

**Cost Effective Sources of Recruitment for BPO Organization in
KG Information System Private Limited, Coimbatore**

**Nithya .K
(12PBM021)**

**A Major Project Report submitted to
Avinashilingam Institute for Home Science and Higher Education for Women
Coimbatore-641043**

**In partial fulfillment of the requirements for the
Degree of Master in Business Administration.**

March, 2014

**Cost Effective Sources of Recruitment for BPO Organization in
KG Information System private Limited, Coimbatore**

**Nithya .K
(12PBM021)**

**A Major Project Report submitted to
Avinashilingam Institute for Home Science and Higher Education for
Women, Coimbatore -641043**

**In partial fulfillment of the requirements for the
Degree of Master in Business Administration.**

March, 2014

**Signature of the
the HOD (I/C)**

**Signature of the
External Examiner**

**Signature of
Supervisor**

KG Information Systems Private Limited

KGiSL Campus, Thudiyalur Road, Saravanampatti, Coimbatore - 641 035, INDIA

Phone : 91 (422) 266 6187, 661 9999 Fax : 91 (422) 266 8325 E-mail : info@kgisl.com Website : www.kgisl.com



March 24th 2014

To whom so ever it may concern

This is to certify that Ms. Nithya K (12PBM021) student of Avinashilingam University, Coimbatore has done a project on ***Cost effective sources of Recruitment for BPO division (with special reference to KGiSL)*** in KG Information Systems Private Limited, from December 9th 2013 to January 31st 2014. This project was a part of academic curriculum for the partial fulfillment of MBA

During the tenure of the project, her conduct was exemplary. We wish her all the best for the study and career endeavor

Regards

Aravind D
Asst. Manager – HR



We make IT happen

SW SEI - CMM
Level 4
COMPANY

ACKNOWLEDGEMENT

The researcher would first like to thank the Chancellor **Dr. T. S. K. Meenakshi Sundaram** and the Vice Chancellor **Dr. Sheela Ramachandran** and the Registrar **Dr. Gowri Ramakrishnan** of Avinashilingam Institute for Home Science and Higher Education for Women-University, Coimbatore, for providing all required facility for completing the project work.

The researcher is obliged to **Dr. U. Jerinabi** the Dean, Faculty of Business Administration for having been the backbone behind each and every event of the department and for her constant and dedicated encouragement in all the endeavour's.

The researcher wishes to express her deep sense of gratitude and grateful thanks to the HOD (I/C), Avinashilingam School of Management Technology, **Dr.P.Chitramani** for providing the opportunity to carry out the project.

At this juncture researcher feels deeply honoured in expressing her sincere thanks to **Ms. J. Divya** Assistant Professor, Avinashilingam School of Management Technology providing valuable insights leading to the successful completion of project.

The researcher would like to extend her heartfelt thanks to all the **faculty members of the department of management studies** for their continuous support and encouragement.

The researcher is obliged to **KG Information System Private Limited, Coimbatore** for giving her the opportunity to undertake this project in this esteemed organization.

The researcher would like to thank **Mr. D. Aravind (Assistant Manager-HR Administration)** for the guidance and support throughout project. Also acknowledges the staff in the KG Information System Private Limited, for the necessary help and encouragement given during the project work.

SYNOPSIS

In today's business environment, human capital is one of the most valuable assets a company can have and recruitment serves the important function of bringing the necessary talent into the organization.

This project “Cost effective Sources of Recruitment for BPO organization” has been carried out in **KG Information System Private Limited (KGISL)**, Coimbatore. Since KGISL is consulting and IT services to clients globally and leveraging new technologies in a proven, cost effective fashion. Acclaimed Information Technology (IT) consulting is also provider of specialty Business Process Outsourcing (BPO) services. The major and unique objective is to identify the cost effective sources of recruitment for KGISL.

The primary data was collected with the help of a structured questionnaire. The secondary data was collected from journals, websites, and intranets. The sampling method used for the study was simple random sampling. The sample size of 100 is drawn from recruiters of KGISL, Coimbatore, and using descriptive sampling technique.

The recruitment sources are found to be moderate in factors such as Advertisement, Consultancy, Campus Recruitment, Head Hunting, Job Portals, Employee Referrals, Internal Promotion, Walk-in-interview and website to do the employment.

The source with the highest ratio is most effective. Continuous evaluation of the process ensures that the recruitment cycle time is reduced as are the cost incurred.

CONTENTS

CHAPTER NO	PARTICULARS	PAGE NO
	LIST OF TABLES	
	LIST OF CHARTS	
1	INTRODUCTION	
	1.1 IT INDUSTRY	1
	1.2 KGISL	9
	1.3 RECRUITMENT	23
	1.4 OBJECTIVE	38
	1.5 SCOPE	39
	1.6 LIMITATIONS	40
2	REVIEW OF LITERATURE	41
3	RESEARCH METHODOLOGY	46
4	ANALYSIS AND INTERPRETATION	50
5	SUMMARY	
	5.1 FINDINGS	76
	5.2 SUGGESTIONS	78
	5.3 CONCLUSION	80
	BIBLIOGRAPHY	
	ANNEXURE	

LIST OF TABLES

TABLE NO	PARTICULARS	PAGE NO
	DEMOGRAPHIC PROFILE	
4.1	GENDER	51
4.2	AGE	52
4.3	EXPERIENCE IN KGISL	53
4.4	WHOLE EXPERIENCE	54
	RECRUITMENT SOUCRES	
4.5	ADVERTISEMENT	55
4.6	CONSULTANCY	57
4.7	CAMPUS RECRUITMENT	59
4.8	HEAD HUNTING	61
4.9	JOB PORTALS	63
4.10	EMPLOYEE REFERRALS	65
4.11	INTERNAL JOB POSTING	67
4.12	WALK-IN-INTERVIEW	69
4.13	WEBSITE	71
4.14	CHI-SQUARE TEST FOR EXPERIENCE IN KGISL AND COST FACTORS	73
4.15	CHI-SQUARE TEST FOR EXPERIENCE IN KGISL AND COST FACTORS	74
4.16	WEIGHTED AVERAGE METHOD	75

LIST OF CHARTS

TABLE NO	PARTICULARS	PAGE NO
	DEMOGRAPHIC PROFILE	
4.1	GENDER	51
4.2	AGE	52
4.3	EXPERIENCE IN KGISL	53
4.4	WHOLE EXPERIENCE	54
	RECRUITMENT SOUCRES	
4.5	ADVERTISEMENT	56
4.6	CONSULTANCY	58
4.7	CAMPUS RECRUITMENT	60
4.8	HEAD HUNTING	62
4.9	JOB PORTALS	64
4.10	EMPLOYEE REFERRALS	66
4.11	INTERNAL JOB POSTING	68
4.12	WALK-IN-INTERVIEW	70
4.13	WEBSITE	72

CHAPTER 1

1.1 INDUSTRY PROFILE

1.1.1 OVERVIEW OF IT INDUSTRY

The Information Technology (IT) sector in India holds the distinction of advancing the country into the new-age economy. The growth momentum attained by the overall economy since the late 1990s to a great extent can be owed to the IT sector, well supported by a liberalized policy regime with reduction in telecommunication cost and import duties on hardware and software. Perceptible is the transformation since liberalization – India today is the world leader in information technology and business outsourcing. Correspondingly, the industry's contribution to India's GDP has grown significantly from 1.2% in 1999-2000 to around 4.8% in FY06, and has been estimated to cross 5% in FY07. The sector has been growing at an annual rate of 28% per annum since FY01.

Indian IT companies have globally established their superiority in terms of cost advantage, availability of skilled manpower and the quality of services. They have been enhancing their global service delivery capabilities through a combination of organic and inorganic growth initiatives. Global giants like Microsoft, SAP, Oracle, and Lenovo have already established their captive centre's in India. These companies recognize the advantage India offers and the fact that it is among the fastest growing IT markets in the Asia-Pacific region.

1.1.2 Industry Structure

The size of the Indian IT industry, according to NASSCOM, has been estimated to be around US\$ 47.8 bn. The Indian IT industry can be broadly divided into two markets: domestic market and exports market. The exports market constitutes the largest segment accounting for 75% of the total revenue generated by the Indian software industry.

The domestic IT market is broadly divided into the following four segments: IT Services, software segment which includes engineering and Research & Development (R&D) services, IT-enabled Services and Business Process Outsourcing (ITeS-BPO), and Hardware. While IT

Services accounted for 34% of the total revenue generated by the domestic market in FY06, the Engineering Services, R&D and Software Products segments together accounted for 10% of the revenue. The ITeS-BPO segment, on the other hand, contributed 7%. Hardware is the dominant segment with a share of about 49%. The domestic IT market grew at a CAGR of 21.9% during FY02-06 to touch US\$ 13.2 bn, and is projected to grow to US\$ 15.9 bn in FY07, registering a growth of 24% y-o-y.

The exports market is dominated by the IT services market holding a share of 56.4% in the software and services exports in FY06, followed by the ITeS-BPO segment with 26.7% share and the software products and engineering services segment with 16.9% share.

The Indian hardware industry is at present estimated to be in the proportion of 30% domestic, 1.25% exports and the remaining being imports. The domestic market itself offers tremendous potential for hardware companies, thus having very few companies venturing into hardware exports. Imports of IT hardware which form a large component of the industry are mainly from Taiwan, China and Korea. Lately, however, MNCs in the hardware segment have been viewing India as a hub for setting up hardware manufacturing facilities, for instance Dell.

1.1.3 Important characteristics of the Indian IT sector include:

- Export intensive: Ever since the industry's evolution, exports has been the major contributor to the industry.
- Concentration on Low-end services: Low-end services such as customized software services and maintenance have been the key strength of the Indian IT companies. These companies are now however moving up the value chain offering end-to-end solutions to clients.
- Labour intensive industry: The very nature of the services offered by the industry makes human resources a significant driver for the industry.
- Fragmented industry: D&B's in-house database has identified over 8,000 companies which operate in the IT space in India, offering a wide range of software products and services. A large number of these companies are unorganized players

- Skewed concentration: The revenues of the top four companies, TCS, Infosys, Wipro and Satyam, including income of their subsidiaries, account for around 22% of the overall industry. This skewness is all the more pronounced in the case of software services.

1.1.4 Emerging Trends in the Indian IT Services Industry

- While the global IT players are aggressively scaling up their operations in India, due to the advantages that the Indian industry offers, the Indian IT companies are also preparing to tap the global market. The companies are witnessing significant change with regard to their service offerings and geographical concentration. Today, companies are expanding their service offerings from application development and maintenance to high end services like testing, consulting and engineering designing.
- The global delivery model has not only facilitated the companies in delivering quality of work but also helped them to control costs. Over the years, the Indian companies have positioned themselves well to reap benefits of the emerging scenario in the IT sector.

1.1.5 New Service Offerings

The Indian IT companies are expanding their service offerings to provide a complete basket of services to their clients. These new services include IT consulting, testing, business process management and IT infrastructure services, which in a way allows the IT companies to de-risk their business from pricing pressures and enter into newer areas which provide them higher growth and profitability.

1.1.6 SWOT ANALYSIS OF INDUSTRY

STRENGTH

- Highly skilled human resource
- Low wage structure
- Quality of work
- Initiatives taken by the Government (setting up Hi-Tech Parks and implementation of e-governance projects)
- Many global players have set-up operations in India like Microsoft, Oracle, Adobe, etc.
- Following Quality Standards such as ISO 9000, SEI CMM etc.
- Cost competitiveness
- Quality telecommunications infrastructure
- Indian time zone (24 x 7 services to the global customers). Time difference between India and America is approximately 12 hours, which is beneficial for outsourcing of work.

WEAKNESS

- Absence of practical knowledge
- Dearth of suitable candidates
- Less Research and Development
- Contribution of IT sector to India's GDP is still rather small.
- Employee salaries in IT sector are increasing tremendously. Low wages benefit will soon come to an end.

OPPORTUNITY

- High quality IT education market
- Increasing number of working age people
- India 's well developed soft infrastructure
- Upcoming International Players in the market

THREATS

- Lack of data security systems
- Countries like China and Philippines with qualified workforce making efforts to overcome the English language barrier
- IT development concentrated in a few cities only

1.1.7 BUSINESS PROCESS OUTSOURCING

Business process outsourcing (BPO) is a form of [outsourcing](#) that involves the [contracting](#) of the operations and responsibilities of specific business functions (or [processes](#)) to a third-party service provider. Originally, this was associated with [manufacturing](#) firms, such as [Coca Cola](#) that outsourced large segments of its supply chain. In the contemporary context, it is primarily used to refer to the outsourcing of services.

BPO is typically categorized into [back office](#) outsourcing - which includes internal business functions such as [human resources](#) or [finance](#) and [accounting](#), and front office outsourcing - which includes customer-related services such as [contact center](#) services.

BPO that is contracted outside a company's country is called [offshore outsourcing](#). BPO that is contracted to a company's neighboring (or nearby) country is called [near shore outsourcing](#).

Given the proximity of BPO to the [information technology](#) industry, it is also categorized as an **information technology enabled service** or ITES. [Knowledge process outsourcing \(KPO\)](#) and [legal process outsourcing \(LPO\)](#) are some of the sub-segments of business process outsourcing industry.

1.1.7.1 Industry size

[India](#) has revenues of 10.9 billion USD ^[2] from offshore BPO and 30 billion USD from IT and totals BPO (expected in FY 2008). India thus has some 5-6% share of the total BPO Industry, but a commanding 63% share of the offshore component. This 63% is a drop from the 70% offshore share that India enjoyed last year, despite the industry growing 38% in India last year, other locations like [Philippines](#), [Morocco](#), [Egypt](#) and [South Africa](#) have emerged to take a share of the market. [China](#) is also trying to grow from a very small base in this industry.

However, while the BPO industry is expected to continue to grow in India, its market share of the offshore piece is expected to decline. Important centers in [India](#) are [Bangalore](#), [Hyderabad](#), [Kolkata](#), [Mumbai](#), [Pune](#), [Chennai](#) and [New Delhi](#).

The top five Indian BPO exporters for 2006-2007 according to NASSCOM are [Genpact](#), [WNS Global Services](#), [Transworks Information Services](#), [IBM](#) Daksh, and [TCS BPO](#).

According to McKinsey, the global "addressable" BPO market is worth \$122 – \$154 billion, of which: 35-40 retail banking, 25-35 insurance, 10-12 travel/hospitality, 10-12 auto, 8-10 telecoms, 8 pharmacy, 10-15 others and 20-25 is finance, accounting and HR. Moreover, they estimate that 8% of that capacity was utilized as of 2006

1.1.7.2 BPO Benefits and Limitations

An advantage of BPO is the way in which it helps to increase a company's flexibility. However, several sources have different ways in which they perceive organizational [flexibility](#). Therefore business process outsourcing enhances the flexibility of an organization in different ways.

Most services provided by BPO vendors are offered on a fee-for-service basis. This can help a company becoming more flexible by transforming fixed into variable costs. A variable cost structure helps a company responding to changes in required capacity and does not require a company to invest in assets, thereby making the company more flexible. Outsourcing may provide a firm with increased flexibility in its resource management and may reduce response times to major environmental changes

Another way in which BPO contributes to a company's flexibility is that a company is able to focus on its [core competencies](#), without being burdened by the demands of bureaucratic restraints. Key employees are herewith released from performing non-core or administrative processes and can invest more time and energy in building the firm's core businesses.

A third way in which BPO increases organizational flexibility is by increasing the speed of business processes. Using techniques such as linear programming can reduce cycle time and inventory levels, which can increase efficiency and cut costs. Supply chain management with the effective use of supply chain partners and business process outsourcing increases the speed of several business processes, such as the throughput in the case of a manufacturing company.

Finally, flexibility is seen as a stage in the organizational life cycle. BPO helped to transform Nortel from a bureaucratic organization into a very agile competitor.

A company can maintain growth goals while avoiding standard business bottlenecks. BPO therefore allows firms to retain their entrepreneurial speed and agility, which they would otherwise sacrifice in order to become efficient as they expanded. It avoids a premature internal transition from its informal entrepreneurial phase to a more bureaucratic mode of operation.

A company may be able to grow at a faster pace as it will be less constrained by large capital expenditures for people or equipment that may take years to amortize, may become outdated or turn out to be a poor match for the company over time.

Although the above-mentioned arguments favor the view that BPO increases the flexibility of organizations, management needs to be careful with the implementation of it as there are issues, which work against these advantages. Among problems, which arise in practice are: A failure to meet service levels, unclear contractual issues, changing requirements and unforeseen charges, and a dependence on the BPO which reduces flexibility. Consequently, these challenges need to be considered before a company decides to engage in business process outsourcing.

A further issue is that in many cases there is little that differentiates the BPO providers other than size. They often provide similar services, have similar geographic footprints, leverage similar technology stacks, and have similar Quality Improvement approaches.

1.1.7.9 Opportunities

According to projections, the market size of the industry is expected to grow to \$21 billion-\$24 billion by 2008-2010 and approximately 1 million jobs are expected to be created during the same period. Growing at a rate of 35%-40%, the domestic BPO segment employs around 1,50,000-2,00,000 people. Some global BPOs such as Aegis Communications Group, First source Solutions, and IBM-Daksh are looking at the local market for potential BPO business.

Jobs in the ITES sector are spread across categories such as business development, operations, migrations, administrative, human resources, and quality initiatives.

However, since the revenue generation in the ITES sector is via processes, it is the Operations jobs that are the revenue generators therefore the core function of the sector. In Operations jobs usually fall in three categories: voice-related jobs like customer help lines, and interacting with international customers; data-related jobs that involve communicating with customers on e-mail

among other things; and consulting work like arranging balance-sheet data to facilitate analysis by clients like merchant bankers.

Additionally, since the Financial Services segment is the fastest growing arm of ITES a lot of CA's and MCAs are being hired as well. "Even a while ago professionals may have been a little apprehensive about joining this sector as it was perceived only for graduates and those with lesser qualification. However, things are fast changing. There is a growing awareness about growth opportunities in the sector and the competitive salaries offered

Currently the IT/ITeS industry is among the largest employers in the organized sector creating jobs for over 7.5 million people both directly and indirectly, and this figure is expected to be well over 10 million by 2010 (Source: NASSCOM). From being perceived as an industry that merely specializes in answering calls and entering data, the ITES sector has moved on and is today recognized for the talent and potential to prove the talent and potential it contains.

1.2 KG INFORMATION SYSTEM PRIVATE LIMITED

1.2.1 FOUNDERS

Dating back to 1932, the group was founded by Mr.K.Govindasamy Naidu, a leading industrialist and philanthropist from Coimbatore, thus earning its acronym 'KG' and the Trademark. With its deep rooted base in Coimbatore, 'The Manchester of South India' the KG Group made its mark as a cotton-trading venture and today stands as an USD 150 million company with diversified interests.

Pre-eminent among the K.G. Group units is the K.G. Hospital, a 300-bed specialty facility offering a multitude of services through different departments equipped with the newest technology with the most dedicated, caring, and excellent team of physicians and surge ons. The K.G. Heart Center is committed to Total Heart Care aided by its most modern facilities. Additionally the K.G. Eye Hospital with its latest additions in eye care equipments reaches out far and wide to the poorest and the tribal areas with its free vision camps and programs.

The K.G. Group has also created educational institutions with a vision solely for the growth of young professionals of the country in specialized studies like nursing, physiotherapy, engineering and information management. With a finesse touch on society, the K.G. Group's contribution to the fashion world comes from K. G. Denim. In the leisure arena, the group serves the public with its travel agency and the K. G. Arts Center.

The K.G. Group's entry into the IT market has been a success story throughout. The new chapter KGISL, the name to reckon with, is riding the high waves of growth initiatives both in the national and international IT markets.

KGISL's software, engineering, web, and IT enabled services are branded with the mark of quality guaranteeing the highest degree of customer satisfaction globally.

KGISL provides consulting and IT services to clients globally and has always focused on leveraging new technologies in a proven, cost-effective fashion. Our approach focuses on new ways of business combining IT innovation and adoption while also leveraging an

organization's current IT assets. KGISL offers solutions that are robust, scalable and easily integrated with a diverse range of products and technologies. At KGISL, the focus is on continually defining, optimizing and aligning client's business strategy with IT initiatives. We provide solutions for a dynamic environment where business and technology strategies converge.

1.2.2 MISSION

- Will to win in the competitive world by exceeding expectations.
- Achieving the hallmark of success, a platform to attract customers.
- Treating every goal/target as a challenge.
- Creating value at every angle/turn in each of the business units.
- Motivation through team work.

1.2.3 VISION

- Innovation: Striving to be the best through being the first in all services and solutions.
- Quality Service: Always setting a target to exceed expectations.
- Diversity: Stamping the quality mark on a diversified community.
- Global View: Focus on the world market for constant improvement.
- Customer Satisfaction: Setting a chain reaction of satisfaction in each customer and creating reliability.

1.2.4 FOCUS

- Serving the community for an improved and better life through its multi commitments in healthcare and other services.
- Providing means to the society for quality-oriented services.
- Opening new opportunities in the diversified business units.
- Keeping ahead with competitors in the market with services exceeding expectations.

- Conscientious contribution to the society through free healthcare services.

1.2.5 BUSINESS SECTORS

KG Group's current operations include:

Health Care

- KG Hospital And Post Graduate Medical Institute
- K.G. Heart Center
- K.G. Eye Hospital

Education

- K.G. Institute of Health Sciences
- K.G. Nursing College
- KGISL Institute Of Information Management
- KG Arts and science college
- KITE

Information Technology

- K.G. Information Systems Private Limited
- Heartland KG Information Services

Textiles

- K.G. Denim Ltd.
- *Yarn:* Sri Kannapiran Mills Ltd.
- *Yarn:* The Kadri Mills Ltd.
- *Yarn:* Dhandapani Spinning Mills Ltd.
- *Yarn:* Sridevi Textiles (P) Ltd.

- *Cotton* : Shanmuga Ginning Factory
- *Cotton* : Jayalaxmi Ginning Factory
- *Cotton* : Sri Shanmuga Mills

Finance

- Southern Technologies Ltd.

Entertainment

- K.G. Arts Center

1.2.6 KGISL operates in the following domains

- **Manufacturing**
- **Health Care**
- **Finance & Banking**
- **E-Commerce**
- **Entertainment**
- **Logistics**
- **Communication**
- **Utility**
- **Retail**
- **Service**
- **Technology**

1.2.7 Quality Initiatives

Quality is the cornerstone of cutting edge IT solutions and as an SEI CMM® Level 4 companies, KGISL fully appreciates the importance of the quality paradigm. KGISL constantly benchmarks itself against international quality standards and is also today a certified ISO 9001 service provider. Its Quality Initiatives mean its development processes are sharply focused on enhancing the quality standards by aligning the people, the business objectives with the processes and technology. Constantly following up on this firm belief, KGISL has stringent quality assurance and control measures to ensure its clients have nothing but the best of services.

Establishing a mature process and improving it continuously to make it effective and contemporary requires specialized process knowledge, quality management skills, and exposure to the latest trends in industry, technology and best practices.

At KGISL it is equally important to innovate on project management and engagement processes that enable it to deliver robust solutions for its clients within time and budget.

At KGISL, dedicated groups responsible for thought leadership drive the organizational impetus to innovate. Process frameworks, methodologies, and reusable knowledge objects combine with topical thought leadership to demonstrate innovation in solution definition and engagement delivery for the client.

KGISL's varied experience with multiple vertical domains has enabled the company to evolve a robust development process/methodology which ensures that client projects measure up to expectations.

Extensive usage of process measurements helps KGISL constantly improve its quality, productivity and on-time delivery capabilities, thus enabling it to provide innovative software services.

KGISL is a division of \$500 million KG Group conglomerate that has diverse interests in various fields like Textiles, Engineering, Finance, Healthcare, Education, Travel, and Entertainment.

KGISL is an EN ISO 9001:2000 companies certified for its compliance to international quality standards and procedures, in Software Engineering and Engineering Design Services. KGISL is also an **SEI CMM® Level 4 company.**

KGISL was incepted in the year 1994, under the astute leadership of **Ashok Bakthavathsalam**, with the dream of becoming "The Most Admired Global IT Company known for its quality, timely delivery, and cost effectiveness of services."

KGISL commenced commercial operations in 1996-97 and initially focused on meeting the

Y2K remediation needs of Fortune 500 companies. Since then, it has successfully delivered cost-effective solutions in the area of Enterprise Resource Planning (ERP), Engineering Design Services and Web Solutions to clients worldwide.

KGISL, an acclaimed Information Technology (IT) consulting company is also a provider of specialty Business Process Outsourcing (BPO) services.

In December 2000, KGISL ventured into the US market with its wholly-owned subsidiary KG Information Systems Incorporated (KGISL) based at Detroit, Michigan. KGISI today also has a branch office at San Jose, California. KGISL also has a strategic interest of 33% in Swift Alliance Inc., US which provides ERP solutions to small and medium size enterprises in the US.

1.2.8 BPO SERVICES:

"I have always believed that to ensure sustained growth, it is important to constantly look beyond our horizons to seek and break newer grounds" - Ashok Bakthavathsalam, (CEO - KGISL)

KGISL is a pioneer in the field of Business Process Outsourcing services to India. Based in India, KGISL possesses strong infrastructural and intellectual strengths; judiciously used to evolve the technology and process that makes KGISL the success it is today.

KGISL BPO Services division is a leading overseas service provider created with the objective of providing affordable quality services to various vertical industry segments in the US like Healthcare, Legal, Insurance, Business and Finance.

KGISL offers the following BPO Services

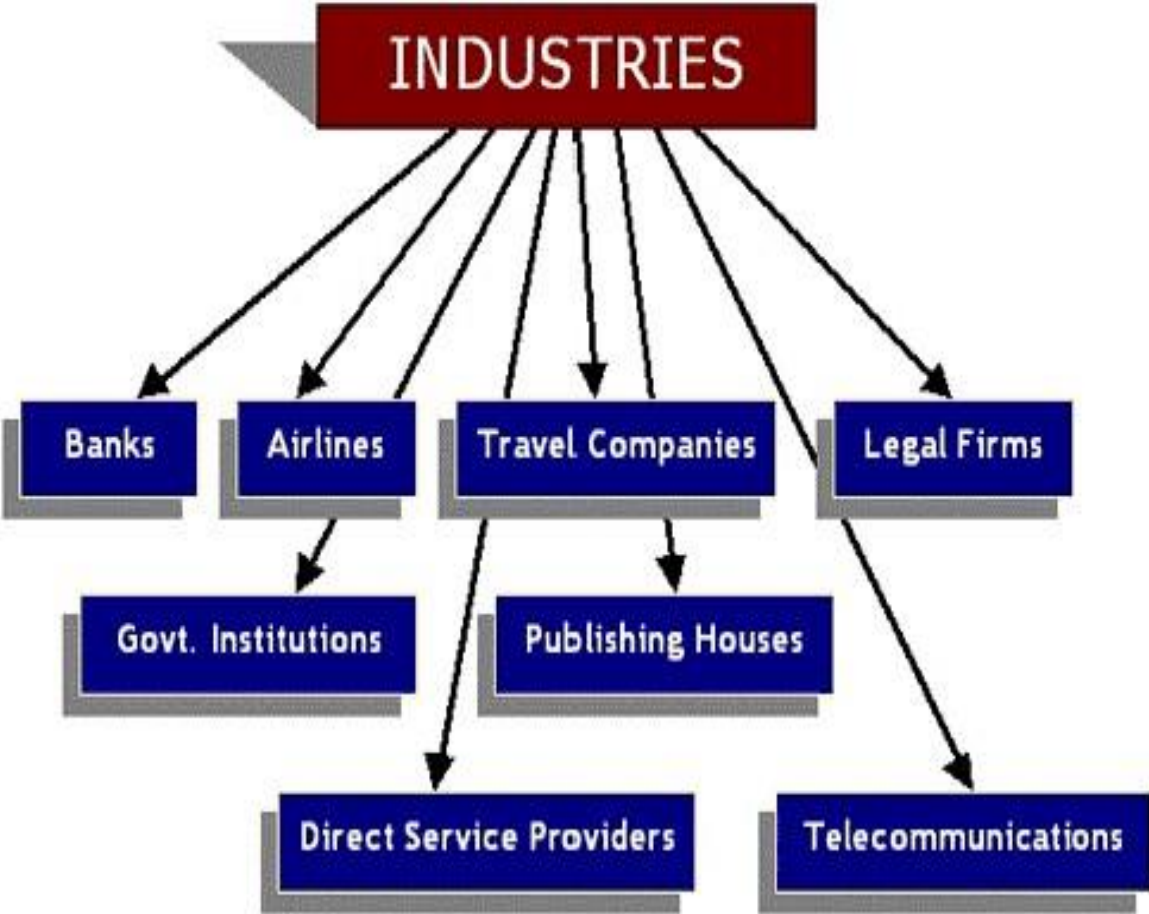
- E-Content Processing
- Engineering Design Services
- Back office Email Support
- Transcription
- Remote Data Processing

- CRM Services
- HR Recruiting

The powerful complement of systems at KGISL involves use of state of art latest generation technology supported by an array of IBM Netfinity servers providing the very vital technological backbone to its Data Processing operations. The Data Center is networked to client sites via dedicated IPLC communication links through the earth station based at KGISL's facility with a redundant Optic Fiber Cable link. Regular scheduled nightly or weekly data backups ensure full support in the event of a disaster.

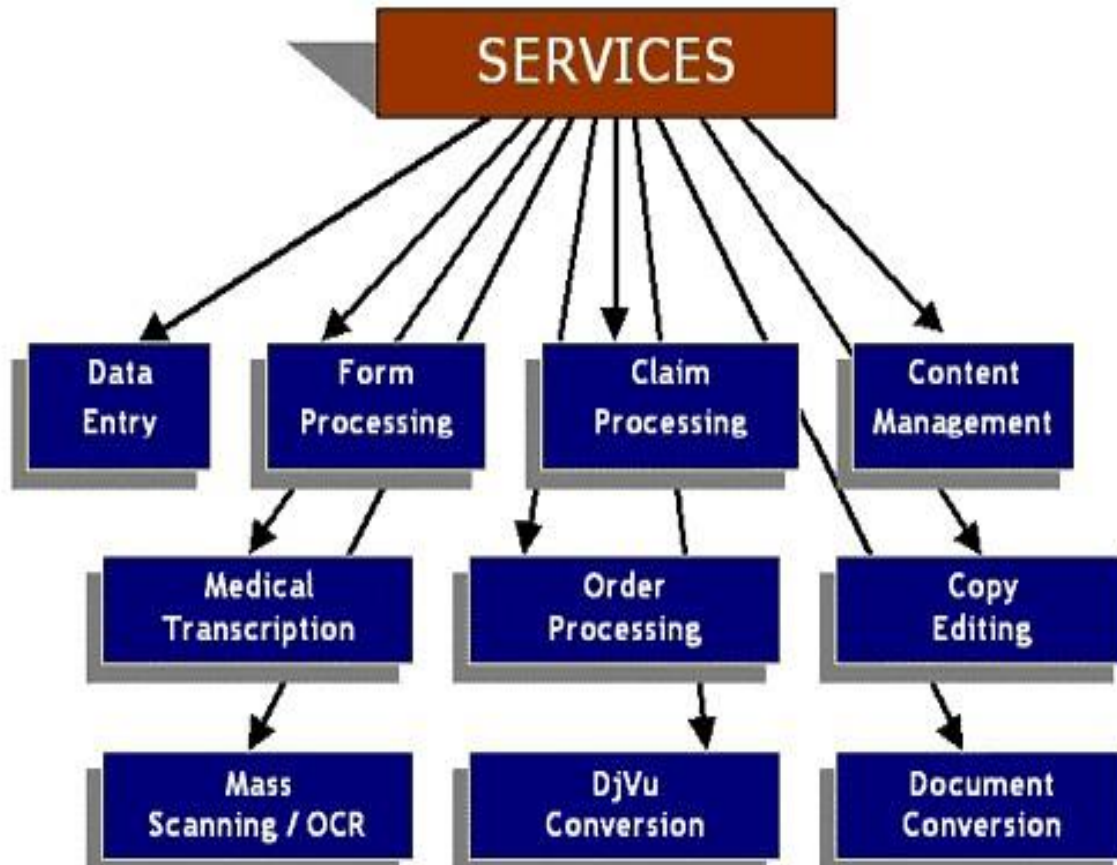
1.2.8.1 HOST OF INDUSTRIAL SEGMENTS

Figure No: 1.2.8.1 Industrial Segment



1.2.8.2 SERVICE OFFERINGS

Figure No: 1.2.8.2 Services Offerings

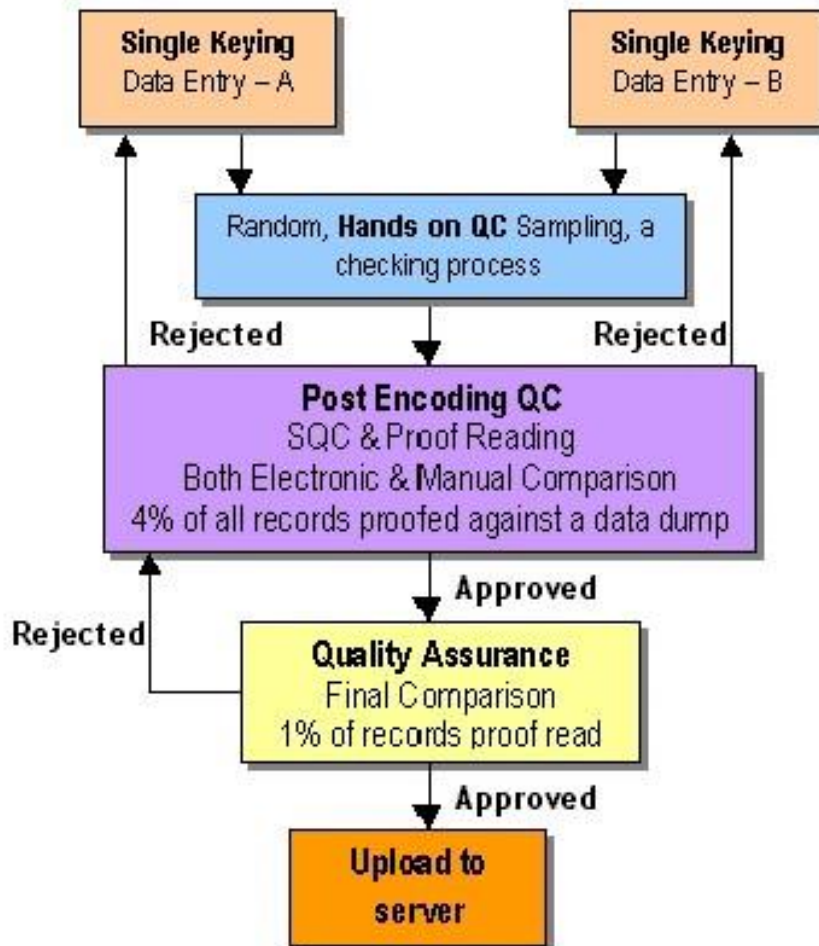


The data processing operations at KGISL follow a robust and time-tested methodology to ensure the veracity of data processed or analyzed or entered before delivery to the client.

1.2.8.3 MULTISTAGE PROCESS

The Data Delivery Methodology at KGISL follows a multi-level, multi-stage process illustrated as

Figure No: 1.2.8.3 Multistage Process



Custom-built programs are utilized for efficient processing and effective quality control.

Advantages

The distinct advantages that KGISL offers to its international clients are superior quality, low cost & timely solutions. Being ideally positioned with an extensive experience in this field, KGISL continues to give advantages through a range of data conversion & processing solutions to multiple industries the world over.

Figure No: 1.2.8.4 Organizational Success



Major benefits can be calculated in terms of organizational responsiveness and not just cost savings. In other words, redefinition of jobs, plus better use of people and corporate resources are very likely to play a greater role in the decision to outsource the data, forms and document processing. At KGISL, the benefit of outsourcing has thus been field tested and proven.

1.2.9 E-mail Back office support

KGISL offers advanced email support services both inbound and outbound that unites hosting, configuration, campaign production, testing, delivery, and reporting as a complete outsourced solution. With the right message, the right timing, and the right channel, email is the most effective opportunity to track success factors like customer acquisition and retention

KGISL's outsourcing services maximize value for clients seeking to communicate with key audiences via dynamic email. By providing a complete email management service, KGISL enables clients to focus on the message while KGISL focuses on technology and efficient delivery.

At KGISL the emphasis is on quantifying the 'return on investment' for clients by using a variety of proprietary tools and methodologies to ensure clients' online marketing and advertising becomes increasingly effective and efficient over time.

The KGISL team is comprised of professionals from all corners of the Web and brick-and-mortar business sectors including web engineering and programming, sales and marketing, business development, new media and online creative. The email campaign experts on hand manage every aspect of client's enterprise email marketing requirements. They look at specific needs and goals to design the best email marketing plan for the enterprise. There is absolutely no use of "canned" email campaigns as each and every company has unique strategies and goals.

1.2.9.1 At KGISL, the Email Management services provide the following:

- Design email marketing campaigns
- Define opt-in acquisitions lists and their sources
- Plan & execute testing strategies
- Craft email design, layout
- Launch campaigns (at just the right time!)
- Analyze tracking and link reports

- Measure each campaign's effectiveness
- Learn and focus client campaigns
- Unlimited data storage

KGISL executes and manages permission-based email campaigns with advanced list management capabilities, sophisticated message template configuration and personalization, high volume deliveries, and complete ROI (return-on-investment) tracking and reporting.

KGISL's email solution allows clients to:

- Outsource customer newsletter development and email delivery management
- Enhance customer service and improve customer relationships
- Re-target existing customers with advanced personalization and tracking features
- Automatically target multiple formats and versions for distribution (HTML, text, AOL).

1.2.10 UNIQUE FEATURES

1. Dynamic grouping

Unlike many others, KGISL offers dynamic grouping or customizing of subscriber lists and the message they receive by demographic information.

2. Template Design

Clients who request KGISL template design get full attention from its creative staff. The right look and feel for the message is intensely scrutinized, and is always subject to the final approval by the client.

3. Low-cost Managed Services

At KGISL, our main goal is to increase client's sales or improve communications. But at the same time, KGISL saves time and money. The more services KGISL handles, the better deal it is for the client's business.

The team at KGISL designs client template, tests it, manages subscriber list, plans campaign strategy, and analyzes its results...all at a highly economical cost to the client.

4. All Services Include

- Quality assurance across multiple email client
- Complete subscription management and hosting
- Advanced bounce handling
- Unlimited segmentation
- Message sizes up to 250k
- Online reporting updated eight times a day
- HTML Production and Email Formatting
- Email newsletter trafficking (sends)

5. Advanced Features & Services

- Integrated customer surveys
- ROI conversion tracking and online ROI reporting
- Personalization
- Data synchronization with client data bases
- Multi-campaign subscription management
- E-business integration
- Custom reporting
- Strategic planning and integration services
- Track views, click-stream data, and friendly forwards

1.3 RECRUITMENT

Recruitment refers to the process of attracting, screening, and selecting qualified people for a [job](#) at an [organization](#) or firm. For some components of the recruitment process, mid- and large-size organizations often retain [professional recruiters](#) or outsource some of the process to recruitment agencies. Getting the right person for a job is an arduous task.

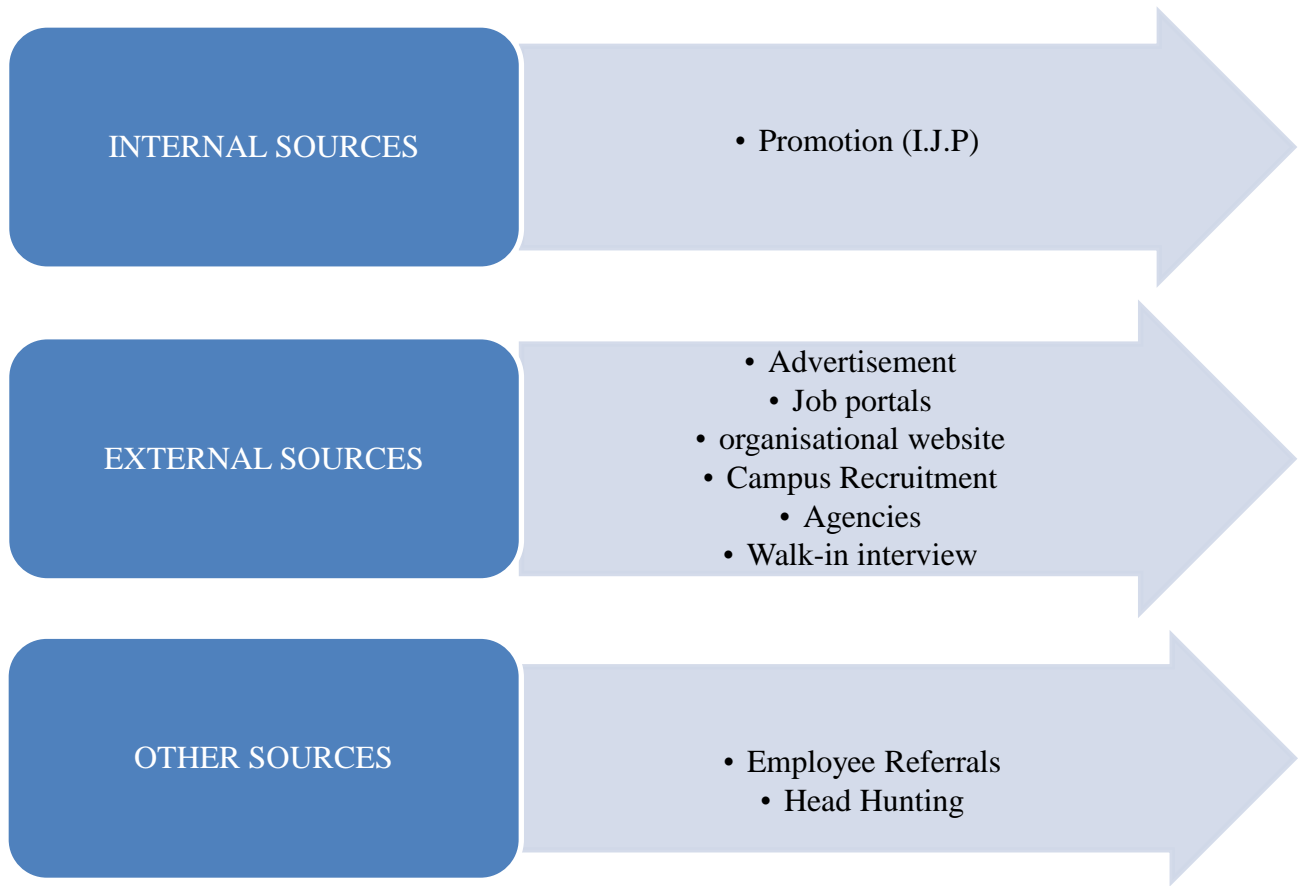
Organization must have a recruitment plan each year that dovetails into its business plan. Fair competition of succession plan assures better quality of HR plan from where recruitment plan is available. Next organization needs to choose an optimum source for recruitment which meets parameters of time, cost and confidentiality.

1.3.1 Cost effective of recruitment

Cost-per-hire is an important metric. HR professionals consistently rank cost-per-hire as one of the top most helpful HR metrics. Its popularity among HR professionals drove the Staffing and Workforce Planning Standards Taskforce to choose cost-per-hire as its first metric to evaluate and define. Cost-per-hire has a special attraction for recruitment executives. Unlike many HR activities that are difficult to quantify. Cost-per-hire is easy to calculate because external sourcing costs such as online job postings, agency fees and relocation costs are easy to track. The metric also links recruitment performance to the organization's bottom line. It implies a direct line of sight between the recruiter's ability to effectively source candidates and the resulting cost savings for the organization. Finally, cost-per-hire has face validity outside of HR because it is understood and accepted by line managers as a form of recruiter effectiveness.

The recruitment industry has two main types of sources: [Internal sources](#), [External sources](#) and [other sources](#) included. The recruitment phase of the hiring process takes place when the company tries to reach a pool of candidates through job postings, job referrals, advertisements, college campus recruitment, etc. Candidates who respond to these measures then come in for interviews and other methods of assessment. Employers may check the background of prospective employees, as well as check references.

Figure No: 1.3.1 Recruitment Sources



$$\text{Yield ratio} = \frac{\text{Person qualified for the position}}{\text{Person applied for the position}} * 100$$

To determine which recruitment sources is most effective at attracting qualified candidates, calculate and then compare the various sources yield ratios. The source with the highest ratio is most effective. Continuous evaluation of the process ensures that the recruitment cycle time is reduced as are the cost incurred.

1.3.2 INTERNAL SOURCES:

1. Promotion (I.J.P)

Vacancy is filled with a current employee. For this employee is either promoted or provided a (location or functional) transfer. Vacancies are internally notified and selection arranged from responses received. This process reduces cost of recruitment, selection and induction. This way of recruitment further cannot get fresh blood into an organization to bring in new perspectives.

1.3.3 EXTERNAL SOURCES:

1. Advertisement

This is one of the most used sources of recruitment. Advertisements can be via print media or electronic media. *Print media* is the oldest choice. There are many recruitment campaigns in print and organizations use them as an opportunity for brand building. These ads are eye catching, stylish, creative and colorful. *Electronic media* very effective means as in terms of sheer reach it is unmatched. It is most favored when recruiting non-technical staffs. Ads like as online advertising, banner advertising, etc...

2. Job portals

Most perspective candidates use internet to find out what is new in the job market. Naukri, Monsterindia, Times jobs, and shine are popular portals and they offer attractive packages to recruiters. "Job alerts" tool permits employer to drop job ad in suitable candidates' mail box directly, thus ensuring focused targeting. Catching them on to spot an online recruitment are much better than through print or electronic media.

3. Organizational website

There is an increasing trend of companies to set up their own websites for attracting candidates. Apart from brand building, these offer the employee to have a better understanding of the organizational culture, before applying online. Many companies like ICICI, CTS, etc...

4. Campus Recruitment

Campus is the location of a university, college, or school's main buildings. This method is based on recruitment at university, colleges. Main sources of these recruiting are newly educated and skilled candidates. Institutions that offer professional courses (Engineering, Management, Hotel management, legal and secretarial) are an important source for employers to recruit management trainees who can be trained to suit the organizational needs. Basic skills of these graduates are guaranteed and aptitude tests, group discussions and personal interviews are enough for the final selection.

5. Agencies

Job centers often specialize in recruitment for specific sectors. They usually provide a shortlist of candidates based on the people registered with the agency. They also supply temporary or interim employees.

6. Walk-in interview

Word-of-mouth communication as a recruitment source can be defined as an interpersonal communication, independent of the organization's recruitment activities, about an organization as an employer or about specific jobs. It is an external or company-independent information source that is not under the direct control of the organization.

1.3.4 OTHER SOURCES

1. Employee Referrals

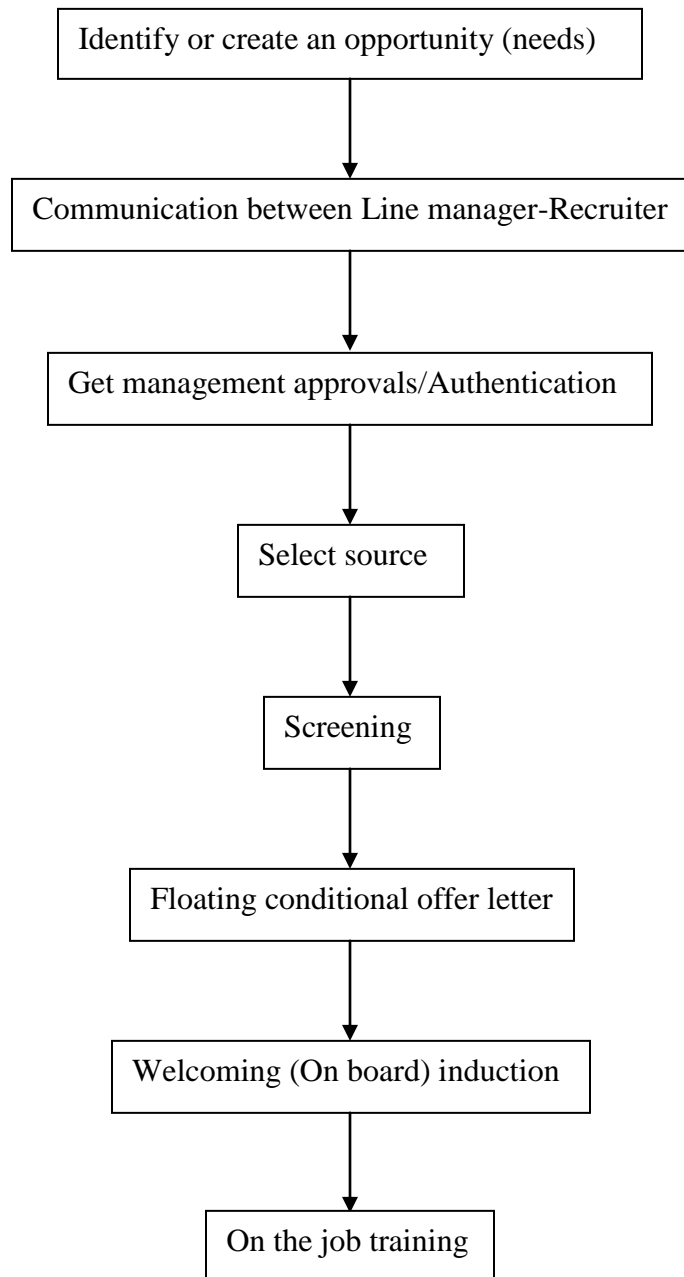
This method often refers to as 'word of mouth' and can be a recommendation from a colleague at work. It was structured by the phenomenal growth of the IT sector. It is now used across the industries. Candidates' appointment through employee referrals tend to stay longer with the companies and cost of recruitment is much less for this source. Success depends on speed and effective of the candidates who is appointed by employee referral.

2. Head Hunting

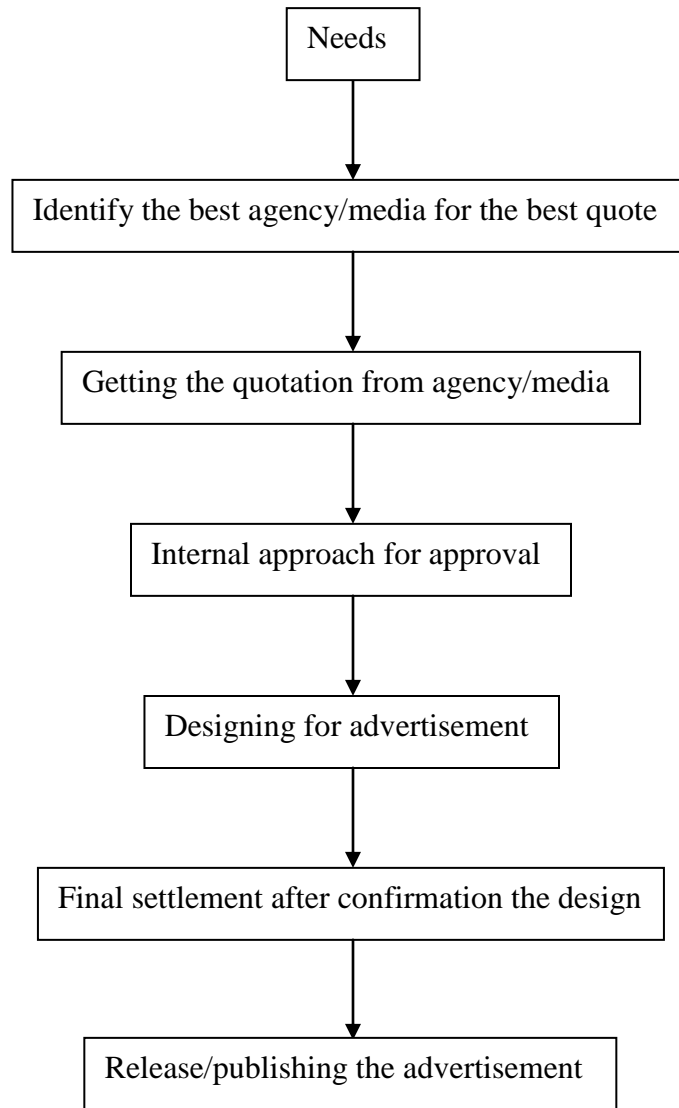
Head hunting are recruitment agents who provide a more specialized approach to the recruitment of key employees and/or senior management also executive and professional recruitment, niche agencies which specialize in a particular area of staffing and in-house recruitment.

1.3.5 PROCESS OF RECRUITMENT SOURCES

1. BEFORE FILLING A POSITION



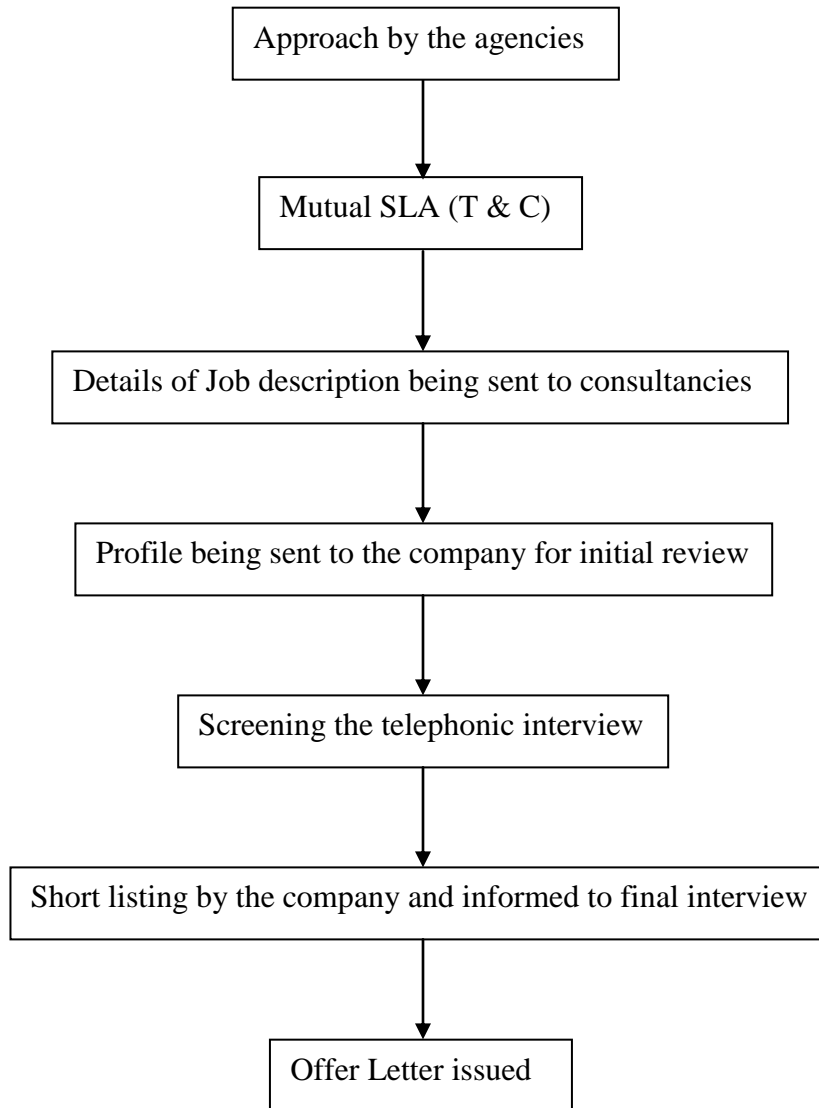
2. ADVERTISEMENT



Time Taken : A week's time

Cost incurred: Rs.20000 approximately (Advertisement cost only).

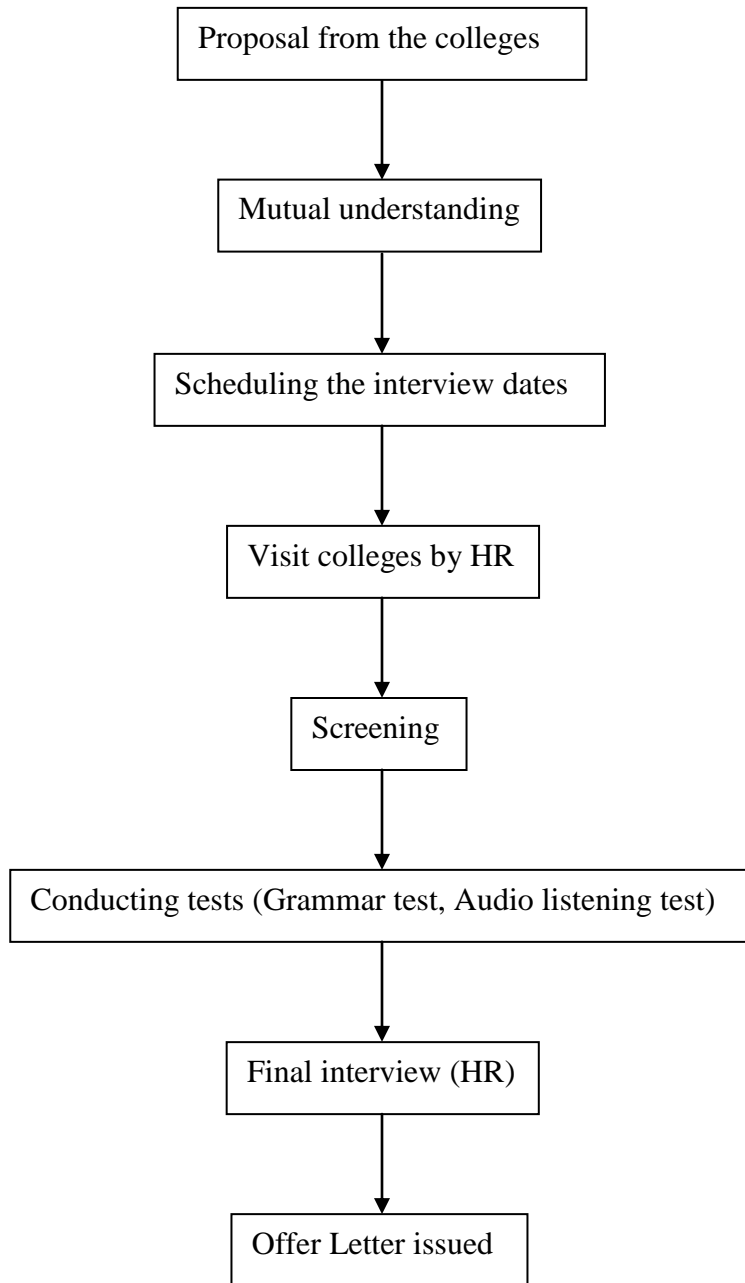
3. CONSULTANCIES AND AGENCIES



Time taken : More than one and half months

Cost incurred: 10 to 12 percent from the salary of the selected candidates

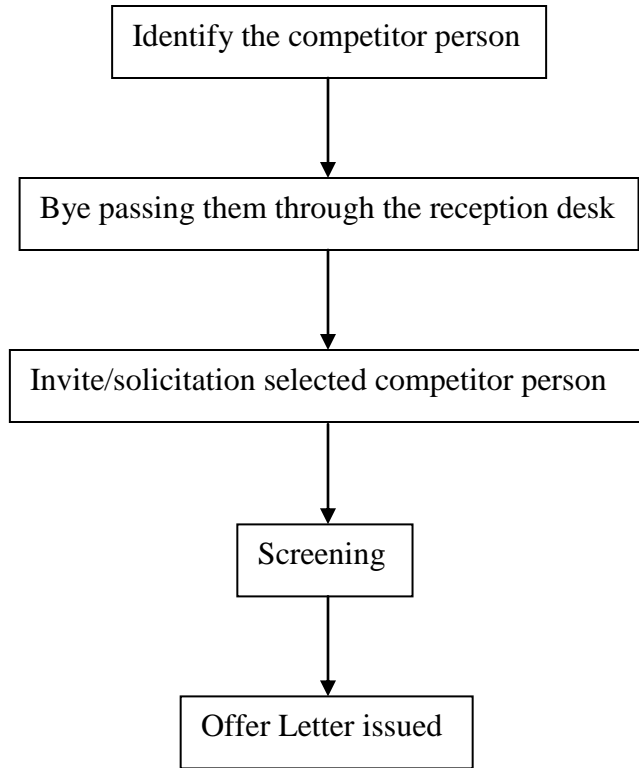
4. CAMPUS RECRUITMENT



Time taken : A week's time

Cost incurred: Nil it is barred by the college (Transportation cost).

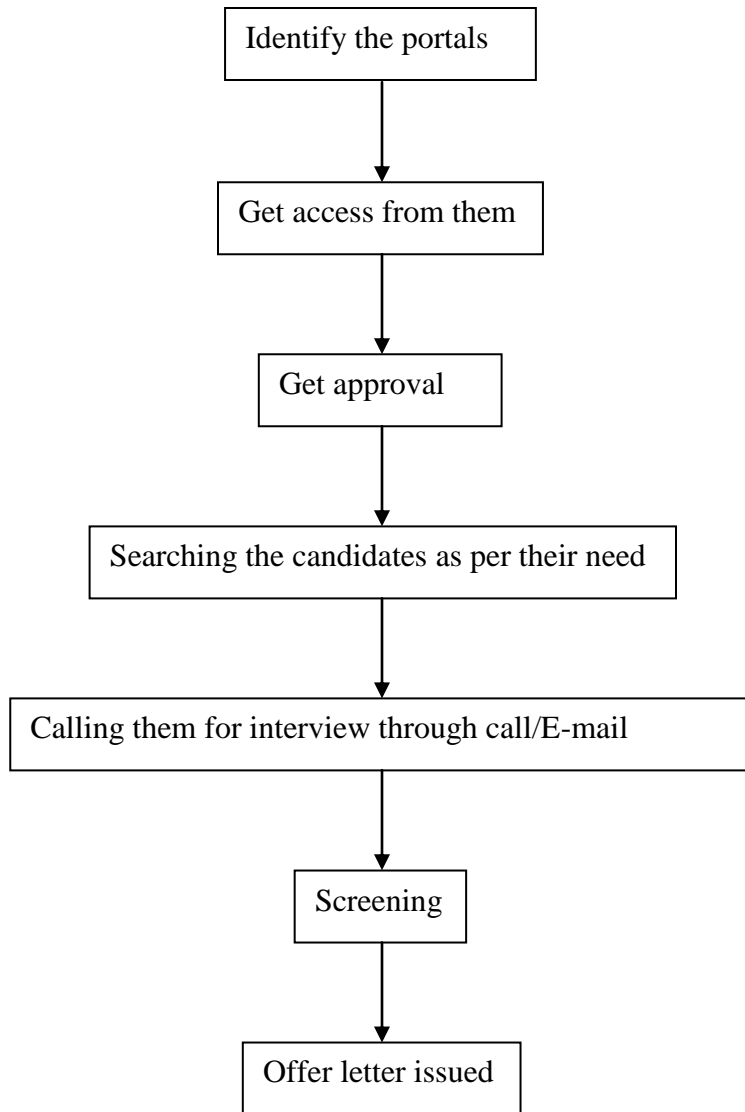
5. HEAD HUNTING



Time taken : Less than 2 months

Cost incurred: Telephonic charges and certain percentage depending on the selected candidates.

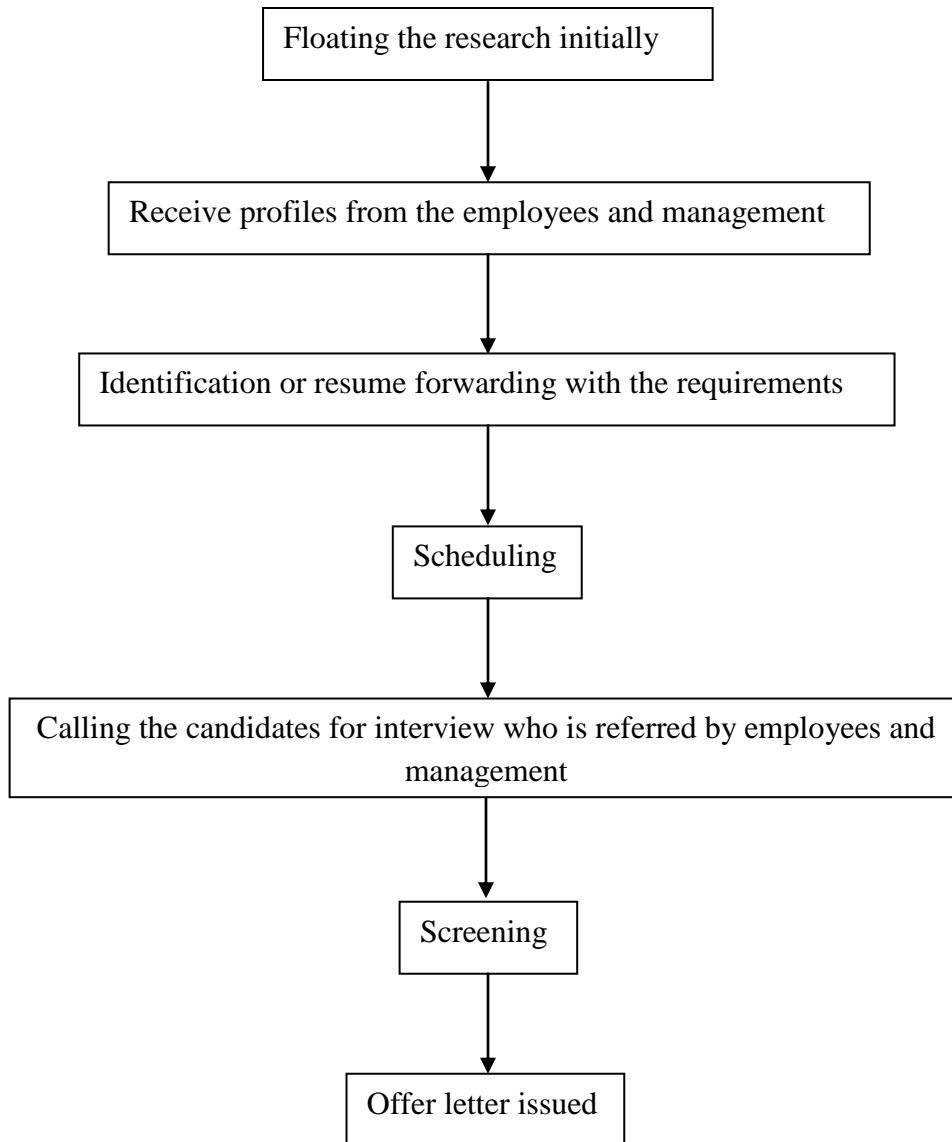
6. JOB PORTALS



Time taken : One month

Cost incurred: Portal access cost get for license.

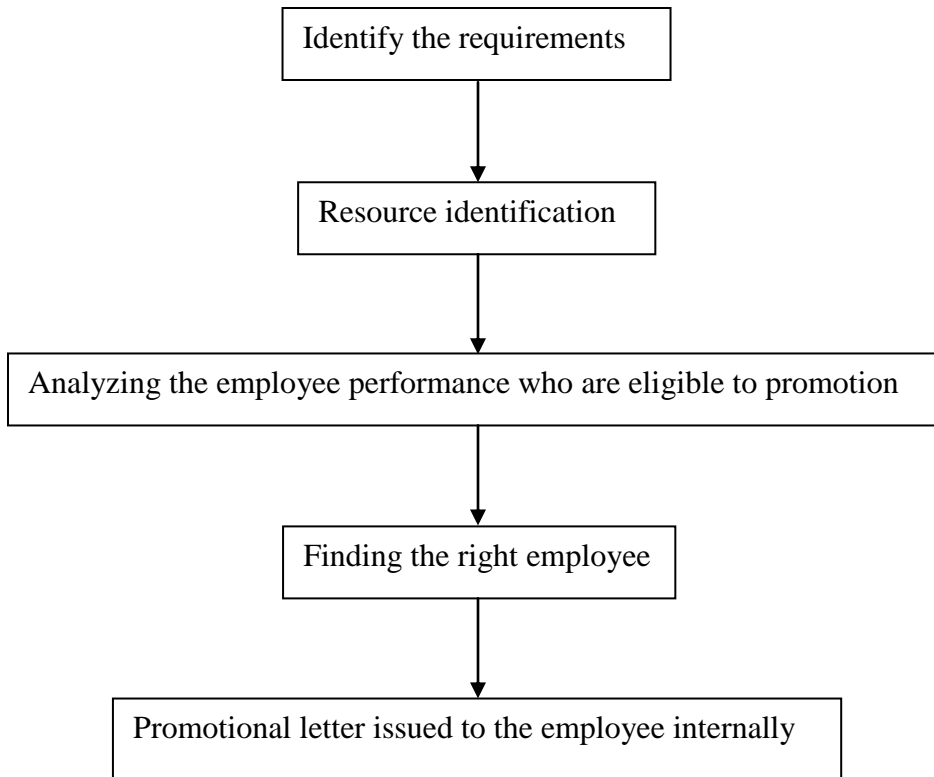
7. EMPLOYEE REFFERALS



Time taken : More than 2 months

Cost incurred: Incentives to the referral employees.

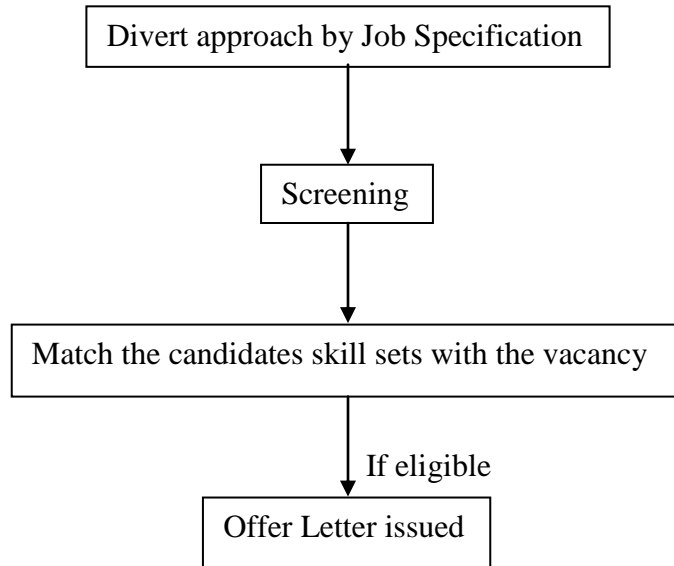
8. INTERNAL JOB POSTING (I.J.P)



Time taken : 3 months

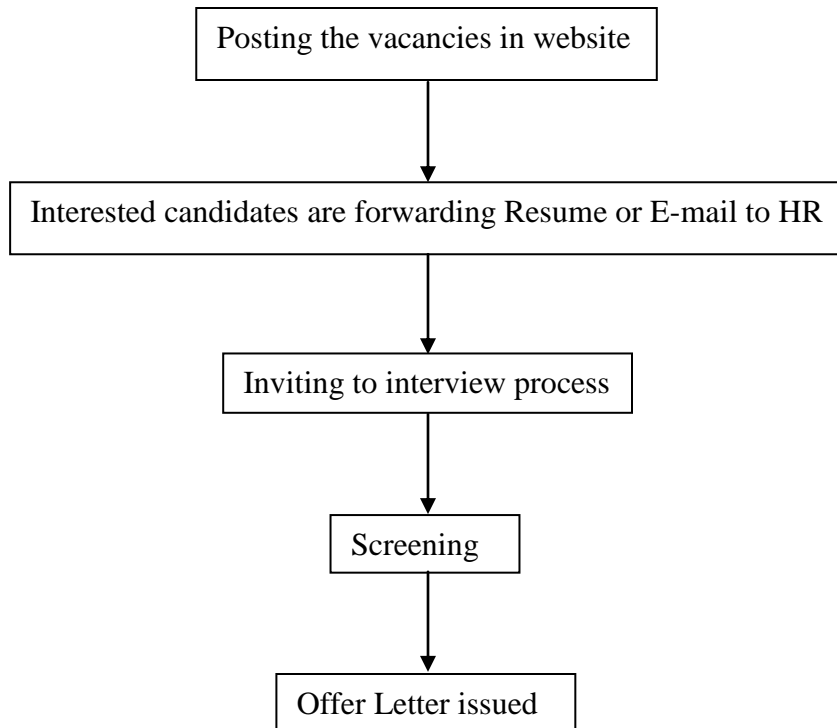
Cost incurred: Nil

9. Walk-in-interview



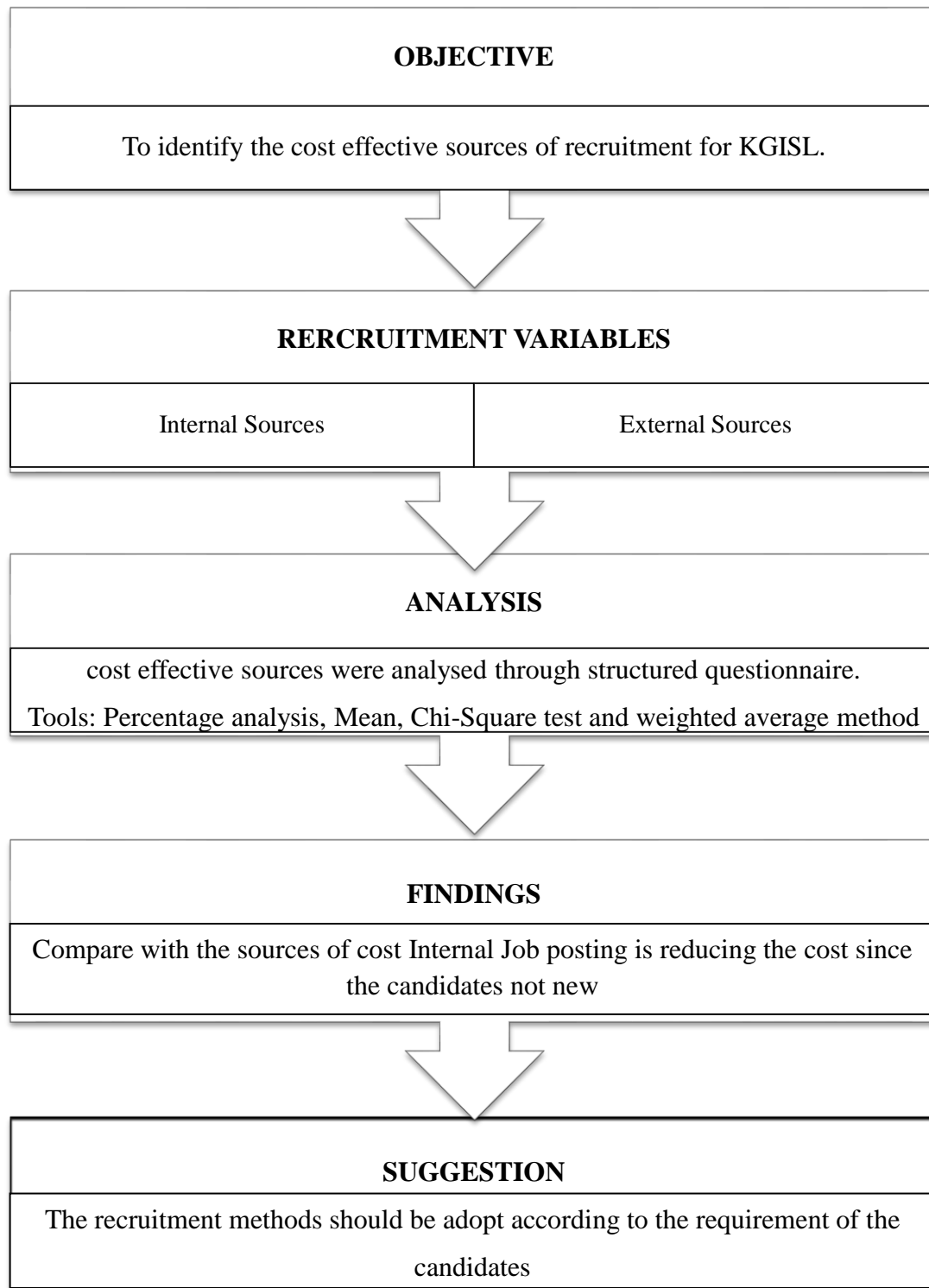
Cost incurred: Nil

10. Websites



Cost incurred: Technology and Web designing cost (Server maintenance).

1.3.6 FRAMEWORK OF THE PROJECT



1.4 OBJECTIVE

- To identify the cost effective sources of recruitment for KGISL.

1.5 SCOPE

- The project focuses on the cost effective source of recruitment for KGISL. It also suggests about adopting a method which is suitable for KGISL.

1.6 LIMITATIONS

- The area is restricted to Coimbatore city.
- The recruiters were shortlisted according to the convenience from the database collected.
- The findings of the study are based on the information provided by the respondents.
- It is assumed that the responses of respondents are true.
- The study was time bound in nature; the findings and suggestions may or may not applicable for long time use.
- Data are collected from recruiter's only.

CHAPTER 2

REVIEW OF LITERATURE

A Review of literature deals with the previous study conducted by others researchers in some area or related area and reveals their findings. The main purpose of the review of literature is to report on original research or experimentation in order to make such information available to the rest of the scholarly world.

The literature is divided into following division to understand the review better

2.1 studies related to cost effective of recruitment

Andrew Greenberg (2013) “Employers and recruiters use various recruitment strategies to meet recruiting goals. To attract and hire the best requires the latest recruiting methods and technologies to target specific aspects of recruiting, such as sourcing, engaging, hiring, and pipelining or building a talent community. Although recruitment is commonly the responsibility of human resources professionals, it also falls to staffing agencies, hiring managers, and company principals such as directors, CEOs, and VPs. Any of these professionals tasked with recruiting will need effective recruitment strategies such as referrals, social recruiting, and creative recruiting”.

Karen O’Leonard (2012) “Annual spending divided by the number of new hires brought into the organization for the year. Median figures are used. Spending includes internal staff compensation, university recruiting, agencies / third-party recruiters, professional networking sites, job boards, social media, contractors, employment branding services, employee referral bonuses, pay-per-click media, travel, applicant tracking systems, print / media / billboards, other tools / technologies”.

Francis C. Anyim (2012) “Human resource management is the strategic and coherent approach to the management of an organization’s most valued assets, that is, the people who individually and collectively contributes to the achievement of the objectives of the organization. Human resource planning is used by organizations to ensure that they have the right number and the right

kind of people at the right place and at the right time. Where this process is carried out properly, it brings maximum long-run benefits to both the organization and the individual employee”.

James A. Breugh (2009) “Having a computerized applicant system obviously makes it simpler for an organization to make sense of the recruitment metrics it has gathered. However, even small organizations that cannot afford a computerized system can benefit from gathering and analyzing data on recruitment results. For example, by simply evaluating which sources (job boards, newspaper ads, and job fairs) produce the most applicants, an employer may be able to reduce recruitment costs.”

Greet van Hoyer (2009) “Combining these two dimensions results in four distinct categories of recruitment sources. First, recruitment advertising represents a company-dependent informational source and consists of any paid form of non-personal presentation and promotion of an organization as an employer by the organization itself. Examples include job advertisements, recruitment brochures, and recruitment websites. Second, as a company-dependent experiential source, recruitment events refer to events organized by the organization that allow job seekers to personally experience some aspect of the organization, for instance by meeting its representatives. Job fairs, open house events, and information sessions are examples of recruitment events. Third, publicity is a company-independent informational source and involves employment information disseminated through editorial media not paid for by the organization. It typically consists of non-personal mass communication such as newspaper articles and TV news items. Finally, as a company-independent experiential source, word-of-mouth refers to interpersonal communication, independent of the organization’s recruitment activities, about an organization as an employer or specific jobs. Examples are talks with friends and advice from family”.

Sanjeev Himachali (2007) “As a HR Professional (Chief Talent Acquisition Officer; Hiring Manager or Recruitment Head), one should be aware of all the sources and resources to get best of the talents and they should also be aware of as how to use those resources to the optimum level. You can use either or all of the below mentioned tools to get BEST talents”.

- 1) Existing and “Active” Candidates Data with Company
- 2) Employee References
- 3) Internal Advertisement (internal Job Posting)
- 4) Jobsites and Job Portals
- 5) Campus Hiring
- 6) Recruitment Consultancies
- 7) External (Newspaper) Advertisement
- 8) Social and Professional Networks & Local Communities
- 9) Head Hunting (Also called as “Body Shopping”)
- 10) Talent-Poaching

Shelly Rodrigo (2007) “Community-based recruitment is challenging particularly if the sampling frame is not easily defined as in the case of people who drink rain water. Strategies for contacting participants must be carefully considered to maximize generalisability and minimize bias of the results. This paper assesses the recruitment strategies for a 1-year double-blinded randomized trial on drinking untreated rainwater. The effectiveness of the recruitment strategies and associated costs are described. Community recruitment of households using four methods: electoral roll mail-out, approaches to schools and community groups, newspaper advertising, and other media involvement. Word of mouth communication was also assessed”.

M.Belcourt (2006) “In HR, the functions most likely to be outsourced is temporary staffing, payroll, training, recruiting, and benefits administration. HR departments are under increasing pressure to produce deliverables, not just do-able, and so are searching to determine which activities add value and who can best do these. Outsourcing is also a response to the demand from executives that HR reduce costs for its services. If the organization needs experts and

cannot afford to hire or train them, outsourcing may be a solution. Most organizations want to achieve cost savings or improved services or access to experts or technology as the basis for their decision to outsource”.

Jodie L. Robinson (2004) “Recruitment of participants for clinical trials requires considerable effort and cost. There is no research on the cost-effectiveness of recruitment methods for an obesity prevention trial of young children. This is determined the cost-effectiveness of recruiting 70 families with a child aged 4 to 7 (5.9 ± 1.3) years in Western New York from February, 2003 to November, 2004, for a two year randomized obesity prevention trial to reduce television watching in the home. Of the methods with associated costs, direct mailing was the most cost effective in recruiting families with young children, which supports the growing literature of the effectiveness of direct mailing”.

Paul W McDonald (1997)

Introduction

“The population impact of programs designed to develop healthy eating behaviors is limited by the number of people who use them. Most public health providers and researchers rely on purchased mass media, which can be expensive, on public service announcements, or clinic-based recruitment, which can have limited reach. Few studies offer assistance for selecting high-outreach and low-cost strategies to promote healthy eating programs. The purpose of this study was 1) to determine whether classified newspaper advertising is an effective and efficient method of recruiting participants into a healthy eating program and 2) to determine whether segmenting messages by transtheoretical stage of change would help engage individuals at all levels of motivation to change their eating behavior”.

Methods

For 5 days in 1997, three advertisements corresponding to different stages of change were placed in a Canadian newspaper with a daily circulation of 75,000.

Results

There were 282 eligible people who responded to newspaper advertisements, and the cost was Can \$1.11 (U.S. \$0.72) per recruit. This cost compares favorably with the cost efficiency of mass media, direct mail, and other common promotional methods. Message type was correlated with

respondent's stage of change, and this correlation suggested that attempts to send different messages to different audience segments were successful.

Discussion

Classified advertisements appear to be a highly cost-efficient method for recruiting a diverse range of participants into healthy eating programs and research about healthy eating.

D.L. Stone et al. (2007) “They posit that values will affect the choice of recruitment sources used by prospects and applicants. In particular, they hypothesize a positive relation between (a) the degree of similarity between the values of prospects and the nature of a specific recruitment source, and (b) the likelihood of using the same source. For example, prospects that have collective values will be more likely to prefer personal or relationship-oriented recruitment sources (e.g., employee referrals, networking at job fairs) than impersonal recruitment sources (e.g., online recruiting, newspaper advertisements, and public employment agencies). In addition, we predict a positive correlation between high powers distance values and the use of high status recruitment sources (e.g., private employment agencies)”.

CONCLUSION

The literature review is a critical evaluation of extensive research and theory related to a specific topic. It gives insights into the background and context of a cost effective of recruitment. Reviews consolidate the concept and relevance practices & research involved in identify sources which help to integrate the findings of the present study with the existing study.

CHAPTER 3

RESEARCH METHODOLOGY

Research Methodology is used to systematically solve the problem. Considering the Objective of the study, the methods are logically chosen and adopted, so that the results are capable of being evaluated either by the researcher or by others.

3.1 RESEARCH DESIGN

Research design helps to describe the present situations in order to know the effective recruitment sources to an organization. It is the logical and systematic plan to carry out a research. Preparation of the design of the research is popularly known as “Research design”. The type of research conducted for this study is “Descriptive Research Studies” which are concerned with describing the characteristics of a particular variable.

3.2 SAMPLING TECHNIQUE

A sample is Random sampling technique as the name implies is a smaller representation of a large whole instead of studying every case, which might logically be including an investigation. Only a small portion is selected. A sample design is a define plan for obtaining a sample from population. It therefore refers to the technique or procedures.

3.3 SAMPLE SIZE

The Sample Size consists of 100 Respondents from the Coimbatore city. The targeted respondents are HR Recruiters of an organization.

3.4 DATA COLLECTION

The study is based on the Primary and Secondary Data.

PRIMARY DATA

Primary data collection method is adopted for this study. In primary data collection - Questionnaire was designed comprising statements on all the major data and perception towards the Parameters used to analyze the study.

SECONDARY DATA

The secondary data is regarding the Company profile and Industry profile is collected through Internet, Company intranet and database, Journals, Books, etc.,

3.5 QUESTIONNAIRE DESIGN

The Questionnaire adopted for this study is the **structured questionnaire** designed based on the objective. It consists of 44 questions. Questionnaire has 10 sections in it

- Demographic profile
- Questions related to Advertisement
- Questions related to Consultancy
- Questions related to Campus Recruitment
- Questions related to Head Hunting
- Questions related to Job Portals
- Questions related to Employee Referrals
- Questions related to I.J.P (Internal Job Posting)
- Questions related to Walk-in interview
- Questions related to Website

3.6 RESEARCH STATISTICAL TOOLS

The data collected were tabulated and analyzed using the following statistical tools.

1. PERCENTAGE

Percentage method refers to a specified kind which is used in making comparison between two or more series of data. Percentages are based on descriptive relationship.

Formula:

Percentage (%) = observed factor / total number of sample * 100

2. CHI- SQUARE TEST

The SPSS software is used to measure the non-parametric technique - Chi-square. It is also referred to as χ^2 test, is any statistical hypothesis test in which sampling distribution of the test statistic is a chi-square distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

3. MEAN SCORE VALUE

Mean score value is used to find the mean score of the factors from the respondents

Score value= number of respondents*score value

Mean score value=score value/ no of respondents

4. WEIGHED AVEREGE

The weighted mean is similar to an arithmetic mean (the most common type of average), where instead of each of the data points contributing equally to the final average, some data points contribute more than others. The notion of weighted mean plays a role in descriptive statistics.

$$\text{Weighted Average} = \frac{\text{Weighted score}}{\text{No. of Factors}} * \text{No. of Respondents}$$

3.7 FRAMEWORK FOR ANALYSIS

S.NO	DEMOGRAPHIC PROFILE	TOOLS APPLIED
1	Gender	Percentage analysis
2	Age	Percentage analysis
3	Experience	Percentage analysis
4	Whole Experience	Percentage analysis

3.8 FACTORS ANALYSIS

S.NO	OBJECTIVES	TOOLS APPLIED
1	To identify the cost effective sources of recruitment for KGISL.	CHI-SQUARE, MSV, WEIGHTED AVERAGE

CHAPTER – 4

ANALYSIS AND INTERPRETATION

Processing data is very important in a research. The purpose of analysis is to draw conclusions. Analysis of data involves organizing the data in a particular manner. Interpretation of data is a method of deriving conclusion from the data analyzed. It converts data into information. Analyses of data are not complete unless it is interpreted.

The data are collected through survey, books, websites and journals etc..The survey is conducted among the recruiters of KG Information System Private Limited. The data collected by the researcher are tabulated and analyzed in such a way as to make interpretation. The interpretation of the analyses as is given for each of the analyses. Percentage analyses mean score value, chi square test, weighted average method were used in analyzing the data.

DEMOGRAPHIC PROFILE

TABLE NO: 4.1

GENDER

Gender is a personal variable which helps to know about the performance level between the genders.

S.NO	GENDER	RESPONDENTS	PERCENTAGE
1	Male	61	61.0
2	Female	39	39.0
	TOTAL	100	100.0

From the above table it is found that Majority of respondents are male, which is 61% of the population and 39% respondents are Female.

CHART NO: 4.1

GENDER

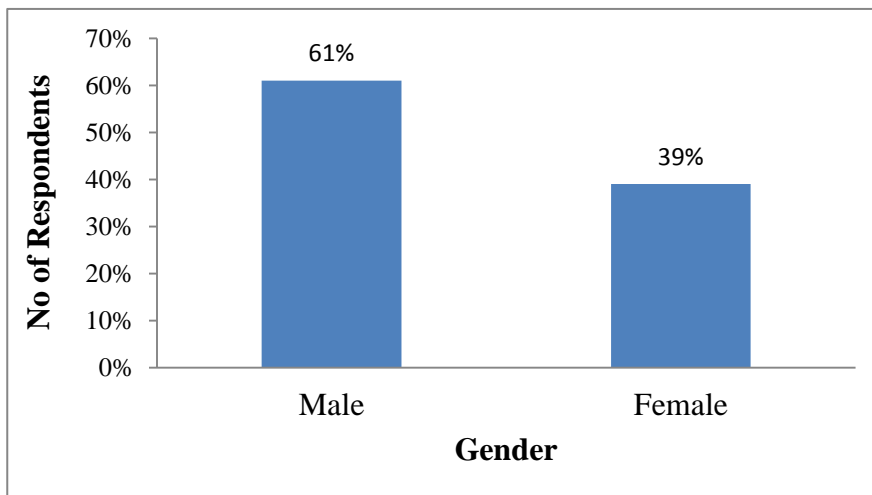


TABLE NO: 4.2

AGE

Age shows the number of recruiters working in each specific age group which helps to know about gap among particular age group.

S.NO	AGE	RESPONDENTS	PERCENTAGE
1	25 yrs	5	5.0
2	26-30Yrs	56	56.0
3	31-35yrs	34	34.0
4	36-40yrs	4	4.0
5	Above 40yrs	1	1.0
	TOTAL	100	100.0

From the above table it is found that 56% respondents belongs to age group of 26-30yrs, 34% respondents belongs to age group of 31-35yrs, 5% respondents belongs to age group of 25yrs, 4% respondents belongs to age group of 36-40yrs and 1% of respondent is belong to age group of above 40yrs.

CHART NO: 4.2

AGE

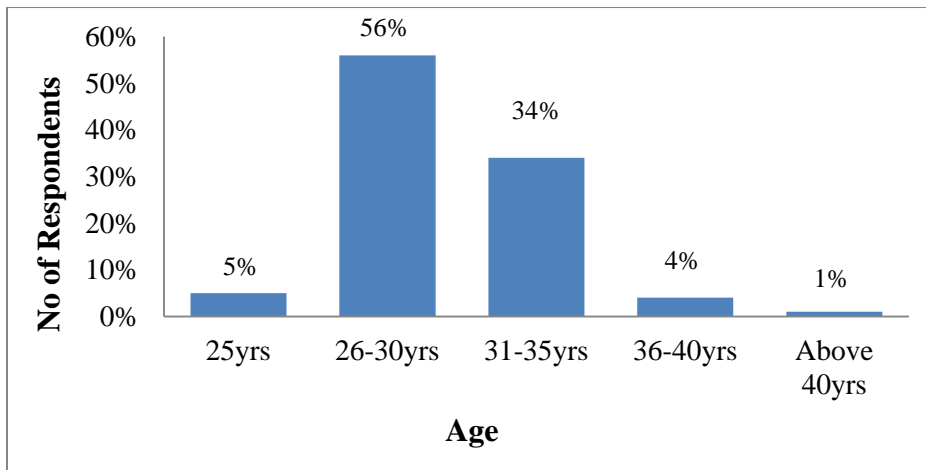


TABLE NO: 4.3

EXPERIENCE IN KGISL

“Learning from experience is a faculty almost never practiced”. The experienced peoples are valuable asset to the organization. So employee always should become effective with the work experience.

S.NO	EXPERIENCE	RESPONDENTS	PERCENTAGE
1	1yr	8	8.0
2	2-4yrs	53	53.0
3	5-7yrs	39	39.0
	TOTAL	100	100.0

This table depicts that experience of the respondents in KGISL is 53% are have an experience with 2-4yrs experienced, 39% are 5-7yrs experienced and 8% are 1yr experienced in the organization.

CHART NO: 4.3

EXPERIENCE IN KGISL

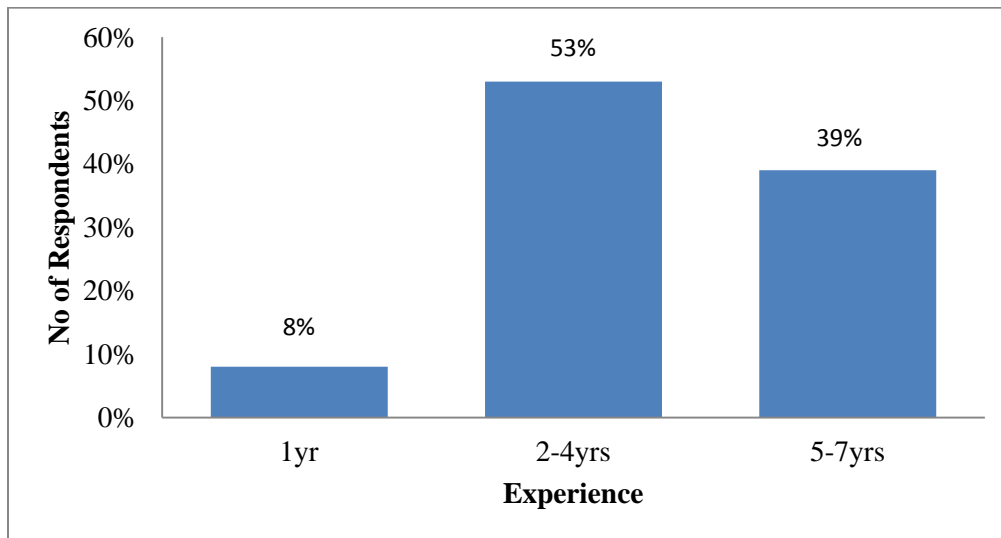


TABLE NO: 4.4

WHOLE EXPERIENCE

“Human beings, who are almost unique in having the ability to learn from the experience of others, are also remarkable for their apparent disinclination to do so”

S.NO	EXPERIENCE	RESPONDENTS	PERCENTAGE
1	2-4yrs	31	31.0
2	5-7yrs	38	38.0
3	8-10yrs	29	29.0
4	Above 10yrs	2	2.0
	TOTAL	100	100.0

This table depicts that whole experience of the respondents is 38% are experience 5-7yrs experienced, 31% are 2-4yrs experienced, 29% are 8-10yrs experienced and 2% are above 10yrs experienced

CHART NO: 4.4

WHOLE EXPERIENCE

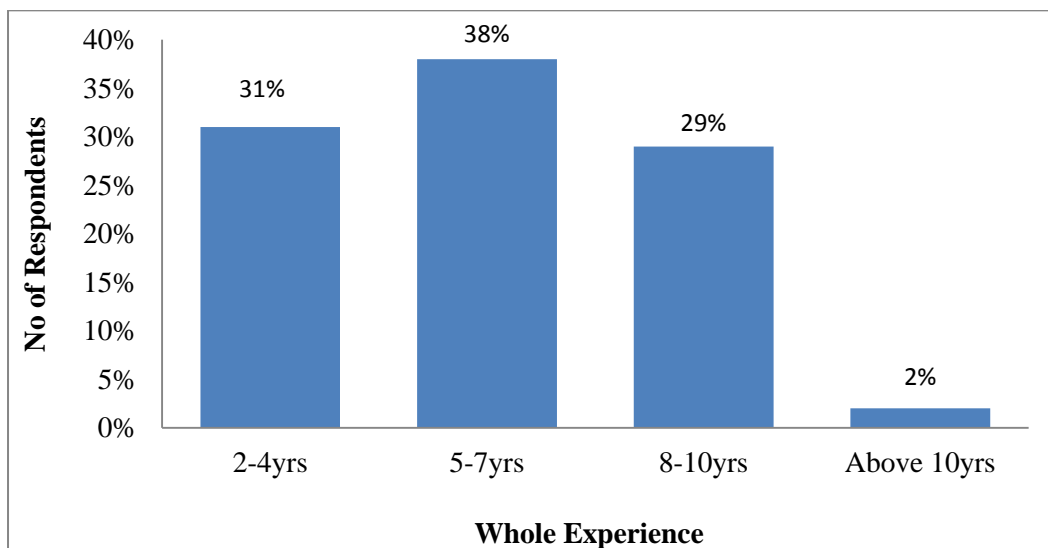


TABLE NO: 4.5

ADVERISEMENT

Advertisement is used for communicating business information to the present and prospective customers. It usually provides information about the advertising firm and indispensable for both sellers and buyers. It is great important in the modern world.

S.NO	FACTORS	STRONGLY AGREE	AGREE	NEUTRAL	MSV
1	Targeted candidates	53	42	5	4.48
2	Time consumption	25	62	13	4.12
3	Cost incurred	46	41	13	4.33
4	Enhance image	53	30	17	4.36

From the above table, mean score values of advertisement factors are listed. Respondents give the first priority to targeted candidates (4.48). They give the second priority to enhance image (4.36) third priority to cost incurred (4.33) and give last priority to time consumption (4.12).

CHART NO: 4.5

ADVERTISEMENT

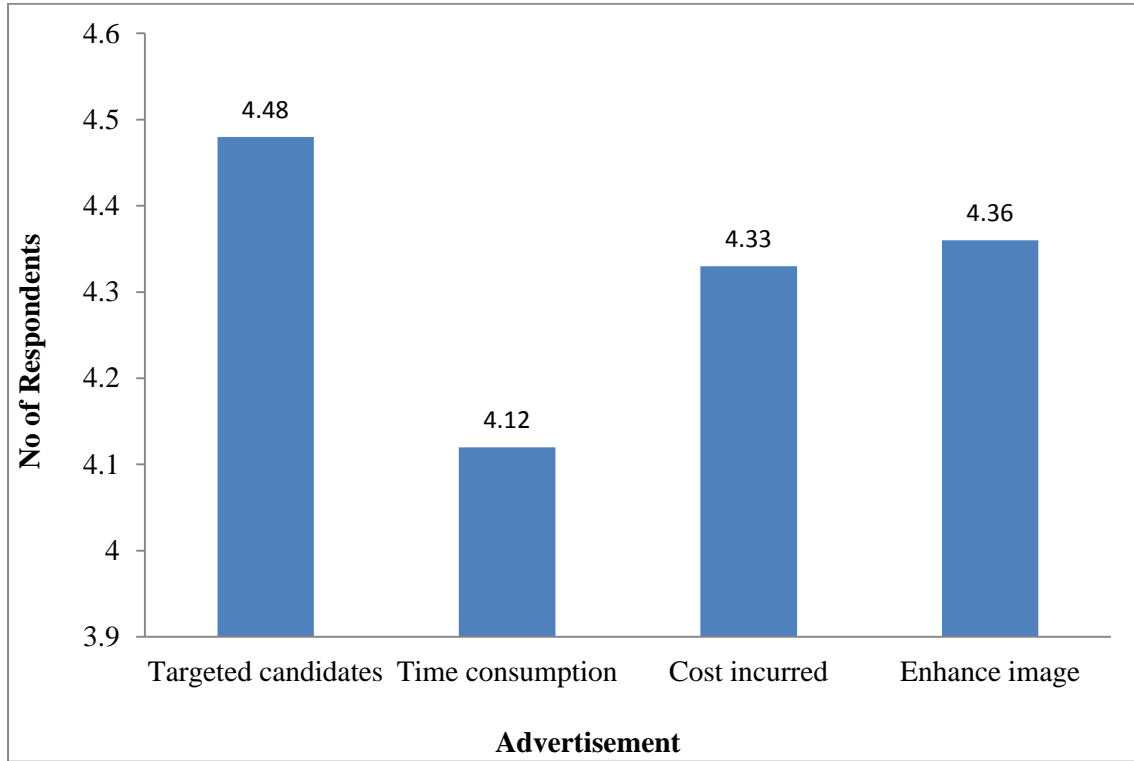


TABLE NO: 4.6

CONSULTANCY

Recruitment agencies can be a useful part of our job search, whether for a permanent graduate job. Employers expect agencies to put forward candidates with the specific qualities or abilities related to the job.

S.no	Factors	Strongly agree	Agree	Neutral	Disagree	MSV
1	Provide special talent	41	41	13	5	4.18
2	Good talent pool	17	61	20	2	3.93
3	Consistency	21	50	17	12	3.8
4	Cost more than others	52	36	3	9	4.31

From the above table, mean score values of consultancy factors are listed. Respondents give the first priority to cost more than others (4.31). They give the second priority to provide special talent (4.18) third priority to good talent pool (3.93) and give last priority to consistency (3.8).

CHART NO: 4.6

CONSULTANCY

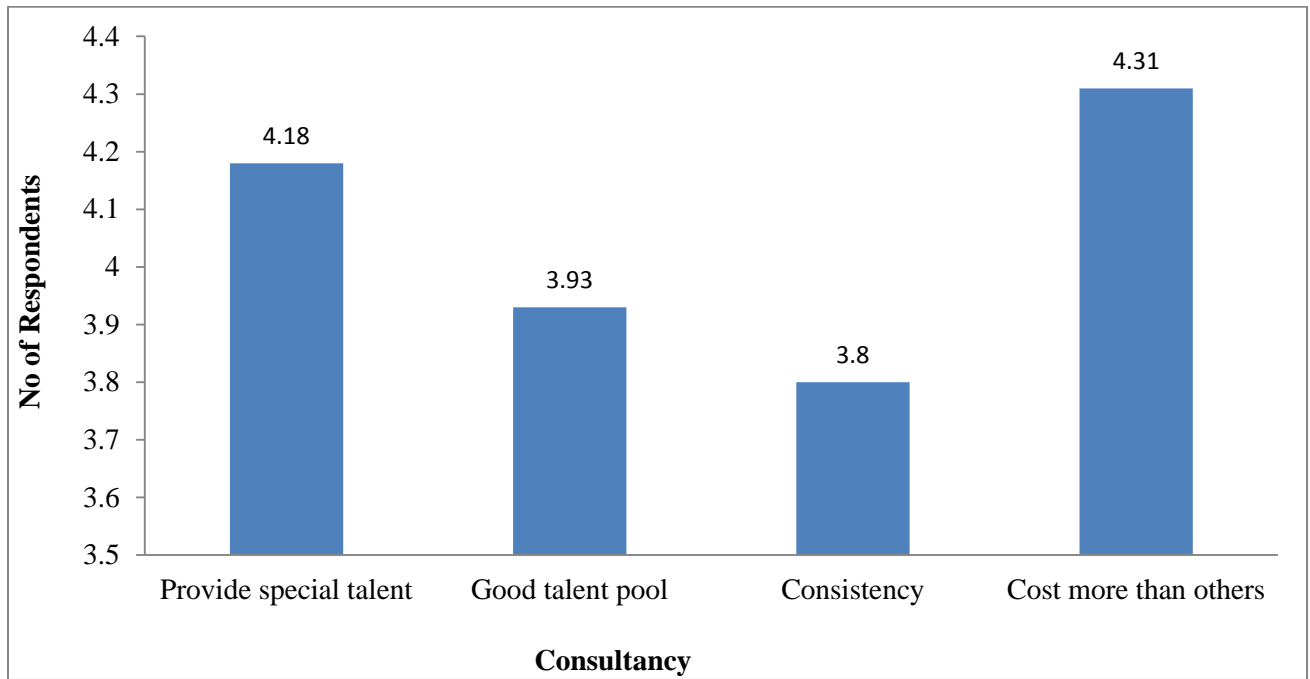


TABLE NO: 4.7

CAMPUS RECRUITMENT

Getting job in a good company is every student's desire. [Graduate recruitment](#) or [campus recruitment](#) refers to the process whereby [employers](#) undertake an organized program of attracting and hiring [students](#) who are about to [graduate](#) from [schools](#), [colleges](#) and [universities](#).

S.no	Factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	MSV
1	Talent candidates short span of time	37	33	14	7	9	3.82
2	Right candidates at one place	27	57	16	0	0	4.11
3	Reduce competition	43	30	27	0	0	4.16
4	Reduce manpower	39	44	17	0	0	4.22
5	Investments worthy	27	63	9	1	0	4.16
6	More no. of candidates	61	31	7	1	0	4.52

From the above table, mean score values of campus recruitment factors are listed. Respondents give the first priority to more no. of candidates (4.52). They give the second priority to reducing manpower (4.22) give equal priority to reduce competition and investments worthy (4.16). They give fourth priority to right candidates at one place (4.11) and give last priority to talent candidates' short span of time (3.82).

CHART NO: 4.7

CAMPUS RECRUITMENT

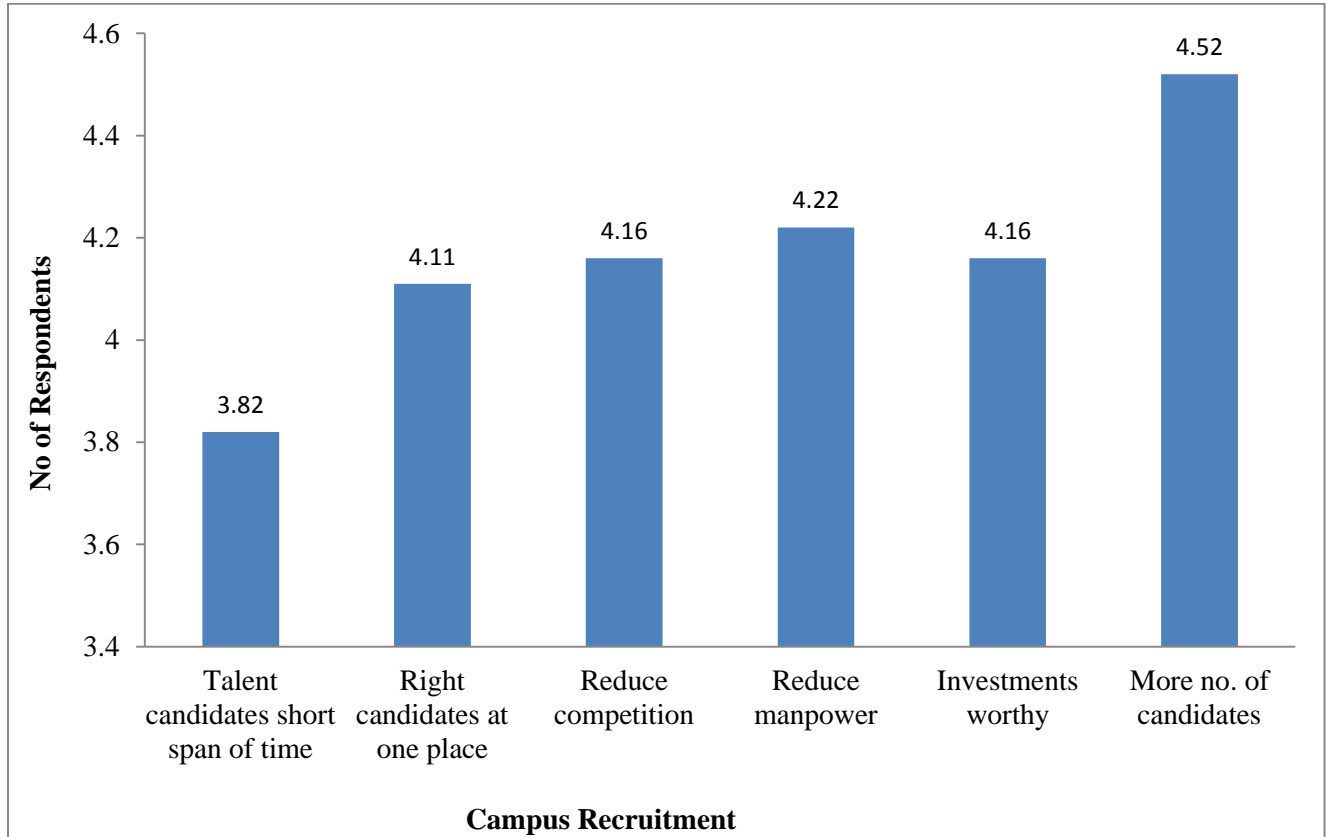


TABLE NO: 4.8

HEAD HUNTING

Recruitment agents who provide a more specialized approach to the recruitment of key employees and/or senior management also executive and professional recruitment specialize in a particular area of staffing and in-house recruitment.

S.no	Factors	Strongly agree	Agree	Neutral	Disagree	MSV
1	Better experience candidates	71	29	0	0	4.71
2	Reduced training cost	46	50	4	0	4.42
3	Cent percent result	20	37	41	2	3.75
4	Competitive advantage	22	49	29	0	3.93
5	Top & superior postings	36	57	7	0	4.29
6	Operation's expectations	32	60	8	0	4.24
7	Productive day of joining	53	27	20	0	4.33

F
rom
the
above
table,
mean
score
value
s of
head
hunting
factor
s are
listed.
Respon
den

ts give the first priority to better experienced candidates (4.71). They give the second priority to reduce training cost (4.42) third priority to productive day of joining (4.33). They give fourth priority to top & superior postings (4.29), fifth priority to operation's expectations (4.24), sixth priority to competitive advantage (3.93) and last priority to cent percent result (3.75).

CHART NO: 4.8

HEAD HUNTING

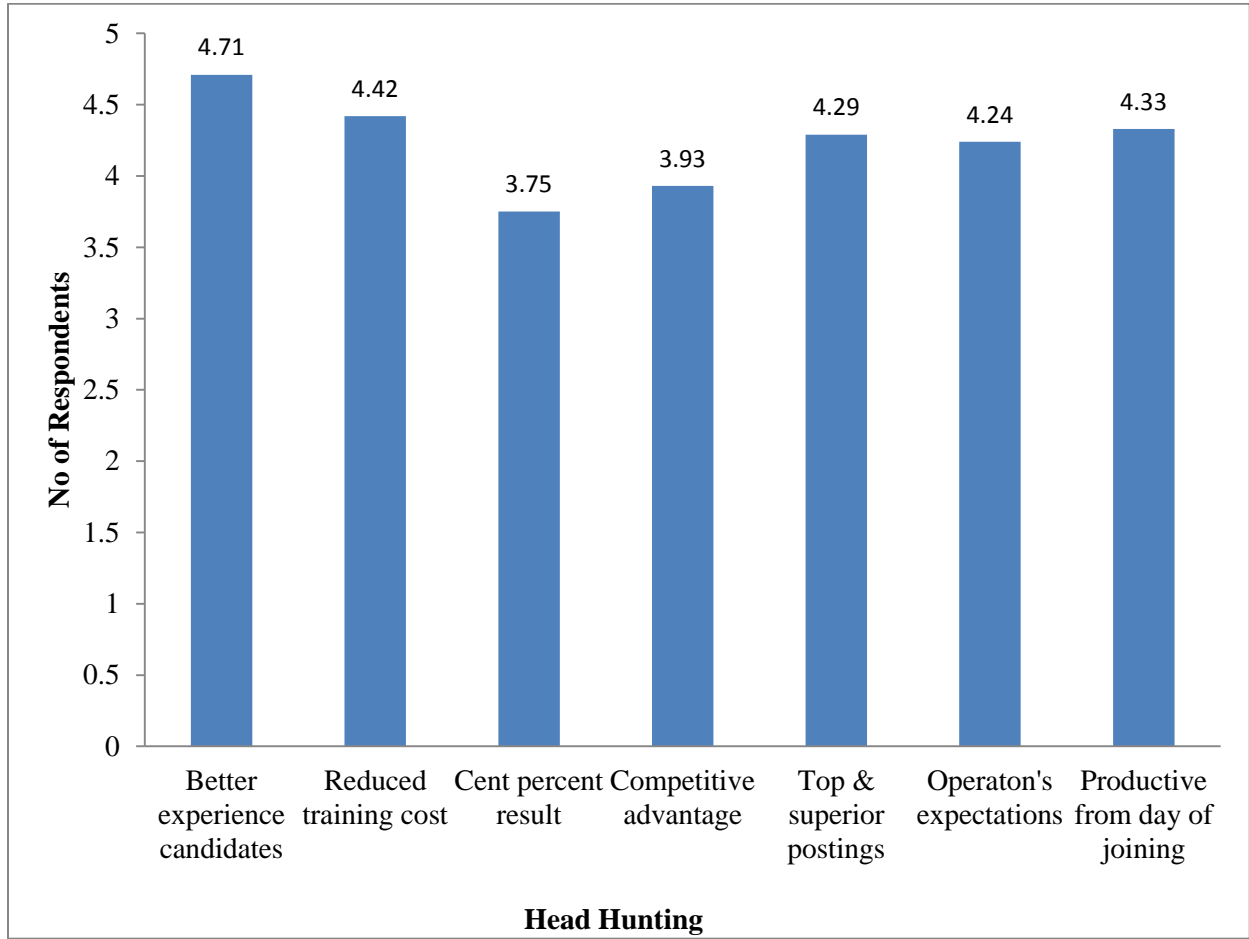


TABLE NO: 4.9

JOB PORTALS

A term, generally synonymous with *gateway*, for a World Wide Web site that is or proposes to be a major starting site for users when they get connected to the Web or that users tend to visit as an anchor site. There are general portals and specialized or niche portals.

S.no	Factors	Strongly agree	Agree	Neutral	Disagree	MSV
1	More no. of candidates	36	60	4	0	4.32
2	Right candidates selected	16	77	5	2	4.07
3	Create brand image	34	24	42	0	3.92
4	Bring competition	17	47	36	0	3.81
5	Investments useful & worthy	28	33	38	1	3.88

From the above table, mean score values of job portals factors are listed. Respondents give the first priority to more no. of candidates (4.32). They give the second priority to right candidates selected (4.07) third priority to create brand image (3.92). They give fourth priority to investments useful & worthy (3.88) and give last priority to bring competition (3.81).

CHART NO: 4.9

JOB PORTALS

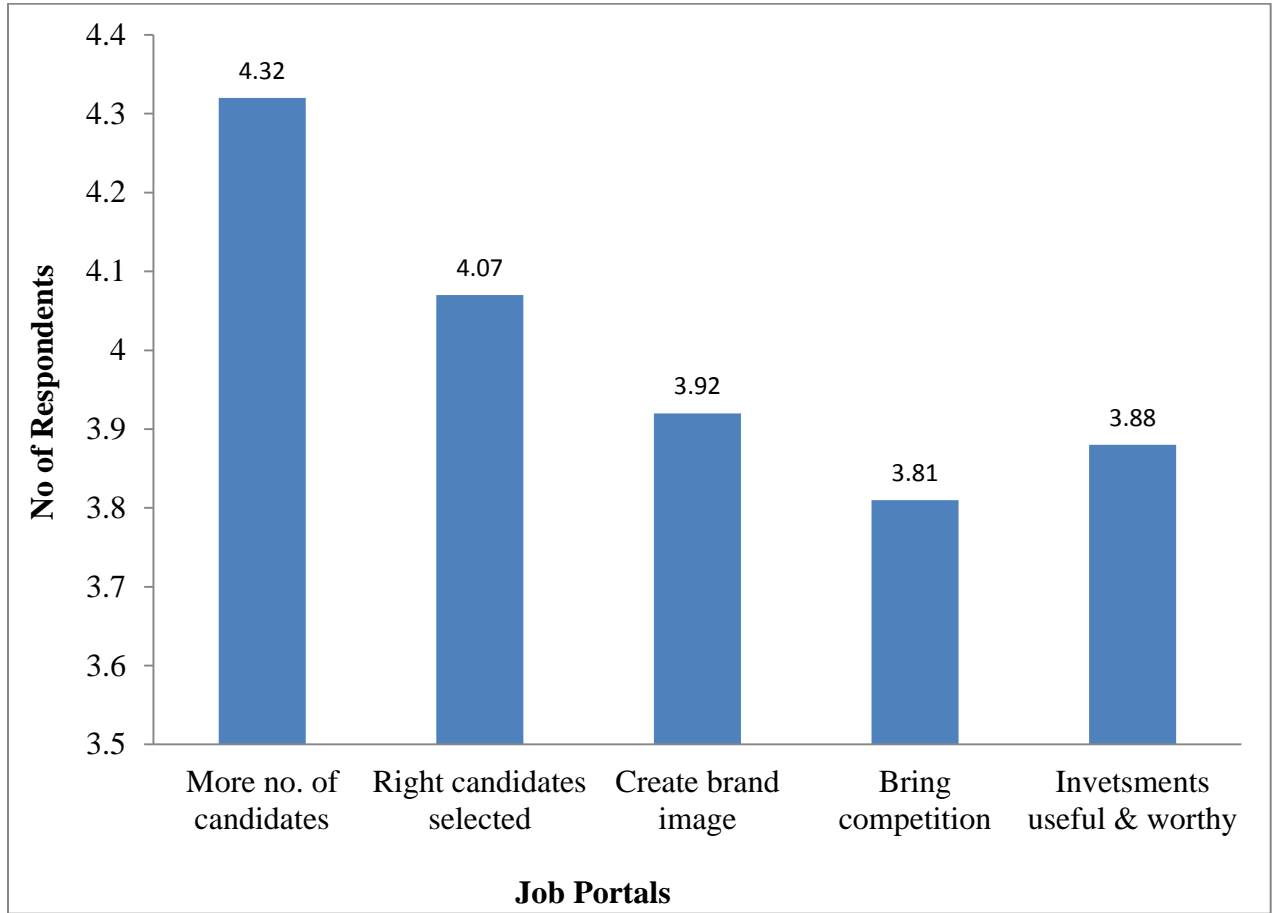


TABLE NO: 4.10

EMPLOYEE REFERRALS

A scheme encourages a company's existing employees to select and recruit the suitable candidates. As a reward, the employer typically pays the referring employee a referral bonus.

S.no	Factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	MSV
1	Right candidates	25	57	14	4	0	4.03
2	Stay longer	22	57	14	7	0	3.94
3	Recommend relatives and friends	47	32	21	0	0	4.26
4	Competent candidates	12	33	53	2	0	3.55
5	Referral involve recruitment	10	18	23	46	3	2.86
6	Cost involved	22	35	27	16	0	3.63
7	Emotional binding	25	36	38	1	0	3.85

From the above table, mean score values of employee referrals factors are listed. Respondents give the first priority to recommend relatives and friends (4.26). They give the second priority to right candidates' (4.03) third priority to stay longer (3.94). They give fourth priority to emotional binding (3.85) they give fifth priority to cost involved (3.63) they give a sixth priority to competent candidates (3.55) and give last priority to referral involve recruitment (2.86).

CHART NO: 4.10

EMPLOYEE REFERRALS

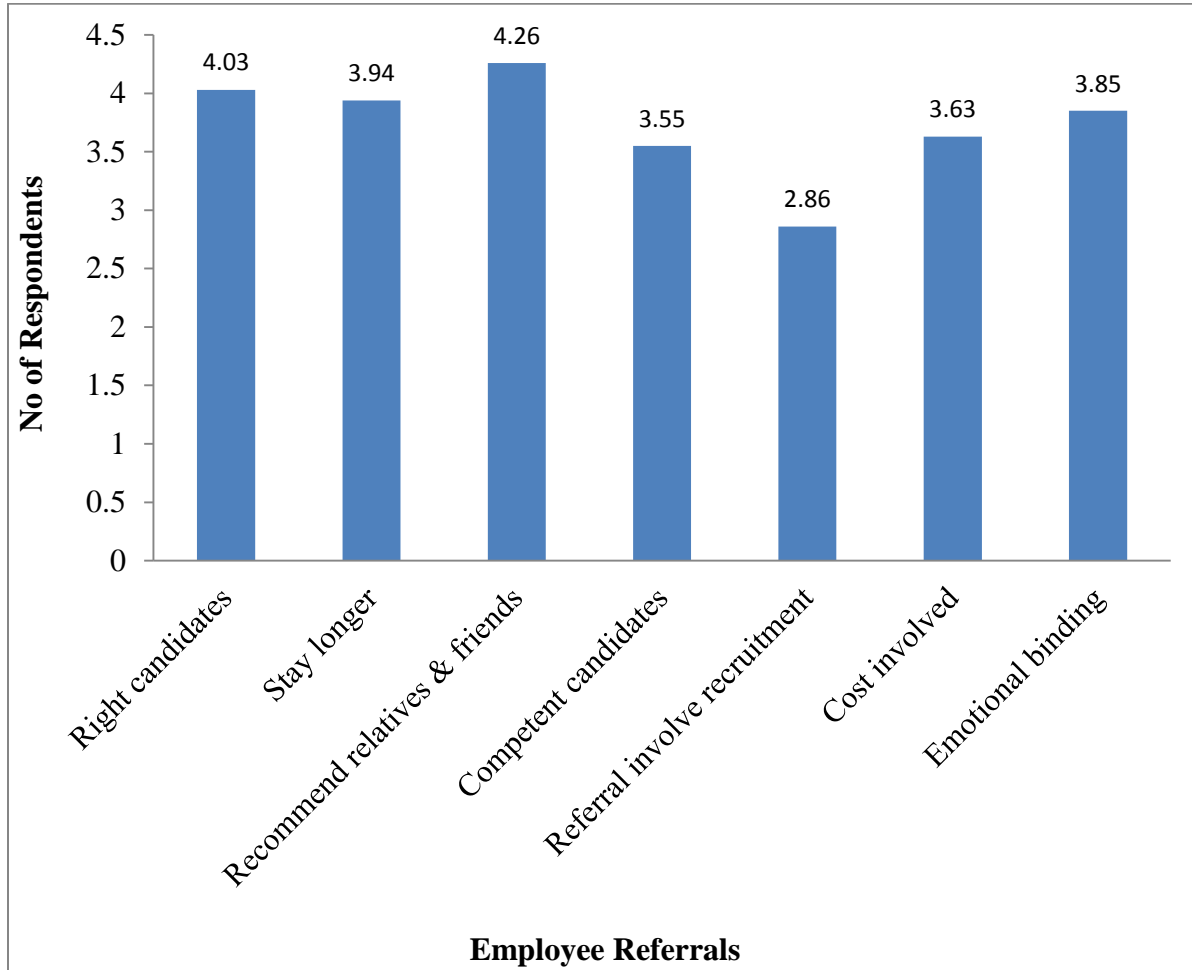


TABLE NO: 4.11

INTERNAL JOB POSTING (I.J.P)

Internal recruitment is when a job vacancy is filled by one of the employee from within the organization. Internal vacancies are advertised within the organization through staff notice board or intranets or even during staff meeting. It helps in giving existing employees a good opportunity to advance in their careers in the organization.

S.no	Factors	Strongly agree	Agree	Neutral	MSV
1	Motivate employees	64	34	2	4.62
2	Willingness to accept responsibilities	45	52	3	4.42
3	Reduce cost since not new	50	21	29	4.21
4	Promotion and recognition	66	26	8	4.58
5	Work with dedication	60	34	6	4.54

From the above table, mean score values of internal job posting factors are listed. Respondents give the first priority to motivate employees (4.62). They give the second priority to promotion and recognition (4.58) third priority to work with dedication (4.54). They give fourth priority to willingness to accept responsibilities (4.42) and give last priority to reduce cost since not new (4.21).

CHART NO: 4.11

INTERNAL JOB POSTING (I.J.P)

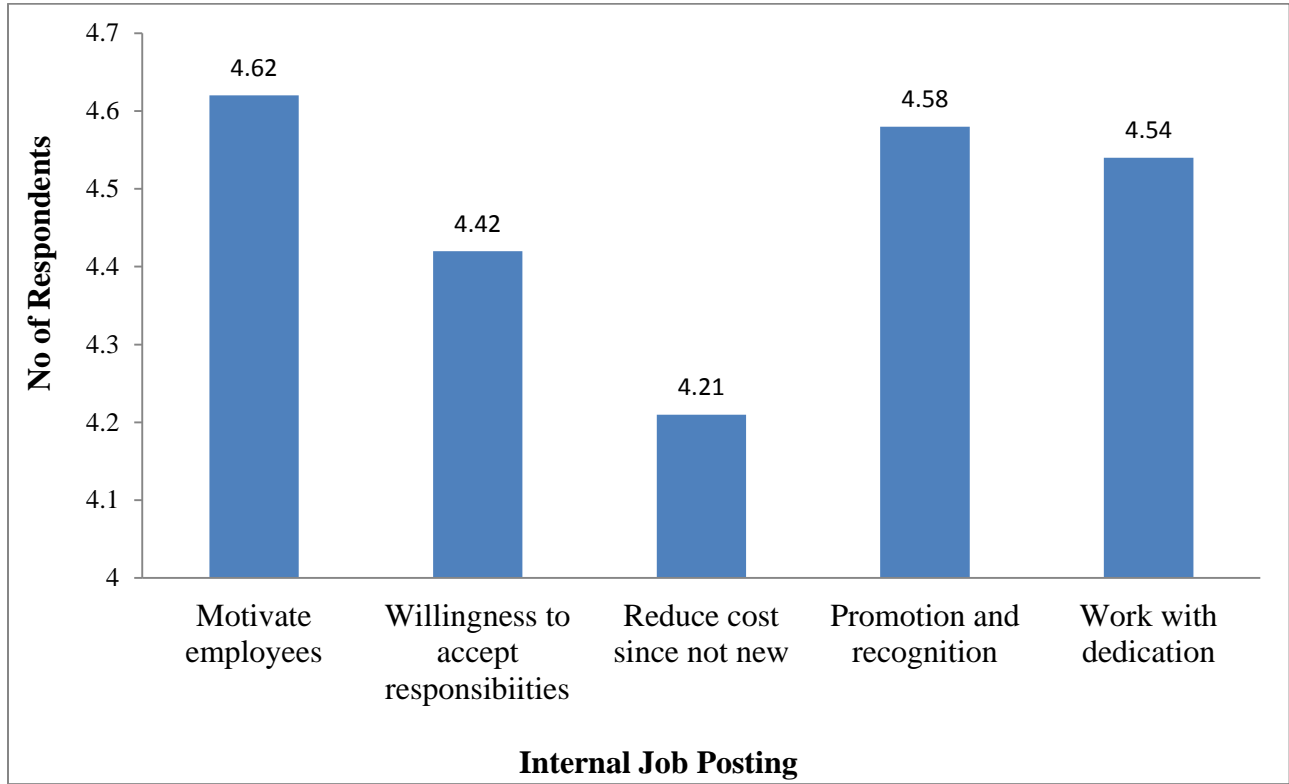


TABLE NO: 4.12

WALK-IN-INTERVIEW

Word-of-mouth communication as a recruitment source can be defined as an interpersonal communication, independent of the organization's recruitment activities, about an organization as an employer or about specific jobs.

S.no	Factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	MSV
1	Suitable candidates	19	68	11	2	0	4.04
2	Time consumption	11	55	34	0	0	3.77
3	Candidates stay long	19	26	39	14	2	3.46

From the above table, mean score values of walk-in-interview factors are listed. Respondents give the first priority to suitable candidates (4.04). They give the second priority to time consumption (3.77) and last priority to candidates stay long (3.46).

CHART NO: 4.12

WALK-IN-INTERVIEW

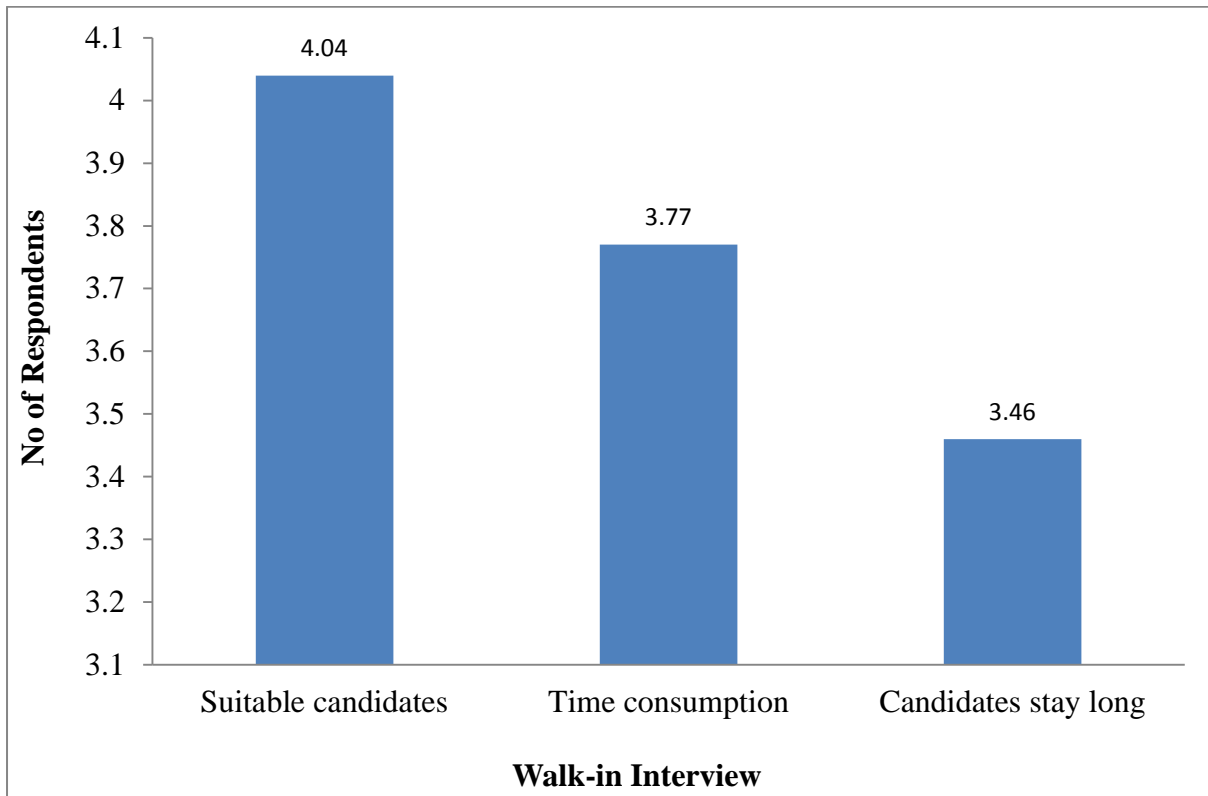


TABLE NO: 4.13

WEBSITE

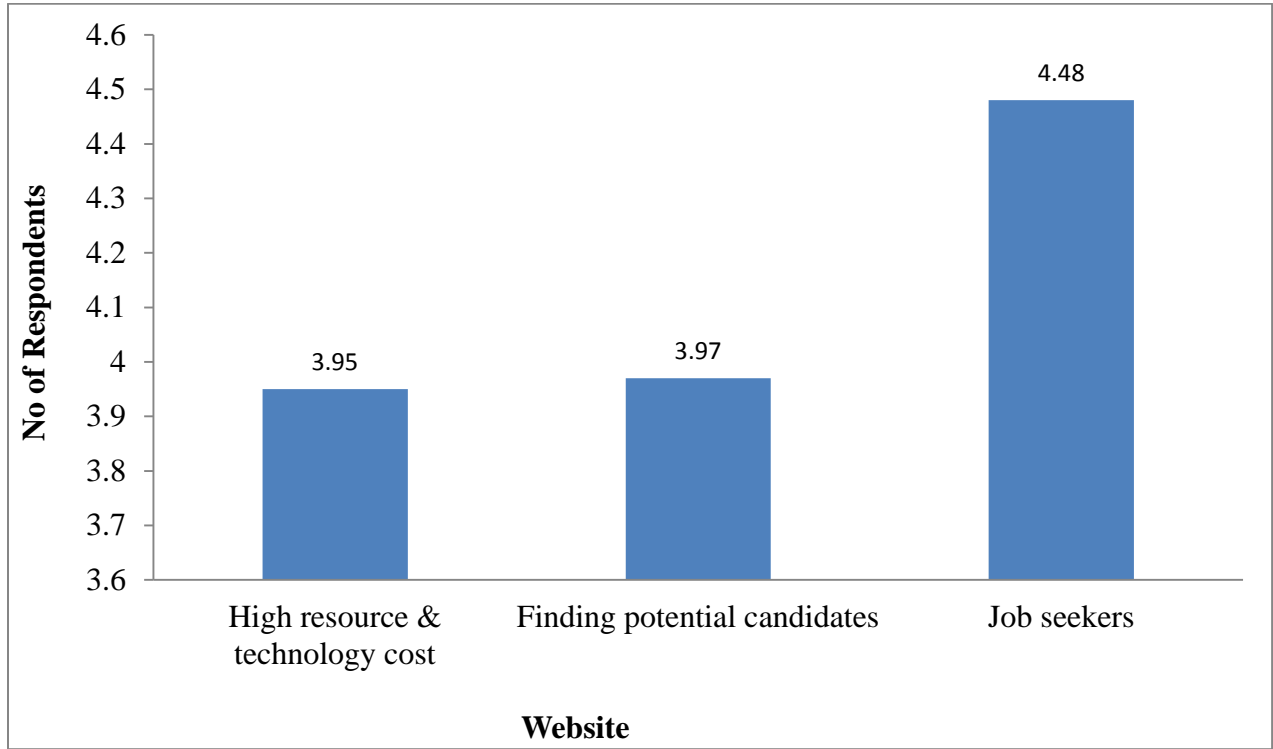
It increasing trend of companies to set up their own websites for attracting candidates. Apart from brand building, these offer the employee to have a better understanding of the organizational culture, before applying online.

S.no	Factors	Strongly agree	Agree	Neutral	MSV
1	High resource & technology cost	14	67	19	3.95
2	Finding potential candidates	10	77	13	3.97
3	Job seekers	54	40	6	4.48

From the above table, mean score values of website factors are listed. Respondents give the first priority to job seekers (4.48). They give the second priority to finding potential candidates (3.97) and give last priority to high resource & technology cost (3.95).

CHART NO: 4.13

WEBSITE



CHI SQUARE TEST

Cost of the factors is determined by the experience of the recruiters who is working in KGISL. Therefore chi square is used to find the effective sources of recruitment.

TEST 1:

H0: There is no significance difference between experiences of the recruiters with all cost dimensions.

H1: There is significance difference between experiences of the recruiters with cost dimensions.

TABLE NO: 4.14

DIMENSIONS	CHI SQUARE VALUE	DF	ASYMP.SIG (2-SIDED)	HYPOTHESIS
Advertisement cost	13.113	4	0.011	H0 rejected
Consultancy Cost	5.378	6	0.496	H0 accepted
Campus Recruitment investments	7.295	6	0.294	H0 accepted
Head Hunting Training cost	9.687	4	0.046	H0 accepted
Job Portals	22.687	6	0.001	H0 rejected
Employee Referrals expensive	28.512	6	0.000	H0 rejected
Internal Job Promotion cost	12.320	4	0.015	H0 accepted
Walk-in candidates stay long	14.202	8	0.077	H0 accepted
Website quick better way	7.739	4	0.102	H0 accepted

From the above table it is clear that all the sig. values of 6 factors are greater than 0.05 i.e .Consultancy cost, Campus Recruitment, Head hunting, Internal job Posting, Walk-in-interview, websites and hence it is accepted but whereas the 3 factors i.e., Advertisement cost, Job Portals and Employee Referrals sig. values are which is less than 0.05 hence the null hypothesis is rejected.

TEST 2:

H0: There is no significance difference between experiences of the recruiters with all cost dimensions.

H1: There is no significance difference between experiences of the recruiters with cost dimensions.

TABLE NO: 4.15

DIMENSIONS	CHI SQUARE VALUE	DF	ASYMP.SIG (2-SIDED)	HYPOTHESIS
Advertisement cost	26.666	6	0.000	H0 rejected
Consultancy Cost	15.586	9	0.076	H0 accepted
Campus Recruitment investments	14.278	9	0.113	H0 accepted
Head Hunting Training cost	12.411	6	0.053	H0 accepted
Job Portals	12.118	9	0.207	H0 accepted
Employee Referrals expensive	40.930	9	0.000	H0 rejected
Internal Job Promotion cost	10.106	6	0.120	H0 accepted
Walk-in candidates stay long	22.139	12	0.036	H0 rejected
Website quick better way	6.621	6	0.357	H0 accepted

From the above table it is clear that all the sig. values of 3 factors are greater than 0.05 i.e. Consultancy cost, Campus Recruitment, Head hunting, Job Portals, Internal Job Promotion and websites hence it is accepted but whereas the 6 factors i.e., Advertisement cost, Job Portals, Employee Referrals, Internal Job postings, Walk-in-interview and Website sig. values are which is less than 0.05 hence the null hypothesis is rejected.

WEIGHTED AVERAGE FOR THE SOURCES OF RECRUITMENT

TABLE NO: 4.16

S.No	Sources of Recruitment	Weighted Average	Rank
1	Advertisement	4.32	2
2	Consultancies	4.05	6
3	Campus Recruitment	4.16	4
4	Head Hunting	4.23	3
5	Job Portals	4.00	7
6	Employee Referrals	3.73	9
7	Internal Job Posting (I.J.P)	4.47	1
8	Walk-in –Interview	3.75	8
9	Website	4.13	5

From the above table the data gives information about weighted average score for the various sources of recruitment.

- Among the nine sources of recruitment Internal job posting holds the first rank.
- The second best source of recruitment is advertisement.
- The third best source is ranked for the Head Hunting
- The rest of the six sources are ranked as campus Recruitment, Website, Consultancies, Job Portals, Walk-in-interview and Employee Referrals.

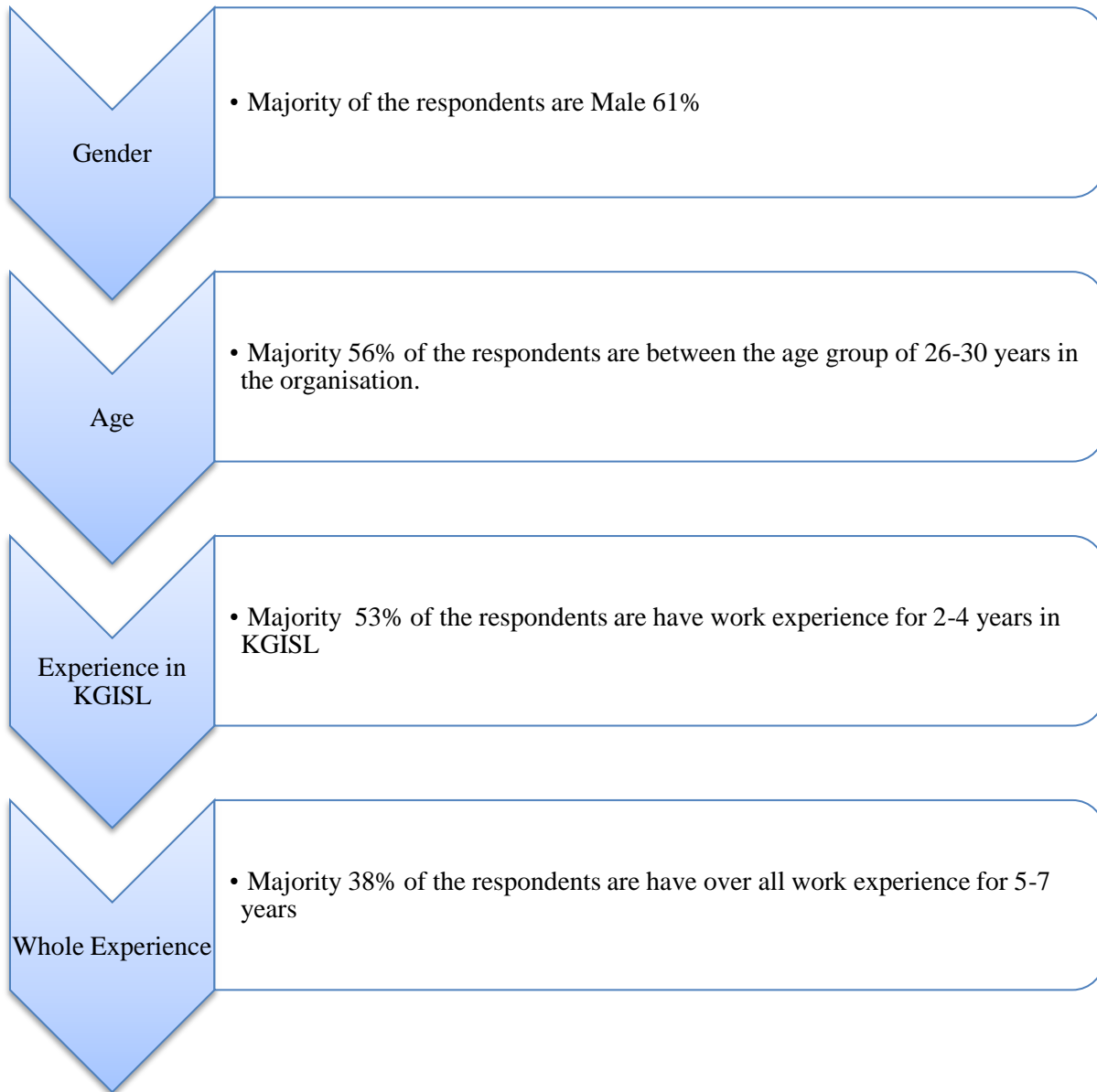
CHAPTER 5

FINDINGS

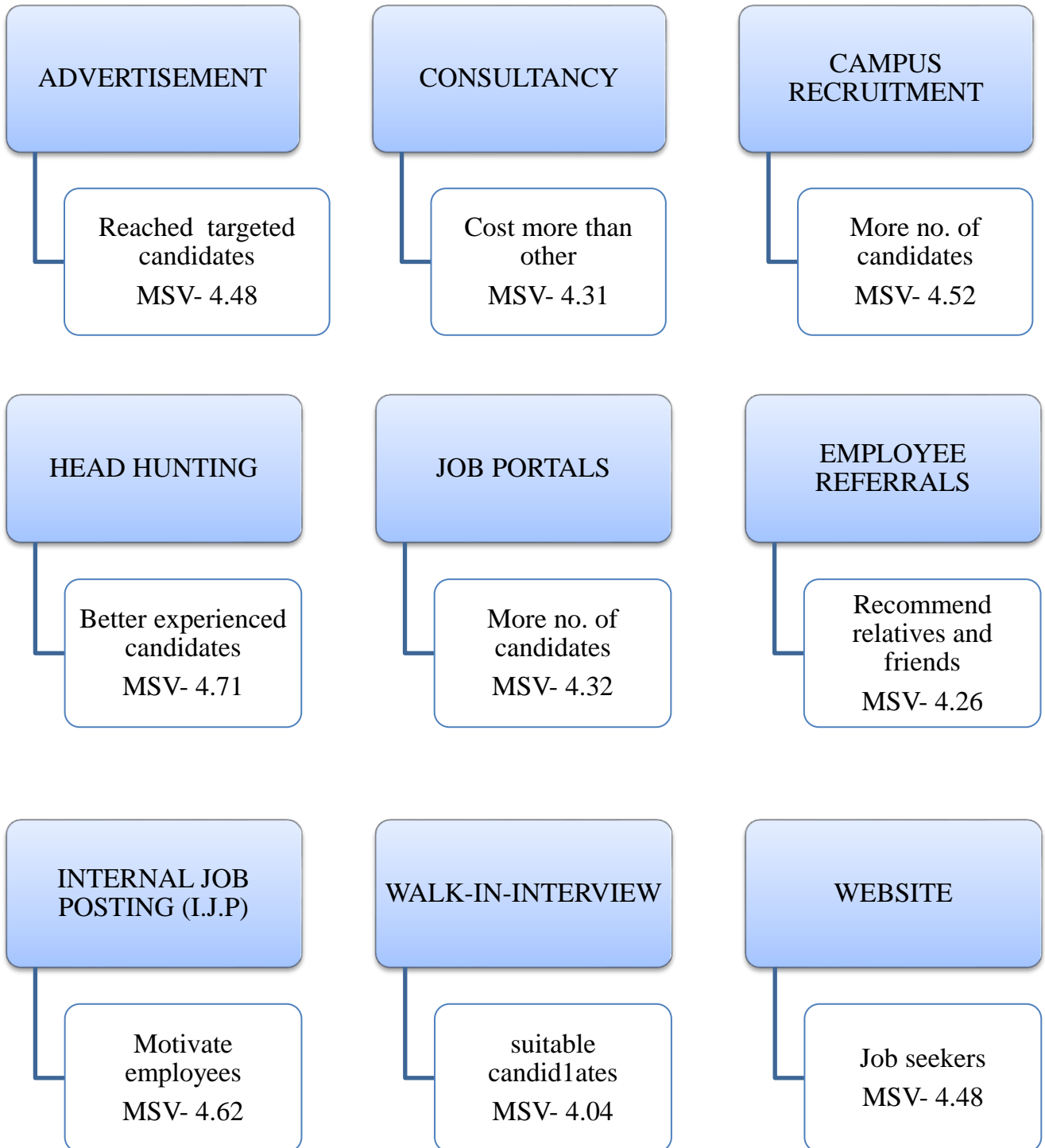
The analysis and interpretation of the responses of the employees yield the following findings:

5.1 DEMOGRAPHIC PROFILE

PERCENTAGE ANALYSIS




RECRUITMENT SOURCES - MEAN SCORE VALUE




5.2 SUGGESTION


Analysis of the data collected shows that although most of the recruiters are able to have superior hiring quality, there is still some spaces will be improvement. Hence the following suggestions are made to improve and sustain the cost effective sources of the recruitment.




Though the advertisement creates opportunity, the time taken and risk involved in it are more. So going for advertisements when there is experienced recruitment is worthy.




The consistency expected is less with candidates who are all provided by consultancy. The costing is also more than other sources. So the organization HR team to proceed with their HR team for recruitment process.




Through the Campus Recruitment selected more no. of candidates but within a short span of time cannot select talent candidates so programs can be improved by filtering the students before getting into the first level of interview process. This would help to select talent candidates.




Head Hunting is another competitive method which is cost effective compare with other sources. Through this get better candidates but not give cent percent results so before selected candidates will analyze their Job Performance level.




As many of the respondents feel that Job Portals are brings more no. of candidates and competition but investments are not much worthy so they should use portals for experienced candidates' selection which will not eat away the recruiter's time.




The referrals sources are would be the best source of recruitment. Referrals recommend relatives and friends so referrals should allow in recruitment process only hiring middle level employees. This provides us a gap to save our time and make our process easy and confidential.




Internal promotion is reduced cost since candidates not new. It is motivate employees. But work dedication is more so there is less productive so organization should use this way for work promotion to who is ready to work with dedication.




Selected candidates was not stay long even if selected suitable candidates so they should use this way of recruitment for when they have limited vacancy.



This way is helps to the job seekers and to understand the organization culture. So it is one good way to recruit the candidates' even if the resource and technology cost are high.



Use social media such as twitter, Face book and LinkedIn are free services. Connect with coworkers on LinkedIn, and then use the site to request introductions to others who interest you.



Use Internships, these are usually very keen to learn and very keen on gaining the right experience in an industry. Many interns are free of charge, you can find companies who supply interns in your area, and often the colleges and universities fund their top stars internships.

5.3 CONCLUSION

To include with the booming IT and ITES economy there is a wonderful opportunity for KGISL to achieve heights in the industry. In case the recruitment method which they adopt also plays a vital role in their future improvements. Since the company has got its own brand image in the industry, as well as in the geographical area, the employees' organization should maintain their reputation in the forthcoming years. So acquiring right candidates is more important and it is becoming as the need of their day.

Through the "Campus recruitment" even if they spend short span of time, can get more no. of candidates. The way of effectiveness is more compare with others. So this way is suitable for bulk recruitment. They way of "Job Portals" recruiting can provide more no. of candidates is also effective to the organization.

Recruiters use "head hunting" for reducing candidates training time and cost. This might mean producing better experienced candidates to the organization. This way is less expensive and effective. "Internal job posting" method is motivating employees and it reduces cost since the promoted candidates not new.

Recruit through the "Word-Of-Mouth (WOM) is also attract the candidates. This might mean producing an employer video that shoes what it likes to work within the organization.

BIBLIOGRAPHY

BOOKS

- Aswathappa, K. (2005). *Human Resource and Personnel management*. Tata Mcgraw-Hill Education.
- V.S.P, R. (2007). *human resource management*. New Delhi: Anurag jain for excel book publication.
- Kothari, C. R. (2004). *Research Methodology*. New Delhi: New Age International Publications.

MAGAZINES AND JOURNALS

- Breugh, J. A. (2004). Recruitment and Attracting Talent. *Investing in th future of HR*, 13-15.
- Greenberg, A. (2013). Effective Recruitment Strategies.
- Himachali, S. (2007). Resources for Talent Acquisition, Hiring and Recruitment. *Hiring human Resources Recruitment Talent Acquisition*, 3-5.
- Mcdonald, P. W. (1991). A practical, Cost-effective Method for Recruiting people into Healthy Eating Behaviour programs. *Public Health providers and Researchers*, 15-17.
- O'Leonard, K. (2012). Investments in Recruitment. *Bersin and Associates research*, 23.
- Robinson, J. L. (2004). Cost effective of recruitment methods in obesity prevention trial for young children. *Internation journal scientific management*, 4.
- Rodrigo, S. (2007). Effective and cost of recruitment strategies for a community-based randomized controlled trial among rainwater drinkers. *Internal journal of scientific and Engineering Management*, 5-7.
- al, D. e. (2007). Effectiveness of human resource management policies and practices. *Human Resource management Review* , 152-165.

- Anyim, F. C. (2012). The role of human resource planning recruitment and selection process. *British journal of Humanities and Social Sciences* .
- Hoye, G. V. (2009). Recruitment sources and Attraction. *Department of personnel management, Work Organisational Psychology* , 3-5.
- M.Belcourt. (2006). Outsourcing-The benefits and the risks. *Human resource management review* , 269-279

WEBSITE

- *A study on Effectiveness of recruitment and selection process.*
<http://www.scribd.com/doc/44373227/A-Study-on-Effectiveness-of-Recruitment-and-Selection-Process>
- *Advertisemnt.* [http://www.mu.ac.in/mvweb test/sybcom-avtg-eng.pdf](http://www.mu.ac.in/mvweb%20test/sybcom-avtg-eng.pdf)
- *An introduction to online recruitment.* <http://www.whatjobsite.com/centent/recruiter-zone/online-recruitment-basics/an-introduction-to-online-recruitment/>
- *Big-data fo best and more Cost effective recruitment.*
<http://www.personneltoday.com/hr/how-to-use-big-data-or-better-and-more-cost-effective-recruitment/>
- *Cost effectiveness of recruitment methods.*
<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC19314495/>
- *Effective low cost recruitment Strategies.*
<http://www.therecruiterslounge.com/2012/12/27/8-effective-low-cost-recruitment-strategies/>
- *effective Recruitment Strategies.* <http://www.recruitingdivision.com/3-effective-recruitment-strategies-for-2013/>
- *Employee referral.* http://en.wikipedia.org/wiki/employee_referral

- *Graduate Recruitment.* http://en.wikipedia.org/wiki/Graduate_recruitment
- Himachali, S. *Resouces, Tools amd methodologies for Talent Acquisition, Hiring and Recruitment.* <http://ezinearticles.com/?Resources,-Tools-and-Methodologies-for-Talent-Aquisition,-hiring-and-Recruitment&id=856314>
- *Hiring people.* http://www.chalre.com/hiring_managers/recruitming_quotes.htm
- *How best to use recruitment agencies.* <https://www.kent.ac.uk/careers/recruit.htm>
- *Internal recruitment.* <http://www.citehr.com/163159-internal-recruitment-same-internal-job-posting.html#ixzz2xFRvL1la>
- O'Sullivan, C. *HR Technology: A Cost-Effective Business Solution.* [http://telentmgt.com/articles/view/hr technology a costeffective business solution](http://telentmgt.com/articles/view/hr%20technology%20a%20costeffective%20business%20solution)
- *Portals.* <http://whatis.techtarget.com/definition/portal>
- *Walk in Interview.* <http://www.wisegeek.com/what-is-a-walk-in-interview.htm>
- *What is Internal recruitment.* <http://www.ask.com/question/what-is-internal-recruitment>
- <http://www.hrinfodesk.com/preview.asp?article=2606>
- <http://onlinelibrary.wiley.com/doi/10.1111/j.1468-2389.003.xabstract>
- *using Socila media as an Effective recruitment.* <http://www.nonprofithr.com/social-media-recruitment-tools/>

QUESTIONNAIRE

IDENTIFY COST EFFECTIVE SOURCES OF RECRUITMENT FOR BPO ORGANIZATION

Name: _____

- 1) Gender
 - a) Male b) female
- 2) Age
 - a) 25yrs b) 26-30yrs c) 31-35yrs d) 36-40rs e) >40yrs
- 3) Experience in KGISL:
 - a) 1yr b) 2-4yrs c) 5-7yrs d) >7yrs
- 4) Experience Whole:
 - a) 2-4yrs b) 5-7yrs c) 8-10yrs d) >10 yrs

Instructions: please put tick mark where applicable.

Advertisement

Factors		SA	A	N	DA	SDA
1)	Advertisement helps to reach the targeted candidates among prospects					
2)	Time consumption to select more no. of candidates					
3)	Cost incurred in recruitment process					
4)	Enhance image of an organization					

Consultancies

Factors		SA	A	N	DA	SDA
1)	Engaged to provide special talent as needed					
2)	Source is a good talent pool					
3)	Consistency is as expected					
4)	Costing is more than other source					

Campus Recruitment

Factors		SA	A	N	DA	SDA
1)	Opportunity to get the talent candidates in a short span of time					
2)	Provides opportunity to find the right candidate at one place					
3)	Reduce competition to recruit top tier talent candidates					
4)	Reducing manpower and time					
5)	Investments are more worthy					
6)	Opportunity to get more no. of candidate					

Head Hunting

Factors		SA	A	N	DA	SDA
1)	Getting candidates with better experience					
2)	Training cost may be reduced					
3)	Gives the cent percent results					
4)	Provides the competitive advantage					
5)	Suitable for top management or superior postings					
6)	Meeting the operation's expectations (hiring or line managers).					
7)	Productive from the day of joining					

Job Portal

Factors		SA	A	N	DA	SDA
1)	Access to more no. of candidates					
2)	Investments are more worthy if right candidates are selected					
3)	Helps to create brand image					
4)	Bring competition in hiring candidates					
5)	Investments are more useful & worthy					

Employee Referrals

Factors		SA	A	N	DA	SDA
1)	Referrals are rely on getting right candidates					
2)	Referral will stay longer in your organization					
3)	Referrals recommended for relatives and friends					
4)	Assurance of competent candidates					
5)	Referral employees are involved in recruitment					
6)	Cost involved is expensive					
7)	Emotional binding becomes a threatening factor					

Internal Job Posting (I.J.P)

Factors		SA	A	N	DA	SDA
1)	Motivate the employees by providing exposures					
2)	Willingness to accept the responsibilities					
3)	Reduces the cost since employees is not new					
4)	Deserve for the promotion and recognition					
5)	Makes people to work with dedication					

Walk-in-Interview

Factors		SA	A	N	DA	SDA
1)	Getting suitable candidates through the direct interview					
2)	Time consumption in explaining about the program					
3)	Selected candidates stay long					

Websites

Factors		SA	A	N	DA	SDA
1)	Maintenance of resource & technologies costs are high					
2)	Quick and better way of finding potential candidates					
3)	Active for job seekers					