A study on the process of recruitment and selection in Integrated Personnel Services Pvt Ltd

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Abstract

The recruitment is one of the main functions of HR department. The objective of this research paper is to determine the recruitment and selection procedures in organizations, and finding out the methodologies that are involved in the process. Moreover, finding out how the right candidates are to be identified from the large pool of applicants, then to determine how the job portals helped to source eligible candidates, next to determine the screening process of shortlisting the candidates, and also to find whether employers prefer knowledge in the job or professional look or both. Data was collected and Statistical Package for Social Sciences (SPSS) was used as the statistical analysis tool. Descriptive statistics were calculated and used in the interpretation of findings. The sample for this study is 202 recruiters. Data for this research paper was collected through a questionnaire distributed to recruiters working at Integrated Personnel Services Pvt Ltd.

Keywords: Applicants, Recruiter, Recruitment, Selection, Talent acquisition

Introduction

The recruitment and selection process in workplace is becoming a crucial part of the business and it’s getting tougher for candidates. Recruitment is the process of discovering or selecting and hiring or best qualified candidate from inside or outside of organization for a job opportunity. The recruitment process includes examining the necessities of work, drawing employee to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the association. Recruitment is the process of discovering and catching qualified or appropriate applicant to fill the vacant position. Recruitment process is the first step towards making the competitive quality and the recruitment strategic advantage for the association. Once the candidate got selected, many employees may have the feel of honeymoon period. (Nikolaou, 2021) discussed examples of technological developments across the four stages of the recruitment and selection process. In the attraction stage, discussed how on-line/internet recruitment and especially social networking websites have changed dramatically the focus of attracting candidates effectively. In the next stage of screening, discussed how cybervetting and applicant tracking systems offer opportunities but also threats for recruiters and candidates. The third stage of employee selection focused especially on two new selection methods; the asynchronous/digital interview and gamification/games-based assessment, along with the critical role and impact applicant reactions have on the selection process. Finally, briefly discussed the main technological developments in on-boarding and socialization. Whereas, (Bonisteel et al., 2021) identified the activities involved in four phases of participant recruitment: (1) development of a recruitment plan, (2) implementation, (3) participant engagement post-data collection, and (4) post-recruitment assessment. (Hamza et al., 2021) found that there is no difference in candidates’ race and gender in internal promotion at Telecommunication Companies in Erbil-Kurdistan. It further informs about several social media sites that can provide information regarding recruitment which include Facebook, blogs and various forms of file-sharing sites. (Matunin, 2020) adoption of social media by the researchers for recruiting participants for clinical trials. It informs that recruitment plays a crucial role in the product development cycle, protocol development and the final procedure of trial.

Selection is a process of evaluating and interviewing candidates for a particular job and selecting the right person for the right position. Selection is a process of hiring suitable people for job who can successfully perform the job. The selection process changes from association to association and even from department to another department inside of the same association.

Recruitment and selection, as a human resource management function, is one of the activities that impact most critically on the performance of an organization in terms of achieving its unlimited goal. The purpose of this study is to find whether professional look influence the recruiter in selection process, identify which job posting method most prefer now a days and to find how the screening as shortlisting process to be done with respect to the job description.

Integrated Personnel Services (IPS Group) is an end-to-end human resource management company providing customized solutions to various corporates in India since 2004. IPS has a proven record of being a preferred vendor of many clients with 95% of its customer retentions rate, which helped it be one of India’s best recruitment consultants. The customized solutions that exactly match the client’s requirements, improve the quality of the work. With its strong networks and connections, it serves in 600+ locations, managing nearly about 35000+ associates in pan India. It also has a strong database for International staffing. It deals with 360 degree HR aspects touching upon the most crucial areas of this business.
The questionnaire comprises of both closed and open ended multi-choice type of questions. The data obtained from the survey were then analyzed with the use of SPSS.

Review of Literature

As an organization needs to succeed and survive employers must be in the position to proposal and practice recruitment and selection of employees in the best way. The success of a business or an organization is directly linked to the performance of those who work for that organization. Every organization has its own requirements in acquiring employees. It is vital that organizations select people with the quality essential for continued success in this competitive world. The only means of achieving this success is through proper recruitment and selection practices. (Muduli & Trivedi, 2020) Recruiters’ decision to use recruitment methods (RMs) depends on several expected outcomes such as number applications, quality of applicants, speed of filling up vacancy, post joining job performance, absenteeism, commitment and satisfaction of the applicants. (Breaugh, 2013) The way an organization recruits can influence the type of employees it hires, how they perform, and their retention rate. (Sanchez et al., 2020) Social media holds exciting promise for advancing mental health research recruitment, however, the extent and efficacy to which these platforms are currently in use are underexplored. (Obaid et al., 2020) The recruitment, engagement, and training of the employees are among the core and critical roles for running an organization successfully. Gamification has been proven to be a promising tool that offers many innovative solutions for various domains. Recruitment and selection can play a pivotal role in shaping an organisation’s effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make accurate prediction regarding their future abilities. Recruitment and selection also has an important role to play in ensuring workers performance and positive organisational outcomes.

By using the right selection methods one can ensure that the candidate does not only has the right skills for the job, but also possesses the right personality to fit into the exciting organizational culture. The recruitment studies included showed substantial variation in strategies, clinical settings, mental health conditions and study design (Liu et al., 2018). Post LPG era organizations have been witnessed by technological changes. These changes have many influences; one of the vital influence is on recruitment program undertaken by the organizations on one end and job search activity undertaken by millennial job seekers on the other end (Wadhawan & Sinha, 2019). (Usmani, 2020) Physical or Facial Attraction does not influence in decision making and their chance of being selected. (Kovunen et al., 2019) The role of technology in recruiting is typically confined to gathering and presenting simple candidate profiles. We argue that many issues in recruitment boil down to lack of understanding the process of decision-making from social matching perspective, covering aspects like identification of relevant selection criteria and choice of the most suitable candidate. (Hamza et al., 2021) Finding out how being qualified and having certificates affects the recruitment process, and how different criteria such as gender, race, and culture effect on it as well. (Bina et al., 2021) Human resources departments have embraced the use of technology to incorporate game-based approaches (GBA) to encourage potential applicants to apply for open positions and to select employees among qualified candidates. (Karan Charles & Mercy Florah, 2021) The corporate needs help from educational institute placement cell for employee recruitment. (Karan Charles & Mercy Florah, 2021) focusses on the various types of employment tests, definitions of tests, role of tests and the basis on which employment tests are determined; methods, objectives and ability as a process in Human Resource hiring by various organizational sectors. (Hanoum et al., 2022) social media networking such as LinkedIn, Facebook, YouTube, and Instagram, have created higher possibilities for a candidate to get their career goals. (Abrokawah et al., 2018) the impact of human resource practices related to recruitment and selection on staff performance and prove that under-achievement or non-satisfaction can be a result of wrong recruitment and selection criteria. (Herschberg et al., 2018) investigated how the recruitment and selection for project-based postdoc positions are organised in the current academic landscape characterised by increasing temporary research funding and how principal investigators construct the ‘ideal’ postdoc.

Research Gap

HR processes have undergone significant changes due to recent technological advances. Particularly in recruitment, technology is extensively utilized for posting jobs, collecting resumes, and communicating with the pool of candidates. The purpose of this study is to find the difference between posting the job in job portal and giving advertisement. Also to find whether the professional look influences the recruiter while selecting candidates and also to find influences of job description in screening process.

Methodology

Research design is a plan, mode or conceptual structure of the research and types of approach adopted in the study. This research is to portray accurately the characteristics of an individual. Descriptive Research design was carried out for this research work. As the population is known, probability sampling method was adopted. With the help of Cluster sampling technique 202 responses were collected from the recruiters of IPSPL from all the branches over PAN India. A well designed questionnaire with both close ended and open ended questions were formulated to gather information from appropriate respondents. Data obtained was analysed using SPSS to get meaningful conclusions and recommendations. Anova, Correlation, Chi-Square and Frequency
analysis were done for this research work. Based on the various literature study, the following hypotheses were framed for this research work.

**Hypothesis**

H0: There is no difference among designations with respect to experience

H1: There is difference among designations with respect to experience

H0: There is no relation between experience and finding an appropriate candidate by using job portals

H1: There is relation between experience and finding an appropriate candidate by using job portals

H0: There is no association between male and female recruiters with respect to methods prefer to source the candidates

H1: There is association between male and female recruiters with respect to methods prefer to source the candidates

**Data Analysis**

The collected data was analysed and various tests were conducted to find out whether the framed hypotheses were accepted or reject.

### ANOVA

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>52.633</td>
<td>3</td>
<td>17.544</td>
<td>49.611</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>70.020</td>
<td>198</td>
<td>.354</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>122.653</td>
<td>201</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table 1 – Years of experience and designation*

An Anova test was conduct to find the difference among various designations and the experiences, and it is found that the significance value is (.000). The result concludes that it rejects the null hypothesis and accept the alternative hypothesis. So, there is difference among designation with respect to experience.

### Correlations

<table>
<thead>
<tr>
<th>Years of experience in this organization</th>
<th>Job portals increase the chances of finding an appropriate candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.184**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.009</td>
</tr>
<tr>
<td>N</td>
<td>202</td>
</tr>
<tr>
<td>Job portals increase the chances of finding an appropriate candidate</td>
<td>1</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>-.184**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.009</td>
</tr>
<tr>
<td>N</td>
<td>202</td>
</tr>
</tbody>
</table>

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Table 2: Years of experience and finding an appropriate candidate by using job portals

According to correlations test, the significance value is (.009). The result concludes that it rejects the null hypothesis and accepts the alternative hypothesis. So, there is relation between experience and finding an appropriate candidate by using job portals.

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
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<tr>
<td>Pearson Chi-Square</td>
<td>3.993a</td>
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<td>.407</td>
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<tr>
<td>Likelihood Ratio</td>
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</tr>
<tr>
<td>Linear-by-Linear</td>
<td>.239</td>
<td>1</td>
<td>.625</td>
</tr>
<tr>
<td>Association</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>202</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3: Gender and the methods prefer to source the candidates.

According to the above chi-square test, the significance value is greater than (.05). The result concludes that it accepts the null hypothesis. So, there is no association between male and female recruiters with respect to methods prefer to source the candidates.

Findings Suggestions & Conclusion

From the above research study, it is understood that 63.9% of male respondents; maximum 31.7% of the respondents are from west zone; 61% are graduated; maximum of 72.8% are HR Executive; More than 50% have two to four years of experience; more than 54% of the recruiters use job portal to source the candidates; 65% recruiters expect knowledge from the candidates; 75% of the recruiters look for skill sets; 30% of the selected candidates do not join the company due to less salary offered; 63.4% of the recruiters prefer naukri job portal to source the candidates; 98.5% of the recruiters follow structured method of selection process; and 65.3% of the recruiters use external recruitment sources. It is also found that there is difference among the designations with respect to experience; there is relation between experience and finding an appropriate candidate by using job portals; and there is no association between male and female recruiters with respect to methods prefer to source the candidates.

Suggestions

The most of the candidates attend the interview but not join after getting selected because of less salary so if the company revises their salary according to the candidate experience and previous company salary. By using this method, the company can solve this problem.

Conclusion

Major focus of the recruitment and selection process is to hire a candidate that best meets the demands of the inherent in a given job in Integrated Personnel Services Private Limited. This research found that, now a day’s most of the candidates are being sourced by using job portals. Mostly Nauki is used by many of them. The second option is employee reference. The major issue for IPSPL is that the selected candidates do not join after getting selected because of less salary and the company is not a branded one. So the company have to brand their own services or products and also they have to revise their salary policy.

References


