ON VARIOUS SOURCING METHOD OF RECRUITMENT

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ABSTRACT

The study aims to examine various modes of recruitment and to analyze **Return on Investment** on various modes of Recruitment. Social media platforms like- Facebook, LinkedIn and others have seen corresponding growth in the number of researchers turning to social networking sites and their embedded advertising frameworks to locate eligible participants for studies. Compared with traditional recruitment strategies such as print media, social media advertising has been shown to be favorable in terms of its reach (especially with hard-to-reach populations), cost effectiveness, and usability. However, to date, no studies have examined how participants recruited via social media progress through a study compared with those recruited using more traditional recruitment strategies.

1. INTRODUCTION:

The study aims at find out the Return on Investment from conventional methods of recruitment and modern methods of recruitment of IT Companies. Employees are recruited through traditional methods viz. newspaper advertisement, Employment exchange and recruitment through consultancy and modern recruitment practices like campus recruitment, social media the main aim of this study to find out return on investment from conventional method and modern methods of recruitment. The strategy for recruiting candidates can include many different channels and practice. The methods consist of practices such as online recruitment, holding job fair, college recruitment and the development of employee referral program. The methodology behind each method typically outlines the specific recruitment channel that will be used for each method. Online recruiting channel includes job boards and social network. Each recruitment

channel can be judged on its Return on Investment through various metrics. Return on Investment, judged by various parameters such as Productivity, Employee retention and attrition rate.

2. CURRENT SITUATION:

An organization can choose from multiple approaches to recruit potential job applicants. Traditional approaches to recruiting include sources such as employee referrals, newspaper job postings, employment agencies, and direct applicants/walk-ins. More recently, organizations have turned to unconventional approaches of recruiting, social network recruiting (i.e., recruiting through online social networking websites, such as Facebook or LinkedIn, Berkshire, 2005). According to Schwab (1982), such various recruiting approaches differ in the types prospective employees they reach and, consequentially, have different implications for pre-hire outcomes (e.g., applicant quality and quantity) and post-hire outcomes (e.g., employee performance and retention). In fact, an extensive body of research, spanning over 50 years and across multiple research domains (e.g., management, sociology, and labor economics), has examined the effectiveness of various recruitment sources. This literature often separates recruitment sources into either two (i.e., informal and formal) or three (i.e., inside, outside, and direct applicants/walk-ins) broad categories (Wanous, 1992).

Employee referrals, friend/relative referrals, in-house notices, and rehires are commonly classified as inside or informal sources, as employees recruited through these means likely have acquired inside information about the organization. Newspaper job postings, campus recruiting, and employment agencies are often classified as outside or formal recruitment sources and typically have minimal inside information about the organization. Direct applicants/walk-ins are classified as either an informal source

Structure and systematically organize the efficient recruitment processes. It facilitates faster and reliable processing of applications from various applications. Helps to reduce the time-per-hire and cost-per-hire. Helps to incorporate and integrate the various links like the application system on the official website of the company, the unsolicited applications, outsourcing recruitment, the final decision making to the main recruitment process. Maintains an automated active database of the applicants facilitating the talent management and increasing the efficiency of the recruitment processes. Provides and a flexible, automated

and interactive interface between the online application system, the recruitment department of the company and the job seeker. Offers tools and support to enhance productivity, solutions and optimizing the recruitment processes to ensure improved ROI. ROI from traditional recruitment and modern recruitment determines which recruitment method will be beneficial to the company.

The recruitment process, an organization makes a tremendous amount of investment in it. A lot of resources, such as time and money, are spent on the recruitment process of an organization. But assessing or quantifying the returns on it, or calculating the ROI on it is a complex task for an organization. It is difficult to judge the success of a recruitment process. However, evaluating the ROI on workforce staffing can help an organization strengthen its Human Resource recruitment processes, improve its recruitment function, and build a strategic HR advantage for the organization. ROI weighs the benefits of an investment against its costs. Successful organizations must look at ROI before making any decision involving an out

3. OBJECTIVES OF PROBLEM

a) The Study aims to find out ROI from conventional method of recruitment and modern method of recruitment.

b) The study aims to find out which recruitment method having cost effectiveness and time saving.

4. STATEMENT OF THE PROBLEM

Nowadays it challenging for the HR manager to place right candidates for the right job in a cost-effective method, this research paper has analyzing various sourcing method and return from various method in various parameter like cost, time, effectiveness of the candidates etc

4. THE CONTEXT / LITERATURE REVIEW:

Researchers had not reached an agreement about stages comprising the recruitment process. Prior researches proposed the stages were three, four or five. In this paper, the researcher proposed a five-stage recruitment process varying from prior literature in three aspects. The process grouped all three: job analysis, job description, and person specification into one stage, following the HR experts' opinions identifying that all three are interrelated in the business environment within the pilot testing stage. Second, it added an additional evaluation and assessment stage at the end of the process to assure the

effectiveness and efficiency of the process itself. In addition, a feedback loop was added to ensure the continuous development, efficiency and effectiveness. Finally, the process was divided into two main sub-processes, preliminary and core recruitments. These sub-processes are shown in Figure 1.Human resource planning (HRP) takes place as an integrated part of the corporate business plan, where reciprocal linkages between both are quite logical (Newell, 2005, p. 118; Heneman and Judge, 2005, pp. 96, 112-15). All three aspects, job analysis, the job description, and person specification were collapsed into one stage of the recruitment process. Afterwards organizations decide either to acquire talent internally or externally.

Both methods require analysis to be run for either to look for needed skills from outside of the organization or to spot skilled people within the organization (Schuler and Jackson, 1987, p. 211; Newell, 2005, p. 122; Rothwell and Kazanas, 2002, p. 335). Furthermore, organizations need to select specific sources of recruitment to resort to in either internal or external recruitment methods. Finally, recruitment evaluation and assessment as a proposed step in this research introduced a two-criterion format. One is ("Recruitment process evaluation") including general evaluation formats like cost per hire, total number of candidates and/or qualified pool of candidates generated, recruitment image and others (Fisher et al., 2008, pp. 269-70; Ratnam and Srivastava, 2004, pp. 321-2; Harris and Lasson, 2003, p. 79).

The second one is ("Evaluating recruitment methods and sources effectiveness") through employing objective measures like employee absences, tenure, commitment, etc.

It is interesting to note that Breaugh (2013) laments that the various research on recruitment is disjointed, without a clear connection between variables that interlink the recruitment process. In the past the recruitment and selection function has been perceived as a traditional HR function embedded in psychometric model, without much significance, but it is now more focused, sophisticated and strategically driven (Millmore, 2003). The recruitment and selection functions are closely inter-related and the key elements identified across these definitions are the organizational activities and decisions taken to identify, attract and influencing people with right competencies to apply for a vacancy as their career

choice (Mayson & Barret, 2006).   The process involves finding and selecting applicants whom the recruiter predicts will be a fit and contribute the maximum to the organization.

This assessment type is the most prevailing in the literature for recruitment evaluation and had started from Gannon's (1971) study until Zottoli and Wanous' (2000) meta-analysis and later research. CIPD (2006) reported that the key recruitment channels used to attract applicants include: advertisements in local newspapers; recruitment agencies/search firms; corporate websites; specialist journals; encouraging speculative applications; employee referral schemes, and national newspaper advertisements,

Recruitment responsibility is an issue that had not earned much attention in the Egyptian context. The two main parties handling the recruitment decisions across HRM literature had been HRM and line management, where one of these parties takes complete or partial dominance as both coordinate in recruitment efforts (Budhwar, 2000; Hsu and Leat, 2000; Budhwar and Sparrow, 2002). Nonetheless, Budhwar and Sparrow (2002) identified that there is little evidence of the devolvement of recruitment practices thus requiring more analysis.

Employee turnover indicators. A study by Milman (2001) explored the reasons behind the turnover of hourly employees in the attraction industry. The author studied 13 small- and medium-sized facilities in the Orlando area. To reduce employee turnover, most managers gravitated toward incentives such as pay, benefits, promotions, and training. However, this study indicated that these efforts often miss their goal and that front-line managers and supervisors are the key to attracting and retaining employees.

Employee turnover is a critical problem that needs effective management by hospitality industry leaders (Kim & Jogaratnam, 2010). The results of research studies suggested that effective management practices were critical to employee retention. An analysis of responses obtained from a survey by Kim and Jogaratnam (2010) revealed that human resource management strategies such as job characteristics, employee involvement in decision-making, and low stress levels could be acceptable indicators of job

satisfaction whilst poor leadership and intrinsic motivation factors may not be adequate predictors of job satisfaction (Kim & Jogaratnam, 2010).

Milman (2001) explained that employees were more likely to refer friends or family members to the current employer if they had a better sense of fulfillment with current job, a better understanding of job responsibilities, a more consistent schedule, better communication with managers, better retirement plans, an available daycare facility, and a better understanding of company policies.

In the Romanian research to identify who had the upper hand in recruitment, recruitment responsibility turned out to be a common activity between both HRM and line managers, considering that HRM had the upper hand (Prodan et al., 2009, pp. 100-101). In Leat and El Kot's (2008) study, results showed that Egyptian-owned organizations identify recruitment responsibility lied with both HRM and line managers; considering the HRM had the upper hand. However, in Taiwan recruitment and selection were jointly handled by HRM and line managers, line management possessed an upper hand in HRM functions (Hsu and Leat, 2000, p. 417). The justification was the expectation of line managers to show more involvement in recruitment decisions relating to their own staff. Thus, these results highlight the need to identify who holds recruitment responsibility within MNCs in Egypt.

As the acquisition of skilled personnel would substantially help in personal, organizational, and national success; efficient and effective management of the human element would substantially help any economy like Egypt to prosper and handle its workforce unemployment problems (Price, 2007, p. 113; Armstrong, 2006, p. 35). This effective management would require restructuring basic HRM functions in the market to be set-up on efficient and effective bases and processes. One of such basic functions is recruitment.

In the global HR challenge survey, recruitment was ranked amongst the top problems in Africa in 2005 and further projective opinions excluded recruitment from consideration (World Federation of Personnel

Management Associations, 2005, pp. 12-14). The Egyptian Ministry of Manpower and Immigration had issued a report in 2007 showing that 75.5 and 22.7 percent of the registered workforce cannot acquire.

The studies cited above detailed about various recruitment practices my studies aims to analyses the effectiveness of various mode of recruitment practices and measure the impact on employee performances importance of the research to others. In other words, it should establish the rationale for your proposed thesis, and should therefore proceed smoothly into

Research Questions or Aims.

How hiring volume will increase across the globe in 2017 based on the Global Recruiting Trends Report

Countries	Percentage
India	76
Mexico	67
Southeast Asia	62
Germany	61
US and UK	58
China	50
Brazil	40

Employee referrals are the top Source of quality hires

The states below illustrate the rise and reign of employee referrals. It's no surprise that more and more companies are starting to develop programs like these, given that referred employees are faster to hire, perform better, and stay longer in the company.

What are your top channels for quality hires?
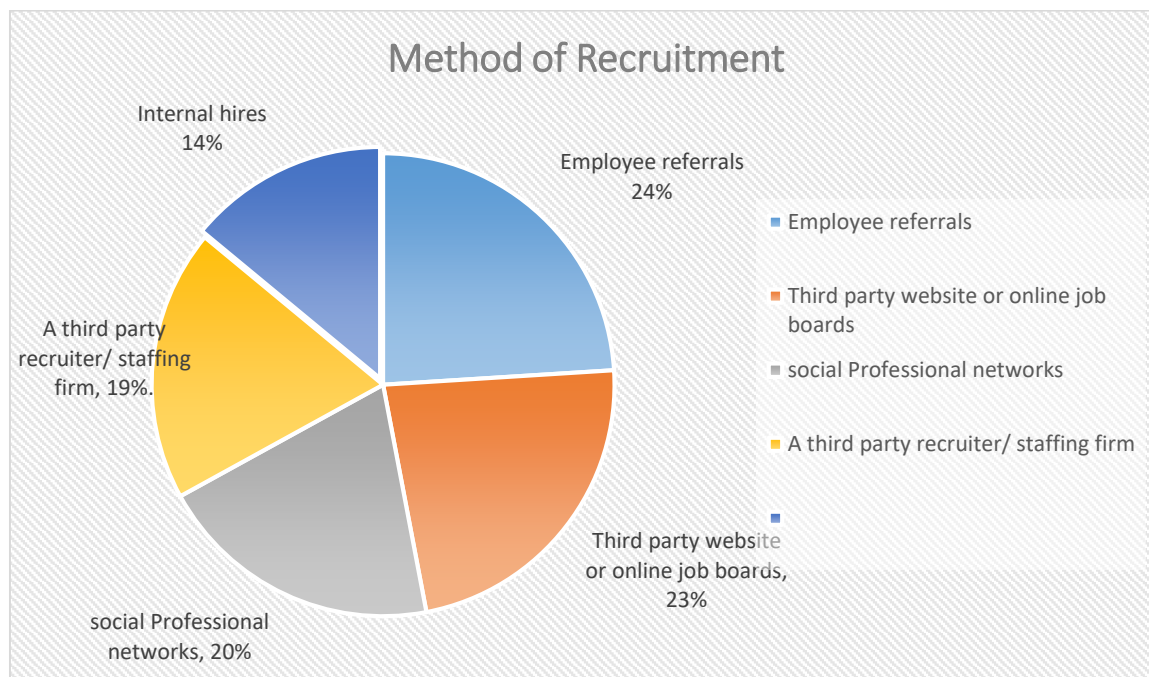
(source from secondary data published by linkedin)

Method to calculate Return on Investment

The term Investment is used in a nontraditional way. It refers to the commitment made where positions are created within organization. Most of the companies are able to determine the major elements of the cost of employee through accounting for payroll benefit and employe tax and other related cost however such as turnover, office space hiring cost training and office equipment and more difficult to measure. HRA experts have published numerous approaches for measure these.

In this paper recite the study conducted by Upjohn as per that study career investment in an individual is estimated to be times the initial starting salary. The calculation of this multier is simple an employee's annual starting salary is multiplied by a percentage amount for an estimated annual merit and or cost of living increase, this step is repeated for the expected number of years of employment. The final amount is

adjusted by a percentage factor for fringe benefit and employee taxes the result is an estimated of the total expense for the employee

Design/Methodology/Approach

After interviewing 50 HR Managers of various companies viz. IBM, Infosys, through personal interview.

FINDING AND SUGGESTION

Research paper conclude that college recruitment is especially best method of recruitment for younger worker post like Management Trainee etc other finding is that informal sources of recruitment for example employee referrals, direct applications, friends and relative familiar with the organization may yield higher performing and more stable employee than formal recruiting source like newspaper advertisement.

Research Limitation

lack of available and/or reliable data -- a lack of data or of reliable data will likely require you to limit the scope of our analysis, the size of your sample, or it can be a significant obstacle in finding a trend and a meaningful relationship.

Lack of prior research studies on the topic -- citing prior research studies forms the basis of your literature review and helps lay a foundation for understanding the research problem you are investigating. Depending on the currency or scope of your research topic, there may be little, if any, prior research on your topic. Lack of review of literature in ROI.

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