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A STUDY ON EFFECTIVENESS OF RECRUITMENT PROCESS IN HCL TECHNOLOGIES-BPO CHENNAI

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ABSTRACT

The concept of outsourcing has evolved in early eighties. The companies began with delegating their non core functions to the external organizations that were specialized in providing a particular service, function or product. In outsourcing, the external organization would take on the management of the outsourced function. The outsourcers are mainly companies from US and UK, they outsource the functions within administrative support, inbound call centre services, technical support, document processing, financial and accounting services, intellectual property research and documentation, supply chain management, legal services , regulatory compliance documentation , medical transcription, payroll processing services ,sales and marketing , publishing, research and analysis, security, infrastructure facilities management, human resource management and training. Most organizations are opting to outsource because outsourcing enables organizations to access intellectual capital, focus on core competencies, shorten the delivery cycle time and reduce costs significantly. Various countries have become a popular destination for outsourcing. India has its own advantage which has made it as a natural destination for outsourcing. Apart from labor skills; India is rapidly developing its infrastructure to support highly skilled labors. The industry has been growing rapidly but apart from this recruiting and retaining the employees in BPO sector has become a difficult task.

Keywords: Recruitment, BPO, Outsourcing, ITES, Call Centre.

I. INTRODUCTION

Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidate. It is the next step in the procurement function, the first being the manpower planning. Recruitment makes it possible to acquire the number and types of people necessary to ensure the continued operation of the organization. Companies are now looking out for new ways of giving themselves a competitive advantage. New product, new image & new marketing idea are some of the ways this can be achieved but enlightened and successful companies look towards their people to provide the leading edge. Business process outsourcing is a type of outsourcing that involves contracting of the operations and the responsibilities of a specific business processes or functions to a third party service provider. Outsourcing system allows companies to contract for services that are not within the scope of their expertise, so that they can focus their time, money and energy on their core competencies instead of wasting valuable resources trying to gain understanding of areas that are somebody else's expertise.

LITERATURE REVIEW

Taylor, M. Susan; Bergmann, Thomas J. (1987) in their article emphasize that the Organizational recruitment activities have been hypothesized to affect applicants' reactions to the organization, independent of effects exerted by the job attributes associated with the position (e.g., location, salary, title). The authors utilized a correlational design and a field setting in assessing applicants' reactions to a five-stage recruitment program. Henning Weiner (2008) examines an area of the recruitment process in today's labor market from the point of view of the employer. More specifically, an analysis is conducted with respect to the recruitment channels that Swedish firms utilize in the present days. Lars Behrenz (2001) gives a picture of the recruitment behavior of Swedish employers. Employers mainly recruit personnel in order to expand a certain activity of their firm. On an average the total recruitment process takes about a month. In the first round employers mainly look for job seekers with good education and experience. During the job interview the employer searches for persons with professional knowledge, personal engagement and social competence. Stephen Taylor (2001) investigated the effectiveness of different recruitment sources used by six American companies for new employees. New workers who came through referrals by current employees had longer tenure with the organizations than did those recruited in other ways. Individual job performance and attitudes toward the employer were largely unaffected by the source through which the employee was recruited. Alexandra Rufini (2008) analyzed the recruitment strategies of firms aiming to fill high job positions. They have considered four recruitment channels actually used to hire high skilled workers: employee referrals, private agencies, promotion and top notch Universities.

ANALYSIS & INTERPRETATION

TABLE-1
Analysis of Variance between Nature of Job and Opinion on Academic Records Considered During Selection

Opinion on Academic Records considered during selection	Nature of Job		Total
	Technical	Non-Technical	
Very Much	21	4	25
Much	41	10	51
Not much	22	2	24
Not at all	37	3	40
Total	121	19	140

TABLE -2
F Ratio

Source of Variation	SS	d.f	Mean Square	F-ratio	5% F-limit
Between Columns	1301	(2-1) = 1	1301.00	38.26	F(1,3)=10.13
Between Rows	251	(4-1) =3	83.67	2.46	F(3,3)=9.28
Residual of error	102	1 x 3 = 3	34.00		
Total	1654	(2 x4)-1 = 7			

The analysis of variance between nature of job and opinion on academic records considered during selection is marginally significant. Therefore it is clear that there is significant variance between nature of job and opinion on academic records considered during selection

Table 3
Garrett’s Rank Showing the Dimensions That Are Focused during Selection Based on Their Importance

Dimensions	Garrett’s Scale					Weighted Average	Rank
	75	60	50	45	24		
Communication skill	65	23	21	15	16	24.14	2
Technical skill	48	62	11	10	9	23.36	4
Interpersonal ability	71	23	18	11	17	23.79	3
Self-motivation	38	15	54	18	15	24.82	1
Experience	11	19	27	36	47	22.29	5

Source: Primary Data

TABLE 4Table Showing Relationships between Educational Qualification and Procedure to Be Carried Out During Recruitment

Educational Qualification	Procedures to be carried out during recruitment				Total
	General Selection Criteria	Job Interviews	Through HR Specialist	Through Operating Manager	
Technical (+2 & Diploma)	14	6	16	9	45
Under Graduate	17	18	14	20	69
Post Graduate	7	5	9	5	26
Total	38	29	39	34	140

H₀: Null Hypothesis There is no significant relationship between educational qualification and procedure to be carried out during recruitment. H₁: Alternative Hypothesis There is significant relationship between educational qualification and procedure to be carried out during recruitment. The result of the chi-square test reveals that the calculated chi-square value (6.637) is less than the table chi-square value (12.988) at 5% level of significance and therefore, the relationship between Educational Qualification and Procedure to be carried out during recruitment is not significant. Thus the hypothesis is that the relationship between educational qualification and procedure to be carried out during recruitment does not hold good. There is no significant relationship between educational qualification and procedure to be carried out during recruitment. Thus the null H₀ hypothesis is accepted and alternative (H₁) is rejected.

TABLE 5Table Showing Relationships between Gender and Opinion on Job Assignment and Qualification

Educational Qualification	Opinion on Job assignment and qualification			Total
	Agree	Do not Know	Strongly Agree	
Technical (+2 & Diploma)	14	6	16	45
Under Graduate	17	18	14	69
Post Graduate	7	5	9	26
Total	38	29	39	140

H₀: Null Hypothesis There is no significant relationship between Gender and opinion on job assignment and qualification. H₁: Alternative Hypothesis There is significant relationship between Gender and opinion on job assignment and qualification. The result of the chi-square test reveals that the calculated chi-square value (1.509) is less than the table chi-square value (5.991) at 5% level of significance and therefore, the relationship between Gender and opinion on job assignment and qualification is not significant. Thus the hypothesis is that the relationship between gender and opinion on job assignment and qualification does not hold good. There is no significant relationship between gender and opinion on job assignment and qualification. Thus the null H₀ hypothesis is accepted and alternative hypothesis (H₁) is rejected.

CONCLUSION

A detailed analysis about the recruitment procedure followed at HCL and its effectiveness has been made. The survey includes various staff in different departments at HCL. The staff has a positive attitude towards the recruitment practices followed its medias and contacting sources. All the important aspects observed from the study and the valuable suggestions given by the staff regarding the Recruitment procedure are being highly considered. Counting the survey made and the analysis of the study, it will be helpful for the management in understanding the awareness and satisfaction among the staff regarding the Recruitment procedure followed at HCL.

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