

Recruitment and selection process and strategies in IT Companies in Hyderabad*

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Abstract

Improved recruiting and selection practices lead to better organisational results. The process of looking for potential candidates and encouraging them to apply for positions within the company is known as recruitment. The process by which an organisation selects applicants from among them and determines which ones, in light of the job requirements and the present environment, best fit the position can be referred to as selection.

In the current competitive business landscape, companies must adapt to the needs of their workforce. An organisation should have a well-thought-out recruitment policy that can be successfully implemented in order to get the greatest outcomes. This study focuses on understanding the recruitment and selection process, which aids the organisation in identifying issue areas and suggesting ways to enhance the process. In this investigation, convenient sampling is employed.

Recruitment and selection process plays a critical part in any organization. It is a method of attracting the candidate to apply for the specific job and select them through various selection methods. The right procedure of hiring and selecting the pool of candidates increase the productivity and lead to overall success in the organization. In every organization effective hiring and selecting is must. After deciding total number and kinds or types of personnel required for job, the human resource department proceeds to start with identification of various sources of hiring and various methods followed in selection and finds the suitable candidates who are fit for the work. In this study, it is identified that the company needs some changes in its recruitment and selection process.

Key words: Recruitment and selection- organisational results- sources of hiring

Introduction

It is challenging for the company to locate qualified workers in the current environment. Finding, hiring, and choosing a candidate to fill a position that has to be filled in the company is an expensive and time-consuming procedure. Even with the training procedure, the company and the candidate will lose a lot of time if the candidate does not succeed in the field. As a result, in this labour market, finding a talented and competent individual is challenging. There are very few people who are able to handle their responsibilities justice, thus competition is fierce. This enables the organisation to carry out the R&S process very successfully, which enhances business efficiency and helps to retain talent inside the company.

Improved recruiting and selection practices lead to better organisational results. The process of looking for potential candidates and encouraging them to apply for positions within the company is known as recruitment. The process by which an organisation selects applicants from among them and determines which ones, in light of the job requirements and the present environment, best fit the position can be referred to as selection.

In the current competitive business landscape, companies must adapt to the needs of their workforce. An organisation

should have a well-thought-out recruitment policy that can be successfully implemented in order to get the greatest outcomes. This study focuses on understanding the recruitment and selection process, which aids the organisation in identifying issue areas and suggesting ways to enhance the process. In this investigation, convenient sampling is employed.

The steps involved in recruitment and selection include determining the need for a job, outlining the position's requirements and those of the job holder, posting the position, and selecting the best candidate. Getting this procedure done is one of management's primary goals. Indeed, a company's ability to succeed greatly depends on the calibre of its workforce. Hiring people at a pay or compensation that the company can afford will cut costs, as will hiring workers with the right talents to provide value to the company. As with any other resource, employees need to be carefully chosen, managed, and retained.

Understanding the company's recruitment and selection procedure is the study's main goal. The tactics employed by the company to draw in fresh talent from both within and beyond the company and to keep hold of its devoted staff members. To find out if staff members are aware of the activities taking

place within the company, communication channels are examined. At the conclusion, feedback is gathered to learn what the employees think of the business. The primary function of human resource management is recruitment and selection. It serves as the entry point for candidates to be chosen and hired by the company. Finding open positions, posting job ads, and sorting and screening applicants are all

steps in the recruitment process. In contrast, the selection process begins after recruitment and include selecting the best applicant for the open position, providing training, and assessing their performance. The process of finding new talent through a variety of channels and forcing them to apply for a position is known as recruitment.



Figure:1.1 Recruitment Process

The hiring procedure differs throughout businesses. Businesses use a variety of recruitment strategies and techniques when hiring new employees. All organisations adhere to the same recruitment policy, which determines whether candidates move on to the next round of interviews. The organization's hiring procedure will be impacted by a few aspects, including

goodwill, welfare, and brand image. The process of choosing the qualified applicant for a job opening involves confirming that the individual satisfies all job requirements. The selection process takes longer and requires more effort than the recruitment process.

There are two categories for selection: selected and not selected. The background check, referral checks, interviews, and many other elements all have an impact on the organization's selection process. In the end, the Recruitment and Selection (R&S) process is crucial for implementing change within an organisation and for inspiring staff members. It advances the career of the worker. Therefore, it is crucial for the company as well as the workers.

An organization's ability to attract and retain top personnel is essential to its success. Recruiters must exercise greater discretion as the labour market becomes more competitive and the range of skills available expands. This is because poor

hiring decisions can have long-term negative effects, such as high training and development costs to reduce the likelihood of poor performance and high turnover, which in turn affect employee morale, the ability to produce high-quality goods and services, and the ability to retain organisational memory. In the worst case scenario, the company might not meet its goals and lose its market share and competitive advantage. The human resources department is essential to this procedure. The HR department is the foundation of any successful business, and without a skilled workforce to recruit, develop, and educate staff members, the enterprise is destined for failure.

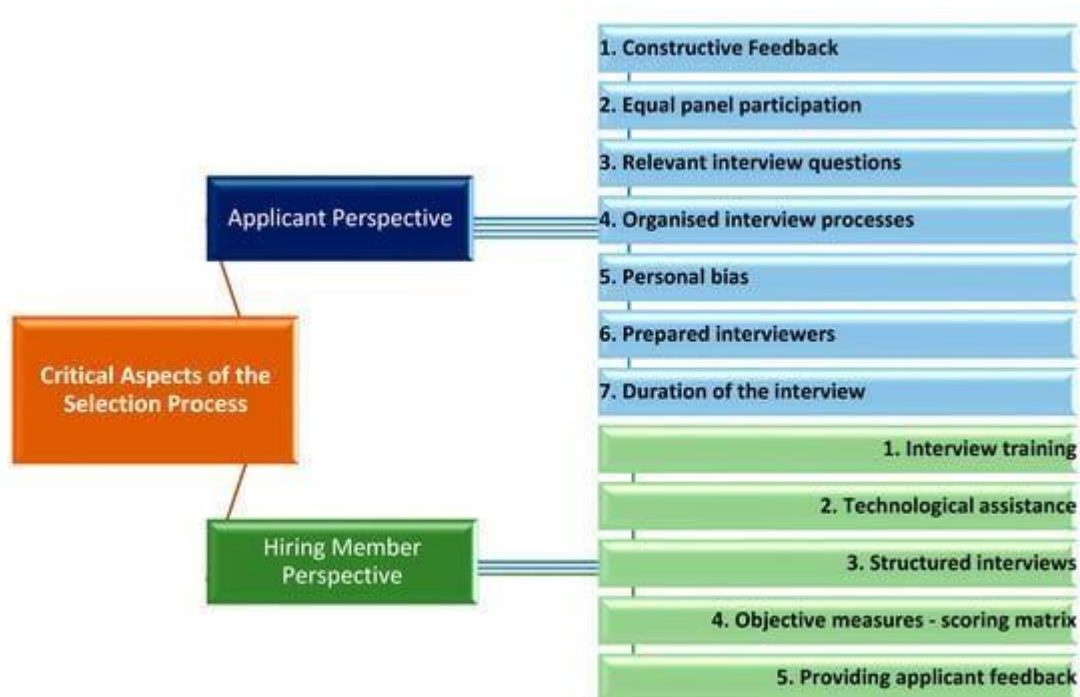


Figure 1.2. Critical Aspects of the employee selection process.

The organization's most precious resource is its human capital. The organization's ability to make money is dependent on how it is used. It will gain money if they are used effectively; if not, it will lose money. It is crucial to have some knowledge about the work and the job performer in order to find the correct worker at the right spot at the right time. The job analysis, job specification, and job description are the methods used to gather this data. We won't succeed in recruiting without these. High calibre candidates will be attracted to the organisation through a carefully thought out and executed recruitment process.

Objectives of the study:

To get right person at right place and in right time, the organization should have the specific and clear policies and recruitment and selection methods which are essential for the growth of the organization.

1. To analyze the actual recruitment process and review the importance and needs of recruitment and selection process in IT companies
2. To find whether the existing processes of recruitment and selection are taking place scientifically or not.
3. To study the strategies & sources used by the organization to retain their top performing, loyal employees and attract new talents,

inside and outside of the organization.

4. To suggest better recruitment and selection to improve the company performance and business success

Hypothesis of the study:

H0: The recruitment and selection process have unfavourable impact on the organization.

H0: The respondents are not satisfied with current recruitment & selection practices

Review of literature

Rachana C. (2020), The process of recruitment and selection gives us the ability to oversee and guide individuals within our company. Understanding the organization's ability to participate in a select few important events is beneficial. Understanding an organization's personnel sources is also helpful for figuring out its competitive advantages. It has been demonstrated that the majority of employees use these procedures and approaches, even when others choose not to participate. Typically, managers discourage staff members from having discussions, which is where the issue lies. Instead of acknowledging the flaws in the procedures, methods, practices, and flawed process, employees are held accountable for the process's failings. Not all errors are the result of poor methods; others are the result

of mistakes and judgements made by humans.

Balaishwarya, R. Karthi, and G. Karthiga (2019), The process of finding and looking for possible employees, developing their abilities, and strengthening their employments is known as recruitment. The primary factor used by the organisation to categorise its people is determination. They choose the applicant who best fits the organisational objectives while adhering to all rules and regulations. Therefore, it is advised to use a variety of recruitment techniques in order to both improve performance and choose the most qualified applicants for the open positions.

Naveen S. & Raju D. N. M. (2021) identified the general practices that organizations 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.

Darkoh Mavis Adu (2020) 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 recognized methods are newspaper advertisement, internal recruitment, labor office, employee referrals, and radio advertisement and at last internet recruitment.

Djabatey E. N. (2019) 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. Mohammed Nurul Absar (2018) states that Recruitment and selection is one the most important functions of human resource management. The present study aims at exploring differences and similarities between the public and private sector manufacturing firm of Bangladesh with respect to recruitment and selection practices, sources of recruitment and selection devices.

Nair Aishwarya (2017) 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.

Rao Pramila (2016) 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.

DATA ANALYSIS AND INTREPRETATION

Table4.1 showing gender wise distribution of respondents.

Gender	Number of Respondents	Percentage (%)
Male	39	78
Female	11	22
Total	50	100

Analysis: From the above observation it is clear that 78% of the employees are male in the hotel whereas 22 % of the employees are female.

Interpretation: From the above chart it can be interpreted that male employees are more in number compared to female employees because they are found only in admin department and housekeeping whereas male employees work in technical department as well as admin department.

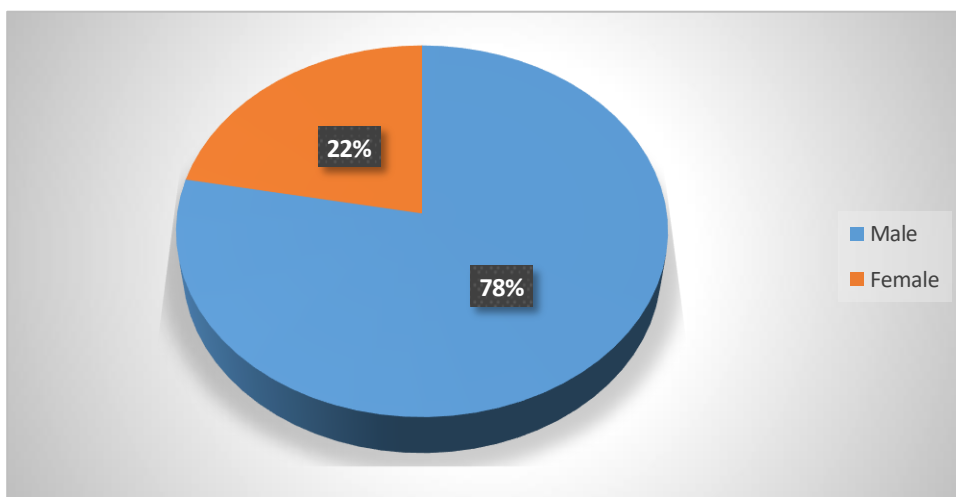


Figure4.1 gender wise distribution of respondents

Table4.2 showing experience of the respondents.

Experience	Number of Respondents	Percentage (%)
0-2 years	22	44
3-5 years	15	30
6-8 years	6	12
above 8 years	7	14
Total	50	100

Analysis: From the above observation it can be said that 44% of the staffs are newly joined the hotel, whereas 30% of the employees have joined the hotel 2 years before. And the rest have been working for more than 5 years.

interpreted that the highest percentage is for 0-2 years because most of them are newly joined and some are doing apprenticeship for a period of one year. However, rest of the staffs who are being working earlier for more than 5 years are transferred from other brands of the Myntra.

From the above chart it can be

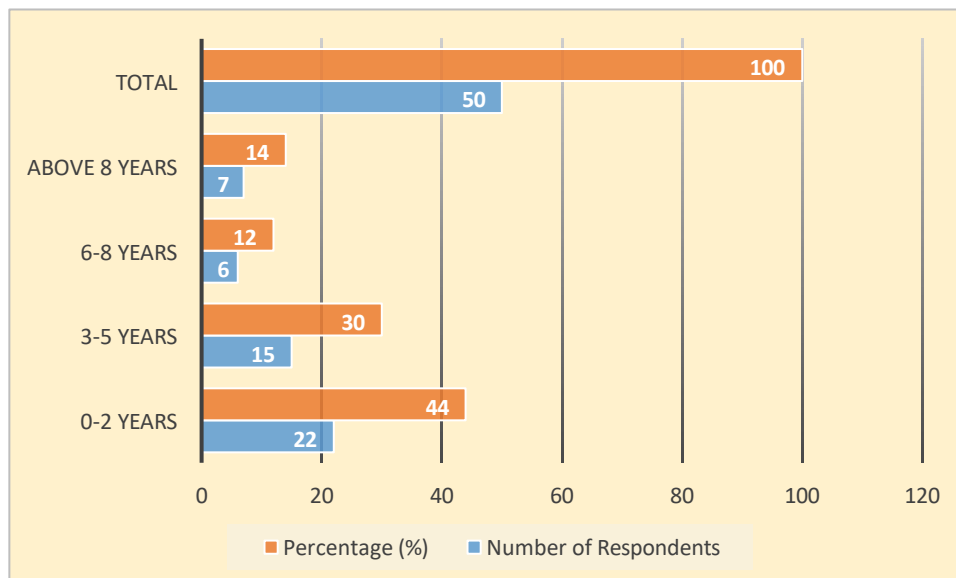


Figure 4.2 experience of the respondents

Table 4.3 showing opinion given in prioritizing the internal source.

Components	Number of Respondents	Percentage (%)
Job posting	8	16
Employee referral	22	44
Internal promotion	11	22
transfer	9	18
Total	50	100

Analysis: From the above observation it is clear that 44% of the employees agree that employee referral is given priority as well as 22% of the employees agree that promotion is also given much priority compared to the other internal source.

interpreted that employee referral is given more priority than any other internal source of recruitment. This is because to reduce the cost and time, and encourage the employee to select candidate for the hotel. This also shows that company trusts the employees.

From the above chart it can be

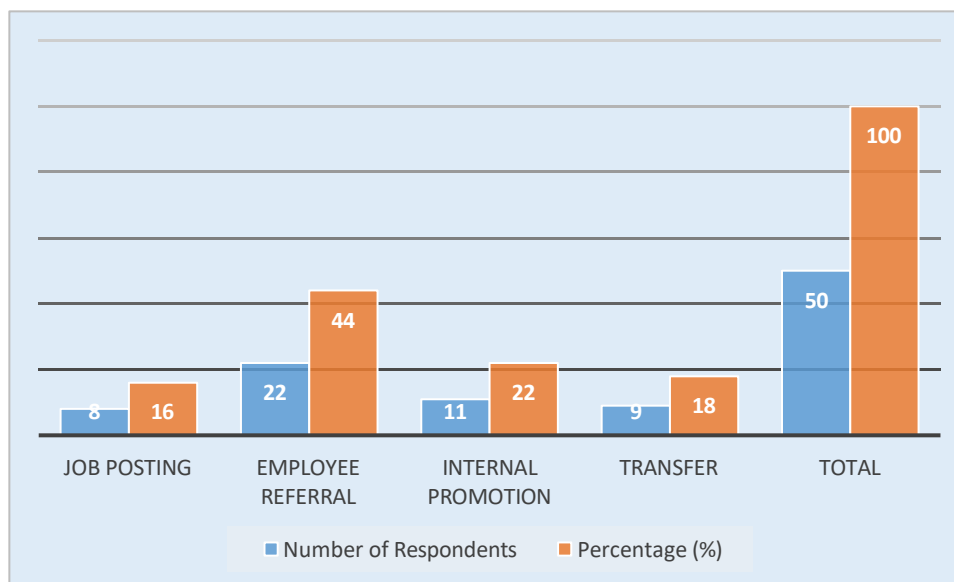


Figure 4.3 opinion given in prioritizing the internal source

Table 4.4 showing the satisfaction level of recruitment and selection process.

Satisfaction level	Number of Respondents	Percentage (%)
Highly satisfied	6	12
Satisfied	13	26
No opinion	10	20
Dissatisfied	21	42
Highly dissatisfied	0	0
Total	50	100

Analysis: From the above observation it can be said that 42% of the employees are dissatisfied and 26% of the employees satisfied, 20% of the employees have no opinion over the recruitment and selection process of the hotel.

interpreted that most of the employees are dissatisfied with recruitment and selection process of the hotel because there is no use of online job portals, the job specification is not clearly explained and there is bias in decision making process.

From the above chart it can be

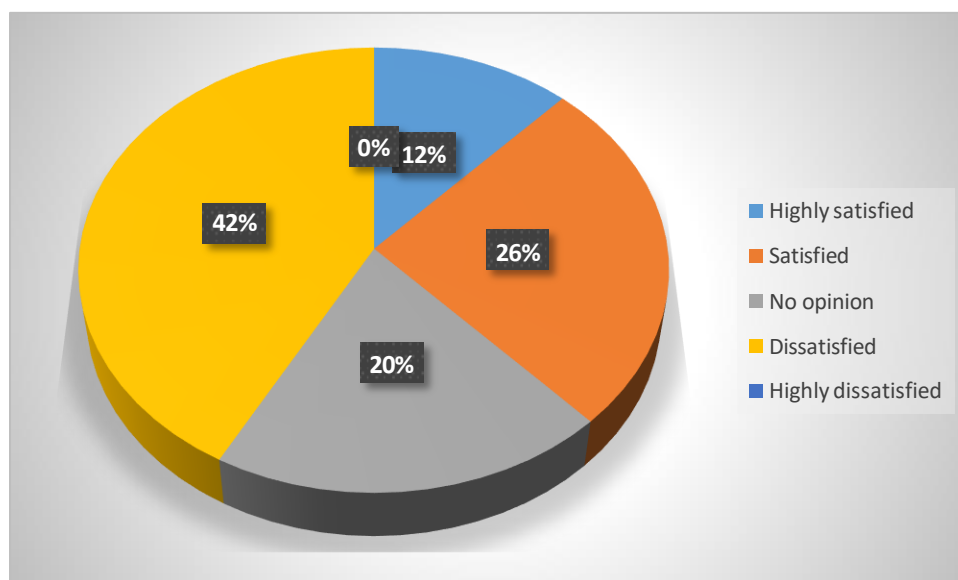


Figure4.4 satisfaction level of recruitment and selection process.

Table 4.5 showing the source of recruitment relied more on.

Components	Number of Respondents	Percentage (%)
Internal	27	54
External	23	46
Total	50	100

Analysis: From the above observation it is clear that 54% of the employee’s state, internal source of recruitment is more relied on compared to external source of recruitment.

From the chart it can be interpreted that 54% of the employees agree that internal source of recruitment is given more preference, as morale of the current employees can be improved and it is used as a technique of motivation as well as cost for the recruitment process can be minimized.

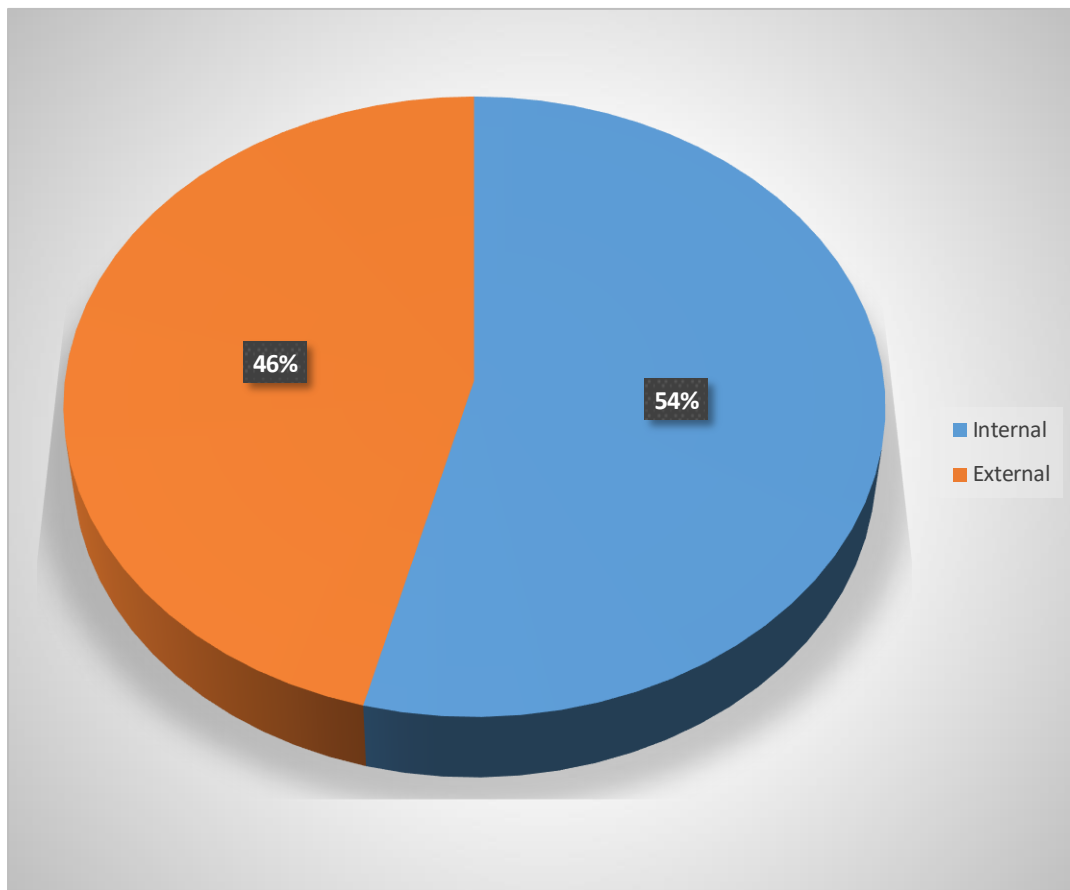


Figure 4.5 source of recruitment

Table4.6 Showing whether changes required in source of recruitment

Satisfaction level	Number of Respondents	Percentage (%)
Strongly agree	7	14
Agree	19	38
No opinion	8	16
Disagree	9	18
Strongly disagree	7	14
Total	50	100

Analysis: From the above observation it is clear that 38% of the employees agree that there are some changes required in the source of recruitment, 16% employees have no opinion to it and 18% of the employees disagree to it.

From the chart it can be interpreted that most of the employees agree for some changes in recruitment and selection process because the HR department is giving more importance to internal source than external. If the hotel gives as much importance to external they can bring in new candidates with potential skills and ability.

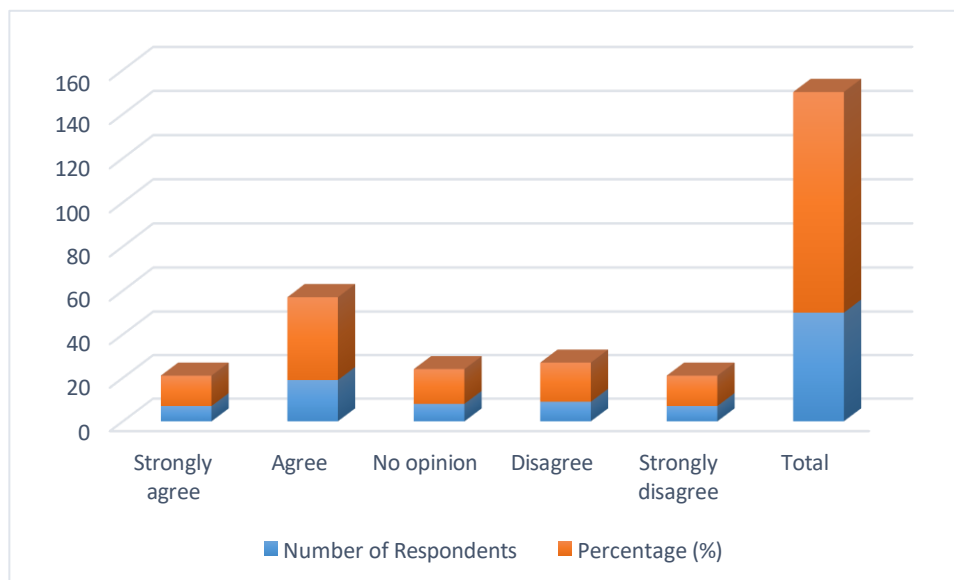


Figure 4.6 changes required in source of recruitment.

Table4.7 showing the sources used for searching best talent.

Components	Number of respondents	Percentage (%)
College placements	18	36
Technical institutes	8	16
Consultancies	15	30
Other	9	18
Total	50	100

Analysis: From the above observation it can be said that 36% of the search is done through college placements, 30% through consultancies and 16% is done through technical institutions.

From the chart it can be interpreted that most of the recruitment is done in colleges. Because college students are a source of fresh knowledge and skills, they have a different perspective and ways of dealing with issues, they are quick learners, and they are easily adaptable.

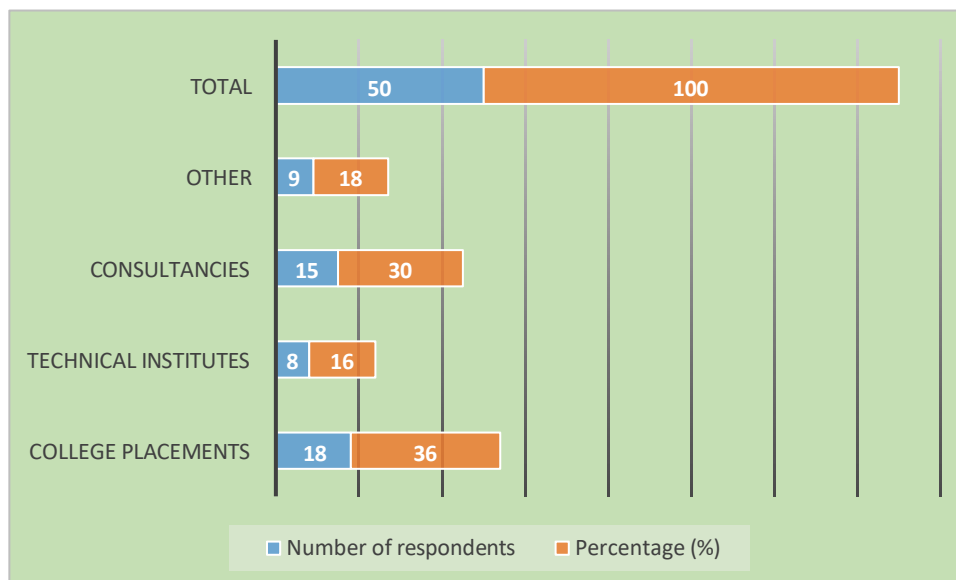


Figure 4.7 sources used for searching best talent

Table 4.8 showing whether referred candidates prefer more.

Components	Number of respondents	Percentage (%)
To an extent	0	0
To some extent	12	24
Moderate	15	30
To a greater extent	23	46
Total	50	100

Analysis: From the above observation it is clear that 46% of the employee's state that referred candidates are preferred more and 24% of the employees say that only to some extent referred candidates are given preference.

From the chart it can be interpreted that the hotel prefers referred candidates more because it takes less time in hiring, there will be decrease in cost while hiring and there is also a benefit to the current employee who refers a candidate as he will be given rewards.

Table 4.9 showing the rate of selection policy by the respondents.

Satisfaction level	Number of respondents	Percentage (%)
Good	19	38
Average	23	46
Poor	8	16
Total	50	100

Analysis: From the above analysis it is clear that 46% of the employee's rate selection policy as average, 38% employees rate it as good and 16% of the employees rate it as poor.

From the chart it can be interpreted that employees are not that satisfied with the selection policy because sometimes they prefer referred candidates and lose the right candidate who is suitable for that position. And the selection methods are not fully followed.

Table 4.10 showing whether internal hiring motivates the employee.

Components	Number of respondents	Percentage (%)
To an extent	0	0
To some extent	5	10
Moderate	13	26
To a greater extent	32	64
Total	50	100

Analysis: From the above analysis it is clear that 64% of the employees agree that internal hiring has motivated them and 26% of the employees say that internal hiring has motivated them moderately.

From the chart it can be interpreted that most of the employees agree that internal hiring has motivated them to a greater extent. Some of the employees were promoted to good position; they were given rewards and recognition. The employees who referred candidates were given Rs. 1000 as incentives.

Table4.11 showing the advance tools and techniques in hiring.

Components	Number of respondents	Percentage (%)
Internet sourcing	28	56
Mobile hiring	3	6
Applicant tracking system	12	24
Video interviewing	7	14
Total	50	100

Analysis: From the above observation it is clear that 56% of the people say that internet sourcing could be advance tool and technique which can enhance the success rate of hiring. Whereas 24% say that applicant tracking system can be advance tool and technique.

From the above chart it can be interpreted that mainly internet sourcing helps to get the best and enthusiastic candidate in the company. However, video conferencing, applicant tracking system, mobile hiring can be used to hire but this tools will not be that

much helpful to get the success to hire the right candidate.

Table4.12 showing whether Myntra conduct medical examination or not.

Medical examination	Number of respondents	Percentage (%)
Yes	40	80
No	10	20
Total	50	100

Analysis: From the above analysis it is clear that 80% of the employees say medical examination is conducted whereas 20% of them say it is not conducted.

From the graph it can be interpreted that the hotel conducts a medical examination so that they can hire an employee who can work efficiently in housekeeping, technical and other departments of the hotel.

Table4.13 showing the satisfaction level of orientation program.

Satisfaction level	Number of respondents	Percentage (%)
Highly satisfied	5	10
Satisfied	16	32
No opinion	15	30
Dissatisfied	7	14
Highly dissatisfied	7	14
Total	50	100

Analysis: From the above analysis it is clear that 32% of the employees say that they were satisfied with the orientation program conducted. And 30% of the employees have no opinion towards the orientation program conducted.

Interpretation: From the chart it can be interpreted that the newly joined employees were satisfied with the orientation program conducted by the hotel. They were introduced to their co- workers; they had a tour inside of the hotel.

Table4.14 showing the genre of interview conducted by Myntra.

Components	Number of respondents	Percentage (%)
Direct	15	30
Group panel	26	52
Stress	9	18
Computerized	0	0
Total	50	100

Analysis: From the above analysis it is clear that 52% of the employees say they faced group panel method while 30% of them faced direct method.

From the graph it can be interpreted that the hotel follows mostly group panel method for the interview round where the general manager, HR manager and the departmental head conducts the interview. This is because they want to check the competency level and they follow some tests as well to check the candidates' ability.

Table4.15 showing reason for candidate not joining after selection.

Reason	Number of respondents	Percentage (%)
Personal	20	40
Salary problem	8	16
Not interested	12	24
Get another opportunity	10	20
Total	50	100

Analysis: From the above observation it is clear that 40% of the employees say mainly because candidates does not want to join due to personal issues and some of the employees say 24% of the candidates were not interested or might have got another opportunity.

From the above graph it can be interpreted that some of the candidates do not join due

to personal issue. At the same time other candidate are not satisfied with the salary being offered or they might get another opportunity.

Table4.16 showing external sources used for recruitment in Myntra.

Components	Number of respondents	Percentage (%)
Advertisement	10	20
Internet	8	16
Campus drives	20	40
Employment exchange	12	24
Total	50	100

Analysis: From the above observation it is clear that 40% of the employees say campus recruitment is used more as external source compared to others while 24% of them say employee exchange is used for recruitment.

From the graph it can be interpreted that 40% of the employees were recruited in through campus drives as they prefer fresh knowledge and skills, those candidates are quick learner. And 24% were recruited through employment exchange for the position of security guards, housekeeping department.

Findings, conclusion and suggestions:

Recruitment and selection remains one of the most important functions of the HR

department. As competition increases between firms, selecting and recruiting the right and qualified talents become all the more important. Traditionally companies have largely relied upon prospective candidates to find the firm however today head hunting is an active function of the HR department. Firms not only need to head hunt but also must retain existing employees. The entire recruitment and selection strategy has changed and evolved to a new form where the onus lies on the firms to advertise, attract, and retain top talents. Internet based technologies and various other software and information systems have provided new capabilities like never before. There is a growing trend amongst firms to adopt and utilize these technical solutions.

The future is bound to see an increased role of internet based solutions in recruitment

and selection process. Finally, the conclusion is drawn from the study regarding the recruitment and selection that any company growth and successes depends on efficient working of its employees and hence make it significantly important for the organizations to choose the experienced and qualified candidates. The process of recruitment and selection requires a rigorous and thoughtful planning so that a lot of care needs to be taken while recruiting the man power for any organization.

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 organization, 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 Hyderabad. Campus recruitment is the most effective source of recruitment in the sector, as it may give good candidates both interms 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 Hyderabad.

Employee referral is given more priority than any other internal sources.

Majority of the staffs are dissatisfied with the current recruitment and selection process because there is no use of online job portals and there is bias in decision making process.

Internal source of recruitment is given more importance, as they believe that by doing so they can reduce the cost and time taken in hiring a candidate.

Employees agree for some changes in the recruitment and selection process so that the management can bring in new talents with potential skills.

The hotel mostly source candidates through campus because students are a source of fresh knowledge and quick learners.

It has been found that referred candidates are preferred more because it takes less time in hiring and it also benefits the existing employees as they will be rewarded.

The workers are dissatisfied with the selection process because they think that there is a chance of biasness while making decision.

Most of the employees agree that internal hiring gives them motivation because they

are being paid with incentives and there is an opportunity to get promoted into higher position.

Majority of the employees have no knowledge about video resume because they are used to the traditional paper form resume.

The technological support mostly used for the recruitment process is telephone.

The employees are satisfied with induction program conducted by the hotel.

Mostly used interview method is the group panel.

It is found that the hotel rarely verifies the references mentioned by the candidates.

Advertisements are not frequently used for the recruitment process whereas campus placements and employment exchange are frequently used.

It is found that some of the candidates after being selected does not join due to their personal problems or not being satisfied with the salary offer.

Most of the employees after joining the hotel have signed an agreement so that they do not leave the firm in between.

Conclusion

From the beginning to the end this project attempts to study the effectiveness of recruitment and selection process at Myntra premier prestige. The objective that has laid down prior for this study has been concluded so far.

Recruitment and selection process plays a critical part in any organization. It is a method of attracting the candidate to apply for the specific job and select them through various selection methods. The right procedure of hiring and selecting the pool of candidates increase the productivity and lead to overall success in the organization. In every organization effective hiring and selecting is must. After deciding total number and kinds or types of personnel required for job, the human resource department proceeds to start with identification of various sources of hiring and various methods followed in selection and finds the suitable candidates who are fit for the work. In this study, it is identified that the company needs some changes in its recruitment and selection process.

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