

## Key Factors Determining The Success of an IT Firm: Recruitment and Retention



### Management

**KEYWORDS :** Recruitment, Retention, Interventions, Organization, Training, Turnover, Attitude

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### ABSTRACT

*A great complexity in majority of the IT Firm is Recruitment and Retention. Recruitment and Retention means hiring the right person for the job, offering flexible work schedules, promoting employee training and developing recognition programs. This paper highlights the study of recruitment and retention by numerous well-known personalities and provides an obvious thought about the organization's role in recruitment and retention, job of HR professionals, employee turnover, best recruitment and retention practices and finally conclude by explaining the reasons for success and failure of an organization.*

#### Introduction:

Organizations should offer a good work environment, salary, benefit packages that satisfy the need of potential applicants.

#### Related works:

The job of the HR is to hire the right people to get the work done. The success of the organization depends on hiring the effective people. The various steps involved in performance based recruitment are:

- Analyzing and describing the job
- Advertising
- Screening the resumes
- Realistic job previews
- Assessment and rating at micro level
- Training the interviewer
- Structuring the interview
- Checking the references
- Orientation

Hire the right people. Without the right people, any management can only think but cannot implement. Success always comes from listening. [1]

When an employee leaves a company it is like throwing a stone in a still pond. When the candidate are appointed in new positions without providing any training then it leads to the failure of the organization and it may lead to turnover. Initial induction programs should be conducted which will help the employees to learn about their tasks. Organization should lead the employees in the correct direction. Every training program should specify the objective. Employees can review their plans with the managers to discuss about their strengths and weaknesses and they can review their continued growth. [2]

Twenty three tips for hiring and keeping great staff are:

- Find out the people who are not getting afraid in providing feedback in a constructive manner
- Identify the tactful people who suit the organization in a best manner
- People should adjust with the culture of the organization
- Analyze the multitask handling capability of the candidate by asking about the roles handled by the candidate in the past
- Remove the candidates who have made grammatical errors in the cover letter or resume
- Candidate may be interviewed by two other people from other department without providing any information about the candidate in prior
- Provide some personal growth support for the candidate through some training
- Provide full freedom for the staff in their projects
- Need not provide any assurity but satisfy one or two request made by the staff

- Flexibility to adjust the work schedule according to the changes in the personal need may be provided
- Appreciation and motivation is a great form of recognition
- Praise each and every achievement
- Best awards may be given to the staff
- Based on the performance, bonus awards may be provided
- Review the performance of the staff's in a regular basis
- Have knowledge about the strengths and interests of the staffs
- Complete the works and get things on the track
- Overloading the people may lead to failure so avoid it
- Criticizing publicly should be avoided at any cost
- Encourage and support the staff and remind about their responsibilities
- Always do face-to-face communication
- Arrange for special events that help in team building
- Have celebratory lunches to share the promotions. [3]

Organization can increase their potential to attract the top talented personalities by creating a talent plan, a comprehensive road map for attracting great people, growing them and allowing them to create their own legacies with the organization. Examples for talent-planning approaches are: Conduct business huddles, Reassess the welcome program for the new staff, and recognize that little things matter. [4]

The revolution in the IT industry of the past decade, both at its peak as well as declined level, has induced change in the expectations and values of IT workers. The factors that influence the turn over intention are situational risk, situational variety, preferred risk and preferred variety. [5]

Right people are the greatest asset of an organization. Wrong people should not be hired. Steps in hiring and retaining the right people are:

- Takes stock current team
- Prepare job descriptions
- Prepare job application form
- Adopt effective advertising techniques
- Conduct personal interviews
- Conduct second interviews
- Check the references
- Use defined orientation programs
- Establish a system to measure the performance periodically
- Deal with poor performance immediately
- Take follow-up action for improvement [6]

The turnover of IT professionals is based on factors like characteristics of the job, motivation, rewards etc. [7]

Social network contains the databases of potential job applicants. [8]

In the context of recruitment and retention, employer brand is

relevant. Employer branding has emerged from applying the marketing principles personal recruitment. [9]

### Role of the Organisation:

The management must be aware of recognizing and motivating the individuals. An organization should adopt a culture of professional excellence for retaining its employees. An organization should give attention to the pride of the employees. An organization can use focused, unpredictable and novel rewards which will help in improving the morale of the employee.

Organization must clearly define their expectations to the employees, provide regular feedbacks to the employees and treat the employees with respect. Organization should work properly to create a team spirit among the workers. Organization should appreciate the workers for the job done.

Recruitment and Retention followed by an organization should be diversified and highly personalized one. The greatest challenge is maintaining the growth of an organization. The process of recruitment and retention is highly dependent on the hiring managers. Organization grows at different speeds during different stages.

Best companies always put a hear to their employees. Invest in new technology, training and employee benefits in a great manner.

Organization can use the following tips for hiring and retaining the people:

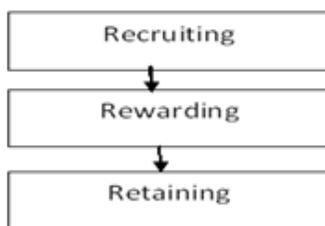
- Mailing the questionnaire for applicants
- Second round interview through phone
- Include two or three candidate in the final round
- Pre-employment screening
- Employee satisfaction surveys on a monthly basis

### HR Professionals:

The big challenge for the HR professionals is to build a strong and effective work environment. Most of the companies are nowadays attached to a talent acquisition model that itself makes them difficult to find the right person who matches the organization.

In order to attract the right people, an organization needs to follow the three R's

Figure: 3 R's



### Interventions involved in Recruitment and Retention Strategies:

Strategies for recruiting, retaining and motivating employees involve immediate, short range and long range interventions. The immediate intervention that does not require any cost are creating and maintaining pleasant working environment and identification of training needs. The immediate interventions that involve minimal cost are initiating exit interviews, developing items that help to understand the benefits of working for the organization. The immediate interventions that involve maximal cost are tie up with recruitment companies and advertising through news paper etc., the short range intervention that does not require any cost are informing the vacancy positions to local companies, streamlining the employment process. The short range interventions that require minimal cost are ensuring the organization website accessibility, providing recognition and rewards for the employees. The short range interventions that involve maximal cost are initiating the pre-employment

testing, planning for incentives and bonus. The long range interventions that does not require any cost are allowing the self directed work teams, improving commitment and job satisfaction. The long range interventions that require minimal costs are initiating flexible working schedules and implementing new training programs and opportunities for employees. The long range interventions that require maximal costs are paying for seminars and training programmes, courses, increasing the pay rate above the market rate.

### Recruitment - Best Practices:

One of the tightest field in the labor market is recruiting top talented personalities. In many industries the demand for the talented personality always is higher than the supply. Top candidates know their value, very careful about changing their positions, highly demanding. Average are moderate performers can be appointed easily. But it is very difficult to get a leader. Success of the company also depends on this. Some of the steps in identifying top talented personalities are:

- Advertising through news papers
- Advertising in radio
- Advertising in television
- Getting in-house referrals
- Using the industry contacts

Once the personalities with high talent are hired the greatest challenge is to retain them. Most of the organizations fail in this area. Sometimes such people quit the company because of the managers. Employees nowadays need managers who can build a funny working environment. Managers who achieved success in retaining the people would have

- Provided mentoring and training
- Set the expectations
- Earn the trust and respect from the employees by being honest
- Help in achieving social status
- Provided a good career path

Before starting the process of hiring, Recruiter must decide what the employee will do. To start with job description is a good start. Each and every employee in the company must know what they are doing, what they should do, what they should not do, what they will be doing in the next span of time. Employee must know what is expected from them, whom they should meet to get the information and what to do if something goes wrong. An employer should be well motivated, well trained and well informed. People who are in the position of a leader should make others feel important, promote the goal of the organization and admit the mistakes. Finding and hiring the people is not simple job so it should be done in a very careful manner.

### Retention - Best Practices:

The six best practices for retention are:

- Orientation
- Training
- Career Development
- Motivation
- Compensation
- Feedback/Evaluation

Orientation means providing information about the organization and job to the new employees. Training the employees improves the knowledge, skills and abilities of the individuals. To enhance the retention career development programs can be conducted. Motivation can be intrinsic or extrinsic. In intrinsic motivation, employee gets self motivation. In extrinsic motivation, employee gets rewards and compensations. Compensation helps in improving the current effort of the employee as well as encourage for continued work effort. Feedback/Evaluation helps in identifying whether the organization objective is achieved or not.

Top performers will not like certain things in the organizations

like rules, regulations, policies, long meetings and duty statements.

**Conclusion:**

The success of the company depends on its employees. A mistake in hiring has adverse effect on the organization. Bad hiring lead to the organization downfall. Some of the top methods to retain the IT employees are providing flexible working environ-

ment, conducting training programs, allowing for educational programs and providing good compensation package.

Attitude is the key to successful recruitment and retention. People should be valued and the values should be translated in to organization policies.

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