A STUDY ON SCREENING PROCESS IN JOULES TO WATTS BUSINESS SOLUTIONS PRIVATE LIMITED, BANGALORE

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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 firm JoulestoWatts 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, in here working onto the company JoulestoWatts Business Solutions Private Limited, 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 JoulestoWatts Business Solutions Private Limited, 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.

Key Words: Screening, recruitment and selection, human resource management, etc.

INTRODUCTION

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.

Need for depending on Recruitment consultancy firm

There are several needs for companies to rely on the recruitment firms, to understand the basic needs the below listed points would justify:

• **Market expert:** The job of a recruiter is to be an expert and will have their finger held on the pulse of their specialist markets, and provide valid and factual information's to the hiring team about the market conditions. Basic key points for a recruiter to know they include the availability of the talent pool, where are they now and various modes to reach out for them, their ctc's and market standards, skill sets etc.

• **Wide reach:** There are scenarios in which its quite complicated in finding some candidates. They maybe inactive for days or sometimes they chose to be very selective in nature. In some cases, we may find candidates who aren't very responsive to advertisements, it is pointless to consider those candidates as talent pool this can be because they are in association with some other specialist in search of their jobs. A good recruiter will know how to stimulate an inactive candidate and reach out for them by various modes. Recruiting firms might have several networks, which may include consultants, candidates, client or collaborator they have the abilities to reach out to their contacts in order to connect to the people.

• **Potential candidates:** The general scenario is that where we encourage lot of job seekers to apply for the job, hence the turn out to be job applicants. As the filtering process occurs, almost majority of the job applicants will be rejected. As a result, there involves lot of time, energy and money. Therefore, to avoid these time consuming activities, the recruiting firms eradicate all the old methods recruitment which means in tie up with recruitment

firms they provide you only those candidates who are potential job seekers, who have been selected after a thorough process and who matches all the criteria of the client. This ultimately saves the important resources such as time, money and energy they are absolutely worthy for considering and also for the interview process.

• **Upholds employers' brand:** It is obvious that large companies shell out loads of money in manifesting and enhancing their employer brand, but smaller companies aren't capable of doing so. In choosing the right recruitment firms, they provide potential candidates to their clients, by proclaiming about the work culture, benefits of working there etc. It is important for a recruitment firm to understand about the company, key managers, vision and mission statements. There are instances where candidates check about the business though social media sites, or by asking those employees who work with you, now a recruiter will try to clarify their doubts.

• **Usage of key skills:** In recent times we tend to see lot of companies are getting collaborated with recruitment firms, this is because these firms are very much aggressive in find the key strategic candidates with shorter time. The qualified recruiters will bring into the table perfect, experienced to be precise an ideal candidate that perfectly matches the client's requirement.

OBJECTIVES OF THE STUDY

To study important screening techniques in Joules to Watts.

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.

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.

SAMPLING DESIGN

To collect the data convenience sampling and systematic random sampling techniques were used.

SAMPLE SIZE

To fulfil the objective of the study a sample size of 150 employees was drawn by convenience sampling and systematic random sampling method.

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 J2W consulting firm in Bangalore. The secondary data was collected from the company records, various magazines, journals, and various web sites.

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.

ANALYTICAL TOOLS

The statistical tools used for analysis in this study are:

1. Percentage analysis,

2. Weighted average method,

3.Chi square test.

LIMITATIONS 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 a different location 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.

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSES

Table 1: Recruiters Expectation on Candidates Employability

Recruiters opinion on core employability factors	Personal value	Interest	Abilities and skills	Goals and opportunities	Employment preferences
Agree	92%	86%	90%	77%	81%
Disagree	8%	14%	10%	23%	19%

INFERENCE

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.

Table 2: Analyses of Top Factors in Screening Technique

Techniques	Verifying CV	Identify the career moments from role to role	Job- Person Fit	Score
No. of respondents	135	129	144	150
Percentage (%)	90	86	96	100

INFERENCE

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.

Table 3: Best platform to source candidates for a specific requirement brought out

Frequency	Platforms
64.9	Naukri
26.2	References given from candidates, colleagues, etc.
28.9	LinkedIn
14	Twitter
16	Facebook
150	

INFERENCE

From the above graph it's clearly visible that majority of the recruiters consider Naukri to be the best platform for sourcing candidates as per the requirement brought out,followed by LinkedIn and References.

WEIGHTED AVERAGE METHOD-1

Table 4: Weighted Average Method for Keeping up Candidate's Expectation in Terms of Salary/Remuneration

Acceptance level	Frequency (F)	Weight (W)	$\sum$(FW)
Strongly agree	63	5	168
Agree	42	4	315
Neither agree nor disagree	29	3	87
Disagree	14	2	28
Strongly disagree	3	1	3
	150	15	601

Weighted average = $\sum$(FW)/$\sum$F = 601/150 = 4.0067 = 4

INFERENCE

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-2

Table 5: Weighted Average Method for Keeping up Candidate's Expectation in Terms of Role/Designation Acceptance

Acceptance level	Frequency (F)	Weight (W)	$\sum$(FW)
Strongly agree	52	5	260
Agree	73	4	292
Neither agree nor disagree	16	3	48
Disagree	9	2	19
Strongly disagree	0	1	1
	150	15	618

Weighted average= $\sum$(FW)/$\sum$F = 618/150 = 4.12 =4 (nearest)

INFERENCE

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.

CHI SQUARE

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

Table 6: Analyses of Relationship between Important Aspects to be Validated and Scientific Screening Process

Factors	Strongly agree	Disagree	Neither agree nor disagree	Disagree	Strongly disagree	Total
Non-technical Fitment	62	45	28	7	8	150
Technical skills	58	51	20	16	5	150
Interest of the candidates	54	61	17	12	6	150
Attractive profile	34	29	41	27	19	150
Work habits	51	66	17	9	7	150
Total	259	252	123	71	45	750

Degree of freedom: $(r-1)(c-1) = (5-1)(5-1) = 16$
Calculated value: 74.74419
Tabulated value: 26.29

INFERENCE
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.

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 incase 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 bench mark sheet for Personal validation. 94.12% of respondents assess the Communication skill of a candidate along with the bench mark. All the respondents keep a track and maintain the data for future screening of candidates.

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

It's also found out that most of the respondents agree to keep up the candidate's expectation in terms of role /designation.

It's found that 30 days of notice period is considered to be the relevant duration for processing a candidate's resume.

Naukri is considered to be the best platform for sourcing candidates as per the requirement brought out, followed by LinkedIn and References.

SUGGESTIONS AND RECOMMENDATIONS

Through this research, the consulting recruiters suggest the young talents for making them self fit for 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/her 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,it 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 been able to cope up? Not really, it is time to challenge our assumptions and start rethinking.

CONCLUSION

The main purpose of the study was to analyze the effective screening techniques in the consulting firm JoluestoWatts. 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.

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