A study on identifying and evaluating the various recruitment sources and its impact on the recruitment costs and quality of candidates in Bengaluru.

Dr. Rajeshwari R R, Ms. Deepti . N

Assistant Professor, Dr. Ambedkar Institute of Technology, Bengaluru1DA21BA016, Dr. Ambedkar Institute of Technology, Bengaluru

Abstract:

The research employs a comprehensive approach, incorporating both quantitative and qualitative methods. A thorough analysis of various recruitment sources, including online job boards, social media platforms, employee referrals, recruitment agencies, and traditional methods, is undertaken. These sources are assessed for their cost-effectiveness and their ability to attract candidates with the requisite skills and cultural fit. In today's competitive job market, organizations face the crucial task of identifying the most effective recruitment sources to attract high-quality candidates while optimizing recruitment costs. This study delves into the multifaceted landscape of recruitment sources, aiming to explore their diverse facets and evaluate their influence on recruitment costs and the quality of candidates hired. By understanding the intricate relationship between recruitment sources, costs, and candidate quality, organizations can build a more efficient and successful recruitment strategy in an ever- evolving job market.

Keywords: Recruitment Sources, Recruitment Costs, Quality, Candidates

Introduction:

In the present, dynamic business environment, establishments face significant hurdles in fascinating and hiring the right talent. Recruitment is a serious function that directly impacts an organization's ability to achieve its goals and maintain a competitive edge. To effectively meet their talent acquisition needs, companies must employ a well-designed recruitment strategy that includes the evaluation of various recruitment sources. The purpose of this MBA project is to assess the impact of recruitment sources on both recruitment costs and the quality of candidates recruited. This study aims to provide valuable insights to HR professionals, recruiters, and organizational leaders on the effectiveness and efficiency of different recruitment channels, enabling them to make knowledgeable choices when choosing the most appropriate sources to attract qualified candidates. Recruitment sources encompass a wide range of methods and platforms used by organizations to source potential candidates. With the advent of technology, newer sources such as social media platforms, online job portals, etc., have gained prominence.

This project will employ quantitative and qualitative research methods to collect information from a diverse set of organizations. The data will be collected through surveys, interviews, and analysis of recruitment metrics and financial records. This approach will involve a comprehensive analysis about recruitment sources, their

associated costs, and the quality of candidates they yield.

Objectives Of the Study:

- To assess the impact on recruitment costs and evaluating the financial implications.
- To evaluate the quality of candidates recruited and assessing the effectiveness of recruitment sources in attracting high-quality candidates.
- To identify the challenges and benefits associated with each recruitment source.

Review Of Literature:

1. **Arasli, H., Bavik, A., & Ekiz, E. H. (2006):** The effects of new recruitment sources on organizational commitment: A field study in the Turkish hotel industry. International Journal of Contemporary Hospitality Management, 18(7), 580-595. This field study investigates the effects of new recruitment sources on organizational commitment in the hotel industry.

2. **Slaughter, J. E., & Zimmermann, A. (2018):** The influence of recruitment sources on applicants' perceptions and behaviors: A social identity perspective. This study adopts a social identity perspective to examine the influence of recruitment sources on applicants' perceptions and behaviors. It suggests that candidates may form impressions of an organization based on the recruitment source, influencing their motivations and engagement during the application process.

3. **Collins, C. J., & Han, J. (2004):** Discovering applicant pool amount and quality: The impact of initial recruitment preparation strategies, corporate advertising, and firm reputation. Personnel Psychology, 57(3), 685-717. This research investigates the impact of early recruitment practices, commercial advertising, and firm status on the quantity and quality of the applicant pool.

4. **Jeffrey A. Joerres and Matthew S. Sockol (2008):** "The Role of Employee Referrals in Human Resource Management." This article explores the role of employee referrals in recruitment, shedding light on their impact on candidate quality and cost-effectiveness.

5. **Bauer, T. N., Truxillo, D. M., Paronto, M. E., & Weekley, J. A. (2001):** Applicant reactions to different selection technology: Face-to-face, interactive voice response and computer-assisted telephone screening interviews. International Journal of Selection and Assessment, 9(4), 351-366. This research compares different selection technologies used in recruitment, such as face-to-face interviews, interactive voice response, and computer- assisted telephone screening interviews.

Methodology:

Quantitative research is used which will help in collecting numerical data to measure and quantify specific aspects related to recruitment costs and candidate quality.

Random sampling is used for this study. Conducting surveys among HR personnel, hiring managers, and candidates to gather data on the usefulness of different recruitment sources, recruitment costs incurred, and the perceived quality of candidates hired. This study is centered upon the answers of 80 HRs (respondents) of IT companies located in Bangalore. The data was compiled in July and August 2023. Google Forms were used to frame the questions and was sent to the HRs to collect the required information from them. Secondary Data includes data from previously available bases such as various internet sources, newspapers, journals, magazines, books, etc. Statistical tools like percentage analysis, correlation and ANOVA has been used.

Hypothesis:

Hypothesis 1:

H0: There is no significant difference between measuring recruitment costs and which recruitmentsource has been proven to be most effective.

H1: There is a significant difference between measuring recruitment costs and which recruitmentsource has been proven to be most effective.

Hypothesis 2:

H0: There is no significant difference between experience of the HRs and in their experience, which recruitment sources have yielded the highest quality candidates.

H1: There is no significant difference between experience of the HRs and in their experience, which recruitment sources have yielded the highest quality candidates.

Results and Discussions:

Hypothesis 1:

H0: There is no significant difference between measuring recruitment costs and whichrecruitment source has been proven to be most effective.

H1: There is a significant difference between measuring recruitment costs and whichrecruitment source has been proven to be most effective.

Correlations

		How do you measure the recruitment costs associated with each recruitment source? Please select all that apply.	According to you which recruitment source has proven to bethe most effective?
How do you measure the recruitment costs associated with each recruitment source? Please	Pearson Correlation	1	-.187
	Sig. (2-tailed)		.096
	N	80	80

select all that apply.			
According to you which recruitment source has proven to be the most effective?	Pearson Correlation	-.187	1
	Sig. (2-tailed)	.096	
	N	80	80

Interpretation:

Since the p-value (0.096) is greater than the chosen level of significance (0.05), we do not have enough statistical evidence to reject the null hypothesis (H0). Therefore, we do not have sufficient support to conclude that there is a significant difference between measuring recruitment costs and identifying the most effective recruitment source based on the correlation analysis. In other words, the analysis does not provide strong statistical support for the alternative hypothesis (H1), which suggests a significant difference. Consequently, based on this analysis, we cannot confidently state that there is a significant relationship between how recruitment costs are measured and the perceived effectiveness of recruitment sources.
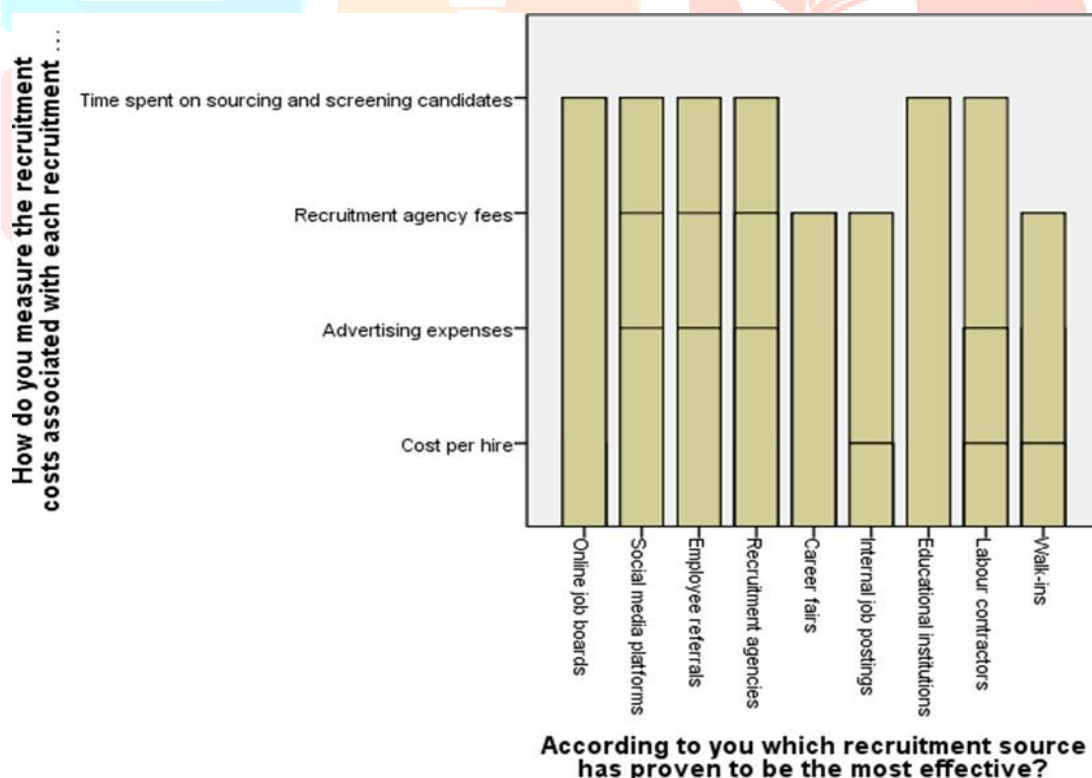
Findings:

- Many HRs have said online job boards, employee referrals, internal job postings and career fairs have been the most challenging in finding a good candidate, whereas some HRs have said internal job postings and recruitment agencies.

- There is a noteworthy change between measuring recruitment costs and which recruitment source has been confirmed to be most effective.

- There is no noteworthy changes between the experience of HRs and their knowledge about which recruitment sources have yielded the best quality candidates.

- Organizations are increasingly recognizing the importance of external influences on their recruitment outcomes and are adopting strategies to navigate these complexities. The diversity of strategies underscores the multifaceted nature of managing recruitment in a dynamic and ever-changing external environment.

Conclusion:

The procedure of finding and evaluating recruitment sources plays a pivotal role in shaping an organization's recruitment strategy, impacting both recruitment costs and the quality of employees recruited. The analysis of various recruitment sources reveals a dynamic landscape where each source contributes differently to the overall recruitment process. The quality of applicants sourced through different channels can vary significantly. Employee referrals and internal job postings often yield higher-quality candidates who align well with the organization's culture and values. While some sources might have higher initial costs, they could lead to more cost-effective hires in the long run. Different sources have varying cost implications. For instance, employee referrals and internal job postings tend to be more cost- effective as they often involve less external expenditure.

References:

1. **Arasli, H., Bavik, A., & Ekiz, E. H. (2006):** *"The effects of new recruitment sources on organizational commitment: A field study in the Turkish hotel industry. International Journal of Contemporary Hospitality Management, 18(7), 580-595."* https://journals.sagepub.com/doi/10.1177/0149206310365901

2. **Barber, A. E., & Roehling, M. V. (1993): Slaughter, J. E., & Zimmermann, A. (2018):** *"The influence of recruitment sources on applicants' perceptions and behaviors: A social identity perspective."* https://www.researchgate.net/publication/5825897_Web-Based_Recruitment_Effects_of_Information_Organizational_Brand_and_Attitudes_Toward_a_Web_Site_on_Applicant_Attraction

3. **Collins, C. J., & Han, J. (2004):** "*Discovering applicant pool amount and quality: The impact of initial recruitment preparation strategies, corporate advertising, and firm reputation. Personnel Psychology, 57(3), 685-717."* https://www.researchgate.net/publication/226542053_Green_career_choices_The_influence_of_ecological_stance_on_recruiting

4. **Jeffrey A. Joerres and Matthew S. Sockol (2008):** *"The Role of Employee Referrals in Human Resource Management."* https://psycnet.apa.org/record/2005- 10696-015

5. **Bauer, T. N., Truxillo, D. M., Paronto, M. E., & Weekley, J. A. (2001):** *"Applicant reactions to different selection technology: Face-to-face, interactive voice response and computer-assisted telephone screening interviews. "* https://psycnet.apa.org/record/2004-18860-0