

“Campus Recruitment & its worth in Information Technology Sector”

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ABSTRACT

The Companies have always considered campus recruitment as one of the most important ways to select the best talent for suitable positions. The companies have off late increased their frequency of visit to many of the Engineering and Management campuses as this is the best way to generate a large amount of leads with utmost talent.

In this study, some of the IT Companies such as Infosys, TCS & Wipro have been studied for their methods and strategies adopted by them for effective campus placements. In addition to this, it was also found that some of the college attributes played a role in having placed their students in most of the companies via campus recruitment.

A Hypothesis was also framed to check how the Cross-cultural factors, college attributes, recruitment strategies, recruiter attributes could be related to attrition rate in companies.

A Factor Analysis was done to identify the major factors affecting campus placement and further a correlation test was done to measure the degree of relation between the factor identified with the Attrition rate in IT Companies.

Keywords: *Campus Recruitment, Factor Analysis, Correlation*

1. INTRODUCTION

1.1 Concepts of Campus Recruitment

The human resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or perform the activities of an organization, therefore, we need to recruit people with requisite skills, qualifications and experience. While doing so, we have to keep the present as well as the future requirements of the organization in mind. It's very crucial to understand the importance of the first corporate job. Every individual has to face the moments of truth at a crucial junction of their career and then the future life. The kind of decision which they take during their campus recruitment will form the platform for their career growth. The recruitment stage is the first phase of a process in which both applicant and organization send out signals, check if expectations have been met, make decisions on whether to go to the next stage and negotiate both legal and psychological contracts.

1.2 Constraints and Challenges:

In actual practice, it is always not easy to find and select a suitable candidate for opening. The recruiter's choice of a communication medium (e.g., advertising in a trade journal read by the prospective candidate) may not be appropriate. Some of the bright candidates may begin to view the vacancy as not in line with their current expectations (e.g., challenging work, excellent rewards, flexible schedules and so on). The most suitable ones may not have been motivated to apply due to several other constraints.

Constraints

- Poor image:
- Unattractive job:
- Conservative internal policies:
- Limited budgetary support:
- Restrictive policies of government:

Challenges

- o Competition is heating up.
- o Finding the right candidate for the positions is another big challenge for employers.
- o Attracting students to specific locations and industries is another challenge of concern.

1.3 Effects of Various Environments on Campus Recruitment

- The Economic Environment:
- The social environment:
- The Legal Environment:

1.4 Sources of Recruitment

The sources of recruitment may be broadly divided into two categories:

- Internal Sources
- External Sources

1.5 Guidelines for Campus Recruitment

- **Shortlist campuses:** The campuses whose curricula and specialization match the needs of a company are short listed in advance.
- **Choose recruiting team carefully:** the recruiting team should consist of senior executives, having a thorough knowledge of the company and the job. The composition of the team generally shows how seriously the management takes campus recruitment.
- **Pay smartly, not highly:** since compensation is not the most important factor at the beginning of one's career, the recruiting firm should focus attention on a compensation package that is competitive and in line with industry practices.
- **Present a clear image:** companies such as Procter & Gamble, Nestle present a clear image of how they help the new recruiters build a promising career within short span of time "come, grow with us" is the theme that they sell to prospective candidates who are in search of interesting, challenging work assignments.
- **Do not oversell yourself:** there is no point in overselling the idea of a learning environment or a best pay master etc., through inflated claims. Instead, facts must be presented in a frank way, throwing light on how performance gets rewarded and competencies are nurtured carefully.
- **Get in early:** Leading companies try to identify their students as early as possible and build fruitful relationships with them through various ways (like selecting summer trainees carefully, putting the trainees on live projects, assessing their abilities early, offering job offers on the spot etc., as in the case of P&G). Offerings scholarships, endowing chairs, sending managers as coaches to teach on campus are also being passionately pursued with a view to forge a bond with students.

- *Not everyone fits the bills*: to avoid disappointments as a later stage, the recruiting company should try to verify the career plans, aspirations and expectations of recruiters and recheck everything objectively before extending the job offers.

1.6 Interviewing Mistakes

The interview is a good selection tool in the hands of the person who knows how to use it. If it is not used properly or the interviewer himself is not in a positive frame of mind, mistakes may occur. The interviewer, for example, may:

- favor applicants who share his own attitudes;
- find it difficult to establish rapport with interviewees, because he himself does not possess good interpersonal skills;
- Not be asking right questions and hence not getting relevant responses;
- Resort to snap judgments, making a decision as to the applicant's suitability in the first few minutes of the interview. Too often interviewers form an early impression and spend the balance of the interview looking for evidence to support it;
- may have forgotten much of the interview's content within minutes after its conclusion;
- may have awarded high scores by showing leniency (leniency);
- may have been influenced by cultural noise'. To get the job, the applicants try to get past the interviewer. If they reveal wrong things about themselves, they realize that they may not get the job, so they try to give the interviewer responses that are socially acceptable, but not very revealing. These types of responses are known as cultural noise responses the applicant believes are socially acceptable rather than facts;
- may have allowed himself to be unduly influenced by associating a particular personality trait with a person's origin or cultural background and that kind of stereotyping/generalizing ultimately determining the scores of a candidate (stereotyping). For example, he may feel that candidates from Bihar may find it difficult to read, write and speak English language and hence not select them at all!
- may allow the ratings to be influenced by his own likes and dislikes (bias)
- may conclude that a poorly dressed candidate is not intelligent, attractive females are good for public dealings, etc. This is known as halo effect', where a single important trait of a candidate.

2. REVIEW OF LITERATURE & RESEARCH DESIGN

Title: **College recruiting in large organizations: Practice, Evaluation, and Research implications**

Author: SARA L. RYNES and JOHN W. BOUDREAU

Source of Publication:

<http://onlinelibrary.wiley.com/doi/10.1111/j.1744-6570.1986.tb00592>

Title: **Applicant Attraction to Firms: Influences of Organization Reputation, Job and Organizational Attributes, and Recruiter Behavior**

Author: Daniel B Turban

Source of Publication:

<http://www.sciencedirect.com/science/article/pii/S0001879196915559>

Title: **Recruitment Source Research: Current Status and Future Directions**

Author: Michael A Zottoli, John P Wanous,

Source of Publication:

<http://www.sciencedirect.com/science/article/pii/S1053482200000322>

2.1 RESEARCH METHODOLOGY

2.1.1 Statement of the Problem

Under External sources of recruitment, Campus recruitment comes under direct methods of recruitment. Campus recruitment is a method of recruiting by visiting and participating in college campuses and their placement centres. Here the recruiters visit reputed educational institutions (such as IITs, IIMs, Colleges and Universities) with a view to pick up job aspirants having requisite technical or professional skills. Job seekers are provided information about the jobs, and the recruiters, in turn, get a snapshot of job seekers through constant interchange of information with respective institutions. A preliminary screening is done within the campus and the short-listed students are then subjected to rigorous selection process. The actual problem lies in the fact that most of the recruiters are new and they are not well trained for handling recruitment process i.e. recruiter is not professionally trained in interviewing and thus they mostly select/pickup candidates who do not possess the required requisites/characteristics which the Industry /Organization requires. Thus a gap is created between the job position to be filled and the skills/knowledge possessed by the aspirant who is going to fill up that job position. So here an attempt is made to study the efficacy of campus recruitment in selected IT companies in Bangalore.

2.1.2 Scope of the Study:

- The study covers all aspects of campus recruitment.
- The study is limited to selected IT companies in Bangalore namely TCS, Wipro and Infosys.

2.1.3 Objectives Of The Study:

- To analyze the factors which affect campus recruitment.
- To find out various measures or techniques undertaken by selected IT companies namely TCS, Wipro and Infosys and their success in campus recruitment

2.1.4 Hypothesis:

Ho: There is no correlation between Cross-cultural factors, college attributes, recruitment strategies, recruiter attributes and high attrition rate in companies

H1: There is a correlation between Cross-cultural factors, college attributes, recruitment strategies, recruiter attributes and high attrition rate in companies

2.1.5 Research Technique:

The data is collected from 3 IT companies (as mentioned above) and employees in each company are enquired by giving questionnaire. It is then reduced to tables and converted into percentages and the same is then depicted in a pictorial form (graph / charts). From the derived table and graph / chart, interpretations and inferences are drawn. At the end of the study, an attempt is made to improvise the existing Recruitment Process for the freshers in these IT Companies in Bangalore by giving suitable suggestions and recommendations.

Sample Design

A sample design is to define plan for obtaining a sample from a given population. It refers to the technique or procedure the researcher would adopt in selecting items for sample. Researcher must prepare a sample design, which should be reliable and appropriate for his research study.

The study is conducted in three IT companies in Bangalore.

Sampling Techniques

The sampling techniques used are convenience sampling and judgmental sampling

Sample Description

The sample consists of people who are working in the IT companies in Bangalore.

Sample Size

100 respondents

Types of Data:

- Primary Data
- Secondary data

Research Techniques:

- Questionnaire
- Direct interview
- Internet
- Articles

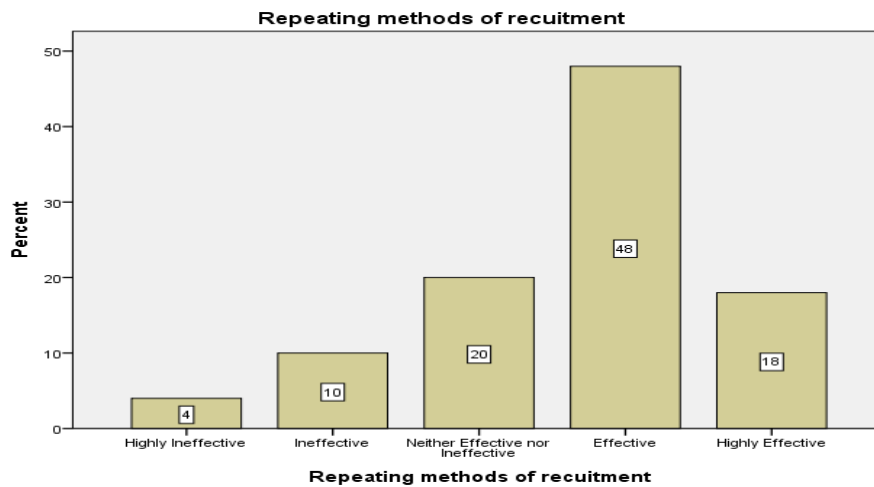
3. DATA ANALYSIS AND INTERPRETATION

1. Repeating Methods of Recruitment: Table 3.1:

Repeating methods of recruitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Ineffective	4	4.0	4.0	4.0
Ineffective	10	10.0	10.0	14.0
Neither Effective nor Ineffective	20	20.0	20.0	34.0
Effective	48	48.0	48.0	82.0
Highly Effective	18	18.0	18.0	100.0
Total	100	100.0	100.0	

Graph 3.1:



Analysis&Interpretation:

From the above graph, it is known that,4% of the respondents say it is highly ineffective, 10% of the respondents say it is ineffective, 20% of the respondents say it is neither effective nor ineffective, 48% of the respondents say it is effective and 18% of the respondents say that it is highly effective. Majority of the respondents say that it is effective

2. Effect of Failure to utilize a full-time professional recruiter: Table 3.2:

Full time recruiter hired strategy

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.0	4.0	4.0
Disagree	3	3.0	3.0	7.0
Neither Agree nor Disagree	14	14.0	14.0	21.0
Agree	65	65.0	65.0	86.0
Strongly Agree	14	14.0	14.0	100.0
Total	100	100.0	100.0	

Graph: 3.2



Analysis&Interpretation:

From the above graph, it is known that,4% of the respondents strongly disagree, 3% of the respondents disagree, 14% of the respondents neither agree nor disagree, 65% of the respondents agree and 14% of the respondents strongly agree.

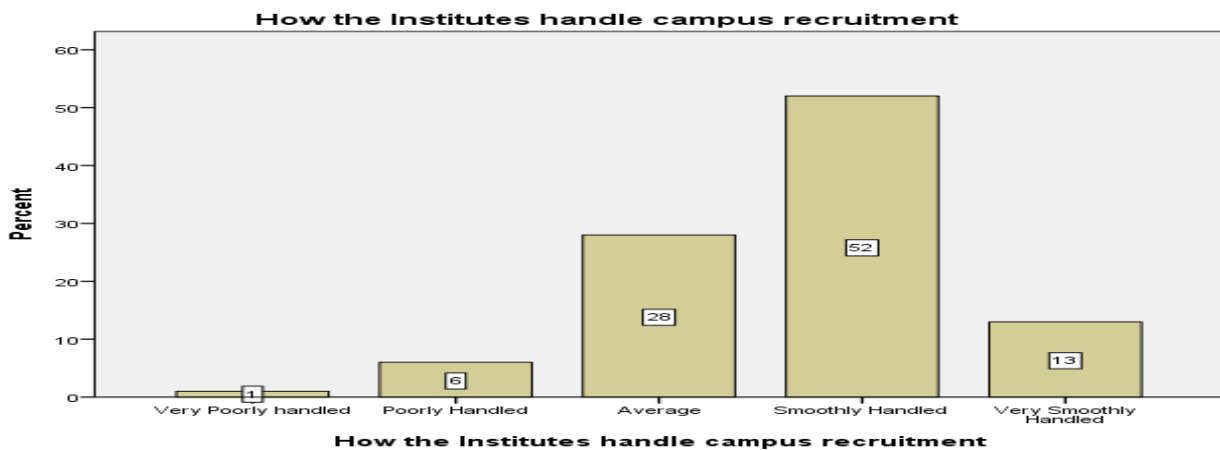
Majority of the respondents agree that failure to utilize a full time professional recruiter affects efficacy of campus recruitment.

3. How the Institutes handle campus recruitment: Table 3.3:

How the Institutes handle campus recruitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Poorly handled	1	1.0	1.0	1.0
Poorly Handled	6	6.0	6.0	7.0
Average	28	28.0	28.0	35.0
Valid Smoothly Handled	52	52.0	52.0	87.0
Very Smoothly Handled	13	13.0	13.0	100.0
Total	100	100.0	100.0	

Graph 3.3:



Analysis & Interpretation

From the above graph it is known that, 1% of the respondents say that it is very poorly handled, 6% of the respondents say that it is poorly handled, 28% of the respondents say that handling is average, 52% of the respondents say that it is smoothly handled and 13% of the respondents say that it is very smoothly handled.

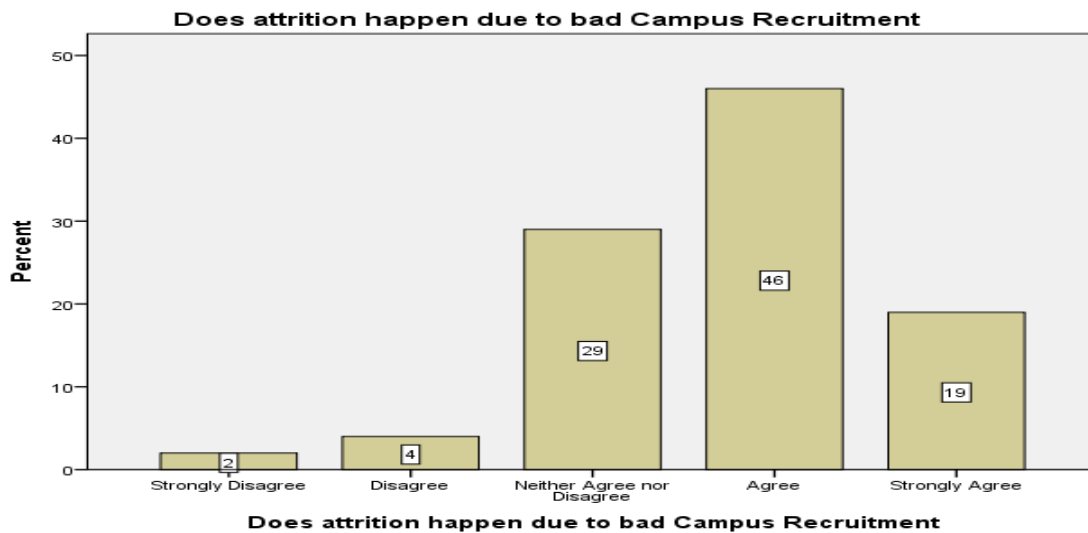
Majority of the respondents say that it is smoothly handled

4. Does attrition happen due to bad Campus Recruitment: Table 3.4:

Does attrition happen due to bad Campus Recruitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.0	2.0	2.0
Disagree	4	4.0	4.0	6.0
Neither Agree nor Disagree	29	29.0	29.0	35.0
Agree	46	46.0	46.0	81.0
Strongly Agree	19	19.0	19.0	100.0
Total	100	100.0	100.0	

Graph 3.4:



Analysis & Interpretation

From the above graph it is known that, 2% of the respondents strongly disagree, 4% of the respondents disagree, 29% of the respondents neither agree nor disagree, 46% of the respondents agree and 19% of the respondents strongly agree.

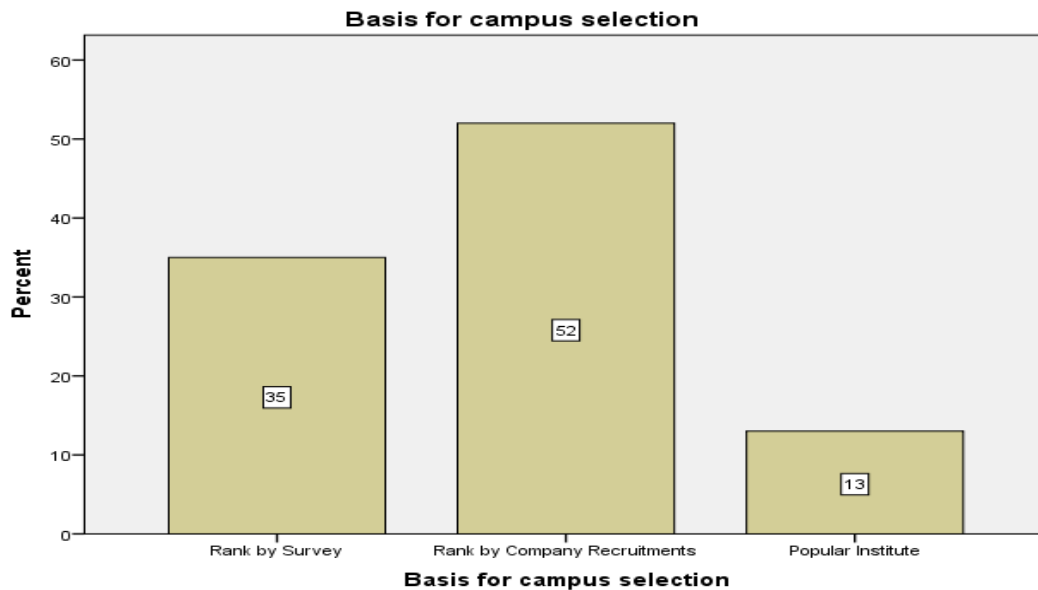
Majority of the respondents agree

5. Basis for campus selection: Table 3.5:

Basis for campus selection

	Frequency	Percent	Valid Percent	Cumulative Percent
Rank by Survey	35	35.0	35.0	35.0
Rank by Company Recruitments	52	52.0	52.0	87.0
Popular Institute	13	13.0	13.0	100.0
Total	100	100.0	100.0	

Graph 3.5:



Analysis&Interpretation:

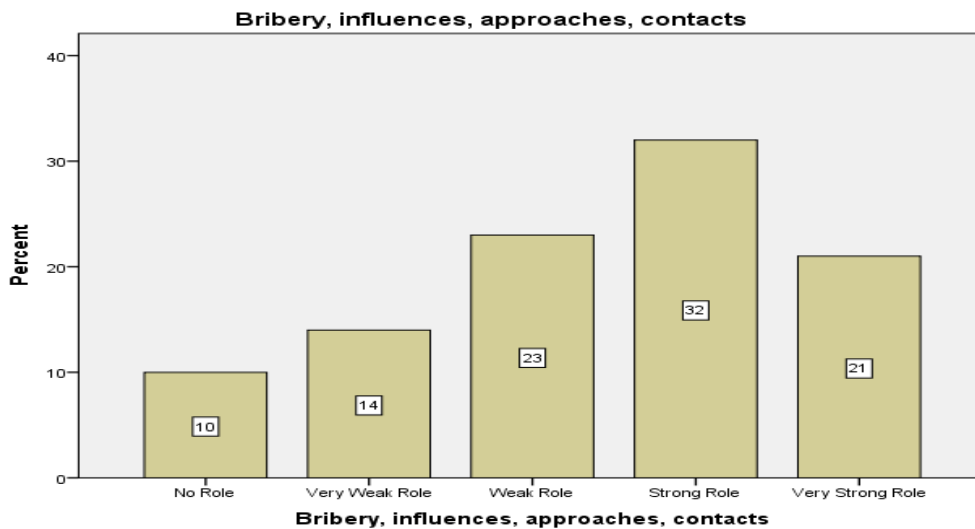
From the above graph it is known that,35% of the respondents say Rank By Survey, 52% of the respondents say Rank By Company Recruitments and 13% of the respondents say Popular Institute.

Majority of the respondents say Rank By Company Recruitment

6. Bribery, influences, approaches, contacts: Table 3.6

	Frequency	Percent	Valid Percent	Cumulative Percent
No Role	10	10.0	10.0	10.0
Very Weak Role	14	14.0	14.0	24.0
Weak Role	23	23.0	23.0	47.0
Strong Role	32	32.0	32.0	79.0
Very Strong Role	21	21.0	21.0	100.0
Total	100	100.0	100.0	

Graph 3.6:



Analysis& Interpretation:

From the above graph it is known that, 10% of the respondents say no role, 14% of the respondents say very weak role, 23% of the respondents say weak role, 32% of the respondents strong role and 21% of the respondents say very strong role.

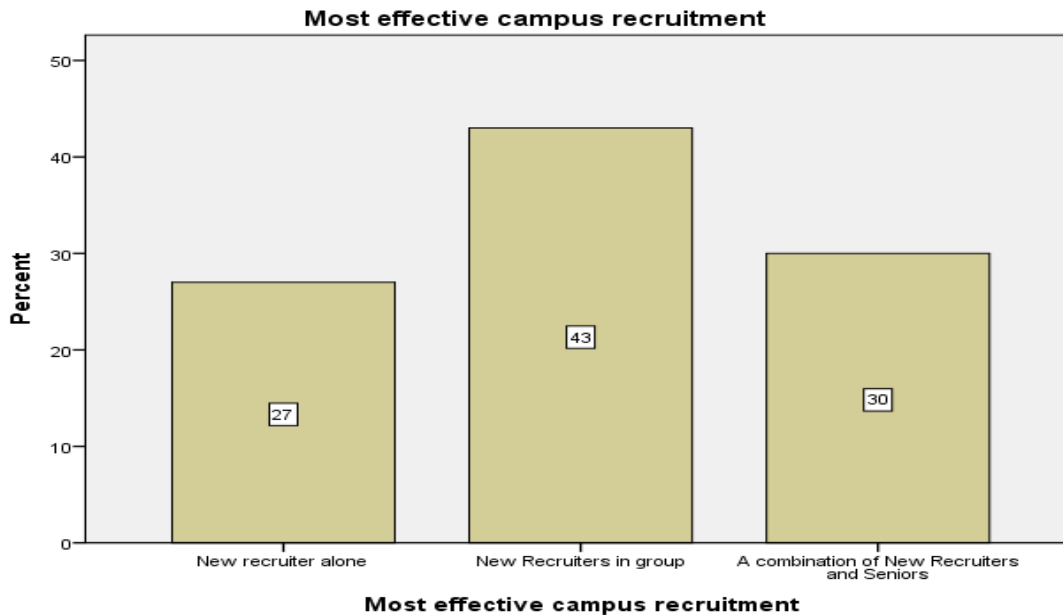
Majority of the respondents say strong role

7. Most effective campus recruitment: Table 3.7:

Most effective campus recruitment

	Frequency	Percent	Valid Percent	Cumulative Percent
New recruiter alone	27	27.0	27.0	27.0
New Recruiters in group	43	43.0	43.0	70.0
A combination of New Recruiters and Seniors	30	30.0	30.0	100.0
Total	100	100.0	100.0	

Graph 3.7:



Analysis&Interpretation:

From the above graph it is known that,27% of the respondents say new recruiter alone, 43% of the respondents say new recruiters in group and 30% of the respondents say it is a combination of new recruiters and seniors

Majority of the respondents say new recruiters in group

8. Role played by cross cultural recruiters: Table 3.8:

Role played by cross cultural recruiters

	Frequency	Percent	Valid Percent	Cumulative Percent
No role	20	20.0	20.0	20.0
Very Weak Role	10	10.0	10.0	30.0
Weak Role	6	6.0	6.0	36.0
strong role	35	35.0	35.0	71.0
Very Strong Role	29	29.0	29.0	100.0
Total	100	100.0	100.0	

Graph 3.8:



Analysis & Interpretation:

From the above graph it is known that, 20% of the respondents say no role, 10% of the respondents say very weak role, 6% of the respondents say weak role, 35% of the respondents say strong role and 29% of the respondents say very strong role

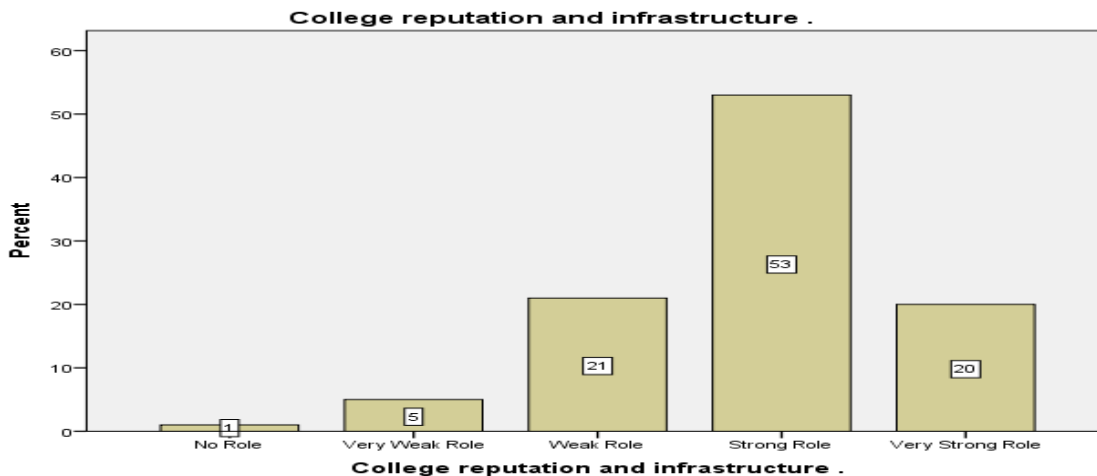
Majority of the respondents say strong role

9. College Reputation and Infrastructure: Table 3.9:

College reputation and infrastructure.

	Frequency	Percent	Valid Percent	Cumulative Percent
No Role	1	1.0	1.0	1.0
Very Weak Role	5	5.0	5.0	6.0
Weak Role	21	21.0	21.0	27.0
Strong Role	53	53.0	53.0	80.0
Very Strong Role	20	20.0	20.0	100.0
Total	100	100.0	100.0	

Graph 3.9:



Analysis & Interpretation:

From the above graph, it is known that, 1% of the respondents say that no role, 5% of the respondents say very weak role, 21% of the respondents say weak role, 53% of the respondents say strong role, 20% of the respondents say very strong role

Majority of the respondents say candidates say strong role

4. Factor Analysis and Testing of Hypothesis, Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.703
Approx. Chi-Square		218.053
Bartlett's Test of Sphericity	Df	55
	Sig.	.000

Communalities

	Initial	Extraction
Repeating methods of recruitment	1.000	.590
Local Language	1.000	.712
Full time recruiter hired strategy	1.000	.622
Students results role in recruitment	1.000	.662
Brief the students about recruitment	1.000	.601
How the Institutes handle campus recruitment	1.000	.637
Does attrition happen due to bad Campus Recruitment	1.000	.545
Bribery, influences, approaches, contacts	1.000	.682
Outsourcing campus recruitment	1.000	.610
Role played by cross cultural recruiters	1.000	.733
College reputation and infrastructure .	1.000	.561

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
Role played by cross cultural recruiters	.850			
Bribery, influences, approaches, contacts	.813			
Does attrition happen due to bad Campus Recruitment				
Students results role in recruitment		.773		
Outsourcing campus recruitment		.688		
College reputation and infrastructure.		.635		
Local Language			.826	
Brief the students about recruitment			.769	
Full time recruiter hired strategy			.571	
How the Institutes handle campus recruitment				.791
Repeating methods of recruitment				.729

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

5. Hypothesis Testing

Ho: There is no correlation between Cross-cultural factors, college attributes, recruitment strategies, recruiter attributes and high attrition rate in companies

H1: There is a correlation between Cross-cultural factors, college attributes, recruitment strategies, recruiter attributes and high attrition rate in companies

Correlations

Does attrition happen due to bad Campus Recruitment

	Pearson Correlation	Sig. (1-tailed)	N
Cross-cultural influences	.353**	.000	100
College attributes	.379**	.000	100
Recruiter attributes	.387**	.000	100
Recruitment strategies	.317**	.001	100
Does attrition happen due to bad Campus Recruitment	1		100

** . Correlation is significant at the 0.01 level (1-tailed).

Since the p-Value for Cross-cultural factors, college attributes, recruitment strategies, recruiter attributes is below 0.05 and the Pearson correlation coefficients are positive, it signifies that there is a positive correlation of the above mentioned factors with the High attrition rate in the companies

6. Miscellaneous Findings & Suggestions

Findings

- Majority of the respondents feel that campus recruitment is effective.
- Knowledge of local language is useful for the candidates
- The companies differentiate between fresher's and experienced
- The role of the scores of students play an effective role in campus recruitment
- Briefing the students about recruitment is required
- Recruitment is smoothly handled at the campuses
- The recruiters have partial authority in selection of candidates
- Attrition rate in companies happen due to bad recruitment
- Personality of a candidate cannot be judged in short span
- Bribery, influences, approaches, contacts play a role in campus recruitment
- New recruiters in group can most effectively take up campus recruitment
- The candidates selected through campus recruitment are found to yield good performance
- The college reputation and infrastructure play a role for companies to recruitment

Suggestions

- 'Unprofessional' practices and long delays in response seem to put off applicants, as applicants seem to take these signals as an indication of how they will be treated if they take up the job offer. So these should be avoided
- Hiring someone using expensive selection techniques should not take place if the job is to be shortly changed or phased out.

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- Companies should stop making PowerPoint presentations while driving down to college. Instead they must send an alumni working with the company two days ahead of the placement. It helps the industry as they will get accurate information, and also his alma mater.
 - Applicants appear to respond well to recruiters who are seen as competent, informed, credible, and interpersonally skilled. Especially at the early stages of recruitment, these positive impressions of recruiters seem to influence applicants' willingness to take up job offers. So Positive impressions should be set
 - The companies should adopt different recruitment techniques for freshers and experienced
 - Attrition happens due to bad campus recruitment. So candidates should be selected appropriately
 - There should be no impact of bribery, influences or contacts in campus recruitment
 - The candidates should be given training on how to attend the recruitment session and their doubts regarding the company should be cleared
 - Companies should not base only on the infrastructure and reputation of the college for campus recruitment
 - The companies are aware that the first day does not always mean that the best of talent is hired. It only gives them a better choice. However, if there is more transparency between colleges and industry on various placement parameters like student and industry expectation, idea of compensation packages etc, the companies can work towards dispelling this myth of "Day One".
 - The emphasis should have been laid on quality and not quantity and these should have been abided by. Employer branding must be consistent across all media, websites as well as all communication - be it internal or external - with the prospects and stakeholders.
 - The companies should rely on the other sources of recruitment also

Conclusion

In the IT business, HR is an asset. HR specialists say that two major industry trends have emerged: there is paucity of good talent at the middle management levels, which is a very critical factor in the growth of an IT organization. Secondly, almost everyone has understood the importance of two qualities in software professionals-the ability to upgrade and sharpen technical skills and a solid foundation of soft skills, including client-facing skills. The recruiter is a very important element in the recruiting process and should be selected and trained carefully. On-campus recruiting continues to be the number one method for reaching new college graduates. Progressive and consistent on-campus marketing to students and faculty is the key to long-term success. An employer with a strong image has a distinct advantage over companies that do not have strong ties. A balance of the fresh and the experienced also helps create high productive teams. Key concerns for employers are branding and integrating college recruitment and retention into overall work force planning. Other top-rated issues for employers were focusing on diversity when recruiting and hiring, identifying talent through programs such as internships and co-ops, and interacting with faculty to reach college recruiting goals. Other issues were included: measuring results of a college relations and recruitment program and strengthening the campus relations/recruitment function within the organization.

An employer brand is the emotional connection between the employer and the employee. GEP (Good Employee Positioning), is the positioning of an employer in the minds of a prospective as well as a current employee – in the competitive context for talent. It is also a match between employee needs and corporate reality. Campus Branding requires intricate understanding of the branding principles, the principles of GEP (Good Employee Positioning), as well as a great understanding of the campus environment. A comprehensive understanding of these three aspects along with a strategic approach to integrate them to achieve the best results is the key to effective branding on campus.

Campus recruitment has been found to be very effective by the companies. A right mix of good recruiters and proper recruiting techniques helps to attain right talent.

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