Employees Perception On Recruitment And Selection Process In It Industry

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ARTICLE INFO	ABSTRACT
	The recruitment process involves the identification and selection of individuals who possess the necessary qualifications and skills to fill a specific position within an organisation. The goal of recruitment is to ensure that the right person is placed in the right role, thereby maximizing the potential for success and productivity. The timing of events and actions is of utmost importance and plays a critical role in determining the overall performance of an organisation. The following text provides comprehensive information on various aspects of recruitment. It covers topics such as the recruitment process, recruitment law, policy and methods, online recruitment, costs associated with recruitment, recruitment advertising, recruitment agencies, consultants and executive search, graduate recruitment, competency-based recruitment, application forms, curriculum vitae, and internal recruitment. The primary aim of this investigation is to An examination of employees' perspectives regarding the recruitment and selection procedures in IT sector. In order to fulfil the objectives of this study, a total of 250 questionnaires were administered to employees working in the IT sector. It is recommended that the policy and process undergo a thorough revision. This revision is necessary in order to ensure that the policy and process are up to date and aligned with current best practices. By revising the policy and process, potential areas for improvement can be identified and addressed, leading to enhanced efficiency and effectiveness. It is important to engage relevant stakeholders in this revision process The current approach that has been employed thus far has demonstrated a certain degree of efficacy. However, in order to align with the evolving circumstances, it is imperative to reassess and modify the process based on the findings of the investigation. **Key words:** organizational performance, Management, Information, practice and techniques.

INTRODUCTION

Recruitment, a critical organisational process, involves strategically identifying and selecting individuals who possess the necessary skills, qualifications, and experience to fulfil specific roles within an organisation. The ultimate goal of recruitment is to ensure that the right candidate is placed in the right position, at the right time, thereby maximising the potential for success and productivity within the organisation.

Organisational performance is a critical factor that significantly impacts the overall success and effectiveness of an organisation. The following information is provided on various aspects of recruitment: the recruitment process, recruitment law, policy and methods, online recruitment, costs associated with recruitment, recruitment advertising, recruitment agencies, consultants and executive search, graduate recruitment, competency-based recruitment, application forms, curriculum vitae, and internal recruitment. The term "recruitment" refers to the systematic process employed by organisations or companies to attract individuals who have the potential to become employees. The process described is a methodical approach

used to identify and recruit individuals who possess the necessary skills and qualifications to be considered for employment within a given company or organisation. The subject matter at hand pertains to the systematic exploration of potential candidates for employment. It encompasses the various channels through which labour or personnel can be sourced, as well as the methods and strategies employed in the recruitment process. The process of recruiting involves a selective or pre-selective approach, where different sources of labour supply are considered and decisions are made regarding which candidates should proceed to subsequent selection or screening procedures. The process of manpower sourcing involves identifying and locating potential sources of personnel in order to fulfil the staffing schedule requirements. It also entails implementing strategies to attract a sufficient number of individuals from these sources, with the aim of facilitating the effective selection of a competent and productive workforce. The recruitment of candidates is a crucial process that occurs prior to the selection phase. Its primary objective is to establish a diverse and qualified pool of potential employees for the organisation. This pool serves as the foundation from which the management can carefully evaluate and choose the most suitable candidate for each specific job role. The primary aim of the recruitment process is to facilitate and streamline the selection process. The process of recruitment involves the ongoing efforts of a company to cultivate a group of capable individuals who may be suitable for future human resource requirements, even in the absence of specific job openings.   The recruitment process typically commences with the initiation of an employee requisition by a manager. The management of recruitment sources is a crucial objective within the recruitment process. The recruitment sources play a crucial role in providing the organisation with a pool of candidates for the selection procedure. These sources serve as channels through which potential candidates are identified and attracted to apply for available positions within the organisation. It has been observed that there is a positive correlation between the quality of candidates and the ability to hire high-quality job candidates. In other words, as the quality of candidates improves, the likelihood of hiring high-quality candidates also increases. It has been observed that the effective management of recruitment sources plays a crucial role in determining the competitive advantage of an organisation. It has been observed that the cost of employees does not necessarily correlate with their quality. However, organisations can enhance their chances of attracting high-quality job candidates by effectively managing their recruitment sources. The recruitment process encompasses objectives beyond external recruitment. Establishing a robust internal recruitment process is crucial for organisations to effectively retain top talent within their ranks. Employees are afforded the opportunity to submit an application for a novel job position, thereby enabling them to potentially alter their career trajectory. The topic of internal recruitment poses challenges for HR professionals, as it necessitates managers to facilitate the transition of their top-performing employees into new roles within the organisation. The role of Human Resources (HR) is to facilitate employee rotation and provide support to managers in the development of potential successors. HR plays a crucial role in identifying and facilitating the movement of top-performing employees across different roles and departments within an organisation. This practice, known as employee rotation or job rotation, allows employees to gain exposure to different areas of the business, acquire new skills, and broaden their knowledge and experience.

Indian IT Industry:

The Indian IT sector has been one of the key drivers of the country's economic growth for several decades. It encompasses a wide range of services including software development, IT consulting, business process outsourcing (BPO), IT infrastructure services, and more. Here are some key points about the Indian IT sector:

1. Global Presence: Indian IT companies have a significant global presence, serving clients across various industries in North America, Europe, Asia-Pacific, and other regions.

2. Software Services: India is renowned for its software services industry, which includes giants like Tata Consultancy Services (TCS), Infosys, Wipro, HCL Technologies, and Tech Mahindra. These companies provide a wide array of services including application development, maintenance, testing, and support.

3. BPO and IT Enabled Services (ITES): India is also a major player in the BPO and ITES sectors, offering services such as customer support, technical support, back-office operations, finance and accounting, and more.

4. Skilled Workforce: India boasts a large pool of highly skilled and English-speaking professionals, which has been a major factor in the growth of its IT sector. The country's education system produces a significant number of engineering and computer science graduates each year.

5. Cost Advantage: Indian IT companies have traditionally offered cost-effective solutions compared to their counterparts in developed countries. This cost advantage has been a major factor in the outsourcing of IT services to India.

6. Emerging Technologies: Indian IT firms are increasingly focusing on emerging technologies such as artificial intelligence (AI), machine learning (ML), blockchain, cloud computing, Internet of Things (IoT), and cybersecurity to stay competitive in the global market.

7. Challenges: Despite its growth, the Indian IT sector faces several challenges including increasing competition from other emerging economies, rising labor costs, talent retention, changing visa regulations in

key markets like the United States, and the need to constantly innovate to stay ahead in the rapidly evolving tech landscape.

8. Government Initiatives: The Indian government has taken various initiatives to support the growth of the IT sector, including policies to promote digitalization, skill development programs, incentives for startups, and initiatives to boost research and development in emerging technologies.

Overall, the Indian IT sector continues to play a vital role in driving innovation, creating employment opportunities, and contributing to the country's economic development. However, it also faces evolving challenges that require adaptation and innovation to maintain its competitiveness in the global market.

WHY HUMAN RESOURCE MANAGEMENT IS IMPORTANT FOR ITS

The significance of Human Resource Management in the IT sector stems from the fact that IT is classified as a service industry. The management of people and risk represents two significant challenges encountered by ITs. Efficient risk management is contingent upon the presence of a proficient and capable workforce. Without such manpower, the ability to effectively manage risks may be compromised. The field of IT has been and will perpetually remain a "People Business". While pricing certainly plays a significant role, it is worth noting that individuals may have various other factors influencing their decision to choose and remain loyal to a specific IT. It is imperative for ITs to endeavour to differentiate themselves by establishing unique niches or cultivating distinct images, particularly in scenarios characterised by transparency and intense competition. It is anticipated that in the future, the viability of ITs will be contingent upon the level of customer satisfaction they are able to achieve. Emphasising values necessitates the implementation of tangible actions in practical settings, with the responsibility falling upon the human resource of the IT to execute these actions.

STATEMENT OF THE PROBLEM

The ever-changing landscape and the inherent unpredictability surrounding market dynamics have underscored the growing significance for companies to possess a comprehensive understanding of the employee selection practices they engage in and the corresponding roles they assume. The capacity to consistently acquire knowledge about the ever-changing dynamics of the IT industry, combined with proficiency in adapting human resource development practices to meet new demands, is identified as a significant driver of competitive advantage in the current context. However, it has been observed that in certain instances, ITs may encounter challenges in effectively aligning their employee recruitment and selection practices with the rapidly evolving demands of the industry, despite possessing the necessary capabilities and expertise. Hence, it is imperative to conduct research on the obstacles faced by the current employee selection methods employed in the IT industry of India. The current investigation, titled "Impact of employee recruitment process in ITs," has been initiated. The scope of this study is limited to the geographical area of Bangalore City. Furthermore, the focus of this research is exclusively on employees working in both the public sector and private sector ITs.

OBJECTIVES OF THE STUDY

The goal of this study is to analyse employees' impressions of the recruiting and selection process in ITs, taking into account the domain for research that has been defined thus far.

RESEARCH METHODOLOGY

Primary data served as the foundation for the investigation and analysis of this study. Primary data were gathered from IT sector using a questionnaire method. For this study, a sample of 500 respondents was selected from among IT sectors. The stratified random sampling approach is utilised for the collection of data. For this study, secondary information sources were found on IT websites, in addition to periodicals and publications.

EMPLOYEES' PERCEPTIONS AS TO RECRUITMENT AND SELECTION PROCESS

According to their comments, which were scored on a five-point Likert scale, the respondents' views about hiring and the selection procedure used in the sample ITs are described in the table. To determine if there is a notable variation in the way employees perceive the recruitment and selection process when it comes to the tests used.

Table 1 Sector Wise Analysis Of Employees'' Perceptions As To Recruitment And Selection Process

SL:NO	Variables	Mean score		t-	P
		Public	Private	Statistics	Value
1	Well defined recruitment and selection system is followed in our IT.	4.8120	4.6040	64.747*	.000
2	Line managers and HR managers participation is high while recruitment and selection.	4.0880	4.1920	.455	.500
3	Valid and standardized tests are used in the selection process of employees.	3.8920	4.0080	8.362*	.004
4	Selection system is based on those having the desired knowledge, skill and attitudes.	3.7520	3.9820	17.493*	.000
5	IT uses comprehensive selection process before rending a decision.	3.6600	3.4640	7.516*	.006
6	IT uses assessment centers for selection.	3.8640	3.8480	10.293*	.001
7	IT uses unbiased test and interviewing techniques for employee selection.	3.8320	3.6400	5.492*	.019
8	IT selects employees without any bias.	3.9080	3.6480	5.492*	.019
9	A strong merit criterion is available for employee selection.	3.8360	3.8600	4.856*	.028
10	IT uses attitude and desire to work in a team and individual as a criterion in employee selection.	3.9640	3.8680	.068	.795
11	Moral of the existing employees can be lowered due to poor process of recruitment and selection.	4.0280	3.6720	17.711*	.000
12	Dedication of employees towards performance can increased due to fair practice in recruitment and selection.	3.0320	3.1800	1.377	.241
13	Corporate social responsibility can lead to attraction of employees towards the IT.	3.2680	3.3680	1.709	.192
14	Usage of competency model in selection process may bring transparency in recruitment and selection.	4.0560	3.8320	5.571*	.019
15	In selection process innovative techniques play an effective role.	3.7040	3.8840	11.072*	.001
16	There is a vast scope for improvement in current process of hiring.	3.9000	3.6280	5.492*	.019
17	The environmental factor affects the recruitment and selection process like (political, job market).	3.9000	3.9240	7.068*	.008
18	The hiring process helps in identifying the competence both visible and hidden aspects.	4.0320	3.6960	13.678*	.000
19	Current practices effectively help in reducing the gap between available supplies against the forecasted demand.	3.8080	3.7280	.587	.444
20	Employer branding plays key role in more successful recruitment and retention of top talent.	2.7640	3.1600	4.307*	.038
	Overall recruitment process	3.8050	3.7593		

Note: Data in parenthesis is percentage

Source: Primary Data

SIGNIFICANT AT FIVE PERCENT LEVEL

From the above, it is seen that among IT employees recruitment and selection process is high for the variables, Well defined recruitment and selection system is followed in our IT", Line managers and HR managers participation is high while recruitment and selection, Usage of competency model in selection process may bring transparency in recruitment and selection, The hiring process helps in identifying the competence both visible and hidden aspects", since they have the highest mean scores of 4.8120, 4.0880, 4.0560 and 4.0320 respectively. They have the lowest process for the variables, Employer branding plays key role in more successful recruitment and retention of top talent, Dedication of employees towards performance can increased due to fair practice in recruitment and selection, Corporate social responsibility can lead to attraction of employees
towards the IT, since it has the lowest mean scores of 2.7640, 3.0320 and 3.2680 respectively.

Private sector IT employees recruitment and selection process is high for the variables, Well defined recruitment and selection system is followed in our IT, Line managers and HR managers participation is high while recruitment and selection, Valid and standardized tests are used in the selection process of employees, The environmental factor affects the recruitment and selection process like (political, job market), since they have the highest mean scores of 4.1920, 4.0880, 4.0560 and 4.0320 respectively. They have the lowest process for the variables, Employer branding plays key role in more successful recruitment and retention of top talent, Dedication of employees towards performance can increased due to fair practice in recruitment and selection, Corporate social responsibility can lead to attraction of employees towards the IT, since it has the lowest mean scores of 3.1600, 3.1800 and 3.3680 respectively. Overall recruitment process is high among public sector IT employees (mean score 3.8050) compared to private sector IT employees (3.7593). Perhaps this may be because of the IT employees most preferable to joint public sector ITs than private sector ITs.

Regarding the employees recruitment and selection process in public and private sector ITs significant difference have been identified in the case of all the twenty variables except five variables, Line managers and HR managers participation is high while recruitment and selection, IT uses attitude and desire to work in a team and individual as a criterion in employee selection, Dedication of employees towards performance can increased due to fair practice in recruitment and selection, Corporate social responsibility can lead to attraction of employees towards the IT, Current practices effectively help in reducing the gap between available supplies against the forecasted demand, since their respective t statistics are significant at five percent level.

FACTOR LOADING FOR THE VARIABLES IN RECRUITMENT AND SELECTION PROCESS

In this study twenty variables relating to the factor of recruitment and selection process among public sector and private sector ITs namely „Well defined recruitment and selection system is followed in our IT, Line managers and HR managers participation is high while recruitment and selection, Valid and standardized tests are used in the selection process of employees, Selection system is based on those having the desired knowledge, skill and attitudes, IT uses comprehensive selection process before rending a decision, IT uses assessment centers for selection, IT uses unbiased test and interviewing techniques for employee selection, IT selects employees without any bias, A strong merit criterion is available for employee selection, IT uses attitude and desire to work in a team and individual as a criterion in employee selection, Moral of the existing employees can be lowered due to poor process of recruitment and selection, Dedication of employees towards performance can increased due to fair practice in recruitment and selection, Corporate social responsibility can lead to attraction of employees towards the IT, Usage of competency model in selection process may bring transparency in recruitment and selection, In selection process innovative techniques play an effective role, There is a vast scope for improvement in current process of hiring, The environmental factor affects the recruitment and selection process like (political, job market), The hiring process helps in identifying the competence both visible and hidden aspects, Current practices effectively help in reducing the gap, between available supplies against the forecasted demand, Employer branding plays key role in more successful recruitment and retention of top talent have been analyzed with the help of factor analysis.

Sl:No	Variables	Merit criterion	Current practices	Techniques	Attitude	Selectio n process	Selection system	Enviro nmental factor
	Table 2 Rotated Component Matrix Recruitment And Selection Process							
1	IT uses comprehensive selection process before rending a decision.	.828						
2	A strong merit criterion is available for employee	.723						

#	Item							
	selection							
3	IT selects employees without any bias	.628						
4	The hiring process helps in identifying the competence both visible and hidden aspects		.881					
5	Moral of the existing employees can be lowered due to poor process of recruitment and selection		.719					
6	Current practices effectively help in reducing the gap between available supplies against the forecasted demand		.710					
7	Corporate social responsibility can lead to attraction of employees towards the IT		.526					
8	Line managers and HR managers participation is high while recruitment and selection			.813				
9	IT uses unbiased test and interviewing techniques for employee selection.			.742				
10	IT uses assessment centers for selection.			.636				
11	Employer branding plays key role in more successful recruitment and retention of top talent.				.748			
12	Dedication of employees towards performance can increased due to fair practice in recruitment and selection.				.724			
13	IT uses attitude and desire to work in a team and individual as a criterion in employee selection.				.690			
14	There is a vast scope for improvement in current process of hiring.					.779		
15	Valid and standardized tests are used in the selection process of employees.					.603		
16	Usage of competency model in selection process may bring transparency in recruitment and selection.					.551		
17	Selection system is based on those having the desired knowledge, skill and attitudes.					.514		
18	Well defined recruitment and selection system is followed in our IT.						.810	
19	In selection process innovative techniques play an effective role.							.820

20	The environmental factor affects the recruitment and selection process like (political, job market).							.676
	Eigen value	2.723	2.666	2.413	2.107	1.841	1.664	1.492
	Percent of variation explained	13.616	13.328	12.064	10.537	9.204	8.318	7.461
	KMO measure of sampling Adequacy : 0.732	Bartlett"s test of sphericity: Chi-square value :4516.453 Df :190 Significance value :.000						

Extracted method: Principal component analysis

Rotation method: Varimax with Kaiser Normalization

The KMO measure of sampling adequacy and Bartlett"s test of sphericity has been conducted to test the validity of data, since their KMO measure is greater than 0.5 i.e. (.732) and the chi- square value is 4516.453 at degrees of freedom which is significant at five percent level. The above table indicates the rotated factor loading for the twenty variables. It is clear from that table that all the twenty variables have been extracted into seven factors.

The number of variables in each factor, Eigen value and the percent of variance explained by the factor are presented in the table .3

	Table 3 Factor Loading for Recruitment and Selection Process				
Sl:NO	Factors	Number of variables	Eigen value	Percentage of variation explained	Cumulative percentage of variation explained
1	Merit criterion	3	2.723	13.616	13.616
2	Current practices	4	2.666	13.328	26.944
3	Techniques	3	2.413	12.064	39.008
4	Attitude	3	2.107	10.537	49.545
5	Selection process	4	1.841	9.204	58.749
6	Selection system	1	1.664	8.318	67.067
7	Environmental factor	2	1.492	7.461	74.528

The highly viewed factor is Merit criterion since its Eigen value is 2.723. Merit criterion has the variance of 13.616 percent. IT uses comprehensive selection process before rending a decision has a high factor loading of .828, followed by A strong merit criterion is available for employee selection. 723and IT selects employees without any bias. 628 are the variables included in this factor. The second factor considered is Current practices which has a percentage of variance of 13.328 and its Eigen value is 2.666. This factor variables are The hiring process helps in identifying the competence both visible and hidden aspects .881, Moral of the existing employees can be lowered due to poor process of recruitment and selection .719, Current practices effectively help in reducing the gap between available supplies against the forecasted demand .710 and Corporate social responsibility can lead to attraction of employees towards the IT .526. Third factor is Techniques since its Eigen value is 2.413. This factor explains the variable considered in recruitment and selection process to the extent of 12.064 Percent. Line managers and HR managers participation is high while recruitment and selection (.813), IT uses unbiased test and interviewing techniques for employee selection (.742) and IT uses assessment centers for selection (.636) are the variables included in the factor Techniques. Fourth factor is Attitude since its Eigen value is 2.107. Attitude has the variance of 10.537 percent. Employer branding plays key role in more successful recruitment and retention of top talent.748, Dedication of employees towards performance can increased due to fair practice in recruitment and selection .724 and IT uses attitude and desire to work in a team and individual as a criterion in employee selection .690 are the variables included in this factor. The next factor considered is Selection process which has a percentage of variance of 9.204 and its Eigen value is 1.841. This factor variables are There is a vast scope for improvement in current process of hiring .779, Valid and standardized tests are used in the selection process of employees .603, Usage of competency model in selection process may bring transparency in recruitment and selection .551 and Selection system is based on those having the desired knowledge, skill and attitudes .514. The next factor is Selection system. Its Eigen value is 1.664. The variance explained by the factor is 8.318 percent. The variables Well defined recruitment and selection system is followed in our IT .810. The

last factor narrated in the Factor Analysis is Environmental factor since its Eigen value is 1.492. The variance explained by the factor is 7.461 percent. The variables In selection process innovative techniques play an effective role .820 and the environmental factor affects the recruitment and selection process like (political, job market) .676 is the variables included in this factor.

SUGGESTIONS

• HR department is meant to perform various important functions in IT. But the most important is to recruit the employees. Other functions are also important but the importance as indicated by the IT varies and respondent have differences of opinion on it.
• The main important thing for an organization is the recruitment, which exists in this IT, is assumed traditional. In this case, what they can do is that they can go for campus recruitment, hire institute for helping them recruiting people.
• The IT can also go for online recruitment, which is a modern method.
• The public and private sector IT is running a well-designed recruiting process but they should follow an influence free and fair judgmental decision to recruit any new employee.
• The public and private sector IT should analyze the recruitment and selection process as per the opinions of the employees by consolidating with the policy of the IT.

CONCLUSIONS

For the recruitment and selection of good employees in ITs or in any other organization proper procedure is to be followed. As discussed above the various process of recruitment are followed by ITs. With the accurate process of recruitment right kind of financial and non financial incentives are to be followed for selection of employees. As has been seen, the recruitment and selection process of the IT sector has enough scope for improvement. The policy and process should be revised. The process they have been adopting so far has been somewhat effective, to adapt to the changing times, the process should be revised according to the results of the study.

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