



RECRUITMENT AND SELECTION PROCESS IN IT INDUSTRIES – A CASE STUDY

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ABSTRACT

The purpose of this research was to determine how well public institutions in Azad Jammu and Kashmir and Pakistan do at using fair recruiting and selection practices. The data was obtained with great care and was gathered through a personally administered questionnaire supplied to the directors of teaching departments that are genuinely running academic departments. Regression analysis and other necessary descriptive statistics were used in the data analysis process, both of which were performed in SPSS. To recruit means to seek out and entice potential employees to apply for positions inside an organization. The term "selection" refers to the procedure through which a company chooses a candidate who it believes will be the greatest fit for a position based on the organization's existing circumstances. Companies in the modern era must be agile in meeting the ever-shifting demands of the market in terms of human resources. In order to fill open positions with qualified individuals, it is crucial to have a solid recruitment strategy in place. The wrong applicant is chosen, or the appropriate candidate is rejected, the company could lose money. The study's goal was to examine the impact of technology on human resources operations at Fidelity Bank and National Investment Bank (NIB). This research utilized a Survey design, and its participants were made up of HR employees. With SPSS as an analytical tool, we were able to generate tables and find correlations between certain variables, and the purposive sampling method was applied. It was discovered that commercial banks rely mostly on Online Social Networks (OSNs) and other IT tools for recruitment, while public banks rely on daily newspapers.

Keywords: Recruitment, selection, recruitment sources and employee performance, Information Technology (It) In Recruitment, Selection Processes

INTRODUCTION:

The advent of the industrial revolution sparked rapid expansion in the economy of the world's industrialized nations, and the subsequent globalization of manufacturing and consumer markets spawned intense competition among the world's largest corporations. Researchers have turned their attention to the field of human resource management in order to address various issues related to employee behavior, with a particular emphasis on recruitment and selection, a crucial part of the HRM process as the world has become a global village that encourages the free flow of knowledge, skills, and abilities between cultures and countries. Since there is no foolproof system for attracting, screening, and ultimately selecting the most qualified candidate for a given position, effective recruitment and selection has always been one of the most crucial for companies in the educational sector.

However, as has pointed out, most of the attention in the area of recruitment and selection has been on the large firms, which have different recruitment and selection procedures, and researchers studying different HR practices have been continuously focusing on recruitment & selection among other HR practices. Direct mail and staff referrals, as indicated have a much more active impact on application response than

newspaper ads, which are more passive. Public universities in Azad Jammu & Kashmir and Pakistan rely only on newspaper advertisements as a means of recruitment and selection. An organization's requirement for new employees necessitates a two-step process for making new hires: first, attracting a wide pool of applicants; second, selecting the most qualified candidates from among them. Research into recruitment is also crucial because the quality and size of the applicant pool directly affect the success of the selection process. An advantage of this study is that, unlike many others, it concurrently addresses recruitment and selection, which will allow for a clearer understanding than was previously possible. Though they are inextricably linked and mutually influential, recruiting and selection are typically discussed in isolation in the academic literature. Finding the perfect person for a position is challenging if there isn't a large enough pool of applicants.

It is challenging to quantify the efficacy of recruiting and selection accurately, as noted by, due to the fact that different organizations employ different ways of measuring. There needs to be more research conducted in the public sector on the topic of organizational politics because previous studies have neglected to examine the connection between politics inside an organization and other outcomes in the workplace. Considering procedural fairness, Transparency, gender concerns, Line Manager Role, HR Competence, and organizational and state politics influence, this study aims to investigate and analyze the efficacy of recruitment and selection in public sector universities. Human resource management scholars have focused extensively on the recruitment and selection processes. That HR officials do share their responsibilities with the line management, and this effect appears stronger in the field of recruitment and selection, especially when it is a matter of final selection, highlighting the importance of close coordination between line and HR management in making the right choice. As far as researchers are concerned, line management is the ones who need to back up HR management in order for the latter to do their job properly. Once an employee is selected on a regular basis at a public university in Azad Jammu & Kashmir or Pakistan, he or she will remain in that position until retirement at age 60.

This means that, on average, these individuals will have spent more than 35 years of their lives working for these institutions in a variety of capacities, and that their contributions will continue to be crucial to the universities' long-term success and competitiveness in the marketplace. In the context of this study, "successful recruitment and selection" refers to the processes' success in accomplishing their stated goals: attracting a sizable candidate pool (picking the best appropriate applicant among them). Factors such as the effectiveness of selection methods, the HR department's expertise, organizational and state politics, and the lack of coordination between line and staff authority are all factors to consider. Shows how complex it is to conduct a successful recruitment and selection process in the modern business environment. Many experts in the field of human resource management have contended that an organization's very existence depends on the caliber of its hiring processes.

Education is crucial to a country's social and economic growth, which is why this study aims to examine the fairness and effectiveness of recruiting and selection methods at the public sector universities of Azad Jammu and Kashmir and Pakistan. Pakistan is among the many countries that have received insufficient attention in the field of human resource management, as identified. Public universities in Pakistan are responsible for educating and training the country's future workforce, hence this study is crucial to understanding the state of these institutions' recruiting and selection processes. Since no Pakistani universities are ranked among the best in the world, and since argued strongly that universities should pay special attention to the performance of their teachers because he had found that they were not doing their jobs well, the purpose of this paper is to investigate the effective recruitment and selection practices that are the foundation for bringing the right blood into the organizational mainstream, so that those businesses can improve their output. With the nearly certain knowledge that they are familiar with HRM policy and practice, as well as having been a part of the selection process, committee, or board itself, department heads or chairs (HoD) were selected as the primary unit from which data would be collected in this study.

LITERATURE REVIEW

Chaya J Swamy (2022) The goals of this study were (1) to comprehend the current staffing and selection process, (2) to recognize the sources and various techniques of recruiting in the IT industry, and (3) to examine the level of employee satisfaction with recruitment and selection at selected organizations in the IT

sector. Method: A descriptive study methodology was used for this investigation. Using a convenience sampling method, 105 responses were gathered from information technology firms in Bangalore, Karnataka State, India. Using the study's aims as a guide, a systematic questionnaire is developed, with questions covering topics including recruitment and selection strategies, candidate pools, and staff satisfaction with the process overall. Percentage analysis and one-way analysis of variance were used to examine the data. The study's findings demonstrated a link between recruitment and selection strategies and enhanced organizational effectiveness and efficiency. The findings can be used by IT policymakers in Bangalore, Karnataka, to make informed decisions about how best to recruit and select candidates for open positions inside their organizations, with the goal of raising workers' levels of job satisfaction, productivity, and efficiency.

Ramkumar et al, (2019) claims that they wanted to see how efficient the IT industry's hiring process was so they could help the sector adapt to new problems. We gathered information via an online survey by using a structured questionnaire. Multivariate analysis, linear regression, the independent samples kruskal-wallis test, and the independent samples Mann Whitney test were used to analyze the data from 105 IT industry workers. The outcome was inconclusive, with just two variables holding hypotheses and the other two being rejected. This is useful information for IT firms, since it allows them to refine their selection and recruitment processes.

Anjukhandelwal et al., (2019) The purpose of this study is to gain an understanding of the organization's selection and hiring procedures, as well as how these procedures contribute to the company's overall growth and success. Savings can be realized through the careful selection of a candidate with the correct mix of experience, education, and other qualifications. Some of the methods used by researchers to assess the recruitment process for new employees' competency and the overall culture of an organization are described below.

NunoRebeloDos Sants (2017) Examining the fairness of the hiring procedure, the criteria used to rate applicants, and the interpersonal dynamics among those engaged are all key to this study's objectives. Based on a number of hypotheses, the study's author draws the conclusion that a leader's outlook and behavior can have a significant impact on the quality of the people they recruit and pick.

Zyderpetrylaite(2017) Researchers discovered a pattern of using theoretical considerations in their selection and recruitment practices. Questionnaires were used to compile the data. The data was analyzed statistically. This study's concluding finding is that recommendations are used in the private sector when selecting new personnel. Screening interviews are frequently utilized in the private sector.

RESEARCH METHODOLOGY

Research Design

This research used a cross-sectional survey design to examine the impact of IT on HR processes at Fidelity Bank and NIB. Cross-sectional studies, according to Easterly-Smith et al. (2002), typically entail polling a representative cross-section of the population at a single epoch. The recruitment process at Fidelity Bank and NIB can be quickly compared using the cross-sectional methodology.

Population and sample size

The sample population consisted of roughly 60 people drawn from the Human Resources departments of Fidelity Bank and NIB. Accordingly, 60 people made up the study's sample size. Thirty-eight (38) employees were chosen at random to participate in the survey to guarantee that the results were representative of the population as a whole.

Sampling Technique

The research employed the stratified sampling method. The number of samples taken from each stratum (National Investment and Banking, or NIB, and Fidelity Bank, or Fidelity Bank) in a stratified sample was calculated to reflect the proportion of each stratum in the sampled population. That is, each stratum's share

of the total sample size corresponds to the stratum's share of the total population. In this research, every group had the same chance of being sampled because the sampling fraction was the same across all groups. The participants were stratified according to their affiliation with either NIB or Fidelity Bank. In other words, a total of 38 workers were used to form the sample for this study, with 18 coming from NIB and 20 from Fidelity Bank. Once the minimum threshold of 38 completed questionnaires was attained, the survey was made available to any HR personnel willing to take part in the research.

Instrumentation

The following considerations contributed to the selection of a self-administered questionnaire format over postal, focus group, and digital methods: They were cost-effective because they provided a wealth of information for researchers at a low outlay of time, energy, and resources. There were both open-ended and closed-ended questions in the survey.

ANALYSIS

PERCENTAGE ANALYSIS

GENDER:

GENDER	NO.OF RESPONDENTS	PERCENTAGE
Male	58	58
Female	42	42
Total	100	100

INFERENCE:

According to the data provided above, female respondents make up 42% of the total, while male respondents account for 58%. In other words, the male gender predominates among the respondents.

YEARS OF EXPERIENCE

	Frequency	Percent
	66	66
1-5 Yrs	22	22
5-10Yrs	10	10
>10Yrs	2	2

INFERENCE: Years are listed above; 2% are >10 years. The vast majority of respondents, then, have no more than a year's worth of experience under their belts.

REASON FOR ACCEPTING OFFER:

Reason	Frequency	Percentage
Job Security	31	31
Decent Salary	11	11
Career Development	39	39
Others	19	19

INFERENCE: According to the data above, 31% of respondents value job security, 11% value a good salary, 39% value opportunities for professional growth, and 19% value other reasons for working.

Respondents cite opportunities for professional growth as the primary factor in their decision to accept the offer.

SOURCES USED:

Sources	Frequency	Percent
Job Portals	20	20
Employee Referrals	38	38
Recruitment Consultant	10	10
Through Campus	32	32

INFERENCE: Based on the data shown above, we can infer that 20% of respondents mentioned using a job board, 38% said getting recommendations from current employees, 10% mentioned using a recruitment consultant, and 32% mentioned meeting people on campus. Employee referrals were listed by most respondents as the primary channel through which they were introduced to the company and ultimately offered a position.

TIME TAKEN TO RESPOND:

Time taken	Frequency	Percent
Less than 5 days	48	48
5-10 days	32	32
10-15 days	14	14
More than 15 days	6	6

INFERENCE: Given that over half of respondents selected "less than 5 days" on the pie chart, it seems likely that this is the case. Some 32% of respondents put the range between 5 and 10 days. Only 14% of people have said it will take between 10 and 15 days. Six percent of those polled put the number of days at more than fifteen. According to the vast majority of respondents, the business responds to an employee's application within five business days.

TIME TAKEN TO SEND OFFER LETTER:

Time	Frequency	Percent
1 week	38	38
2 week	46	46
3 week	14	14
More than 3 week	2	2

INFERENCE: The preceding data suggests that 46% of the respondents has expressed as 2 weeks. 38% of the Respondents has expressed as 1 week. 14% of the responders has expressed as 3 weeks. 2 % of the responders has responded as More than 3 weeks. Majority of the Respondents had mentioned as the Company takes 2 weeks' time to provide offer letter.

SATISFACTION LEVEL:

Satisfaction Level	Frequency	percent
Excellent	20	20
Good	20	20
Moderate	52	52
Poor	8	8

INFERENCE: The data in the preceding figure suggests that about half of the respondents think the recruitment process is about average. There are 20% of those who think everything is fine. Twenty percent of respondents rated it as excellent, while eight percent rated it as poor. In general, respondents were lukewarm about I&T Technology's hiring process.

EMPLOYEE SATISFACTION:

Satisfaction	Frequency	percent
Yes	96	96
No	4	4

INFERENCE: Based on the data in the above graph, it appears that 96% of respondents find that the Organization employs adequate interview techniques. Four percent of the workforce has complained that the company does not conduct interviews in a satisfactory manner. A sizable percentage of interviewees have deemed the organization's practices to be above reproach.

CONCLUSION

The most important finding of this study is that the influence of organizational politics on the efficacy of fair recruitment and selection in the public sector universities of Azad Jammu & Kashmir and Pakistan is not good for the organizational productivity, as such influences affect the overall performance of the organizations, as mentioned in the study's citations of previous research. This has a significant impact on the fairness of the recruitment processes, raising serious doubts about the efficacy of the recruitment and whether or not its goals are being met. The study surveyed 110 employees from The L&T Technologies and service. Questionnaires were used to collect information, which was then thoroughly cataloged and analyzed. According to the findings, the vast majority of workers are content with their jobs, but adjustments need to be made to reflect the new reality of the recruitment process, which has a major bearing on the company's productivity because it brings in new people and new ideas. Recruitment has been successful at filling all levels of roles in the company. E-recruitment should not replace the more conventional approaches, but rather work in tandem with them. Traditional methods can fill the gaps in e-recruitment, and the recruitment process as a whole will benefit from the speed and worldwide reach afforded by e-recruitment. Two approaches are needed, and none should be abandoned. When there are two open positions and only two qualified people to fill them, employers have to cast a broad net to find the best fit, which often results in a lot of applications.

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