RECRUITMENT- SCREENING PROCESS, WITH SPECIAL REFERENCE TO HR CONSULTING FIRMS, CHENNAI

KANCHANA V¹ & S. VASANThA²
¹Research Scholar in Management, Vels University, Pallavaram, Tamil Nadu, India
²Professor, Vels University, Pallavaram, Tamil Nadu, India

ABSTRACT

Recruitment is an integral activity of any organization. Screening of candidates is one of the crucial step in recruitment process. The screening process decides whether the candidate qualifies or not. Candidates resume plays a vital role on this process. Providing a secure, challenging and right work environment should be the apex priority for the consultancies. The study focuses on screening process in consulting firms by determining the actual candidate screening procedure. The main objective of the research is to identify the effectiveness of screening process in recruitment consulting firms, and provide suggestions to the firm’s improvement and future jobseekers to make them fit for the selection. Descriptive research was undertaken in order to attain the objective. A formal questionnaire was designed to obtain the information from the respondents. The questionnaire was distributed to 150 employees working in various consulting firm Chennai, directly and through mail, the sampling technique used to collect the data is convenience sampling and systematic random sampling. The data collected was analyzed by using statistical tools Chi-square test and weighted average method.

KEYWORDS: Candidates, Consultancy, Recruitment, Screening Process

INTRODUCTION

Recruitment is a process to hire a new talent to a Company. Human capital is the most valuable asset to any company. The company’s success relies on the workforce. Modern competitive business has undergone a paradigm shift towards an ever changing economy, & transformed to a competitive place than ever, PEOPLE have the uttermost priority.

Any organization to survive its business needs money, machinery, materials and the important resource that is men. The success depends upon these main factors. The modern competitive business is undergoing a standard shift towards an ever changing economy, where PEOPLE are the most important and valuable asset. So the whole scenario has put a chaos in organizations that it is hard to acquire a right person. Companies are facing greater difficulty in acquiring right talent. It has almost become a daunting task to identify a highly skilled top-notch resource out of the mass, almost like searching for needle in haystack. Candidate’s expectation and demands continue to change and it has become battlefield. It’s an almost a war out there to hunt for the right talent. Screening is the first and a very important process which helps in identifying a qualified resource.

Proper screening process would help the organizations recruit a qualified person.

Recruitment in general is the process of inviting the application, screening or short listing them and selecting the candidate who matches the job requirements. It is actually a linking task of bringing together the job seekers and jobs. It is most crucial aspect for a successful business or an organization. Recruitment and selection are key areas of Human resource management, but are frequently discussed in rigid manner. It is just not filling the jobs; it is everything in an organization.In many countries personnel management has adopted ‘best practice’ which fits the existing ideologies of the
business. The model stands for ‘right men at right place’. But different models of resourcing were framed with greater
effort to focus personality and ability.

Screening is just done to qualify or disqualify an applicant. Finding a right person is hard and also involves cost
for the company. The organizations focus would be minimizing the cost factor, so the companies do not waste time and
money on less quality profiles. Once candidates are sourced, screening takes place. The purpose is to find out whether the
candidate matches the requirements of the job. While screening the application the recruiter see skills, educational
qualification and job related experience of the candidate. Screening applications through online can also increase the
efficiency and reduce the cost. Few years back telephonic interview was the only screening technique, after lot many
changes happened in the technologies recruiters with just clicking a button on keystrokes screen the candidates. The
evolution of Multimedia interviewing has brought lots of opportunities and threats. Consulting firms plays a key role in
bridging the gap between organizations and the candidates; act as a recruiter for many organizations. Consulting is any
form of counseling. The consultancies understand the client needs and match the resumes with the requirements and
shortlist the candidates. HR consultancies help the organizations to reduce the cost and save time in order to improve their
services to employees. Consultancies understand their dynamic role in growth and progress of any organization. To handle
complex and challenging situations the recruiters are given proper training.

REVIEW OF LITERATURE

According to Dr.Charles Handler (2001), scientific screening allows to shortlist the applicant. The author also
says there is no free lunch, the value added scientific screening involves price, and for its effectiveness screening requires
good groundwork to ensure the right setup.

According to Hoselbarth and Schulz (2005), Human resource practices and policies need attention for
implementation. The author says more awareness need to be created with personal authorities. So that the consultants can
meet the client needs.

Selection is the process of identifying the skill and abilities to achieve its goal. In different studies with many
other authors De Cieri and Kramar et.al identified various selection tools and agrees selection tool is most widely used
selection method. An early study states many issues contiguous to screening, all screening system involves three basic
things 1. A previous study about job states, a proper screening system must offer way to craft an outline for the
requirements of successful job. 2. This involves contrary to job, things such as skills, experience, competencies and work
values. 3. Different qualitative questions are required to extract relevant information. The present study aims at
investigating various aspects like effectiveness of screening process, applicants’ suitability with requirements. The purpose
is to understand the screening techniques at consulting firms and suggest the consultancies in their betterment and create
awareness with the job seekers to match them with the requirements.
OBJECTIVES OF THE STUDY

- To study important screening techniques in recruitment consulting firms.
- To analyze the recruiters understandability of mandatory skills while screening the application
- Identifying the important factors to be validated in screening an application.
- To identify applicants suitability and expectation of recruiters.

NEED FOR THE STUDY

This article supports the firms in betterment of screening practices. An evaluative study on the screening process which has been conducted helps the firms to identify the good quality of Candidates who perfectly matches the job requirement given by clients.

LIMITATIONS & CONSTRAINTS OF THE STUDY

- The data collected were limited to the time duration, and the employee’s attitude changes day by day with the innovations and the amount of work they have to do.
- Some employees were from far of regions and locations and thereby the feedback from them was late.
- Time is one of the main constraints as the employees were preoccupied with official work and the response rate was slow.
- As this is dealing with people certain parameters cannot be quantified accurately

RESEARCH DESIGN

The study adopts Descriptive research design. Descriptive design is one which gives a snapshot of the prevailing environment. It is used to provide a summary of some aspects of the environment when certain aspects of the problem are speculative in nature. To collect the data convenience sampling and systematic random sampling techniques were used.

DATA COLLECTION

A primary data is a data, which is collected for the first time for a particular interest to have more information. Here the primary data was collected using a structured questionnaire from the consulting firms in Chennai. The secondary data was collected from the company records, various magazines, journals, and various web sites.

DATA ANALYSIS AND INTERPRETATION

Analysis is the process of placing the data in an ordered form, combining them with the existing information and extracting the meaning from them. In other words, analysis is an answer to the question “what message is conveyed by each group of data”. Which are otherwise raw facts and are unable to give a meaningful information. The raw data become information only when they are analyzed and put in a meaningful form. The statistical tools used for analysis in this study are: 1.CHI SQUARE, 2. PERCENTAGE ANALYSES 3. WEIGHTED AVERAGE METHOD

HYPOTHESES

- Null Hypotheses (H0): There is no significant relationship between work experience and understandability of mandatory skills.
• **Null Hypotheses (H0):** There is no significant relationship between factors to be validated and scientific screening process.

Hypotheses: 1

**Null Hypotheses (H0):** There is no significant relationship between work experience and understandability of mandatory skills.

**Alternative Hypotheses (H1):** There is significant relationship between work experience and understandability of mandatory skills.

**CHI SQUARE**

**Table 1: Analysing the Relationship between Experience and Understandability of Mandatory Skills**

<table>
<thead>
<tr>
<th>Experience</th>
<th>Completely Aware</th>
<th>Somewhat Aware</th>
<th>Not Aware</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a Year</td>
<td>17</td>
<td>19</td>
<td>8</td>
<td>44</td>
</tr>
<tr>
<td>1 – 2 years</td>
<td>31</td>
<td>16</td>
<td>6</td>
<td>53</td>
</tr>
<tr>
<td>2–3 years</td>
<td>18</td>
<td>7</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>3–5 years</td>
<td>14</td>
<td>3</td>
<td>0</td>
<td>17</td>
</tr>
<tr>
<td>5 years &amp; above</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>45</td>
<td>16</td>
<td>150</td>
</tr>
</tbody>
</table>

Degree of freedom: \((r-1)(c-1) = (5-1)(3-1) = 8\)

Calculated Value: **13.6446**  
Tabulated Value: **15.51**

**INFERENCE**

Reject (H0), Null hypotheses hence 13.64 is less than 15.51 for alpha value (0.05) It is inferred that there is relationship between work experiences and understandability of mandatory skills with the candidates. The above table shows the experience wise classification and their level of acceptance with the requirements. The more experienced people understand better.

Hypotheses: 2

**Null Hypotheses (H0):** There is no significant relationship between factors to be validated and actual screening process.

**Alternative Hypotheses (H1):** There is significant relationship between factors to be validated and actual scientific screening process.

**CHI SQUARE**

**Table 2: Analyses of Relationship between Important Aspects to be Validated and Scientific Screening Process**

<table>
<thead>
<tr>
<th>Factors</th>
<th>Strongly Agree</th>
<th>Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nontechnical Fitment</td>
<td>62</td>
<td>45</td>
<td>28</td>
<td>7</td>
<td>8</td>
<td>150</td>
</tr>
<tr>
<td>Technical Skills</td>
<td>58</td>
<td>51</td>
<td>20</td>
<td>16</td>
<td>5</td>
<td>150</td>
</tr>
<tr>
<td>Interest Of The Candidates</td>
<td>54</td>
<td>61</td>
<td>17</td>
<td>12</td>
<td>6</td>
<td>150</td>
</tr>
<tr>
<td>Attractive profile</td>
<td>34</td>
<td>29</td>
<td>41</td>
<td>27</td>
<td>19</td>
<td>150</td>
</tr>
<tr>
<td>Work habits</td>
<td>51</td>
<td>66</td>
<td>17</td>
<td>9</td>
<td>7</td>
<td>150</td>
</tr>
<tr>
<td>Total</td>
<td>259</td>
<td>252</td>
<td>123</td>
<td>71</td>
<td>45</td>
<td>750</td>
</tr>
</tbody>
</table>

Degree of freedom: \((r-1)(c-1) = (5-1)(5-1) = 16\).

Calculated value: 74.74419, Tabulated value: **26.29**
INFEERENCE

Accept Null Hypotheses hence 74.74, is greater than 26.29 for alpha value (0.05) It is inferred that there is no significant relationship between important factors to be validated and scientific screening process. Because there is change in view and methods, screening process has become a highly competitive and challenging task. Non technical fitment was analyzed on the basis of communication skills, Interpersonal skills, Reasoning ability, Ability to handle stress, and assertiveness. Work habits based on conscientiousness, motivation, initiative and self discipline.

PERCENTAGE ANALYSES

Table 3: Analyse the Recruiters Expectation on Candidates Employability

<table>
<thead>
<tr>
<th>Recruiters Opinion on Core Employability Factors</th>
<th>Know Yourself</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Personal Value</td>
</tr>
<tr>
<td>Agree</td>
<td>92%</td>
</tr>
<tr>
<td>Disagree</td>
<td>8%</td>
</tr>
</tbody>
</table>

INFEERENCE

Majority of respondents agree “KNOW YOURSELF” to be one of the important employability quality. The consultancies expect the candidates’ to fulfill these criteria on their personal value, Interests, Abilities & skills, goals & opportunities and employment preferences.

PERCENTAGE ANALYSES

Table 4: Analyses of Top Factors in Screening Technique

<table>
<thead>
<tr>
<th>Techniques</th>
<th>Verifying CV</th>
<th>Identify the Career Moments from Role to Role</th>
<th>Job – Person Fit</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of respondents</td>
<td>135</td>
<td>129</td>
<td>144</td>
<td>150</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>90</td>
<td>86</td>
<td>96</td>
<td>100</td>
</tr>
</tbody>
</table>

INFEERENCE

From total number of respondents majority of them prioritized these three to be the most important techniques in screening an application. The respondents were given list of factors out of which they have prioritized the above.

WEIGHTED AVERAGE METHOD

Table 5: Weighted Average Method for Keeping up Candidate’s Expectation in Terms of Salary/Remuneration

<table>
<thead>
<tr>
<th>Acceptance Level</th>
<th>Frequency(F)</th>
<th>Weight(W)</th>
<th>Σ(FW)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>63</td>
<td>5</td>
<td>315</td>
</tr>
<tr>
<td>Agree</td>
<td>42</td>
<td>4</td>
<td>168</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>29</td>
<td>3</td>
<td>87</td>
</tr>
<tr>
<td>Disagree</td>
<td>14</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>150</strong></td>
<td><strong>15</strong></td>
<td><strong>601</strong></td>
</tr>
</tbody>
</table>

**WEIGHTED AVERAGE = Σ(FW)/ΣF**

**WEIGHTED AVERAGE = 601/150 = 4.0067 = 4**

INFEERENCE

It is inferred that as per weighted average method most of the respondents agree to keep up the candidates’ expectation in term of salary / remuneration. The above table shows average respondents accept the fact that to meet candidates’ expectation by paying them what they want.
WEIGHTED AVERAGE METHOD

Table 6: Weighted Average Method for Keeping up Candidate’s Expectation in Terms of Role/Designation

<table>
<thead>
<tr>
<th>Acceptance Level</th>
<th>Frequency (F)</th>
<th>Weight (W)</th>
<th>Σ(FW)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>52</td>
<td>5</td>
<td>260</td>
</tr>
<tr>
<td>Agree</td>
<td>73</td>
<td>4</td>
<td>292</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>16</td>
<td>3</td>
<td>48</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>150</strong></td>
<td><strong>15</strong></td>
<td><strong>618</strong></td>
</tr>
</tbody>
</table>

WEIGHTED AVERAGE = \( \frac{\sum (FW)}{\sum F} \)
= \( \frac{618}{150} = 4.12 = 4 \) (nearest)

INFERENCES

It is inferred that as per weighted average method respondents agree to keep up the candidate’s expectation in terms of role/designation. Average number of respondents accepts to meet the expectations of candidates by giving them desired roles.

RESULTS AND FINDINGS

From the study it was found that 85.29% of respondents are given enough information about the client when dealing with a requirement. 82.35% of respondents want the client handler to meet the clients more often and get the latest updates and enhance recruiter understanding. 64.71% of respondents are not given Job description for all the requirements. 79.41% of respondents approach Client handler in case of clarification about the requirement. 70.59% of respondents understand the mandatory skills and desirable skills. 58.82% of respondents like to have training on Technical skills. 50% of respondents like to have orientation on project overview of the client.

94.12% of respondents are completely sure about the profile before validating. 85.29% of respondents think Technical fitment, Experience and Interest of the candidate are the important aspects in validation. 61.76% of respondents are given Target audience for all the requirements. 47.62% of respondents process the CVs from Similar/Equivalent companies when Target audience is given. 76.47% of respondents process the CVs in terms of Mandatory skills and Desirable skills. 41.18% of respondents understand the personal attributes of the candidate at 51-75% level. 67.65% of respondents analyze the professional arena of a candidate on the basis of Education/Experience, Current working company and by Job hops. 64.71% of respondents get references from candidates by providing Market inputs, Client style inputs and by General interview inputs. 88.24% of respondents keep up the expectations of the candidates in terms of Salary/Remuneration, Work location and Role/Designation. 34.29% of respondents like to meet the entire candidates processed. 79.41% of respondents like to have a benchmark sheet for Personal validation. 94.12% of respondents assess the Communication skill of a candidate along with the benchmark.

- The more experienced people have better understanding on mandatory and desired skills required
- Most of the respondents vote for nontechnical skills such as communication, Interpersonal, abilities & skills, ability to handle stress, assertiveness to be the primary skill for candidates’ job fitment.
- Through this study it is found that recruiters expect the jobseekers to know their personal value to make them fit a job.
Most of the companies & consultancies still rely on the traditional process of recruitment. For effective screening the consultancy recruiters says verifying the CV, identifying the career moments from role to role, and job- person fit as the top screening techniques. Among which job- person fit is one of the effective screening technique.

It is also found that majority of respondents agree to keep up candidates expectations in terms of salary and designation.

SUGGESTIONS AND RECOMMENDATIONS

Through this research, the consulting recruiters suggest the young talents for making them self fit the job and build their career, knowing their personal value, abilities and skills is highly important. The firms also insist, candidates market themselves in order to survive the competition.

The consulting firms have to go for direct interview, instead of just screening an applicant by viewing the CV. To make their identity they have to bring quality output. Sometimes evaluating a candidate just by his profile may lead to misjudgment. Most of the companies & consultancies still rely on the traditional recruitment techniques, they have to break the ice and enter in global era. The consultancies have to understand the profile of the candidates instead of just filtering them. They have to put effort on understanding the job description and roles better.

The study confirms in purely competitive world, there is no time before us has presented so many opportunities or dangers. To survive it there is need for quality work rather than quantifying the targets.

Job market has taken a groundswell in the recent years. Has the screening process able to cope up? Not really, it is time to challenge our assumptions and start rethinking.

CONCLUSIONS

The main purpose of the study was to analyze the effective screening techniques in consulting firms. Though we find enormous study based on recruitment screening, there is need for similar type of research to be conducted at regular intervals to know the changing needs and know about their effectiveness to improve the screening process. From the above discussion it is found that the consultancies are still following the traditional screening techniques. The consultant recruiters use marketing techniques and networking to attract client companies and young talents. The applicants true phase and skills level are really tricky, but definitely ways to bring them out. So consultants need to make effort on snapping them and bring them out of comfort zones, which may give way a drastic improvement in whole recruitment. So that the companies get the right person and a candidate placed at right job.

REFERENCES


7. The ABCs of Recruitment, by the Community Literacy of Ontario


17. http://www.wetfeet.com/careeroverview