

Empirical study of Candidate's Personal Factors impacting Recruitment process in Staffing Companies

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ABSTRACT

Indian staffing industry is growing at 28% percent on year-to-year basis with the adoption of the data-driven recruitment process is an emerging trend. The present paper studied the differentiation of various factors that impact recruitment process and outlined the process of Indian staffing agencies. The study assessed the selection of a candidate being impacted by various candidate specific factors such as communication, qualification, empathy, and adaptability, and its influence on decision making of the client servicing team. The quantitative study gathered data on screeners' impressions and their perspectives on the phases conducted during recruitment process Exploratory factor analysis was used to analyze candidates' personal factors (attributes) that impact the recruiters' decision considering different positions they were recruiting. The result states that the Indian staffing industry is heavily influenced by a combination of factors, including communication, educational qualifications, empathy, and adaptability.

Introduction

Impacts of COVID-19 on the labour market is one of the organization's biggest challenges. The organization's requirement for human resources should be ascertained by successful human resources. Finding possible applicants for current or upcoming organizational vacancies is known as recruitment (Miller, 2018). Alternatively, it could be seen as a connecting activity that brings together people looking for work and those with open positions. The best recruitment strategy will draw in a lot of skilled candidates who will accept the position if it is offered (Miller, 2018).

The recruitment procedure seeks to deliver the best candidates with top-notch credentials and qualifications. Recruiter main objective is establishing a pool of eligible applicants to improve the hiring process' level of certainty by considering various factors and they also tend to streamline the recruitment processes by creating detailed strategy as candidates frequently feel appreciated and valued when we are clear about what to expect from them that creates a positive attitude as well with them.

In the past few studies were done where the major goal was to determine whether personal characteristics related to the applicant have an impact on the recruiter's or screener's decision to send the applicant to the client for consideration for all open bulk hire non-IT positions (Horstman, 2019).

Literature Review

The success of any organization's future depends on selection and recruitment, which is undoubtedly the most crucial part of human resources. The recruitment effort, among other things, can have an impact on the results of an organization's selection process, for example the area where candidates are located (Miller, 2018), candidates' literacy abilities, the number of applicants for a position, the position's appeal, etc. Hence the main factors that were researched rest upon candidate's personal factors that impact recruiter decision making while they screen the candidates for the different vacant positions depending on various geographical locations over India as well as in USA, the job profiles were mostly related to customer service positions and as per clients need of onsite /remote work options the key factors were researched upon where the screener gives the rating to shortlisted candidate as per their ATS (Applicant Tracking System) (Collier, 2022) and based on those shortlisted profiles interviews were conducted and cumulative analysis of the candidate's rating sheet was done the best rated candidates were offered for the positions. Employment and recruiting landscape in the USA and Indian Market is dynamic and constantly changing as a result of new technologies and trends (Miller, 2018). Based on their areas of expertise, size, and location, staffing firms and recruiters may offer a variety of procedures and services.

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The key factors we studied upon that the recruiter/screener checks are candidate's Communication, Educational qualification, Empathy/ accuracy, Result driven factors. Quantitative analysis was done on a total of 136 candidates as respondents that were shortlisted for the bulk hire customer service-related roles. The main objective was to find what is the most important factor among all 4 that plays a vital role in selecting the candidates and how it differs in different geographical locations. The result shows that candidate being Result driven and empathetic are the two most important factor among all these which align the screener perspective to hire a candidate while conducting interviews for these bulk hire positions followed by communication skills and educational qualification (Hair et al., 2010).

Hence when a candidate is sourced for position of Customer Service Representative, we look upon the key factors which might fulfill the clients need i.e. requirement of a candidate that can handle high volume of incoming calls, to check if they can manage any irate customer or any difficult situation when the manager is not around, how quickly they can respond to escalations in case of delay in client services. While screening the candidates the client servicing team or the hiring manager checks all these factors hence the candidate should be a very good communicator and must have an attitude where he can empathize with the customer and keep calm when the situations are dire and higher escalations situations can occur if not handled discreetly (Woods & Tharakan, 2021).

In this study we discovered the underlying personal aspects that have an impact on the hiring process by using EFA (Exploratory Factor Analysis) (Watkins, 2018) to candidate data. These elements may influence candidate selection criteria, recruitment tactics, and organizational fit evaluations. Hence factor interpretation was done, and we were able to identify the strength of each of those personal factors that impact the selection process (Collier, 2022).

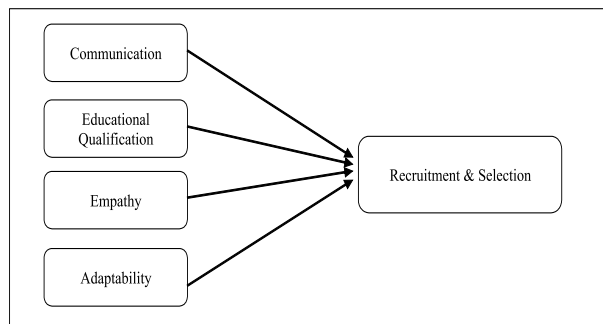


Figure 1: Conceptual Model : Candidates' Personal Factors Impact on Recruitment Process

Research Questions: Present research tries to answer the following research questions.

- RQ1. Do candidates' personal factors impact the recruitment process?
- RQ2. Are recruitment and selection of individuals affected by personal factors?
- RQ3. How can we measure personal factors/attributes among individual candidates?

Objectives of the Study:

This study has been conducted with below mentioned basic objectives:

1. To explore the rationality among candidates' personal factors in recruitment process.
2. To identify candidates' personal factors existing among individual candidate which affect their recruitment process.

Research Hypotheses

H01: There is no significant association of a candidate's communication skills with recruitment process.

H02: There is no significant association of a candidate's educational qualification with recruitment process.

H03: There is no significant association of a candidate's ability to empathize with recruitment process.

H04: There is no significant association of a candidate's adaptability with recruitment process.

Research Methodology

The research design undertaken for the study was descriptive in nature. The data was collected from different recruiters who work with staffing agencies. The data was collected through a self-administered structured questionnaire with 20 item Likert scale. A total of 15 employees shared the survey with their company's internal staff. A total response of 136 respondents were collected for the study from staffing companies in Delhi-NCR Region (India). All respondents were guaranteed confidentiality and anonymity throughout the study's entire process.

All data from the sample was subjected to exploratory factor analysis using IBM-SPSS 21.0 with principal component as the extraction method. It was also used as an analytical tool to conduct logical statistical and computational processes to derive statistical results using the necessary coefficients. The extractions attained through SPSS are given in the table 1 explains the communality, which is the sum of the squared component loadings up to the number of components that are extracted.

Exploratory Factor Analysis (EFA)

The results of the analysis have been presented below followed by their interpretation.

KMO and Bartlett's Test

The KMO value following SPSS analysis was 0.876, which is closer to the ideal value; as a result, all these applicant criteria are crucial to the hiring process and follow the alternative hypothesis i.e., there is an impact of candidate personal factors on recruitment process.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.876
Bartlett's Test of Sphericity	Approx. Chi-Square	288.175
	df	190
	Sig.	.000

Table 1: KMO and Bartlett's Test

Communalities

	Initial	Extraction
Communication 1	1.000	.866
Communication 2	1.000	.781
Communication 3	1.000	.865
Communication 4	1.000	.838
Communication 5	1.000	.779
Educational Qualification 1	1.000	.746
Educational Qualification 2	1.000	.731
Educational Qualification 3	1.000	.732
Educational Qualification 4	1.000	.691
Educational Qualification 5	1.000	.777
Empathy 1	1.000	.848
Empathy 2	1.000	.707
Empathy 3	1.000	.866
Empathy 4	1.000	.678
Empathy 5	1.000	.864
Adaptability 1	1.000	.873
Adaptability 2	1.000	.892
Adaptability 3	1.000	.812
Adaptability 4	1.000	.727
Adaptability 5	1.000	.663

Extraction Method: Principal Component Analysis.

Table 2: Communalities

Bartlett's Test of Sphericity

It is used to test the null hypothesis that the correlation matrix is an identity matrix, i.e., an identity correlation matrix means that the variables are unrelated and not ideal for factor analysis. A significant statistical test (usually less than 0.05) shows that the correlation matrix is indeed not an identity matrix (rejection of the null hypothesis). Hence the results depicted above clarify that the candidates' personal factors in the recruitment process are correlated.

Communalities

The better the factor-variable fit, when the closer the communality is to 1. In this situation, all personal characteristics have different communality output which is regarded as ideal; therefore, they are all taken into consideration during the hiring process.

Total Variance Explained

Total Variance should be more than 0.7 in accordance with the variance extraction criteria. If variance is smaller than 0.7, it shouldn't be considered.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Loadings			Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.964	44.818	44.818	8.964	44.818	44.818	6.089	30.443	30.443
2	3.762	18.808	63.625	3.762	18.808	63.625	3.755	18.776	49.219
3	1.704	8.519	72.144	1.704	8.519	72.144	3.393	16.965	66.183
4	1.310	6.550	78.695	1.310	6.550	78.695	2.502	12.511	78.695
5	.978	4.888	83.583						
6	.667	3.336	86.919						
7	.404	2.019	88.938						
8	.346	1.729	90.667						
9	.316	1.581	92.248						
10	.266	1.328	93.576						
11	.208	1.041	94.616						
12	.176	.880	95.496						
13	.166	.832	96.328						
14	.159	.794	97.122						
15	.144	.721	97.844						
16	.119	.595	98.439						
17	.097	.483	98.922						
18	.078	.388	99.310						
19	.069	.347	99.657						
20	.069	.343	100.000						

Extraction Method: Principal Component Analysis.

Table 3: Total variance explained

Hence in this case the % variance is coming out to be 78.69% so it's fulfilling the value extraction criteria as well.

Component Matrix

Estimates of the correlations between every variable and the estimated components are included in the component matrix. The component matrix result was based upon the data of 136 candidates for the factor communication.

Hence communication plays a vital role while a recruiter source candidate for the position of Customer Service Representative as per the geographical location in Delhi-NCR (India). There are 4 components identified namely communication, qualification, empathy, and adaptability. All the above components are an integral part of a candidates' personal factors and help in recruitment and selection process.

Rotated Component Matrix^a

	Component			
	1	2	3	4
Communication 1			.893	
Communication 2			.736	
Communication 3			.878	
Communication 4			.850	
Communication 5			.779	
Educational Qualification 1				.776
Educational Qualification 2				.779
Educational Qualification 3				.824
Educational Qualification 4				.752
Educational Qualification 5				.789
Empathy 1		.833		
Empathy 2		.803		
Empathy 3		.882		
Empathy 4		.741		
Empathy 5		.886		
Adaptability 1	.904			
Adaptability 2	.897			
Adaptability 3	.844			
Adaptability 4	.823			
Adaptability 5	.800			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Table 4: Component matrix

Hence, the two most important factors the screener checks which processing any candidate application were his attitude being empathetic and result driven (adaptability) nature to solve customer queries.

Hypotheses Testing

The statistical significance of 4 null hypotheses is tested at a level of (?) 5% and is discussed here. Following table 5 presents the results of hypotheses testing procedure. All the hypotheses were tested at 5% level of significance and

alternate hypotheses are accepted.

HA1: There is a significant impact of candidate's communication skills on his recruitment.

HA2: There is a significant impact of candidate's educational qualification on his recruitment.

HA3: There is a significant impact of candidate's ability to empathize on his recruitment.

HA4: There is a significant impact of a candidate's adaptability on his recruitment.

			Estimate	S.E.	C.R.	P	Label
R&S	<- - -	CM	0.124	0.04	2.625	0.009	Hypothesis accepted
R&S	<- - -	EQ	0.264	0.054	5.186	0.006	Hypothesis accepted
R&S	<- - -	EM	0.139	0.051	3.127	0.002	Hypothesis accepted
R&S	<- - -	AD	0.155	0.028	3.653	0.008	Hypothesis accepted

Table 5: Hypotheses Testing

Findings and Discussion

The p values for null hypotheses are below 0.05 indicating that candidates' personal factors have an influence on their recruitment and selection in staffing firms. Personal factors communication skill, educational qualification, empathy, and result driven adaptability are found to have a substantial influence on recruitment related decision making for individual candidates. The current article is expected to be valuable for recruiters and to people who want to improve their chances of selection in an organization. They will further be able to understand that not just professional factors but personal factors also ensure successful recruitment. The results from the analysis indicated a strong agreement that a candidate's personal factors have a positive impact on the recruitment process.

Suggestion

The research study was mainly focused on customer service-related profiles but different market segments of different job requirements can be explored and came across multiple perspectives.

With the advent of technology and the implementation of AI in applicant tracking system various companies are using AI to analyze personal characteristics including personality traits, cognitive skills, emotional intelligence, and cultural fit, use established psychometric tests to select best candidate.

We can further study the market and do a in depth analysis of how AI is impacting recruiter decision making while selecting any candidate and the percentage of iteration it is creating and how it can be helpful in HR process growth.

Conclusion

The Indian staffing industry is heavily influenced by a combination of factors, including communication, educational qualifications, empathy, and adaptability. Effective communication is the lifeblood of industry. It

facilitates understanding between staffing agencies, job seekers, and employers. Clear and open communication streamlines the hiring process and ensures that the right talents are matched with the right opportunities. Educational qualifications are essential as they define the skillset and capabilities of potential candidates. The industry benefits from well-educated job seekers who are better equipped to meet the diverse demands of the job market. Empathy plays a crucial role in building trust and rapport with both clients and job seekers. It fosters positive relationships and helps the staffing industry understand the unique needs and aspirations of individuals and businesses. Adaptability is a defining trait of a successful staffing industry. It must evolve to align with shifting economic, technological, and social trends. The COVID-19 pandemic, for instance, underscored the importance of adaptability as the industry pivoted to meet the demands of a rapidly changing job market.

In conclusion, effective communication, educational qualifications, empathy, and adaptability are the pillars supporting the Indian staffing industry. These factors together create a dynamic and resilient ecosystem that serves the evolving needs of job seekers and employers. The Indian staffing industry is experiencing trends such as the rise of gig work and remote employment, increased demand for tech-savvy professionals, upskilling programs, and the continued focus on diversity and inclusion. Additionally, the industry is adapting to evolving post-pandemic workforce needs with flexible staffing solutions.?

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