

**CAMPUS RECRUITMENT AND ITS EFFECT ON STAKEHOLDERS' - AN ANALYTICAL STUDY**

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**ABSTRACT**

Recruitment is a primary function of the Human Resource Manager. Any organization has to conduct the recruitment activities in order to fill the available positions. The major objective of campus placement is to identify the talented and qualified professionals before they complete their education. This study investigated the reason of why there is less number of reporting to the organization by the students after accepting the job offer, their attitude towards Job Opportunities and its impact on stakeholders namely students, educational institutions and organizations. A total of 100 students from Bangalore Urban at undergraduate colleges pursuing undergraduate courses were selected for the study as respondents. Data was collected through questionnaires. Data analysis has been done using percentages. This study revealed various reasons for offer drop by the students. Findings reveal that few students are attending the interview just to get the interview exposure even if their aim is to move for further studies. The organizations which are conducting the campus recruitment face difficulties because of the student behaviors towards job offers. The paper concludes that Campus recruitment has been providing a number of benefits to the students who are still in a state of completing their education.

**1.1 TITLE OF THE STUDY**

**CAMPUS RECRUITMENT AND ITS EFFECT ON STAKEHOLDERS - AN ANALYTICAL STUDY**

**1.2 INTRODUCTION**

Campus placement or campus interview is the program conducted within educational institutes or in a common place to provide jobs to students pursuing or in the stage of completing the program. In this program, industries visit the colleges to select students depending on their ability to work, capability, focus and aim.

From a variety of methods, campus recruitment is one of the most popular methods, used by many Fortune 500 companies today. In Campus Recruitment, Companies visit some of the most important technical and professional institutes in an attempt to hire young talent and smart students at source.

**Objectives of Campus Recruitment:**

The major objective of campus placement is to identify the talented and qualified professionals before they complete their education.

This process reduces the time for an industry to pick the candidates according to their need.

**Benefit of Campus Recruitment to Employers & Students**

1. Companies get the opportunity to choose from and select the best talent in a short span of time.
2. Save a lot of time and efforts that go in advertising vacancies, screening and eventually selecting applicants for employment.

3. College students who are just passing out get the opportunity to present themselves to some of the best companies within their industry of interest. Landing a job offer while still in college and joining just after graduating is definitely what all students dream of!

**Campus Recruitment can be of 2 ways:**

In off-campus placements, the company does not visit your college, you have to go to some other college (if applied and eligible) or you have to visit their office for the whole process. The major difference is the no of applicants, like if you are applying off-campus then anyone satisfying the criteria can participate but in case of on-campus only that college students can participate.

And in pool placement, the company shortlists the colleges in a region and only the shortlisted colleges can participate in it.

**Difficulties in Campus Recruitment:**

It is a cumbersome (difficult) activity and hence majority of the companies find it difficult to trace the right talent. Many students do not understand the importance of placement training that is being imparted, whether it is aptitude training or soft skills. They show the least interest in this due to various factors viz., projects, assignments or more of activities loaded by the colleges as part of their curriculum thinking that it is not useful.

It is the responsibility of the companies training on placement to make the students equipped on all aspects of career development along with creating a very good impact in them which makes them feel every minute they spend in the placement training session is worth being there and will help them in getting placed in their dream companies.

**1.3 LITERATURE SURVEY**

**L. Rynes, John W. Boudreau(1986) New York State School Of Industrial And Labor Relations Cornell University** studied that College recruitment in large organization: practice, evaluation and research methodology ( Sara College recruitment for fortune 1000 corporate were surveyed regarding a broad set of college recruiting practices and college recruiting effective measures. It has revealed that there are differences between organization characteristics, recruiting practices and effectiveness. Methodological limitations are also noted. To overcome these important issues: - • whether recruiters training makes any difference to applicant attraction or selection • Setting applicants qualification level • Effects of alteration of inducement packages

**Melody Jennings Lockheed Martin, (2003)** surveyed the impact of benefits on graduating students willingness to accept job offers The influence of quality of information communicated about both traditional and non-traditional benefits. Increase communication enhances organizational effectiveness. Traditional benefits need less communication as already have created their understanding. The organizations offering both benefits should be more advantageous. Employees seek traditional more than non-traditional so emphasis is on traditional benefits.

**Maggie Koerth. Contributor Writer(2004)** said that in order to recruit the best graduates firm require understanding why young people all going into a particular course. Today's student learns in a much casual manner and in a hand on environment. They rely on the state of art of computers and calculators. Interaction between firms and students provide benefits beyond simple theoretical experiences.

**Jerel E. Slaughter, Jeffrey M. Stanton, David C. Mohr, William A. Schorl (2005)** studied on implications for college recruitment. The organization compare with the profile of overall applicant population. The effects of attraction and screening in college student recruitment are limited to the use of bio-data instrument. Screening may be using different selection devices applicants believe that they will be hired but organization may screen the variables that are related to attraction.

**James A. Breauth (2009)** said there is relationship between recruitment sources ad employee performance, absenteeism and work attitude. The study determines the sources through which employees are recruited and are related to job performance, absenteeism and work attitude. After analyzing 70 men and 42 women, those recruited via newspaper and college placement offices are inferior the ones who make contacts based on their initiatives or a professional journal/ convention advertisement.

**National Association of Colleges and Employers NACE; (2011) recruitment benchmark** surveyed and said that there is a co-relation between the existence of a formal college recruitment program and the size of the company. The larger the organization the more formal will be the program. Career fairs and corporate websites are used to brand the organization to students and build a strong relationship with faculty on the top.

#### **1.4 STATEMENT OF THE PROBLEM**

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is taking a long time for the organizations in many jurisdictions to identify and implement new, effective hiring strategies. This study investigated the reason of why there is less number of reporting to the organization by the students after accepting the job offer, their attitude towards Job Opportunities and its impact on students, educational institutions and organizations.

#### **1.5 Objectives of the Study**

- To analyse the reasons for offer drops by the students & their attitude towards job opportunities.
- To study the impact of campus recruitment on colleges or Institutions and organizations.
- To study the benefits and difficulties of campus recruitment.

#### **1.6 Scope of the Study**

This study encompassed to analyze the reasons for offer drops by the students and its impact on fellow students, colleges or institutions and organizations. It also evaluated the attitude of the students towards available job opportunities and their level of interest in applying for the jobs. The study also covered the full view of the negative and positive impacts of the campus recruitment.

#### **1.7 Methodology of the Study**

The study undertook cause and effect methodology with the use of primary data. Therefore the study was an analytical study.

## **1.8 Sampling Design**

### **Sample Size**

A total of 100 students from Bangalore Urban at undergraduate colleges pursuing undergraduate courses were selected for the study as respondents.

### **Sampling Technique**

The study used Convenient Random Sampling Technique method for students from undergraduate colleges pursuing undergraduate courses.

### **1.9(A) Techniques of Data Collection**

All the required data for the study was collected from both primary and secondary sources.

#### **Primary Data**

The information was collected directly from the Students and also an Interview was conducted with the placement officer.

Questionnaire and Surveys: - This included range of response questions, close ended questions, providing limited answers to specific responses or on a numeric scale.

#### **Secondary data**

The information was collected through books, articles, reports, journals and websites.

### **1.9(B) Plan of Analysis**

The collected data was analyzed with the help of statistical tools such as averages, percentages and the like. Wherever applicable tables, charts, diagram was used to make the data understandable in a lucid manner.

## **1.10 Limitations of the study**

- The sample size used for the study was very limited.
- The findings & discussion is based on the interest and knowledge level of the students in order to undertake a job.

## **1.11 Detailed Analysis and Findings:**

Campus Recruitment is an important source of recruitment for the large organizations.

In this study all the respondents were female. The age group of the students in this study focused on 96% of the respondents who lie between 18-20 years and 4% lies between 21-23 years.

- Students majorly focus on getting the job even before they complete the education. In this study, we found that 54% of the students attend the interview for career growth, 30% of them attend for job security, 14% for interview exposure and rest 2% of them attend due to college rules. Majority of the students state that it is the job security and career growth which influences them to attend the interview, we can also see that nearly 16% of the students attend interview for the interview exposure and due to college rules. When these students attend interview and get job offers they end up on dropping the offer which results in less number of reporting to the organization.
- 76% of the students show 100% interest in attending the interview whereas, 20% show 75% of interest level and rest 4% shows only below 50% interest. Here we can find that 4% of the students who have low level of interest also attend the interview.

When these types of students who have low level of interest attend the interview and get the job offer they result in dropping the offer.

- Regarding career aspirations of the students majority of 47% of the students said that they will work and gain experience and later take a break for higher studies, 23% of them stated that they will simultaneously work and gain experience, 14% will be exploring only job opportunities and rest 13% will go for further studies. Here, it showed the major impacts of campus recruitment on college, organization and fellow students as well. 47% of them have said that they will leave the job in a short span after gaining experience which is a huge loss to the organizations in providing training and making them as an asset to the organization.

We can also see that 13% of them are looking for further studies, even though, they attend the interview which affects the organization when they drop the offers and also directly impact on other students who would have received the offer.

- For accepting a job offer there are few criteria which the students look for before accepting the job offer. 43% of the students look for job roles and responsibilities when they accept the job offer. 26% of them check on salary range, 17% are particular about company's image and rest 14% about shift timings. These are the major criteria's which the students look for before accepting the offer.

- Students have preference and choices to start their career in the industries which they like. 66% of the students have said that their first preference would be IT industry, 20% of them have said they would wish to go for service industry, 7% have preference for manufacturing industry and rest 7% for other industries like banking, accounting. It shows the preference of students to startup their career and move towards success.

- To work in shifts is a need of the jobs, when asked about if students are ready to work in shifts, majority of 86% of the students are ready to work in shifts, and rest 14% of them are not ready. It is seen that these 14% of the respondents also attend the interview in campus recruitment and after getting the job offer they drop with the reason stating as shift problems. This directly impacts on organization, institution and fellow students where the need arises again to fill the vacant position.

- Family members of the students also influence the decision making of students about campus recruitment. 86% of the students discuss about campus recruitment with their parents and they are also ok with their children working in shifts. 14% of the students have rated that they do not discuss with their family members. We can find here that these 14% of the students will have a pressure in order to accept a job offer or not with respect to adjustments in shift timings and job location.

- A major reason for offer drops by the students is that they apply for multiple job openings. 73% of the students agreed that they apply for multiple job openings even after accepting one job offer and another 17% declined that they do not apply. This revealed that candidates applying for multiple openings are on the majority side which will result in offer drops and impact on colleges, organization and students.

- Once accepting the offer reporting to the organization is the important aspect in successful campus recruitment. 53% of the students have given 90-100% assurance to report, 37% of the students have given 75-90% assurance and another 10% of the students have given less than 50% assurance for reporting to an organization. This proves the assurance given by the students in joining the organization.

- Tenure of working is a factor which helps the organization in analyzing the process of their campus recruitment which influences the HR manager to revisit the colleges again to hire students. The study said that 37% of the students will stay for more than 2 years, 36% of the students will stay for 1-2 years, 20% said that they will be working only between 6 months – 1year, and rest 7% for a short duration of less than 6 months. We can find that the amount of training given by the organization will be under risk if the students leave the organization in a very short period.
- 80% of the students prefer offer shopping and 20% do not. We understand that the organization, college and students are getting impacted because of this attitude by the students towards job offers.
- Reasons stated by the students for offer drops vary according to their interest and preference. 37% of the students drop a job offer because of receiving another offer with better job roles and responsibilities. 30% go for another offer if they receive an offer with better work environment, whereas 20% gave reason as receiving of offer from a better organization, they would like to shift another. 13% said they will accept another job offer if they receive with a better salary.

Campus Recruitment has number of effects due to offer drops by the students.

An interview with the placement officer of an undergraduate college revealed that;

- Job offer drop by the students is creating a negative impact on college because the company states that their entire time and resources gets wasted in providing the offer to those students who do not report. When 100 students are recruited among which 30 do not join stating various reasons, it leads to a negative impression to company's on college. They hesitate to come back to the college in the next year for the future batch of students.
- The fellow students are also biased because of the attitude of other students who are not serious about their career.
- The HR manager will have a huge pressure if the students do not report to the organization after accepting the job offer. This forces them to start their recruitment procedure again from the start point which will incur huge amount.
- However, the colleges are also taking necessary steps to overcome these problems in the campus recruitment such as, they are conducting orientation program to the students stating the importance of job offers. Declarations from parents are also taken to boost more number of reporting to the organization.

### **1.12 SUGGESTIONS**

This study revealed various reasons for offer drop by the students. Due to the prevailing competition in the global world every student has a career goal and aim in order to start their career in the industry which they prefer. Few students are attending the interview just to get the interview exposure even if their aim is to move for further studies. The attitude and this kind of behavioral pattern by the students have to be changed by educating them on the importance of campus recruitment and its impacts. The students have to be made aware that for the exposure purpose they are taking away the jobs which were available for their fellow students. The sense of commitment has to be filled in to the students so that negative impacts on the college can be avoided.

The organizations which are conducting the campus recruitment face difficulties because of the student behaviors towards job offers. It is a troublesome procedure to conduct the recruitment drive once after filling all the vacant positions which will result in wastage of resources and time. This can be avoided only by handling an efficient interview procedure in selecting the right candidate for the right job. The HR person has the responsibility in scrutinizing the job applicants and in reducing the job offer drops.

Campus recruitment has been providing a number of benefits to the students who are still in a state of completing their education. It is always a dream of every student to get into a job even before they complete their education hence, it is their responsibility to make it as an efficient and successful recruitment process which influences the organization to consider the next batch of students in the upcoming years as well.

### **CONCLUSION:**

It is very important to have a strong & healthy relationship between the Colleges & the Corporates.

The organizations conducting campus recruitment in a particular institute/college establish strong relationships with the concerned institute and its students. The students keep coming to these organizations for summer training and internships, etc. So, it builds a strong pipeline for next year's recruitment. It is therefore the preferred activity of the employers.

It is very important that the students should take right decision about their career growth & then step towards attending the interview & accepting the offer.

The biggest disadvantage comes in the form of training expenditure required for these untrained individuals. If you go to far-off areas, the traveling and boarding expenses also pile up.

Limiting on campus recruiting can save a company thousands of dollars in recruiting fees, but maintaining a strong presence on campus results in a positive return on the investment.

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