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E-recruitment in India with special reference to Infosys

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Abstract

E-recruitment affects the HR function in various fields. Using the power of Internet to achieve HR goals not only increases productivity but also saves time and money to give a competitive advantage. The pluses are many: Posting jobs online can cost less than half as much as Sunday newspaper postings and far less than employment agency fees. Online ads can be longer, more descriptive, written any time of the day or night, and posted almost immediately. A company's human resources are considered one of its most valuable assets, if not the most valuable. Even though now-a-days the fluctuation rates are higher and the average job duration is shorter today than it was some thirty years ago, firms try to create a strong bond between them and their staff. Accordingly, a company gives its personnel recruiting process particular attention. Once the required amount of human resource has been assessed in the personnel planning phase, the HR–manager must choose the suitable candidates meaning the ones that best match both qualifications and corporate culture in the IT Industry. This paper focuses on the practices and experiences of Indian employers, in relation to e-recruitment, and encompasses, in particular, the perspectives of Information Technology industry in India. By gaining an understanding of the advantages and challenges, trends associated with the different approaches that are available and being used, a better understanding can be reached on how to optimize the use of e-recruitment systems in India IT Industry.

Introduction

Human resource is no longer considered a business requirement; rather it has distinguished itself as one of the core assets of any organization. The statement by Mr. Narayana Murthy, "My Company's assets walk out of the door every evening," truly captures the dynamics of new economy. With such a great emphasis on human capital, it is critical for every organization to resort to means that offer quality recruitment solutions at competitive costs. This is where the realm of e -Recruitment starts. The Internet is no longer just a rage; it has now become a very powerful and effective tool at everybody's disposal. Today, the buzzword and the latest trend in recruitment is the "e-recruitment". Also known as "online recruitment", it is the use of technology or the web based tools to assist the recruitment process. Many big and

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small organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet.

Alternatively job seekers place their CVs in worldwide web, which can be drawn by prospective employees depending upon their requirements. Online recruitment facilitates just-in-time hiring. When an organization needs a candidate, it can access the database of job portals, screen resumes and send a mass mail. It can also shortlist people based on skills, location, salary and availability and move on to the interview stage. The traditional boundaries that existed between print media owners, job boards, recruitment advertising agencies, recruitment consultancy and technology companies are breaking down. Resume databases have been increasing manifold and the availability of a database (number of candidates) is much higher than what manual recruitment modes can offer. Although e-recruitment caters to jobs at all levels, it is largely useful in exploring people at entry and mid-tier levels. As the base of candidates looking for these positions is very huge, the online recruitment process comes in handy for administering standard evaluation tests for screening and evaluation. For hiring senior professionals, online recruitment process does help in seeking the required skill sets and qualification, but the screening and evaluation is not done online. Despite the rapid growth in the use of e-recruitment methods and technologies in recent years, there has been little research looking at the trends and practices of e-recruitment followed by Indian organizations. This paper focuses on the practices and experiences of Indian employers, in relation to e-recruitment, and encompasses, in particular, the perspectives of Information Technology industries in India. By gaining an understanding of the advantages and challenges associated with the different approaches that are available and being used, a better understanding can be reached on how to optimize the use of e-recruitment system in India. In order to establish the extent to which e-recruitment was being used amongst the IT companies in India, a survey was conducted to gather more in-depth information on the approaches implemented and the impact of introducing e-recruitment. The research is aimed at HR practitioners or others involved in implementing e-recruitment, and are likely to be of interest to practitioners new to the area, as well as those already experienced in using e-recruitment methods. In addition to highlighting the key trends in the current use of e-recruitment in India with special reference to IT industries, a discussion of likely future developments in the area is also provided.

Review of Literature: Growth of IT Industry in India

The Indian IT industry is foremost located in a few cities. The development of the Indian IT industry started in Bangalore, a city with a large pool of engineers. Bangalore continues to be the IT centre of India (e.g kumar & Siddharthan 2002), but due to the fast development of the

industry the IT companies have established more in cities such as Hyderabad, Chennai, Pune, Mumbai and Delhi. (Kumar 2006, interview: 22.09.06). In the early 1960s foreign companies supplied software to the Indian market. The demand for a variety of software increased, and organisations and companies started to develop home made software programs(e.g Posner 1961,Hufbauer 1966). With the increasing demand for software, companies saw the potential in the development and export of software. The first Indian software firm, Tata Consulting Services (TCS) was founded in 1968 and began to export software in 1974 (Wakelin 1976). Soon other Indian companies like Wipro and Infosys followed and these companies are today major actors in the Indian Software industry (Krugman 1979, Heeks 1996:68f). The domestic demand for software continued to increase and more Indian companies were established. In the middle of the 1980s the American companies like Texas Instrument (TI) and General Electric (GE) were established in India and soon more foreign companies arrived, (Ramachandra 2006:4). In the 1970s, Indian engineering students moved to the US for post graduation and after graduating they stayed and worked in the US IT industry. Rajiv Gandhi was elected Prime Minister of India in 1984 and his vision was to transform India into a technology using country and prepare the country for information technology and enter the new millennium with good IT skills. The New Computer Policy in 1984 and The Policy on Computer Software Export, Development and Training in 1986 were implemented which put focus on the IT industry in the Indian economy (Frankel & Sen 2005:11). The demand for software increased with the technology shift towards network oriented systems and customized software in countries using high technology, and by the arrival of personal computers (Arora et al. 2001:1270f). In the beginning of the 1990s, the government implemented economic reforms and liberalized the economy. It also decided to promote especially the sector and turn it into an area of growth in the economy (Kumar 1994, Siddharthan & Rajan 2002). During the last decades, besides the global recession in 2001, the Indian software industry has experienced a constant high growth. (Ramachandran 2006:7ff). The global demand for IT services continued to increase with the development of the IT industry. The demand for Indian IT services increased with the "year 2000" problem in software, which was quite easy to solve but required a large amount of engineers and good project management capabilities (Vernon 1966, Krugman 1979). There was a shortage of these in the industrialized countries but India had skilled people who could work with the problem. In the end of the 1990s, a new branch in the IT industry, ITES-BPO, evolved and has since then had a high growth and today employs a large number. The branch consists of administrative services, customer support services, IT help-desk services, medical transcriptions, which are low-end work requiring less skilled personnel (e.g. Kumar & Siddharthan1994). From the BPO business, KPO

(Knowledge Process Outsourcing) has evolved (Vernon 1966,), including services such as market research, investment banking and financial services, which demand more knowledge and are at a higher stage in the value chain of production. The Indian Information Technology (IT) sector has seen significant growth in recent years. During the 1994-2003 period, the revenue generated by the sector grew from about Rs 5,450 crores to Rs 79,337. The employment in this sector has also grown significantly. According to industry sources, there were only 6,800 IT workers in India in 1986-87. This number has gone up to 650,000 in 2002-03. The IT sector is also expected to provide quality employment to a large number of workers in the coming years(e.g Siddharthan & Nollen 2004). In the information economy 'the sources of productivity lie in the technology of knowledge generation, information processing, and symbol communication' (Castells, 2001). India has been the favorite destination for many companies around the globe for offshore outsourcing because it cuts application development and maintenance costs while delivering the highest quality work and improving productivity(e.g Siddharthan & Nollen 2004,Narayanan 2006,2007). Offshore IT outsourcing is an important and emerging field in the area of information systems (Naureen, Currie & Desai 2003). IT outsourcing is (Loh and Venkatraman,1992) as the significant contribution of external suppliers in the physical and/or human resources associated with the entire or specific component of the IT infrastructure in the user organisation. While (Rajkumar and Mani, 2001) define offshore outsourcing as the supplier of software, development is from another country than the firm that decides to outsource information systems. (e.g Smith, Mitra and Narasimhan ,1996) define offshore outsourcing as software development that is done in other countries than those that have traditionally dominated the software development industry. Firms entering into offshore outsourcing aim primarily to gain access to highly skilled professionals at a reduced cost (e.g Apte, Sobol, Hanaoka, Shimada, Saarinen, Salmela & Vepsalainen 1997). Bill Gates' prediction in 1999 that India is likely to be the next software superpower has largely been realized (Ghemawat 2000) (Terdiman and Karamouzis 2002) claim that today. India's outsourcing export revenue now exceeds $7 billion, making it the country's largest export, and the country is home to some half a million IT professionals (Nasscom 2003a). In the light of the present economic downturn, the primary motivation behind offshore outsourcing is cost reduction, especially lower per capita labour costs (Ravichandran & Ahmed 1993, Gopal & Krishnan 2002). Software development costs in India are estimated to be 30–40 per cent lower than those in developed markets (Lacity & Hirschheim 1995).

Objective and Research Methodology

Since employee e-recruitment practice is nowadays one of the best practice and fast emerging area of research in Human Resource Management, there is a lot of research being carried out

to develop better recruitment practice for better Human Resource. The study at hand primarily focuses upon the following research objectives:

i. To examine recruitment practices in IT Industry.

ii. Compare the E-recruitment modes with traditional methods of recruitment

The present study is done from the employer's point of view and analyzed with as IT company like Infosys which embodies all the methods, techniques and processes of work. The information for the proposed study has been collected from primary and secondary data. Primary data is collected by structured questionnaire about the recruitment practices in Indian IT industry. The data is collected from 250 employees who are working in Infosys in different locations Delhi, Pune, Bangalore etc. and they recruited in organization by different sources like campus, e-recruitment, by website ,post etc. out of 275 employees only 250 responded and returned the questionnaire they give clear and authentic answer so this is 80% respond rate. Out of this only 15 were rendered unusable because of incomplete data. The data from respondents has been gathered with the help of a well structured questionnaire. Before administering the questionnaire for final survey the process of "pilot study'' was applied to assess its validity. The original questionnaire had initially describe the demographic profile of respondents. Based upon the suggestions of respondents and also the outcome statistical analysis of 42 questionnaires of pilot study only 12 top are identified to included in the final questionnaire. To select the sample respondents, random sampling technique has been followed and the larger part of the survey was with the help of direct interaction and electronic media. The demographic profile of the respondents of Infosys shows that 33% of respondents were female and rest 67% were male, 20% were between the age group of 20-30, and 31% were between 31-45, 40% were between 46-60 and 9% were above 60.Their job profile shows 30%. are project managers are 30% are team leaders and 38% are team members 38%.Their qualification levels under-graduates 32%,graduates (B.E) 40% and postgraduates are 28%.Their applications break up is, entry level 65%, for middle level 22%and top level is 13%.21% have income less than 3lakhs 34%, 3-5lakhs 34%, 23%, 5-10 lakhs 23% and 22% above 10lakhs. The frequency of demographic profile gives the detail about all employees who are working in Infosys the details of the respondents' profile have been given as per the table - 1.The data consisted of categories (nominal data) and likert type (5 point ordinal scale). The collected data has been analyzed by using appropriate statistical tool and techniques like cross tabulation, mean score, ranking mean score and chi-square depending on the nature of data.

Result and Discussion:

Data analysis is a practice in which raw data is ordered and organized so that useful information can be extracted from it. The process of organizing and thinking about data is key to understanding what the data does and does not contain. There are a variety of ways in which people can approach data analysis, and it is notoriously easy to manipulate data during the analysis phase to push certain conclusions or agendas. For this reason, it is important to pay attention when data analysis is presented, and to think critically about the data and the conclusions which were drawn. The data is provided in Annexure-I on which our analysis is based.

The Annexure –I contains cross tab, which represent the variables of recruitment and selection and their types which highlight the cross interaction between the data collected from professionals and the chi-square to know if there were any differences across the two categories in term of variables included in the traditional recruitment method .The data for mean ranking is analysed and only summarized the total research of recruitment methods of Infosys and steps of recruitment and selection. The questionnaires containing demographic profile and measures estimated by using dichotomous question, multiple-choice questions, five point likert scale and open ended questions. The variables adopted from different sources for the purpose of primary data were framed in a pre-arranged manner. The recruitment practices are made of different items such as job content, technology, research and development, promotion opportunities, structure and size of organization etc. In Infosys the demographic profile of employees working relates with age, annual income salary, Job level applied for qualification etc.

Table:1 Respondent's profile Sheet of Employees-

Note:M=Male,F=Female:Q=Qualification:UG=Undergraduate,G=Graduate,

PG=Postgraduate; Marital Status , M= Married ,UM=Unmarried; Current Position:

PM=Project Manager. TL=Team Leader, TM=Team Member; Annual Income:1=Up to

3lakhs, 2=3lakhs to 5lakhs, 3=5lakhs-10lakhs,4=above 10lakhs; Retantion in company:1=less than one year, 2=Between 1to 3yeras, 3=Between 3 to 5years, 4=More than 5years; Applied Post : EL=Entry level, ML=Middle level,TL=Top level.

Variable(s)		Age				Gender		Qualification			Marital status			Current Post		Annul income				Retention in Company				Entry	Applied post	
		1	2	3	4	M	F	UG	G	PG	M	UM	PM	TL	TM	1	2	3	4	1	2	3	4	EL	ML	TL
Age	1	40	-	-	-	33	9	9	8	2	14	34	-	-	52	29	10	-	-	5	4	2	17	82	-	-
	2		62	-	-	67	15	15	21	13	17	14	-	-	-	13	43	19	6	2	8	16	22	48	19	-
	3			80	-	12	21	18	8	21	26	-	12	33	-	-	15	27	8	2	10	9	32	-	25	11
	4				18	12	6	16	13	9	22	-	33	41	-	-	-	-	31	1	12	13	45	-	-	15
Gender	M					134	-	9	18	32	116	34	45	43	32	25	53	30	26	18	34	40	42	78	39	17
	F						66	13	10	-	30	20	9	12	15	17	15	16	18	22	10	0	34	52	5	9
Qualification	1							72	-	-	42	30	-	26	46	32	30	10	-	10	18	11	-	57	15	-
	2								72	-	58	14	32	34	8	6	40	16	20	-	11	23	-	25	30	7
	3									56	41	15	33	13	10	4	19	7	24	-	9	16	-	23	14	19
M-Status	1										146	-	67	49	30	36	32	38	30	22	42	22	60	69	35	26
	2											54	10	29	15	6	36	8	14	17	25	28	-	45	9	-
C-Position	1												64	-	-	-	-	14	50	25	21	12	17	54	21	20
	2													60	-	8	38	32	4	9	13	6	43	46	12	6
	3														70	-	20	-	40	6	-	18	56	26	11	-
Annual-I	1															42	32	10	-	5	9	28	-	66	4	-
	2																68	-	9	5	13	12	16	44	20	-
	3																	46	35	-	12	-	44	-	10	7
	4																		44	-	-	-	36	-	-	19
Retention	1																			10	-34	-	-	35	-	48
	2																					-	-	45	16	6
	3																					40	-	34	14	6
	4																						116	16	6	8
E-Level	1																							130	-	-
	2																								44	-
	3																									26

1.1:level of job applied with reference to information in newspaper, by campus, e-recruitment, applying through website: of all the association the best association between level of post applied for and E-Recruitment is the best one and IT employees apply more by E-recruitment technique. The analysis and study based on level of post apply by four different ways and all four are correlated and build a relationship between level of post applied and how they are applying and getting the result is it proper, effective and used in Infosys or not so hence the hypothesis is proved the of association between level of post apply and by post with reference to information in newspaper, campus, e-recruitment and applying through information from website are applied in Infosys.

1.2: Gender with reference to information in newspaper, by campus, e-recruitment, applying through website: of all the association the best association between gender and E-Recruitment

is the best one and IT employees of different gender apply more by E-recruitment technique.After analysis and study based on gender by four different ways we find all four are correlated and build a relationship between gender and how they are applying and getting the result properly and effective and used in Infosys. Hence the hypothesis that the association between gender and by post with reference to information in newspaper, campus, e-recruitment and applying through information from website are applied in Infosys is proved.

1.3:Qualification with reference to information in newspaper, by campus, e-recruitment, applying through website: of all the association the best association between Qualification and E-Recruitment is the best one and IT employees apply more by E-recruitment technique. After analyzing and study based on qualification and four different ways, we find all four are correlated and build a relationship between qualification and how they are applying and getting the result they get proper and effective and it is used in Infosys. Hence the hypothesis is proved that the association between qualification and by post with reference to information in newspaper, campus, e-recruitment and applying through information from website are applied in Infosys.

1.4:Sending application with reference to information in newspaper, by campus, e-recruitment, applying through website: of all the association the best association between sending application and E-Recruitment is the best one and IT employees apply more by E-recruitment technique. After analyzing and study based on sending application and four different ways and all four are correlated and build a relationship between sending application and how they are applying and getting the result they get proper and effective and it is used in Infosys. Hence the hypothesis is proved that the association between sending application and by post with reference to information in newspaper, campus, e-recruitment and applying through information from website are applied in Infosys.

1.5:Processing of CV with reference to information in newspaper, by campus, e-recruitment, applying through website: of all the association the best association between processing CV by E-Recruitment is the best one and IT employees apply more by E-recruitment technique. After analyzing and study based on processing CV and four different ways and all four are correlated and build a relationship between processing CV and getting the proper result and effective result it is used in Infosys. Hence the hypothesis is proved that the association between processing CV and by post with reference to information in newspaper, campus, e-recruitment and applying through information from website are applied in Infosys.

Mean Ranking of Recruitment Methods in Infosys: Non-parametric tests are sometimes known as assumption-free test because they make data on which they used. Most of these test work on the principle of ranking data that is finding the lowest score and giving it a rank of

1,then finding the next highest score and giving it a rank 2 and so on. When you want to test differences between two condition and different participants have been used in each condition then you have two choices.This process results in high scores being represented by the larger rank and lowest scores being represent by small ranks. The analysis is then carried out on the ranks rather then the actual data.

Table:2 Ranking of Recruitment methods

Sl.no	Recruitment Methods	N	Mean	Percentage	Rank
1	Internal Reference	200	3.07	19%	3rd
2	Campus Recruitment	200	3.30	20.35%	4th
3	Placement agency	200	2.92	18%	2nd
4	Newspaper	200	2.83	17%	1st
5	E-recruitment	200	4.09	25%	5th

(Source:Estimated from primary data,dec 2009)

In recruitment practices different methods are used by different industries and candidate who want to apply for job also adopt different methods to apply for job. After analyzing and defining these methods which are very important and useful for the whole system so in Infosys the most popular method of recruitment is e-recruitment which is done by website, e-mail, direct company site etc. In Infosys 25% is through of e-recruitment method 20.35% through then campus recruitment method 19% through internal reference,18% through placement agency and 17% through newspapers. Hence it proves that E-recruitment is more viable and improves the recruitment procedure in the organization. E-recruitment is better than traditional method it is more systematic and rational than worker recruitment practices.In Infosys all methods are popular but few methods are mostly used by all candidates like e-recruitment, campus recruitment, internal reference these three methods are more popular and used by 50% candidates.

Mean Ranking of Recruitment and Selection Technique use in Infosys: Non-parametric tests are sometimes known as assumption-free test because they make data on which they used. Most of these test work on the principle of ranking data that is finding the lowest score and giving it a rank of 1,then finding the next highest score and giving it a rank 2 and so on. When you want to test differences between two condition and different participants have been used in each condition then you have two choices. This process result high scores being represented by the larger rank and lowest scores being represent by small ranks. The analysis

is then carried out on the ranks rather then the actual data. This process is an ingenious way around the problem of using data that break the parametric test have less power then their counter parts.

Table:3

Sl.no	Steps of Recruitment and Selection	N	Mean	Percentage	Rank
1	Screening the application	200	8.33	20%	6th
2	Written Examination	200	9.92	23.53%	7th
3	Panel Interview	200	6.16	15%	5th
4	Aptitude test	200	5.43	13%	4th
5	Psychometric Test	200	3.68	9%	1st
6	HR-Round	200	4.49	11%	3rd
7	Technical Round	200	4.14	10%	2nd

(Source:Estimated from primary data,dec 2009)

A firm's final screening activities narrow down the number of job candidate to the number of employees the company actually needs. Many steps of selection methods are available for this purpose including type of employment test, aptitude test, technical test and the most important written test. After analyzing the data of employees respondents the result was defined in weight age method and in ranking method so the weightage of written examination is highest in all recruitment and selection techniques and least weightage on psychometric test After analyzing the detail technique and the steps of selection procedure the written examination is number one and screening of application is second, panel interview is third, followed by aptitude test, HR round and technical round and lastly psychometric test.

The steps are also clear that if you are applying in Infosys the most important factor you have to take care is written examination and its contents and in this screening they check the marks, percentage, credibility of every individual candidate who apply for job. Then onwards the rest panel interview, psychometric test, HR and Technical round become important. Hence it proves that the recruitment and selection method of Infosys is more rational, systematic and transparent.

Conclusion:

Using the power of Internet to achieve HR goals not only increases productivity but also saves time and money to give a competitive advantage. The plus point are posting jobs online can cost less than half as much as Sunday newspaper postings and far less than employment agency fees. Online ads can be longer, more descriptive, written any time of the day or night, and posted almost immediately. For employers, online recruiting allows far better targeting of candidates than does advertising in general newspapers, resulting in a greater percentage of qualified applicants. In addition, because 24/7 online job hunting is private and convenient, your company's Internet presence is more likely to draw in "passive job seekers" high-quality candidates who may be curious to know what's out there but who have not launched all -out campaigns. As online recruitment sites continue to multiply in numbers these 'value -added' services may well prove crucial to their long time survival. Although e -Recruitment addresses the initial phase of job hunting and applications the challenge is to go beyond the virtual value, and prove the value of the initial contact. In summary, people will continue to be one of the most valuable assets for every organization. The benefits mentioned in the above study will improve the accuracy of hiring and reduce hiring lead- time and cost, thereby increasing the overall competitiveness of the organization in today's marketplace. Hence, it can be said that e-recruitment is the "Evolving face of recruitment."

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Annexure I: Cross tab

1.1. level of post apply * post with reference to information in newspaper.

			By Post with reference to information in Newspaper		Total
			0	yes	
level of Post when apply	Entry Level	Count	106	24	130
		% within level of Post when apply	81.5%	18.5%	100.0%
	Middle Level	Count	22	22	44
		% within level of Post when apply	50.0%	50.0%	100.0%
	Top Level	Count	22	4	26
		% within level of Post when apply	84.6%	15.4%	100.0%
Total		Count	150	50	200
		% within level of Post when apply	75.0%	25.0%	100.0%

Chi- Square Sig.level=.009

1.2.Level of post apply*Campus

			By campus		Total
			0	yes	
level of Post when apply	Entry Level	Count	114	16	130
		% within level of Post when apply	87.7%	12.3%	100.0%
	Middle Level	Count	42	2	44
		% within level of Post when apply	95.5%	4.5%	100.0%
	Top Level	Count	24	2	26
		% within level of Post when apply	92.3%	7.7%	100.0%
Total		Count	180	20	200
		% within level of Post when apply	90.0%	10.0%	100.0%

Chi- Square Sig.level=.005

1.3. Level of post apply*E-Recruitment

			E-recruitment		Total
			0	1	
level of Post when apply	Entry Level	Count	42	88	130
		% within level of Post when apply	32.3%	67.7%	100.0%
	Middle Level	Count	24	20	44
		% within level of Post when apply	54.5%	45.5%	100.0%
	Top Level	Count	4	22	26
		% within level of Post when apply	15.4%	84.6%	100.0%
Total		Count	70	130	200
		% within level of Post when apply	35.0%	65.0%	100.0%

Chi- Square Sig.level=.005

1.4.Level of post apply*Apply through Website

			Applying through info from website		Total
			0	yes	
level of Post when apply	Entry Level	Count	108	22	130
		% within level of Post when apply	83.1%	16.9%	100.0%
	Middle Level	Count	40	4	44
		% within level of Post when apply	90.9%	9.1%	100.0%
	Top Level	Count	24	2	26
		% within level of Post when apply	92.3%	7.7%	100.0%
Total		Count	172	28	200
		% within level of Post when apply	86.0%	14.0%	100.0%

Chi- Square Sig.level=.264

2.1 Gender * By Post with reference to info in Newspaper

			By Post with reference to info in Newspaper		Total
			0	yes	
Gender	Female	Count	48	18	66
		% within Gender	72.7%	27.3%	100.0%
	Male	Count	102	32	134
		% within Gender	76.1%	23.9%	100.0%
Total	Count		150	50	200
	% within Gender		75.0%	25.0%	100.0%

Chi- Square Sig.level=.402

2.2 Gender * by campus

			By campus		Total
			0	yes	
Gender	Female	Count	62	4	66
		% within Gender	93.9%	6.1%	100.0%
	Male	Count	118	16	134
		% within Gender	88.1%	11.9%	100.0%
Total		Count	180	20	200
		% within Gender	90.0%	10.0%	100.0%

Chi- Square Sig.level=.192

2.3 Gender * E-recruitment

			E-recruitment		Total
			0	1	
Gender	Female	Count	24	42	66
		% within Gender	36.4%	63.6%	100.0%
	Male	Count	46	88	134
		% within Gender	34.3%	65.7%	100.0%
Total		Count	70	130	200
		% within Gender	35.0%	65.0%	100.0%

Chi- Square Sig.level=.477

2.4 Gender * Applying through info from website

			Applying through info from website		Total
			0	yes	
Gender	Female	Count	58	8	66
		% within Gender	87.9%	12.1%	100.0%
	Male	Count	114	20	134
		% within Gender	85.1%	14.9%	100.0%
Total		Count	172	28	200
		% within Gender	86.0%	14.0%	100.0%

Chi- Square Sig.level=.471

3.1 Qualification * By Post with reference to info in Newspaper

			By Post with reference to info in Newspaper		Total
			0	yes	
Qualification	UG	Count	50	22	72
		% within Qualification	69.4%	30.6%	100.0%
	BE	Count	62	10	72
		% within Qualification	86.1%	13.9%	100.0%
	Mtech/MCA	Count	38	3	56
		% within Qualification	67.9%	2.1%	100.0%
Total		Count	150	50	200
		% within Qualification	75.0%	25.0%	100.0%

Chi- Square Sig.level=.193

3.2 Qualification * By campus

3.2 Qualification * By campus

	Qualification		By campus		Total
			0	yes	
	UG	Count	70	2	72
		% within Qualification	97.2%	2.8%	100.0%
	BE	Count	62	10	72
		% within Qualification	86.1%	13.9%	100.0%
	Mtech/MCA	Count	48	8	56
		% within Qualification	85.7%	14.3%	100.0%
Total		Count	180	20	200
		% within Qualification	90.0%	10.0%	100.0%

Chi- Square Sig.level=.181

3.3 Qualification * E-recruitment

			E-recruitment		**Total**
			0	1	
Qualification	UG	Count	24	48	72
		% within Qualification	33.3%	66.7%	100.0%
	BE	Count	20	52	72
		% within Qualification	27.8%	72.2%	100.0%
	Mtech/MCA	Count	26	30	56
		% within Qualification	46.4%	53.6%	100.0%
Total		Count	70	130	200
		% within Qualification	35.0%	65.0%	100.0%

Chi- Square Sig.level=.157

3.4 Qualification * Applying through info from website

			Applying through info from website		**Total**
			0	yes	
Qualification	UG	Count	66	6	72
		% within Qualification	91.7%	8.3%	100.0%
	BE	Count	54	18	72
		% within Qualification	75.0%	25.0%	100.0%
	Mtech/MCA	Count	52	4	56
		% within Qualification	92.9%	7.1%	100.0%
Total		Count	172	28	200
		% within Qualification	86.0%	14.0%	100.0%

Chi- Square Sig.level=.238

4.1Sending Application * By Post with reference to info in Newspaper

			By Post with reference to info in Newspaper		Total
			0	yes	
Sending Application	with in week	Count	2	0	2
		% within Sending Application	100.0%	.0%	100.0%
	with in fortnight	Count	50	16	66
		% within Sending Application	75.8%	24.2%	100.0%
	with in a month	Count	80	20	100
		% within Sending Application	80.0%	20.0%	100.0%
	more than that	Count	18	14	32
		% within Sending Application	56.3%	43.8%	100.0%
Total		Count	150	50	200
		% within Sending Application	75.0%	25.0%	100.0%

Chi- Square Sig.level=.200

4.2 Sending Application * By campus

			By campus		Total
			0	yes	
Sending Application	with in week	Count	2	12	2
		% within Sending Application	100.0%	10%	100.0%
	with in fortnight	Count	58	8	66
		% within Sending Application	87.9%	12.1%	100.0%
	with in a month	Count	90	10	100
		% within Sending Application	90.0%	10.0%	100.0%
	more than that	Count	30	2	32
		% within Sending Application	93.8%	6.3%	100.0%
Total		Count	180	20	200
		% within Sending Application	90.0%	10.0%	100.0%

Chi- Square Sig.level=.478

4.3Sending Application * E-recruitment

			E-recruitment		Total
			0	1	
Sending Application	with in week	Count	0	2	2
		% within Sending Application	.0%	100.0%	100.0%
	with in fortnight	Count	24	42	66
		% within Sending Application	36.4%	63.6%	100.0%
	with in a month	Count	32	68	100
		% within Sending Application	32.0%	68.0%	100.0%
	more than that	Count	14	18	32
		% within Sending Application	43.8%	56.3%	100.0%
Total		Count	70	130	200
		% within Sending Application	35.0%	65.0%	100.0%

Chi- Square Sig.level=.457

4.4 Sending Application * Applying through info from website

			Applying through info from website		Total
			0	yes	
Sending Application	with in week	Count	2	0	2
		% within Sending Application	100.0%	.0%	100.0%
	with in fortnight	Count	58	8	66
		% within Sending Application	87.9%	12.1%	100.0%
	with in a month	Count	88	12	100
		% within Sending Application	88.0%	12.0%	100.0%
	more than that	Count	24	8	32
		% within Sending Application	75.0%	25.0%	100.0%
Total		Count	172	28	200
		% within Sending Application	86.0%	14.0%	100.0%

Chi- Square Sig.level=.254

5.1 Processing of CV * By Post with reference to info in Newspaper.

			By Post with reference to info in Newspaper		
			0	yes	Total
Processing of CV	with in a week	Count	18	2	20
		% within Processing of CV	90.0%	10.0%	100.0%
	with in fortnight	Count	34	12	46
		% within Processing of CV	73.9%	26.1%	100.0%
	with in month	Count	56	24	80
		% within Processing of CV	70.0%	30.0%	100.0%
	more than that	Count	24	8	32
		% within Processing of CV	75.0%	25.0%	100.0%
	5	Count	18	4	22
		% within Processing of CV	81.8%	18.2%	100.0%
Total		Count	150	50	200
		% within Processing of CV	75.0%	25.0%	100.0%

Chi- Square Sig.level=.400

5.2 Processing of CV * By campus

			By campus		
			0	yes	Total
Processing of CV	with in a week	Count	20	0	20
		% within Processing of CV	100.0%	.0%	100.0%
	with in fortnight	Count	42	4	46
		% within Processing of CV	91.3%	8.7%	100.0%
	with in month	Count	68	12	80
		% within Processing of CV	85.0%	15.0%	100.0%
	more than that	Count	30	2	32
		% within Processing of CV	93.8%	6.3%	100.0%
	5	Count	20	2	22
		% within Processing of CV	90.9%	9.1%	100.0%
Total		Count	180	20	200
		% within Processing of CV	90.0%	10.0%	100.0%

Chi- Square Sig.level=.282

5.3 Processing of CV * E-recruitment

			E-recruitment		
			0	1	**Total**
Processing of CV	with in a week	Count	2	18	20
		% within Processing of CV	10.0%	90.0%	100.0%
	with in fortnight	Count	16	30	46
		% within Processing of CV	34.8%	65.2%	100.0%
	with in month	Count	36	44	80
		% within Processing of CV	45.0%	55.0%	100.0%
	more than that	Count	10	22	32
		% within Processing of CV	31.3%	68.8%	100.0%
	5	Count	6	16	22
		% within Processing of CV	27.3%	72.7%	100.0%
Total		Count	70	130	200
		% within Processing of CV	35.0%	65.0%	100.0%

Chi- Square Sig.level=.221

5.4 Processing of CV * Applying through information from website

			Applying through info from website		Total
			0	yes	
Processing of CV	with in a week	Count	18	2	20
		% within Processing of CV	90.0%	10.0%	100.0%
	with in fortnight	Count	36	10	46
		% within Processing of CV	78.3%	21.7%	100.0%
	with in month	Count	72	8	80
		% within Processing of CV	90.0%	10.0%	100.0%
	more than that	Count	28	4	32
		% within Pro cessing of CV	87.5%	12.5%	100.0%
	5	Count	18	4	22
		Expected Count	18.9	3.1	22.0
		% within Processing of CV	81.8%	18.2%	100.0%
Total		Count	172	28	200
		% within Processing of CV	86.0%	14.0%	100.0%

Chi- Square Sig.level=.406