organization it is important to develop or implement proper plans for human resource or talent management. Misconnections between human resource and talent management lead to failures of mismatch and even the supply and demand of work force also. Author explains that proper human resource and talent management helps organizations to achieve organizational objectives without any obstacle of talent shortage which directly or indirectly beneficial for organizations to get more talented workforce with them.

Saul Fine (2013) says that integrity test is good tool in screening, but there is one sensitive issue with integrity test is mislabeling of low scorer candidates. While training companies have to decide their own policies related to integrity test. It says that all low scorer candidates are not dishonest for their work, should be understood by all employees.

Ileana Georgiana Gheorghe (2013) says that Neuro logistics programming is new concept of acquisition of efficiency in management communications or change in organization. This NLP is very useful in study of organization culture also, all the principals of NLP is based on behavior patterns and now because of complex problems in organizational recruitment process of large organization this NLP is becoming essential tool for all.

Christine Andrews (2012) says that social media is great tool of recruitment and there are many advantages of social media in recruitment. Author says that social media is giving big impact on money as it is cost effective approach of recruitment.

OBJECTIVES OF THE STUDY

- Primarily the research activity aims to study new innovative recruitment techniques and their impact on job seekers.[2]

- To identify various innovative recruitment techniques being used today and differentiate them from the traditional recruitment methods.

- To identify various types and groups of job-seekers as seen in Indian scenario.

- To assess the impact of innovative recruitment techniques on recruitment process in general and job-seekers in particular.[5]

- To identify the most effective innovative recruitment techniques from jobseekers point of view.

- To identify the wide area of social networking sites in jobseekers pool.

HYPOTHESIS

This research is based on the following hypothesis

Null hypothesis (H0): There is no significant impact of innovative recruitment techniques being used today on the job-seekers.

Alternative hypothesis (Ha): The innovative recruitment techniques being used today have significant impact on the job-seekers.

METHODOLOGY

This research is related to the impact of latest innovative recruitment techniques on job-seekers in India. For assessing the overall impact of these techniques, it was important to collect the response of all types of job-seekers of different genders; different experience levels and different job-functions located across multiple locations have to be covered. Therefore four major locations with very different densities of all types of job-seekers were selected.

FINDINGS OF THE STUDY

Following are the conclusions that have been arrived upon based on analysis of the job seekers' responses to survey:

1. Job seekers use online job portals and corporate career websites frequently and find them useful and easy to use.

2. Online job portals are being used by job seekers more than half the time. 64% of the job seekers visit online job portals about half the time or more, 28% visit these job portals very rarely while 9% never visited these online job portals at all. Online job portals need to find innovative techniques to get more visits from passive job-seekers and job-seekers with higher job experience.

3. Uploading resume on online job portals is considered useful by most job seekers with 86% of the job seekers who feel that uploading their resume on online job portals highly increases their chances to get interview calls.

4. Job search on online job portals is considered easy by most job seekers with 75% of the job seekers finding job search on online job portals easy while 17% finding it difficult.

5. Job recommendations provided by online job portals are considered relevant by job-seekers in general with 90% of the job seekers responding that they found job suggestions provided by online job portals relevant.

6. However there needs to be improvement to make them more helpful by addressing the concerns of 28% of job-seekers who found them only slightly helpful.

7. The "future salary calculators" and "salary benchmarking data" data provided by websites like Glassdoor, Naukri & Monster are considered useful by job-seekers with overall 81% of the job seekers who find these salary related analytics useful out of which 26% find them only slightly helpful.

8. Corporate career websites are being used by job seekers more than half the time though they need to find innovative techniques to get more visits from passive job-seekers and job-seekers with higher job experience.

9. Corporate career websites are considered moderately easy for job search by most job seekers from all experience levels and job-functions.

10. Job-seekers are using online shopping websites often and this is not linked to their job functions or experience levels.

11. Most job-seekers think it will be very helpful if job portals or corporate career websites provided information on how well a person's resume fits a specific job opening before he/she applies for it.

12. Job-seekers think it will be very helpful if job portals or corporate career websites provided information on when a specific job opening that is not currently available will be available in future.

13. Job-descriptions given in corporate career websites and job portals provide correct and complete information about the job most of the time as per job-seekers with 87% of the job seekers thinking that these job-descriptions provide correct and complete information about half the time or more.

14. Online resume builders are not very popular among job-seekers.

15. The resume-templates offered on resume builders are only slightly useful to average job-seeker though lower experience job-seekers and active job seekers find them very useful. 47% of job-seekers find these resume templates extremely useful or very useful.

16. Online resume builders are considered only slightly effective in saving time to build resume with most job-seekers responding as "can't say".

17. Job seekers customize their resumes about half the time though active job seekers and those with lower experience do this more frequently.

18. Job seekers were neutral on whether tailoring or customizing their resumes using online resume builders is easy or difficult. 46% of job-seekers find it easy to customize their resumes with online resume builders, 20% find it difficult while remaining 34% can't say.

19. Job seekers agree that their chances of getting shortlisted at companies using "Automated Resume Screeners" or "Applicant Tracking Systems" are lower than at companies not using them. 66% agree, 18% disagree, while remaining 17% don't know.

20. Job-seekers are asked to fill survey about their satisfaction with the hiring process after completing the interviews and selection process less than half the time though there is a higher presence of such surveys in recruitment of lower work experience candidates and engineering / IT professionals.

21. Job seekers receive and read only few e-newsletters sent by companies, where they worked earlier or attended an interview, promoting their products, processes and successes. 22. 44% of job-seekers have attended interviews over video conference using apps like Skype etc.

23. Job seekers find video interviews better than interviews conducted at employer's office premises and telephonic interviews.

24. 62% job-seekers think video interviews are better than interviews conducted at employer's office, 22% think they are about the same while 9% think they are worse than interviews conducted at employer's office.

25. 78% job-seekers think video interviews are better than telephonic interviews, 14% think they are about the same while 3% think they are worse than telephonic interviews. Therefore most job-seekers find video interviews slightly better than telephonic interviews.

26. Most job-seekers think that company's internal job posting and referrals claim for most of the jobs filled at their respective levels more than half the time.

27. Most job-seekers find searching and applying for jobs on their present company's internal job posting website moderately easy.

28. Social networking is widely popular among 0 to 3 years experienced job seekers. They use it to share job openings related information, follow companies of interest, as means to get contacted by companies and to some extent also to promote their present employer's products, services or events.

29. LinkedIn is the most widely mentioned social networking site in job seekers' resumes followed by Face book, Google+ and then Twitter.

30. Job-seekers share job openings related information over social networking websites about half the time with comparatively higher usage from active jobseekers and lower experience job seekers.

Recommendations for Further Research

This research was focused on dealing with the impact of innovative recruitment techniques on job seekers. While this is a topic with wide coverage, there are still some adjacent areas which were noted but not probed in great detail in order to not digress from the original scope of research. I would like to recommend the following areas for further research:

1. The recruiters are also constantly searching for ways to avoid extra expense of hiring consultants for getting the right candidates. The impact of these techniques on recruitment consultants therefore needs to be studied further

2. This study has revealed the immense impact of data analytics provided by various websites and job portals on job-seekers.

3. During this research, I came in contact with recruiters from various organizations. During the discussions that took place, I found out that there is a high interest among large organizations to improve their workforce diversity ratio.

4. With the advent of Open Source operating systems like Linux and Android combined with the applications being developed by software developers around the world, more and more open source communities are emerging to which software engineers contribute with code snippets which are helping solve complicated problems in a short time.

Ethical Clearance: NIL

Source of Funding: SELF

Conflict of Interest: NIL

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