Recruitment Practices in IT Sector: A Study of Employees Perspective

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Abstract

These days human resource has become the first and most important resource of any organization, the quantity and quality of human resource has major impact and decides the competitive ability of the organization. Recruitment is the first step in human resource management, which directly effects the development of organisations. It is a kind of image display of the organisation. It involves attracting, screening and selecting potential and qualified individuals who might join an organization. This paper identified the recruitment practices used by IT sector in Delhi NCR region. The study identifies the factors affecting the recruitment practices and level of satisfaction of IT professionals. It has been found that job portals and campus recruitment are the major source of recruitment in this sector. The study concluded that positive and effective recruitment practices are being followed by IT companies in Delhi NCR.

Keywords: Recruitment, Retention, Poaching,

Introduction:

In today's globalized and competitive environment, there is a considerable increase in competition in all the sectors of the economy. The emphasis on organisational efficiency and effectiveness has been increased, in which the human resources of organisation play a very crucial role. So, these days human resource has become the first and most important resource of any organization, the quantity and quality of human resource has major impact and decides the competitive ability of the organization. Recruitment is the first step in human resource management, which directly effects the development of organisations. It is a kind of image display of the organisation. It involves attracting, screening and selecting potential and qualified individuals who might join an organization. Without the right person, at the right position neither a company nor individual can achieve optimum performance and success.

The organizations have found many innovative ways in recruiting and staffing practices to adjust themselves to peaks and troughs in man power planning. Since it has become very difficult to find and sustain talented people in an organisation, recruitment is one of major human resource management practice these days. Organisations are putting in lots of efforts, time and money for the recruitment and retention of talent with them.

According to Edwin B. Flippo *"It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation."*

Delhi NCR comprises of the national capital territory of New Delhi and several districts of states of Haryana, Uttar Pradesh and Rajasthan. Prominent among these districts are Noida and Gurugram. It has become one of the fastest growing economic regions of India, accounting for 7-8% of the nation's total GDP. Its proximity to government institutions, the presence of a business friendly infrastructure and a burgeoning entrepreneurship culture make the city a viable IT hub. Consequently, several companies have set up their delivery centres and liaison offices in Delhi, Noida and Gurugram in order to take benefits of high quality infrastructure, manpower, real estate and supportive government policies. Delhi NCR has the presence of the biggest information technology and software companies in India and world.

Review of Literature:

Rao Pramila (2010) conducted a detailed analysis of senior level staffing practices in five software companies in India. The research identified that, internal recruitment, employer references, succession planning, interviews, personality tests, professional search agencies and bio-data are the dominant senior-level staffing practices used mostly in India.

Nair Aishwarya (2011) studied the effectiveness of recruitment process in HCL Technologies –BPO Chennai. The detailed analysis showed the positive attitude of staff towards the recruitment practices followed by Medias and contacting sources.

Djabatey E. N. (2012) assessed the effectiveness of the recruitment and selection practices and procedures of HFC Bank, Accra. The results indicated that, advertisement of job vacancies and employee referrals are mostly the sources of recruiting the potential employees.

Darkoh Mavis Adu (2014) identified employee recruitment and selection practices in the construction industry in Ashanti region, Ghana. The research found that, out of the 16 identified recruitment and selection methods, the most frequently used medium in the order of highly recognised methods are newspaper advertisement, internal recruitment, labour office, employee referrals, and radio advertisement and at last internet recruitment.

Naveen S. & Raju D. N. M. (2014) identified the general practices that organisations used to recruit and select its employees in cement, electronics and sugar industries in Krishna Dist., Andhra Pradesh. The study shows that the recruitment and selection process adopted in three selected industries is effective. However, the HR managers of these industries have to focus on campus placements, job.com, data banks, and etc. sources of recruitment.

Objectives of Study:

1. To identify the various sources of recruitment used in IT sector.
2. To identify the factors affecting the recruitment practices in IT sector.
3. To know the level of satisfaction of employees with the recruitment practices and process in IT sector.

Data Collection:

The study is based on primary data. The primary data has been collected from 200 IT professionals of IT companies by using a closed ended questionnaire. The questionnaire was based on previously available literature.

Sample Size:

The sample frame is the major IT companies in Delhi NCR region. The sample size is 200 IT professionals, which are from the five largest IT companies in NCR region. The largest IT companies include TCS, Infosys, Wipro, HCL Technologies and Cognizant Technology Solutions Corporation.

Analysis of Data:

Table 1
Recruitment Practice by which you were recruited

Sources	Percentage of Respondents
Employee Referrals	18
Campus Recruitment	28
Advertisement	7
Recruitment Agencies	3
Job Portals	29
Poaching	2
Social Media	4
Internal Recruitment	4
Any Other	5

Table 1 indicates that, Job Portals and Campus recruitment are the widely used recruitment methods as 29% and 28% respectively respondents are recruited using these methods. The employee Referrals is 3rd most frequently used method of recruitment. However, all the other methods of recruitment are also used by IT companies but only small numbers of candidates are recruited through these methods. Poaching is at the last in the methods of recruitment used by IT companies.

Table 2
Opinion regarding effective method of recruiting candidates

Sources	Weighted Mean
Direct Applicants	4.04
Placement Consultants	3.51
Job Portals	4.01
Employee Referrals	4.07
Campus Recruitment	4.22
Body Shopping	2.83
Employee Poaching	3.10
Social Media	3.52
Internal Recruitment	3.70

The result shows that Campus Recruitment is the most effective method of recruitment

according to IT professionals followed by Employees Referrals, Direct Applicants and Job Portals. Further, Internal Recruitment, Social Media, Placement Consultants and Employee Poaching are the moderately effective methods of recruitment in IT sector. The Body Shopping is ineffective method of recruitment.

Table 3
Internal factors that affects recruitment

Internal Factors	Weighted Mean
Companies pay package	4.19
Quality of work life	4.30
Organisation Culture	4.23
Career advancement opportunities	4.24
Company's size and operations	3.92
Role of trade unions	3.47
Cost of recruitment	3.50
Company's image	4.34
Foreign assignments	3.88
Flexible work timing/ work from home	4.03

Table 3 revealed that, company's image and quality of work life (weighted mean 4.34 and 4.30 respectively) are the most prominent factors among internal factors that affect recruitment strategies and practices in IT companies. The career advancement opportunities and organisation culture are also important factors that affect recruitment practices. The role of trade unions has least affect over the recruitment practices and process.

Table 4
External factors affect recruitment practices

External Factors	Weighted Mean
Socio-economic factors	3.93
Supply and demand factor	3.76
Employment rate	3.89
Political and legal factors	3.56

From the external factors, socio-economic factors have highest affect over recruitment practices followed by employment rate in an economy. While political and legal factors does not have much affect over recruitment practices.

Table 5
Overall level of satisfaction of respondents

Level of Satisfaction	Percentage of Respondents
Highly Satisfied	15
Satisfied	51
Neutral	30
Unsatisfied	4
Highly Unsatisfied	0
Weighted Mean	3.77

Table 5 reveals that, majority of respondents i.e. 51% are satisfied from the existing recruitment practices. 30% respondents are neither satisfied nor unsatisfied and 15% are highly satisfied. Only 4% are unsatisfied and none of respondents are highly unsatisfied.

Findings:

It has been found that, Job portals, campus recruitment and employee referrals are the widely used sources of recruitment in IT sector in Delhi region. However, all the other sources of recruitment were also used but for recruiting very small numbers of candidates. The study also evidenced the use of employee poaching as a source of recruitment.

Campus Recruitment is the most effective method of recruitment according to IT professionals followed by Employees Referrals, Direct Applicants and Job Portals. Internal Recruitment, Social Media, Placement Consultants and Employee Poaching are the moderately effective sources of recruitment in IT sector.

The company's image and quality of work life are the most prominent factors among internal factors that affect recruitment strategies and practices in IT companies. Among the external factors, socio-economic factors have highest affect over recruitment practices followed by employment rate in an economy.

Majority of respondents are satisfied from existing recruitments practices and process followed in IT companies. It implies that positive and effective recruitment practices are being followed by selected companies.

Conclusion:

The organizations have found many innovative ways in recruiting and staffing practices to adjust themselves to peaks and troughs in man power planning. Since it has become very difficult to find and sustain talented people in an organisation, recruitment is one of major human resource management practice these days. Job portals and campus recruitment are the most widely used sources of recruitment in IT sector in NCR region. Campus recruitment is the most effective source of recruitment in the sector, as it may give good candidates both in terms of quality and numbers. The company's image and quality of work life are important internal factors and socio-economic factors are external factors that have impact on recruitment practices. The positive and effective recruitment practices are being followed by IT companies in Delhi NCR.

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