



A CRITICAL VIEW OF RECRUITERS ON CRT PROGRAMMES WITH REFERENCE TO MANAGEMENT COLLEGES

Kandati Sai Chandu

Research Scholar, School of Management, Vel Tech Rangarajan Dr. Sagunthala R&D Institute of Science and Technology, Chennai, India

Dr. K. Ravishankar

Associate Professor, School of Management, Vel Tech Rangarajan Dr. Sagunthala R&D Institute of Science and Technology, Chennai, India

ABSTRACT

The importance of CRT programme has increased in the present competitive job market. The organizations are not getting the skilled resources and other side the university graduates are not finding the right job opportunities. The CRT is acting as bridge between the job aspirants and organizations. The present study has made an attempt to study the recruiters and campus students' perspective among the management graduates. The study applied the convenient sampling for the collection of primary data. The study examine the imperative attributes observed by the recruiters for the campus interviews and the result indicated that HR managers will give priority to the candidates who are good at communication skills, analytical skills, interpersonal skills and high-aspiration skills. The study also examined the benefits of campus recruitment and training and the result reveals that CRT helps to optimise the match and reduces the number of less attractive recruiters and helps to target potential recruiters. This study is useful to the management colleges, recruiters, students and researchers.

Key words: Analytical Skills, Campus Recruitment, Communication Skills, High Aspiration skills, Interpersonal Skills, Training and Organizations

Cite this Article: Kandati Sai Chandu and Dr. K. Ravishankar, A Critical View of Recruiters on CRT Programmes with Reference to Management Colleges, *International Journal of Management*, 11(10), 2020, pp 1288-1296.

<http://iaeme.com/Home/issue/IJM?Volume=11&Issue=10>

1. INTRODUCTION

Campus Recruitment is the most popular method for selecting candidates from an organization. This term refers to the method in which different organisations visit the college

(campuses), in which brilliant talent are recruited. Students who want to start their careers as soon as they finish their studies will be able to knock at their doors. This is an excellent chance to reach the job market as otherwise becomes difficult. Educational institutions have realized that there is lot of gap between market demands and student academic knowledge. Possible interventions in early stage of student academics with changes in curriculum has started but still getting right skillset of people to help them design is a big challenge especially. Hence the companies need to spend more time and effort to improve the skill sets in hiring the perfect talent for their organizations to be the best in the market. Bottjen Audrey et al. (2001)¹ in his research he stated that the key benefits of recruiting campuses are productivity, time saving and the creation of the brand. In the past, some businesses who attempted to do so – on campus or just on time – struggled to succeed due to the incertitude. There is no guarantee of the chosen students entering the business in an off-campus placement process, while the amount of uncertainty is lesser for recruitments on campus.

According to Daniel M. Cable et al. (2000)² The essential fact of the recruiting campus is that the employers are the most appropriate prospective candidate, instead of the jobseekers approaching employers, who have a job offer and who have the immediate source. The Institute, which coordinates with small, mid and large companies and helps to streamline the whole process of hiring the campus, employs a placement officer. Students, who are keen on beginning their professional career as soon as they finish studies, find the opportunity knocking at their doors. For this the study made an attempt to find out the imperative attribute that the recruiter will see while interviewing candidates and also identify the factors effecting the Campus Recruitment & Training Programs.

2. REVIEW OF THE LITERATURE

Yu-Ru, Hsu, (1999)³: The study focuses on the HRM recruitment and selection practise. Research results show that HR professionals in manufacturing organisations have a general desire to integrate Hrm practices with corporation strategy and to involve HRM in board decision-making. It was also shown that certain HRM decisions have been shared by line managers with HR specialists and that line managers had a special role to play in recruitment and selection, training and development and expansion / reduction of workforce. There were also some evidence of cultural sensitivity in certain recruitment and selection practises.

Youngsoo Choi & Duncan R. Dickson (2009)⁴: For years, HR professionals have been questioned to show the viability of HR services. This study addresses the issue and takes a step towards closing the housing gap. They discussed the effect on leaders and their relationships with staff who interact with the guests in comprehensive management training programmes. Over time, the researchers measured the impact of the preparation process. The results indicate that HR practitioners should use this approach to conclude that management training programmes result in improved employee satisfaction and a reduction in the turnover of employees, which compensates for the expense of training.

Yasmina Jaidi, Edwin A. J. Van Hooft & Lidia R. Arends (2011)⁵: The research discussed the effects of recruitment of highly qualified graduates based on the concept of expected behaviour. For the research, a real-life longitudinal prototype was used. The participants said they were interested in prospective jobs. Built relationship theory has been endorsed. Theory has been endorsed. Positive terms of the word and publicity on recruitment related to the purpose and conduct of work. Advertising and word of mouth, partly linked to work conduct, imply their role in the recruitment process. The study revealed a connexion between the existence and intent of on-campus and the acts of job-seekers to provide employers with parsimonious and realistic information on work.

Jayashree Sapra (2013)⁶: This paper discusses some of the professional organisations that can and can use to ensure that the best pool of qualified applicants is available wherever they are supposed to fill vacancies. The study will describe the benefits of each strategy, explain the limitations of its use and offer suggestions for its usefulness. The study showed that the labour markets are more competitive and that the skills available are diversified, that recruiters need to be more cautious in choosing because bad recruitment decisions, which have long-term negative consequences, including high training and development costs, reduce the incidence of low performance and high turnover, which, in turn, affect the moral quality of workers, produce a result.

McCracken (2015)⁷: Using a qualitative data collection approach, this study examined the experiences and activities of six major UK graduate organisations. The findings of this study demonstrate and explain why graduate employers are often obliged, because of the particular characteristics that new graduates have, to use the subject (talented as people 's characteristics), whereas other studies have shown that most employers prefer the subject approach (talented as individuals and what they do). Finally, employers conceptualise diplomacy through what they perceive as "the edge," which must be "sharpened" in order to fully grasp the capacity of graduates.

Rajkumar (2015)⁸: The study analyses the attitudes of students and human resources managers at entry and recruitment stages. The study found that the method of selection varies from company to company, pre-investigation, written tests, group meetings and interviews. The study found that students and recruited companies are seen as key actors in the recruitment of campuses. Research has established the entry and recruitment cycle as the key requirements for the recruitment process at the campus.

Varun Shenoy and P. S. Aithal (2016)⁹: Students will examine the various companies of their choice in different countries in this new paradigm called the "Online-Oriented Industry Placement Model." This paper contains the details of this new model and strategy that the student must follow in order to obtain good and difficult job opportunities from foreign reputations and the hard and smart work that he / she has to do for his / her survival and The article also contains the drawbacks, disadvantages and disadvantages of such an online student central placement model. The survey found that the candidate will compete for his or her company if the managers know that the candidate is acceptable, but the durability depends on the commitment of the candidates to the organisational task and their individual continuation of the group productivity.

Rohit Bansal (2017)¹⁰: Recruitment at the campus was something for a student who had passed away. After a lifetime of study, the recruitment of campuses is a student's entrance into the working world. This paper discussed the different facets of campus recruitment, the quest for advantages and the eruption of the falsity associated with campus recruitment. The research found that tomorrow, the student would research to improve so that he / she can easily get a job. The student would have been willing to hire at his doorstep on campus.

Sayyed Abdul GaniAnsarali (2017)¹¹: The main objective of this study is to focus on students' interpretation of placements, the quality of education and the delivery of facilities in educational institutions, and their views on the skills of students. In addition, the other goals of the study include identifying the methods and approaches used in campus recruitment, evaluating the effects on campus driving, discovering the level of competence of candidates, learning about the qualifications, studying the actions of university management in the field of campus driving, understanding the company's approach to campus driving, and examining how they are involved. The study found that hiring campuses is a source of staff to fulfil job requirements.

Mohamed Tajudeen S Aravindh Kumaran L (2017)¹²: The study focuses on Campus Recruitment, a process by which the corporate company (employer) recruits the required talent pool from academic universities. The selection process is carried out in the final year of the curriculum for undergraduate and postgraduate students. The study also noted that all stakeholders, recruiters, students and the institution's campus placement team are starting to prepare for the recruitment process. The study found that the preparation for decision-making on recruitment size is well known in advanced IT and ITES-powered companies are the main strengths of the sector.

Samiksha Dalal, Amruta Bondre (2020)¹³: The online training and placement method, based on research, automates training and positioning practises and ensures the best contact between students. The study found that it was possible to accept the curriculum vitae, to convey the different work opportunities for the student group to the students, to handle organisational relationships, to invite them to placements and other activities, and to monitor the progress of the selection process. The study found that mutual intelligence is used by the student population to increase the selection ratio and to automatically facilitate the management information generation process.

2.1. Research Gap

Based on the existing Review of Literature in the campus recruitment area previously no study has been attempted by considering the recruiters and students perspective. Therefore, the present study is making an attempt to fill the research gap with the title of “Campus Recruitment & Training Programs with reference to Management Colleges”.

2.2. Objectives of the study

- To elicit the imperative attribute that the recruiter will see while interviewing in campus placements
- To identify the benefits of Campus Recruitment & Training program

3. PROPOSED METHODOLOGY

The present study is quantitative research based on the primary data collected from the HR recruiters and the students of Management Colleges located in Rayalaseema region.

3.1. Resign Design

In order to study the framed objectives Management colleges located in Rayalaseema, Andhra state was chosen as a study unit. Students and human resources managers who are the primary stakeholders in the recruitment process of the campus were selected as sampling units. The study is based on primary data, in order to obtain primary data, a structured five-pronged questionnaire was used to collect data. This questionnaire is divided into two parts, the first part of the questionnaire is filled out by the HR manager and the second part of the questionnaire is based on the Campus Recruitment & Training programme, which was completed by the students who enrolled in the campus recruitment process.

Sample Method: The present study is exploratory research on the basis of primary data. The study used the Convenient Sampling Method to determine the sample size for the collection of primary data. The study has collected the 76 questionnaires from the HR recruiters through online and 128 filled questionnaires were gathered from the management students.

Statistical Methods: The study applied the following statistical methods for the framed objectives.

Exploratory Factor Analysis: The study applied the EFA to extract the high loading factors among the imperative attributes that the recruiters will observe while interviewing in the campus placements.

Confirmatory Factor Analysis: The study has considered the CFA to know the benefits of the campus recruitment and training programme in management colleges. The study will extract the high loading from the Cost, Recruiter quality, Accessibility to of wider selection of recruiters.

4. RESULTS & DISCUSSION

Objective 1: To elicit the imperative attributes that the recruiter will see while interviewing in campus placements.

The present objective made an attempt to elicit the imperative attribute with respect to skills of candidate while recruiting. A five point likert scale questionnaire were distributed to select companies of HR managers through online survey. To identify the imperative attribute among nine factors, the study applied Exploratory Factor Analysis to identify the high load factors among the fourteen challenges. Below table represent the KMO and Bartlett’s test which is used to identify the sample adequacy of the data and explain it as follows:

Table 1 Sample Adequacy test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	80.588
	Df	36
	Sig.	.023

Source: Compiled by the researcher based on Primary data

Kaiser Meyer Olkin reflects the data adequacy of the sample, which means that the calculated value is above the recommended value (i.e. $0.881 > 0.70$) and the calculated value of Chi square appears to be greater than the critical value that is evaluated with the assistance of the Sphercity test of Bartlett’s, which means that the data of the sample is adequate and statistically significant. The validation of the data is therefore adequate and the significance of the model is strong, indicating that the Factors analysis can be extracted from the data collected.

Below table represent the Exploratory Factor Analysis regarding the recruitment selection process

Table 2 Component Matrix

	Component				
	1	2	3	4	5
Communication skills	0.874				
Honesty/ integrity		.501			
Team work skills		.654			
Strong Work Ethic			.603		
Analytical skills			.839		
Flexibility/ Adaptability				.625	
Interpersonal skills				.815	
Candidates with high aspirations				.715	
Contributes substantially in the roles offered					0.524.

Extraction Method: Principal Component Analysis.

Source: Compiled by the researcher based on Primary data

The table presents the factors related to the recruitment and selection process, in which the study examined that all factors are above 50%, which means that these factors are essential for the recruitment and selection process. Among these factors, some factors, such as communication skills, analytical skills, interpersonal skills and high-aspiration candidates, are more than 70%, which means that these types of qualified candidates are highly prioritised by HR managers while on the job. It also found that HR managers look after of skills such as candidates with teamwork skills, strong work ethic and flexibility / adaptability while selecting candidates. It has examined that honesty / integrity and contributes substantially to the roles offered are those factors that are considered to be loaded but given the low prioritized by the HR managers. Thus, the study stated from the point of view of (Hesketh, 2000)¹⁴ that soft skills play an essential role, since students may not be able to communicate their basic knowledge of the subject if they lack soft skills.

Objective 2: To identify the benefits of Campus Recruitment & Training program

This objective was an attempt to understand the benefits of the Campus Recruitment & Training programme. Here, it considered three segments related to the benefits of the CRTs, each of which is coded and combined and interlinked at the same time to create a model. For this purpose, first, the model estimated determines the fitness index, followed by the model consistency, which indicates that the model is significant. Finally, the model (Confirmatory Factor Analysis Model) were framed to identify key benefits for CRT programmes.

Table 3 Goodness of Fit test Results

Fit statistic	Recommended Value	Obtained Value
Chi square		154.14
Df		31
Chi square significance	$p \leq 0.05$	0.005
Goodness Fit Index	>0.90	0.903
Adj. Goodness Fit Index	>0.90	0.905
Normed Fit indexes	>0.90	0.961
Relative Fit Index	>0.90	0.931
Comparative Fit Index	>0.90	0.924
Tucker Lewis Index	>0.90	0.902
RMSEA	<0.05	0.006

Source: Compiled by the researcher based on Primary data

Table represents Goodness of fit index indicates with respect to hypothesized model. The result indicates that GFI (“Goodness Fit Index”) is 0.903 and “Adjusted Goodness of fit Index” is 0.905 which are observed to be above the recommended level. “Normed fit Index” seems to be greater than 0.90 and “Relative fit index” is 0.931. Goodness index like “Comparative Fit index” (0.924) and “Tucker Lewis Index” (0.902) are observed to be above the cutoff level. Root mean Square is 0.006 which implies that significant of the model. Hence goodness of fit index concluded that the model is satisfactory.

Path diagram with respect to the benefits of the CRTs is observed to fit and Standardized loaded factors are extracted as shown in the figure below.

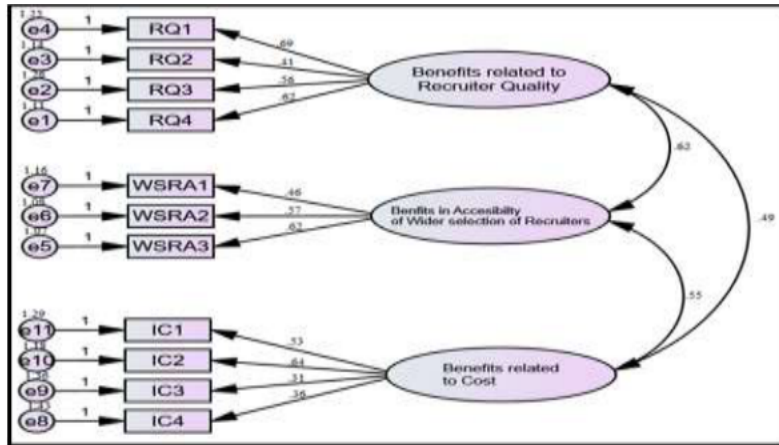


Figure 1 Path Diagram of Confirmatory factor Analysis

Source: Compiled by the researcher based on Primary data

Above path diagram -1 state that the probability of attributes seems to be less than 0.05, which indicates that each attribute consists of a model that is statistically significant. The standard weight is explained in the table below.

Table 4 CRT benefits

Parameters	Standardized loading factor
Recruiter Quality	
It helps to optimise the job match	0.691
It helps to identify better firms	0.412
It reduces number of less attractive recruiters	0.562
It targets the anticipated recruiters	0.618
Wider selection of Recruiters available	
It helps to make better recruiters available	0.464
It helps to access more recruiters	0.572
It helps bring those recruiters who are even far away	0.623
Cost Benefits	
It reduces the applicable costs for companies	0.531
It reduces travel costs to the companies	0.644
It reduces the stay costs and other recruitment costs	0.308
The lowest cost of finding the best company / job	0.362

Source: Compiled by the researcher based on Primary data

Table illustrates the standardized loaded factor with respect to CRTs benefits. Six factors are observed to be highly loaded among the eleven factors. The above results signifies as follows:

Benefit related to Recruiter Quality

Within this segment, three factors are found to be loaded out of four factors, among which three factors, the majority of candidates strongly agree that CRT helps to optimise the job match and that it reduces the number of less attractive recruiters and helps to target the potential recruiters.

Benefits related to wider selection of recruiters available

In this segment, two factors are found to be loaded out of three factors, of which the majority of them are agreed that CRTs help bring those recruiters who are still far away and have the opportunity to have access to more recruiters.

Benefits related to Cost benefits

Under these segments, two factors are identified to be loaded high, out of four factors. Most of them are strongly agreed, with the Campus Recruitment and Training Programs helping to reduce the cost of travel access for companies, and also with the perspective that CRT would help to reduce the applicable costs.

It is therefore concluded that "If the candidates are guided and coached in the development of skills and correctly mapped out the role of the job, it is a situation of great organisational success and employee growth".

5. FINDING THE STUDY

- It stated that HR managers have high priority over candidates who are good at communication skills, analytical skills, interpersonal skills and high-aspiration skills.
- The study synchronised from the point of view (Hesketh, 2000) that soft skills play an essential role, since students may not be able to communicate their basic knowledge of the subject if they lack soft skills.
- The majority of candidates strongly agree that CRT helps to optimise the match and reduces the number of less attractive recruiters and helps to target potential recruiters.
- It examined that, majority of them are agreed that CRTs would help bring those recruiters who are still far away and have the opportunity to have access to more recruiters.
- It stated that "If the candidates are guided and coached in the development of skills and correctly mapped out the role of the job, it is a situation of great organisational success and employee growth".

6. CONCLUSION

The study has been emphasized on the Campus Recruitment Programme in the perspective of recruiters and campus students of the management area. The study has applied the convenient sampling for the sample collection of primary data. The study has framed the two objectives and collected the primary data from the HR recruiters and campus students. The study examined the imperative attributes the recruiters will observe, while interviewing in campus placements. The study applied the exploratory factor analysis to extract the high loading among the imperative attributes and found that HR managers will give priority to the candidates who are good at communication skills, analytical skills, interpersonal skills and high-aspiration skills. The study also examined the benefits of campus recruitment and training and the result reveals that CRT helps to optimise the match and reduces the number of less attractive recruiters and helps to target potential recruiters.

Further Research Scope: The present study has been focused on the campus recruitment and training in the perspective of HR recruiters and campus students. Hence, there is a need to do further research by considering the college management perspective in the campus recruitment and training programme.

REFERENCES

- [1] Bottjen Audrey, Cohen Andy (2001), "The benefits of college recruiting", *Journal of Sales & Marketing Management*, Vol.15 (4), pp: 12-26.
- [2] Daniel M. Cable, Mary E. Graham (2000), "The determinants of job seekers' reputation Perceptions", *Journal of Organizational Behaviour*, Vol. 21, pp: 929-947.
- [3] Yu-Ru, Hsu, (1999), "Recruitment and Selection And Human Resource Management In The Taiwanese Cultural Context", "University of Plymouth"
- [4] Youngsoo Choi & Duncan R. Dickson (2009) "A Case Study into the Benefits of Management Training Programs: Impacts on Hotel Employee Turnover and Satisfaction Level", "Journal of Human Resources in Hospitality & Tourism", Vol-9 (1), pp: 103-116
- [5] YasminaJaidi, Edwin A. J. Van Hooft & Lidia R. Arends (2011), "Recruiting Highly Educated Graduates: A Study on the Relationship Between Recruitment Information Sources", "Journal of Human Resources, Vol-24(2), pp:135-157
- [6] Jayashree Sapra Campus Recruitment (2013), "Acquiring high quality talent through corporate presence", "Journal of Global Research Analysis", Vol : 2(12).
- [7] McCracken, M. & Currie, Denise & Harrison, Jeanette (2015), "Understanding graduate recruitment, development and retention for the enhancement of talent management: sharpening 'the edge' of graduate talent", "International Journal of Human Resource Management", Vol 27pp: 1-26.
- [8] Rajkumar, V.Samuel & Raya, Rampalli & Palanisamy, Ganesan & Jayakumar, S.K.V. (2015). "Analysis of Campus Recruitment Parameters in an Indian Context. Mediterranean", "Journal of Social Sciences", Vol6(2), pp: 45-57.
- [9] Varun Shenoy and P. S. Aithal (2016), "Changing Approaches in Campus Placements: A New Futuristic Model", MPRA Paper No. 72245
- [10] Rohit Bansal (2017),"Campus Recruitment as an Effective Recruitment Tool", "International Journal of 360 Management Review", Vol. 05 (1).
- [11] Sayyed Abdul Gani Ansarali (2017),"Students' perception about the quality of Engineering Education and campus recruitments in Visakhapatnam, East, and West Godavari Districts, Andhra Pradesh", "International Journal of Academic Research"Vol.6(1).
- [12] Mohamed Tajudeen S Aravindh Kumaran L (2017),"Campus Recruitment Process - A Perspective of the Stakeholders", "International Journal of Engineering Technology, Management and Applied Sciences" Vol 5 (2).
- [13] Samiksha Dalal, Amruta Bondre (2020),"Campus Recruitment System", "International Research Journal of Engineering and Technology",Vol6 (25).
- [14] Hesketh, A. (2000), "Recruiting an elite? Employers' perceptions of graduate employment and training", *Journal of Education and Work*, Vol. 13(3), pp: 245-71.