



A Study on Recruitment Process of Remote Workforce in IT Companies of Kolkata

Soumak Sen¹, Rahul Deb Bera²

Asst. Professor Dept. of Management¹, Asst. Professor Dept. of Optometry²

Abstract: The COVID-19 pandemic-induced lockdowns and related global recession of 2020 have created a highly uncertain outlook for the job market and accelerated the arrival of the term remote work. This extended period of remote work has allowed organizations to learn the benefits and challenges of remote work and envision what remote work or hybrid work may look like in the long-term after the pandemic ends. . This phenomenon of providing business services to customers at a distance by means of ICTs, which includes both off shoring and outsourcing, sometimes in combination, can be broadly labeled as “remote work”. This project report includes the steps involved in the recruitment of the remote workforce. It focuses on the process flow followed by the IT Companies of Kolkata while recruiting remote workforce. This presents the summary of the study and survey done in relation to the sources of Recruitment & the process of E-recruitment in the IT Companies of Kolkata.

Keywords: Remote workforce, Recruitment process, IT company structure.

Introduction: The COVID-19 pandemic-induced lockdowns and related global recession of 2020 have created a highly uncertain outlook for the job market and accelerated the arrival of the term remote work. The office desk jobs have been replaced by working from the comfort of the employee's home which has resulted in flexible job hours & broader work force working remotely. Hence, the recruitment & selection process for these remote workforces must be modified to cope up with the change.

Remote work and its value for employees and employers have been a major area of discussion since before the pandemic. However, COVID-19 has been unparalleled in inadvertently initiating a global experiment in large-scale and long-term remote work. This extended period of remote work has allowed organizations to learn the benefits and challenges of remote work and envision what remote work or hybrid work may look like in the long-term after the pandemic ends. Changes in work are sweeping the globe and offering both new opportunities and new challenges and risks for countries, employers, workers and governments. Just as the temporal patterns of paid work have been diversifying, so too have its spatial patterns. Globalizing markets and dramatic advances in information and communications technologies (ICTs), such as broad

banding, have made it possible for businesses to envisage wide-ranging transformations in the geographic distribution of a number of functions and activities across the world, and, for the first time, to locate the processing of those services not requiring direct physical customer interface at a distance from their consumption. This phenomenon of providing business services to customers at a distance by means of ICTs, which includes both off shoring and outsourcing, sometimes in combination, can be broadly labeled as “remote work”.

This project report includes the steps involved in the recruitment of the remote workforce. It focuses on the process flow followed by the IT Companies of Kolkata while recruiting remote workforce.

The report also includes a set of questions which helps in finding out the answers to our objectives with respect to the process followed in the company.

Literature Review:

Cielo talent had surveyed over 140 Global HR, talent acquisition and business leaders across multiple industries. Their responses create an accurate view of the most significant challenges

to businesses and predict the changes and positive outcomes resulting from the corona virus pandemic. Here they reveal the most pertinent issues highlighted by the global pandemic and how those issues will impact the future of work.

Overall, respondents to the survey expect there to be a drastic reduction of office space as organizations extend working from home or shift roles to become full-time remote positions. A definitive 94% of respondents asserted that their companies would incorporate remote working post-COVID-19. As a direct result of this shift, 83% of those surveyed said their organizations will consider reducing the amount of office space required for their operations.

Companies cited several areas that need work before they will be set up to run a remote operation. These include training for managers of remote teams (77%) and the introduction of remote working policies (68%). Others were establishing some remaining physical interaction (64%), new ways of delivering development programs (55%) and investment in new software (52%) and hardware (27%).

This carries significant benefits for employees. Flexible working (91%) reduced travel costs (92%) and a better work/life balance (78%) all scored highly in the survey. Negatives cited were Isolation (93%), reduced team management and support (61%), reduced communication (48%) and worries about career progression (37%) and learning and development (24%) as per the survey.

Remote working proved to be a drawback for employers as well. Respondents enjoy reduced overheads (67%), increased productivity (65%) and reduced absenteeism (58%). But they recess keen on difficulties arising around team building (85%), maintenance of equipment (45%) and maintaining oversight of the workforce (44%).

Talent acquisition teams have embraced new recruitment practices in recent months. 59% of respondents have been interviewing candidates over video, with 65% extending offers without having met their candidate

in person. 67% are utilizing a virtual on boarding program. Respondents indicated that virtual recruitment processes have been successful with many

tactics set to stay post-crisis. The majority (82%) of hiring managers will continue interviewing candidates by video. 41% are happy to onboard starters virtually and 32% are confident making offers without first meeting face to face.

Respondents also felt that the combined impact of increased technology and remote working will result in quicker and more streamlined, effective recruitment (59%) and cost effective (60%) processes. The success of remote working has also opened previously unavailable talent pools to Talent Acquisition teams with 64% of hiring managers now more willing to consider remote workers. However, 21% worried that drop off rates will increase at the earlier stages of hiring. And 62% believed companies will need to work harder to stand out from competition.

The goal of most organizations that engage in outsourcing and off shoring is to enhance their competitiveness by achieving a higher return through less capital commitment and the increasing ability to adjust quickly to a changing environment – to “do more, with less”. This modern operation has forced many organizations to continually examine all their functions to see where costs can be minimized, and to consider whether the functions might be carried out just as effectively, and at less cost, if performed outside of the organization and/or at an off shore location.

Objective:

This chapter is intended to familiarize you with the real objectives of conducting this study and the methodology used for it. This part starts with the aim and the objective of research.

- To study the steps involved while recruiting remote workforce
- To find new process innovations in the field of recruitment
- To find new technological innovations this can help in improving the recruitment process.
- To study the effectiveness of the recruitment process in achieving company requirements.
- To study the efficiency of the recruitment process to ensure less or no wastage of time, money & manpower.
- To study the usage of the internet in finding out the remote work force

Research Methodology:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

Methodology gives us the blueprint of activities to be carried out systematically to complete the study successfully

Research methodology has many dimensions and research methods do constitute a part of the research methodology.

The scope of research methodology is wider than that of research methods. Thus, when we talk of research methodology, we not only talk of the research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique and why we are not using others so that research results are capable of being evaluated either by the researcher himself or by others. Why are search study has been undertaken, how the research problem has been defined, in what way and why the hypothesis has been formulated what data have been collected and what method has been adopted, why particular technique of analyzing data has been used and a host of similar other questions are usually answered when we talk of research methodology concerning are search problem or study.

The process used to collect information & data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys & other research techniques & could include both present & historical information.

This study will be totally based on the questionnaire format. Here this research methodology defines the employee response to the organization about the recruitment system & how many employees are greening with their organizations recruitment system.

This research methodology for the present study has been adopted to reflect these realities & help reach the logical conclusion with meaningful manner.

1. Data Collection Sources: Data collections our cues divided into two parts.

- a. Primary data.
- b. Secondary data

2. Primary Data: The data which is collected from firsthand by someone especially for purpose facilitating the study is known as primary data. So, in this research the data is collected from questionnaire.

3. Primary Sources: Questionnaire survey among the employees of IT Companies in Kolkata

4. Secondary Data: Secondary refers to information gathered by someone other than the researcher conducting the current study. Such data can be internal or external to the organization & accessed through the internet or

perusal of recorded or published information. Secondary sources of data provide a lot of information for researcher & problem solving.

5. Secondary Sources: The secondary data has been collected from

- Internal
- Organizational reports

6. Sample Size:

A sample of 100 employees is selected from different IT companies and analysis has been done.

7. Sampling Method: Survey was Done By Questionnaire Method.

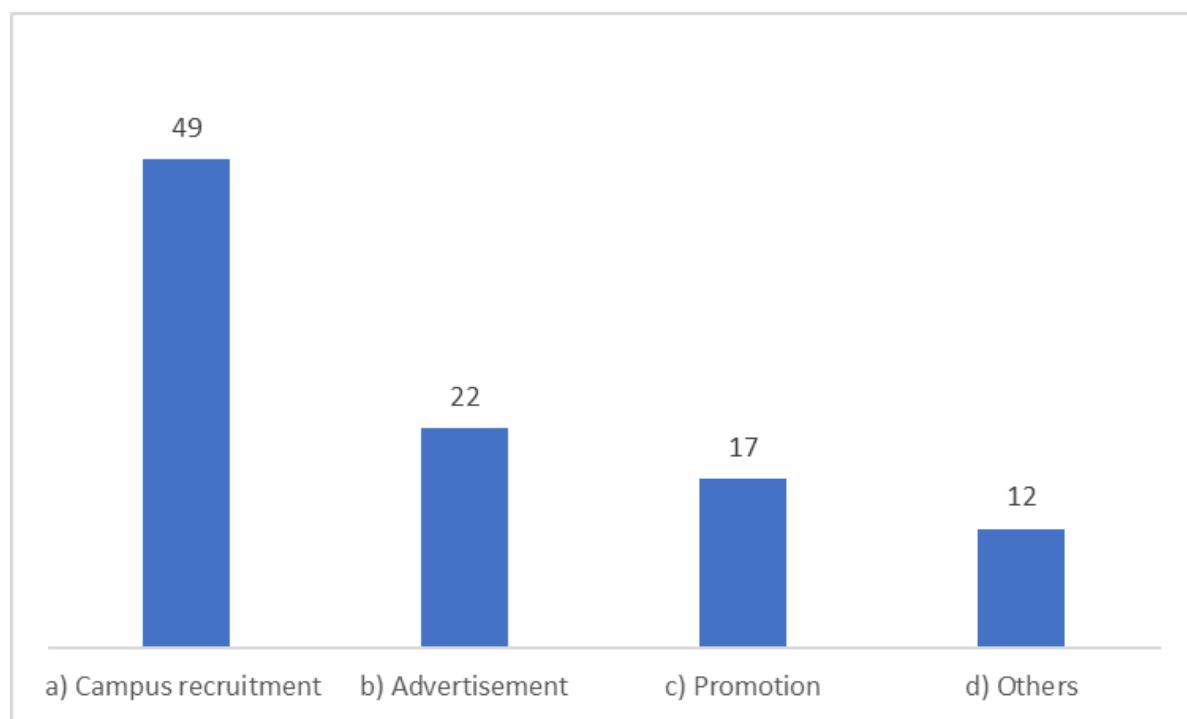
Data Analysis:

1. What are the different sources of recruitment process followed by IT Companies in Kolkata?

The response received area follows:

a) Campus recruitment	49
b) Advertisement	22
c) Promotion	17
d) Others	12

The data representation of the response received:



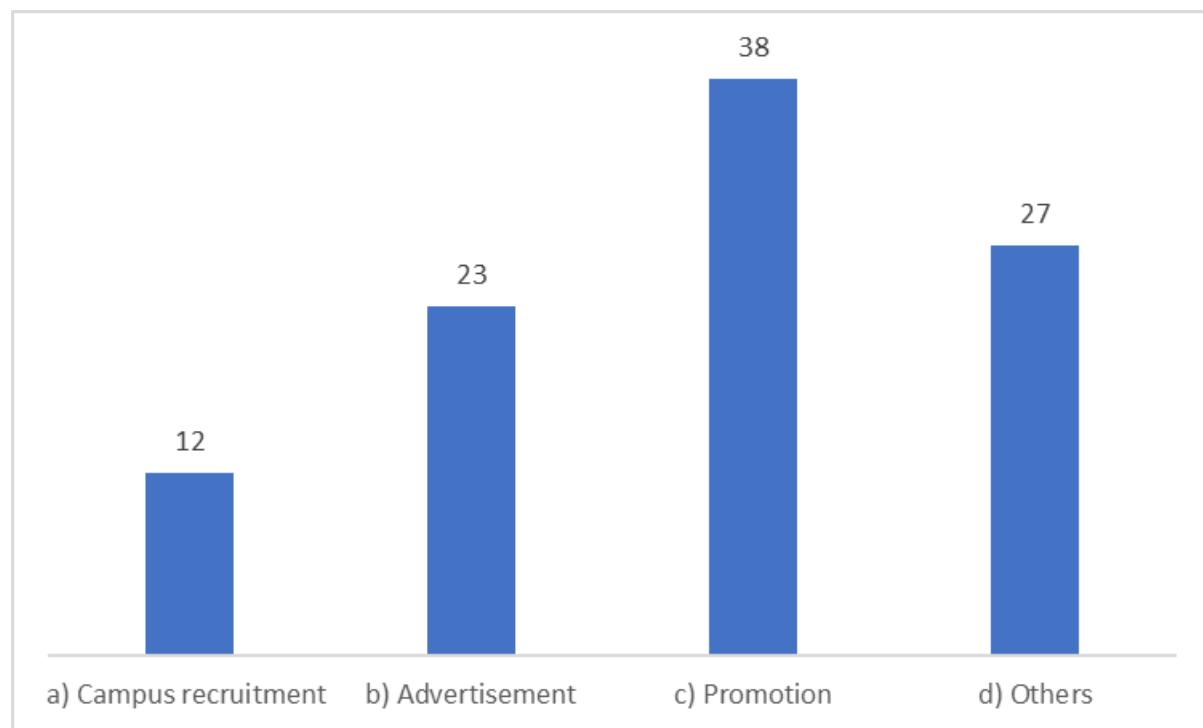
Inference: 49% of the employees say that Campus recruitment is one of the most common recruitment processes followed by the IT Companies in Kolkata followed by Advertisements 22% & Promotions 17%.

2. What are the recruitment sources followed by your company for recruiting remote workforce for higher management official?

The response received area follows:

a) Campus recruitment	12
b) Advertisement	23
c) Promotion	38
d) Others	27

The data representation of the response received:



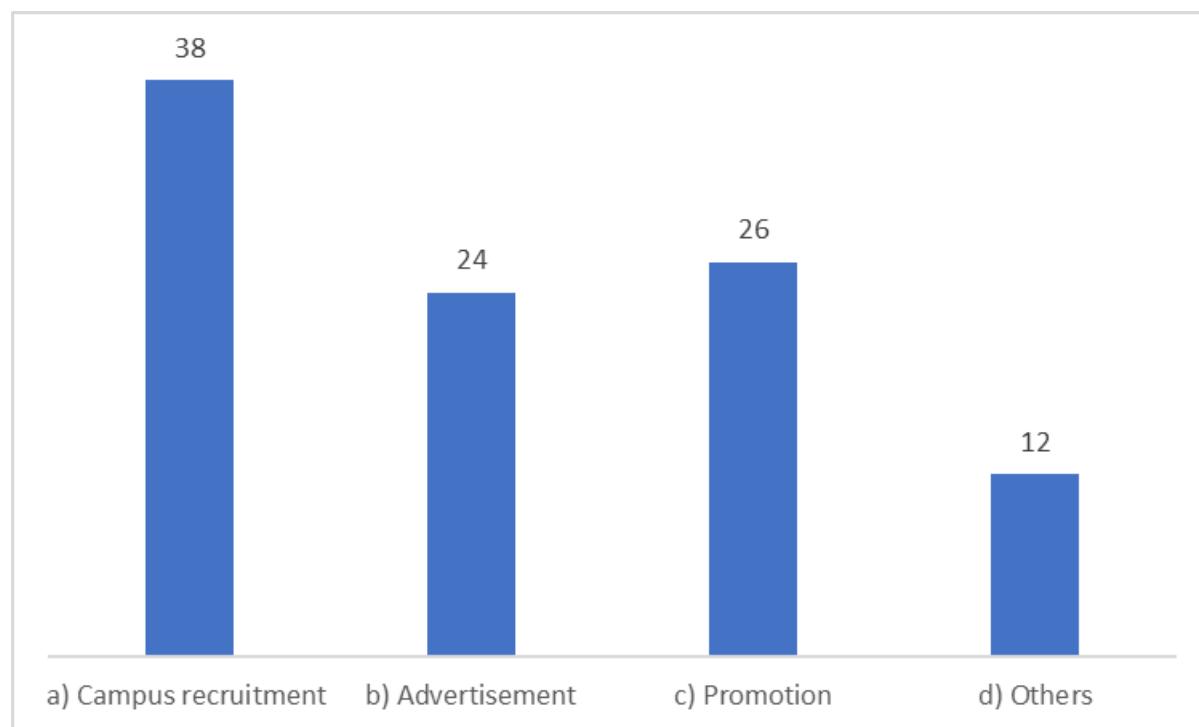
Inference: 38% employees respond in favor of promotion while asked about the recruitment of higher-level management officials. 27% employees responded in favor of others which include “employee referrals” followed by Advertisement 23% & Campus recruitment 12%.

3. What are the recruitment sources followed by your company for recruiting remote workforce for middle management official?

The responses received area follows:

a)Campus recruitment	38
b)Advertisement	24
c)Promotion	26
d)Others	12

The data representation of the data received:



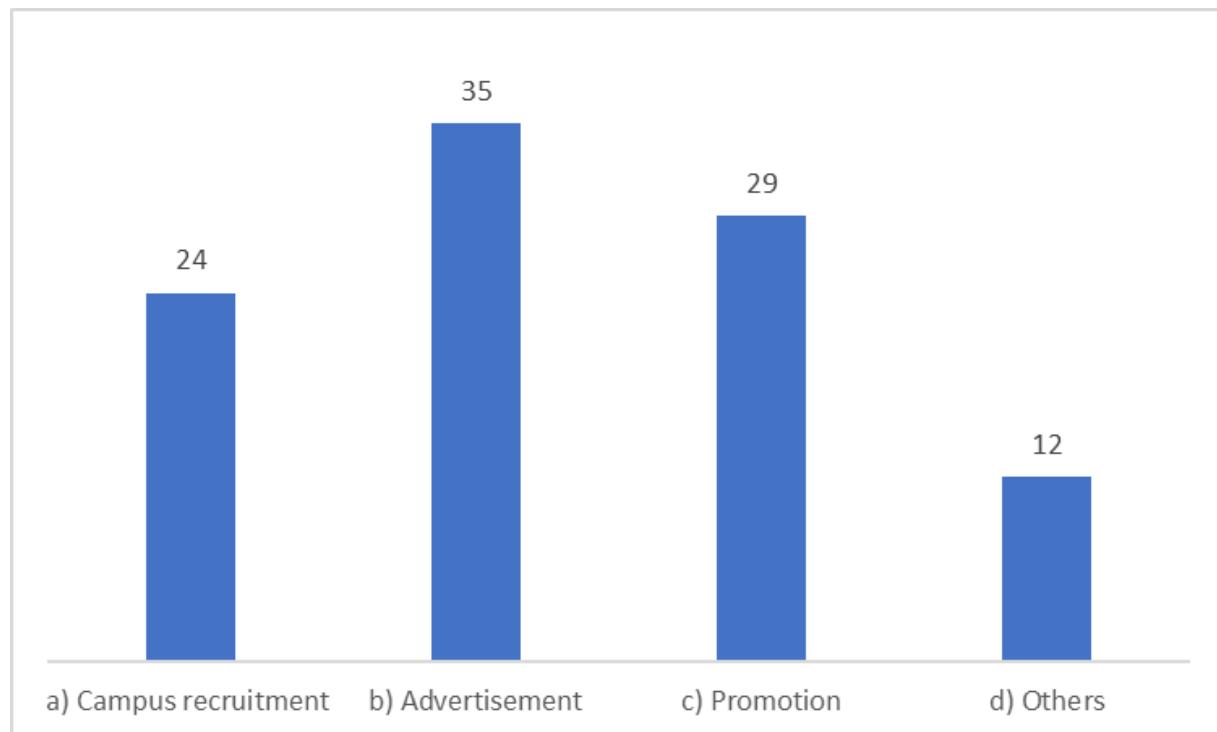
Inference: 38% of the employees responded in favor of campus recruitment as the most common source for recruiting middle-level management officials followed by promotion 26% & Advertisement 24% respectively.

4. What are the recruitment sources followed by your company for recruiting remote workforce for lower management official?

The responses received area follows:

a)Campus recruitment	24
b)Advertisement	35
c)Promotion	29
d)Others	12

The data representation of the data received:



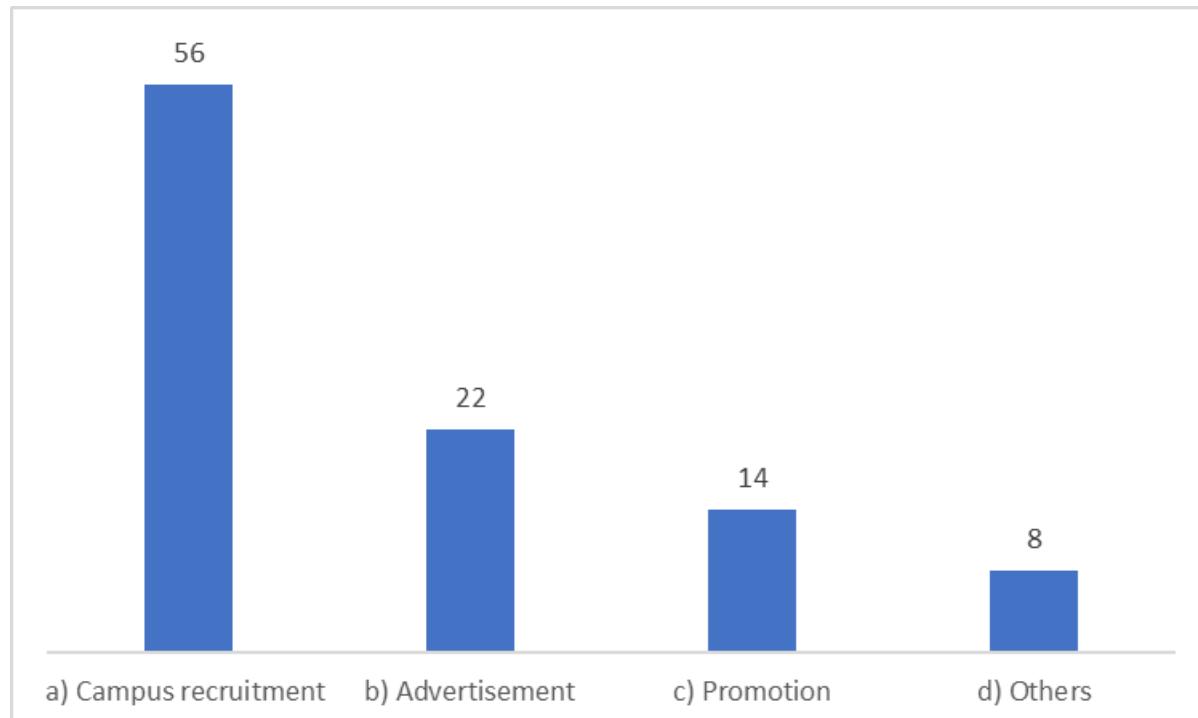
Inference: 35% of the employees feel that advertisement is the most common source while recruiting lower-level management officials for the company followed by Promotion 29%, Campus recruitment 24% & Others 12%.

5. What are the recruitment sources followed by your company for recruiting remote workforce of technical experts?

The responses received area follows:

a)Campus recruitment	56
b)Advertisement	22
c)Promotion	14
d)Others	8

The representation of the data received:



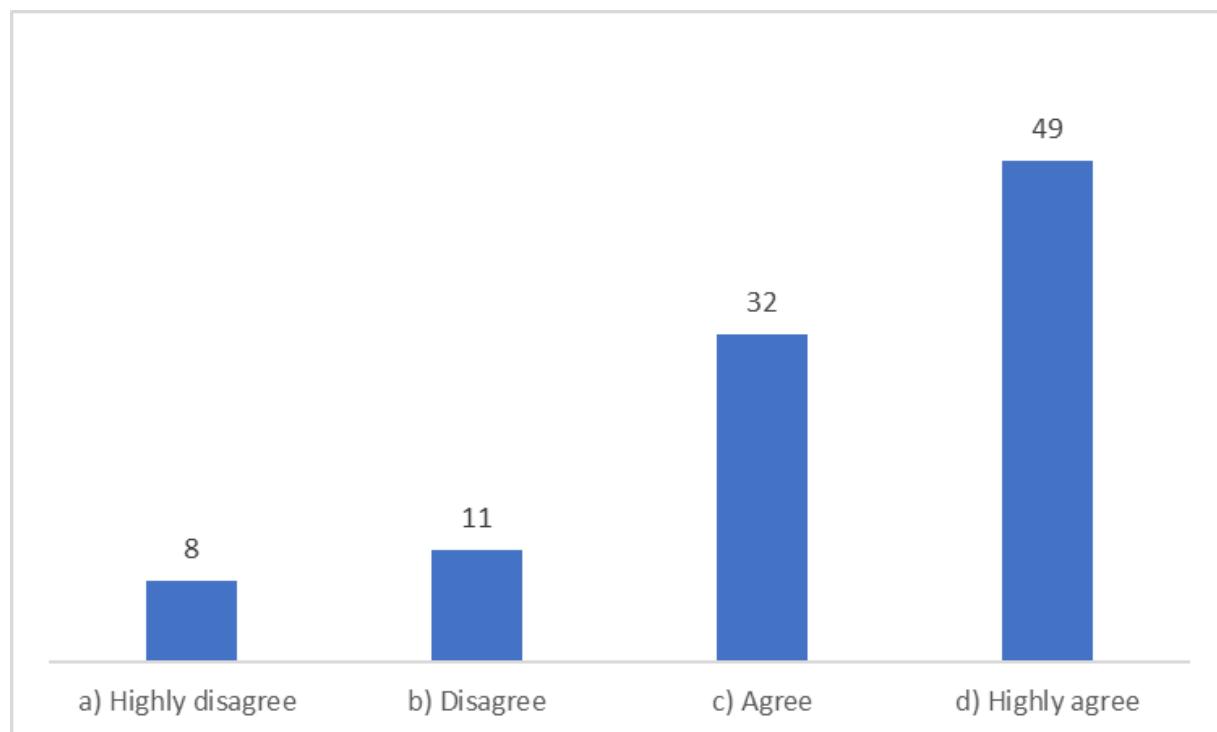
Inference: 56% of the employees feel that Campus recruitment is the most common source of recruitment while recruiting technical experts for the company followed by Advertisements 22%, Promotion 14% & Others 8%.

6. Do you think that internal sources of recruitment are effective for recruiting remote work force in your company?

The responses received area follows:

a)Highly disagree	8
b)Disagree	11
c)Agree	32
d)Highly agree	49

The representation of the data received:



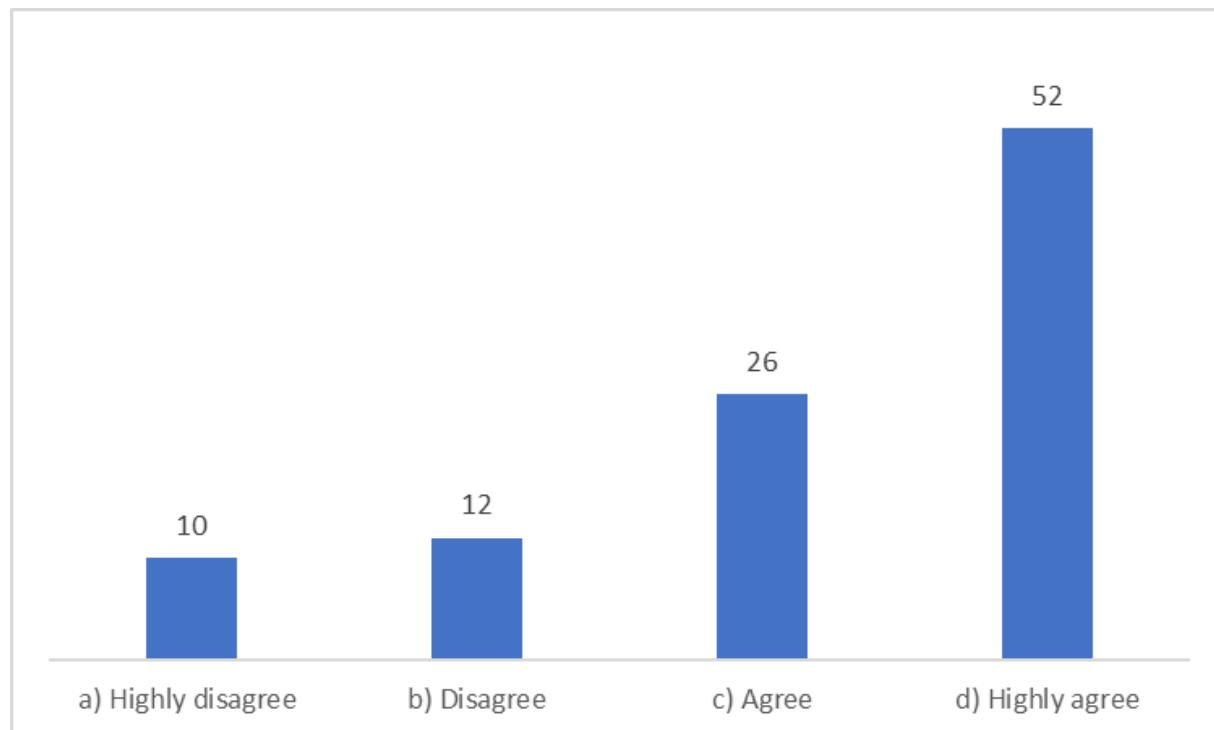
Inference: 49% of the employees think that internal sources of recruitment are effective for the company followed by 32% who agree for the same as well. Whereas 11% disagree followed by 8% who highly disagree to it.

7. Do you think E-recruitment process is beneficial for recruiting remote workforce in your company?

The responses received area follows:

a)Highly disagree	10
b)Disagree	12
c)Agree	26
d)Highly agree	52

The representation of the data received:



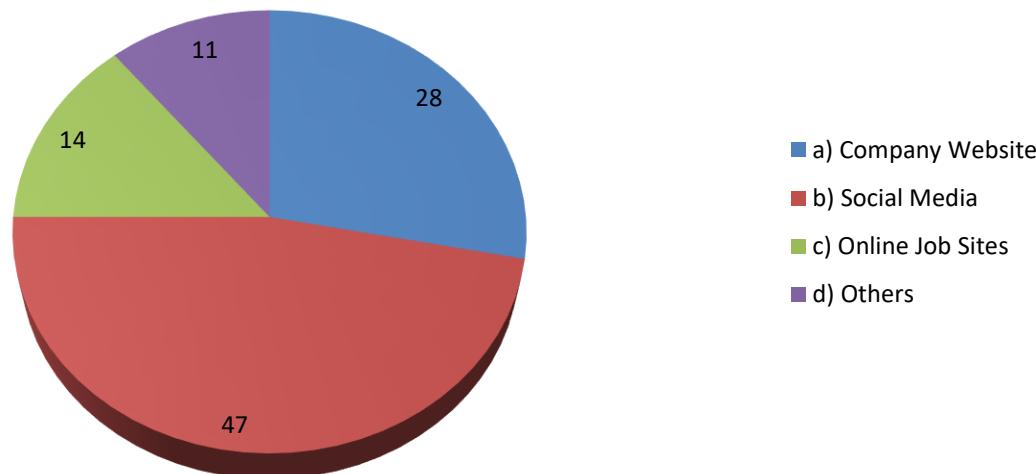
Inference: 52% of the employees feel that E-recruitment process is beneficial for the company followed by 26% of them who agree for the same as well. But, 12% of the employee disagrees to it followed by 10% of them who highly disagree to it.

8. Which is the most effective E-recruitment process for recruiting remote workforce in your company?

The responses received area follows:

a)Company Website	28
b)Social media	47
c)Online job sites	14
d)Others	11

The representation of the data received:



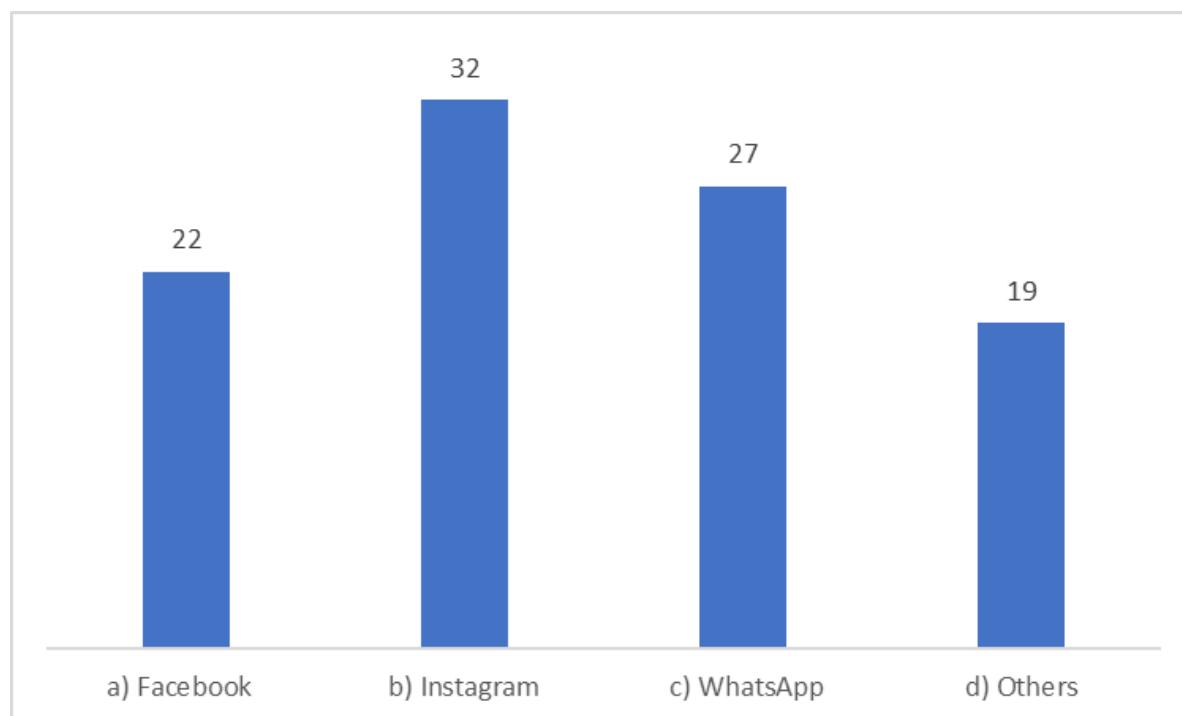
Inference: As per the employees, 47% think that social media is the most effective source for e-recruiting process of remote workforce followed by company website 28%, online job sites 14% & Others 11% respectively.

9. Which social media is the effective source for e-recruiting process of remote workforce?

The responses received area follows:

a)Facebook	22
b)Instagram	32
c)WhatsApp	27
d)Others	19

The representation of the data received:



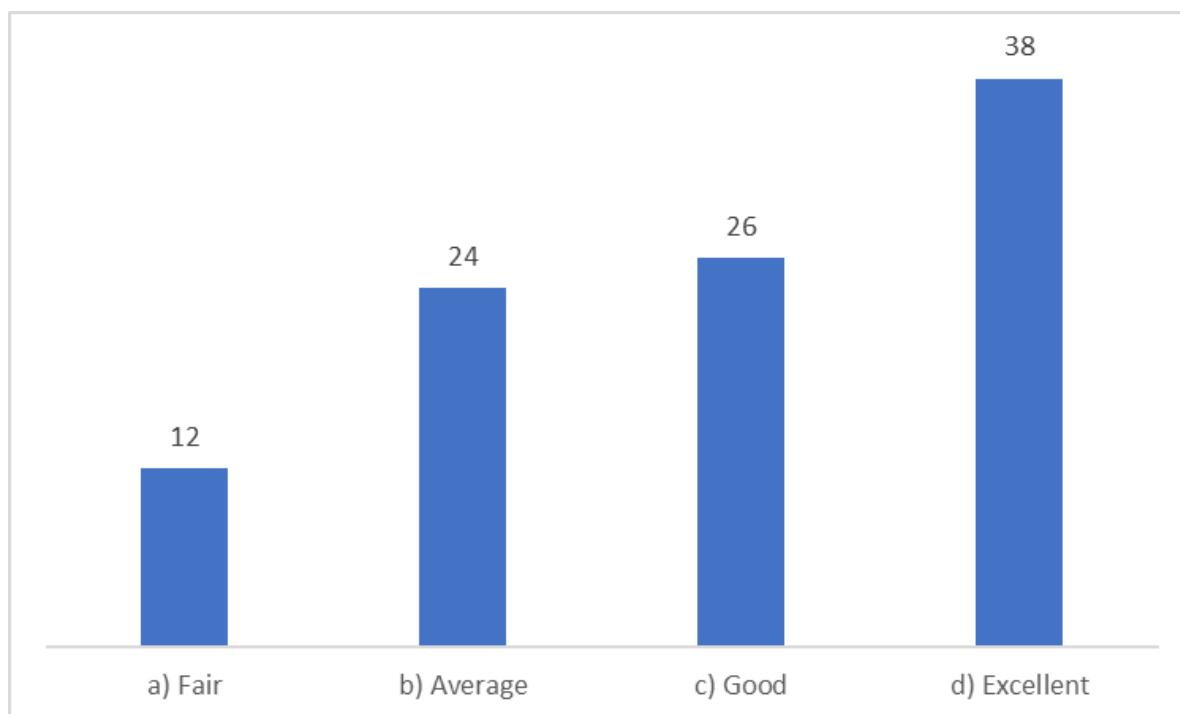
Inference: “Instagram” was the most preferred social media platform among 32% of the employees followed by “WhatsApp” 27%, “Facebook” 22% & Other social media platforms like Telegram & YouTubewith 19% respectively.

10. How will you rate your recruitment process of remote workforce?

The responses received area follows:

a)Fair	12
b)Average	24
c)Good	26
d)Excellent	38

The representation of the data received:



Inference: 38% of the employees rated the company's recruitment process as "Excellent", followed by 26% as "Good", 24% as "Average" & the last 12% as "Fair".

Observations &Findings:

The survey questionnaire resulted in the following feedback from the company with respect to the recruitment sources for recruiting remote work force in the IT Companies of Kolkata

An observation from the survey area follows:

- As per the survey, 49% of the employees believe that Campus recruitment is the most common source of recruitment followed by the IT Companies of Kolkata.
- Here, 38% employees responded in favor of "promotion" while asked about the recruitment of higher-level management officials. 27% employees responded in favor of others which includes

“employee referrals”.

- 38% of the employees responded in favor of campus recruitment as the most common source for recruiting middle-level management officials followed by promotion 26% & Advertisement 24% respectively.
- 35% of the employees feel that advertisement is the most common source while recruiting lower-level management officials.
- 56% of the employees feel that Campus recruitment is the most common source of recruitment while recruiting technical experts for the company.
- 52% of the employees feel that E recruitment process is beneficial for the company.
- 49% of the employees think that internal sources of recruitment are effective for the company.
- As per the survey, 47% of the employees think that advertisement is the most effective source for recruiting remote workforce.
- “Instagram” was the most preferred social media platform among 32% of the employees followed by “WhatsApp” 27%, “Facebook” 22% & Other portals like “Telegram” & “YouTube” with 19%.
- 38% of the employees rated the company’s recruitment process as “Excellent”, followed by 26% as “Good”, 24% as “Average” & the last 12% as “Fair”.

The findings from the survey held across 100 employees of the IT Companies in Kolkata gives these findings:

- ✓ From the survey we found out the E recruitment processes have helped the company in a greater extent in finding the perfect fit for the job openings for remote workforce.
- ✓ It was found out that social media also played a vital role & helped attracting new talents towards the job openings.
- ✓ Instagram was the most famous social media platform which attracted the most applicants among other social media websites
- ✓ Both internal & external sources are utilized while recruiting the remote work force which includes advertisements, promotions, employee referrals, social media engagement etc.
- ✓ It was also found that maximum of the employees gave positive rating to the recruitment process of remote workforce followed by the IT companies in Kolkata.

Limitations:

There are certain limitations on the project, which includes:

- Lack of time for carrying out the research work.
- Lack of previous research studies on the topic.
- Lack of knowledge due to limited access to company's data.
- The project was done remotely, hence the survey responses were received through google forms.

Suggestions:

As per the detailed study of the sources & the E-recruitment processes involved in the IT Companies of Kolkata, there are a few suggestions/recommendations for improvement:

1. The telephonic interviews can be replaced by zoom call interviews for a better understanding & screening of the candidate.
2. Instagram ads & engagements should be increased as it is the mostly used social media platform among the youth.
3. Data encryption via cloud storage can be done as Google sheet can be accessed by anyone & is comparatively vulnerable in case of a data leak threat.
4. Once the job opening is closed, the job posts should be removed or updated on time to ensure effective recruitment from the external sources.
5. Introduction of new technology with proper training to the recruiters can help in finding the best fits for the company across various management & technical levels.

Conclusion:

This presents the summary of the study and survey done in relation to the sources of Recruitment & the process of E-recruitment in the IT Companies of Kolkata.

By conducting this study, I have reached the following conclusion,

- The employees are keen towards introduction of new technologies in the recruitment process.
- They also believe that the introduction of technology & the usage of internet services have revolutionized the recruitment process in an efficient & effective way.
- The recruitment is done through internal as well as external sources. Internal sources include internal advertisements for job openings, Employee referrals as well as promotions whereas external sources include social media platforms, job portals, job agencies etc.
- As the Work from Home scenario is on effect now-a-days, the E-recruitment process & the requirement of remote workforce has become very critical across the departments in the company.

Bibliography:

For the completion of the project, I searched from the Internet and have taken the abstract for the literature review and as well as I have practical experience & my own practical training experience. The articles are being taken from the journal of the academy of the HR department across service sectors.

Books:

- Human Resource Management –V.S.PRAO
- Human Resource Management –S.SKHANKA
- Human Resource & Personnel Management-K. ASWATHAPPA

Websites:

www.educba.com

www.uskessays.com

www.gsbecosystem.com