



Critical Success Factor in Lateral Recruitment of Defence Officers

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ABSTRACT

A Recruitment and Selection is of prime importance for effective Human Resource Management in an Organization. Improved organizational outcomes can be obtained by efficient Recruitment and selection strategies. The main objective of this paper is to find out the Critical Success Factor in Lateral Recruitment of Defence Officers. The study focuses on, what is Lateral Recruitment and how Lateral Recruitment offers a better opportunity to any organization to select the best talents available across different organization. The study would help the recruiter to take into account these focus areas towards the successful Recruitment of trained and experienced manpower. To get an empirical answer to the research question, data was collected through a structured questionnaire which was validated through experts. Both primary and secondary sources were used in data, and the sample size was 149. Both quantitative and qualitative means has been used for data analysis.

Selecting the best human in meeting the requirements of the jobs has implications on organizational goals. Employee properly recruited would not only contribute to the proficient running of the organization but offer significantly to the organizational performance. Dynamic recruitment and selection strategy needs to be chosen to let the organization prosper. The major aim of this research paper is to help the HR managers and academia in finding the tools for better recruitment process of Defence Officers in particular through Lateral Recruitment process.

Keywords: Lateral Recruitment, Defence Officers, cost benefit, critical success factors, organizational Performance.

1. Introduction

In June 10, 2018, the Govt of India offered up ten Joint Secretary level posts for Lateral entry at senior civil services positions. Against this background, a need was felt to examine the advertisement by DoPT, GoI issued on June 10, 2018, calling for applications from Indian National with vast experience in the areas of Road Transport & Highways, Financial Services, Economic Affairs, Revenue, Agriculture, Shipping, Civil Aviation, Environment & Forests, New & Renewable Energy and Commerce for Lateral entry into positions of Joint Secretary (Government of India 2015). The advertisement, proposed Lateral Recruitment with an intention to augment manpower and to bring in new ideas on board. Through this system, the Government aimed to attract the best possible experts in field at the policy making level. In a world with competition around, organisations in the Corporate/Private Sector are also facing shortage of skill and talent and abrasion of manpower which are steadily growing day by day. As such pioneering HR practices are devised, to motivate the best talents to join the organization. These innovative HR practices enable the employees to feel comfortable about the companies they work for and add specific value to their firm (Narang 2016).

As per 7th pay commission report, (GoI, 2015) of the Government of India, nearly 60,000 military personnel retire every year keeping in mind the objective to keep the forces young. Of these nearly 3000 are Officers cadre who have not only enhanced their Officer like Qualities (OLQs) by leading other men in field but are also experts in their field of work. Most of the studies on Recruitment of Defence Officers focus on the lacuna or the struggles veterans encountered during these transitions. Very little literature is available for Defence Officers, who are expert in their field towards their second career through the Lateral Recruitment. Off late

few research papers illustrate military way of working as “a unique combination of values, beliefs, attitudes, with shared institutional ethics that influences the behaviour in areas such as loyalty, teamwork, selfless duty, discipline and camaraderie for those in the armed forces” and recognize this culture as the ‘foundation of military effectiveness’ (Ulmer, Collins, and Jacobs 2000). With its strength of nearly 14 lakh strong manpower, the Indian Armed forces is a repository of best human resource practices, challenges associated with them and their solutions (Narang 2016).

Development of human resource strategy includes improving judgemental ability of an employee and a change at organizational level HR practices so as to bring about a drastic improvement in the organizational output. At cluster and common level it also improves team learning, critical thinking and enhanced interactions. Leadership succession practices, in many organizations is evidently key point of focus and are now a day’s companies are also investing on substantial resources in enhancing leadership talent in house (Raelin 2006). In the Indian Armed forces, there are devoted ethics training institutions and courses for Defence Officers—such as the Indian Navy’s Centre of Excellence in Ethics, Leadership and Behaviour Studies (CELABS), and the Indian Air Force’s Air Force Centre of Ethics and Behavioural Sciences (AF-CLABS). Besides, reinforcement of institutional ethos is ensured by special modules in ethics courses (Trehan and Soni 2021).

1.1 Motivation of present study

The present research is motivated by the need for laterally recruiting Defence Officers in other organization/Government so that the expertise and leadership honed by them over the years can be put to good use. The central trait of the enrolment process in this present period is that it has come to be intended at hiring the most appropriate person for a particular job (Knowles et al. 2002). Also, Human resource is the most critical asset of any organization which decides the difference between failure and success. Therefore, in order for the organization to meet its growing demand, human capital needs to be recruited based on the correct approach and best procedures available.

1.2 Objective of Research:

- To elucidate whether Lateral Recruitment of Defence Officers in other organization is an effective Recruitment process
- What are critical success factor for Recruitment of Defence Officers by Lateral Recruitment

1.3 Scope of Study:

The present study on Critical Success Factor in Lateral Recruitment would be limited to Defence Officers of Indian Armed Forces, who retire young and are available for a second career. The factors thus obtained, would be beneficial for the managers in HR roles to design suitable policies to hire employees which would ultimately help in developing organizational goals by increasing their productivity level. It would help the organization to differentiate best talent suited to their firm, from the rest of resources available in the market.

2. Literature Review:

2.1 Recruitment

The Business Dictionary.com defines Recruitment process as the one, of finding and selecting the best possible talent from within or outside the organization, for a specific job opening in the least possible time and cost effort. This process of recruitment would start with finding the specific job requirements, formulating a blue print of it, putting up an advertisement, screening, interviewing and selecting the talent and his final integration to the organizational culture (Naveen 2013). The rationale behind Recruitment is to find and get an approval from the prospective employees towards a particular job profile, so that the positions required for successful operation and organization are filled. There are different procedures of Recruitment but simply, they fall under two major headings i.e, Internal and External (Kumari, of, and 2013 2010).

The process of finding and employing the best possible talent from within the firm, is called internal recruitment while selecting the right person for the job from other or outside sources is called external Recruitment. Unsurprisingly external Recruitment offers a wide-ranging pool of talent but it might be more costly and time taking than internal Recruitment. It also offers, the firm a unique opportunity to bring in bright concepts and ideas to the organization and gives an enormous amount of option for the firms to select from. Multiple sources such as recruiting firms, recruitment from campus, job portals and fairs and advertisements are among the possible ways to attract the talent available from the market.

Recruitment from the same organization is referred to as Internal Recruitment. Whenever, a job vacancy is floated, the potential employees are those who are serving in the same organization. Employees already available on the company’s employees list or associated with its branch or departments, are the once who are the first target for the available profile. This recruitment strategy gets its importance from the point that it allows in house development and promotion of talent and allows development of the available talent in the organization (Adu-Darkoh 2014).

2.2 Lateral Recruitment

Lateral Recruitment is intentional action of one employer to identify, solicit, contact, and recruit an individual or potential group of individual at present employed in a different organization (Gardner, Stansbury, and Hart 2010). Lateral recruitment process gives an employer an opportunity to recruit the best possible talent who suits the requirements and temper of one's own firm. Majorly what differentiates Lateral recruitment from the above discussed approaches is that it brings with it pool of experienced and motivated experts. That means the requisite skills and knowledge is already possessed by the individual and so very minimum investment is required to be done on the recruit. On the other side this recruitment provides the potential employees with an opportunity for career growth and added remuneration.

The term Lateral Recruitment or Parallel Recruitment is relatively a new concept. From the limited available use of the term by the government and society, it is akin to Recruitment of a talent against the hierarchy. It basically encompasses the various types of internal or external Recruitment which the literature talks about. Based on the literature review, Lateral Recruitment is defined as recruitment strategy of finding a prospective employee who already posses the job qualification and are experts in their field and can be directly employed for the jobs in the organization without much training in the relevant domain. The Recruitment process can select the employees either from the same organization i.e, internal or from other the organization i.e, external.

In spite of very few available research, some scholars have recommended that there is still an ambiguity on the topic of Lateral recruitment and more research is required on the subject (Gardner et al., 2010). One of the recent research discussing the background and cost of Lateral Recruitment, showcases how a HR manger can acquire potential talent and retain them (Amankwah-Amoah 2015). There have been many research articles on the antecedents of turnover but the subject of Lateral recruitment has normally been mentioned in references and suggestions only (Ng et al. 2007). "Lateral entry into administrative services offers to open the corridors of control for the non-state actors. It is imperative to analyse how this would interconnect with the complexities of governance" was delivered by L N Venkataraman at TERI School of Advanced Studies, New Delhi 11 Aug, 2018 (Venkataraman LN, 2018).

Though, most of the job vacancies floated for Lateral recruits follow the external Recruitment process, in bigger organizations it can be internal too. During Lateral Recruitment, government look for eligible candidates with domain expertise for the post of policy makers, while in public/ private enterprises, organization looks for senior managerial positions like the CEO or the CFO. Such type of Recruitment was studied in the ambit of external Recruitment, till now. Though it can be counted as a subset of External Recruitment, Lateral Recruitment is more compact and cost effective way of hiring the best and ready to move in employees in the organization who can be entrusted with important responsibilities.

The systematic literature review of the existing literature on the subject gives very little insight into Lateral Recruitment. However, enough literature is available on the two basic types of Recruitment i.e, Internal Vs External Recruitment. Also, most of the existing literature talks about second career transitioning difficulties faced by the Defence Officers but not on the factors which affect their Recruitment. The question which comes up is, whether the armed forces Officers retiring young can be beneficial to any organization and what factors does the new organization keep in mind during their Recruitment. Hence, we have outlined the following gap which will guide our present research:

- There is no literature available that has empirically examined the critical success factor in Lateral Recruitment of Defence Officers.
- Whether Defence Officers are suited for Recruitment in other organization by Lateral means

2.3 Critical Success Factor in Recruitment:

This paper is a quantitative research, which lists out the critical success factor towards Recruitment by Lateral means. Measuring critical success factors (CSF) is a crucial precondition to control the execution process and to increase the chances of success. Rockart (1979) elaborates the definition of Critical Success Factor as the variables or constructs which ones managed properly will lead to competitive advantage for the organization. Brotherton and Shaw explain these as the factors which when properly managed would lead to competitive advantage to the organization (Brotherton 2004). These writers have stressed that these critical success factors not just define the end but have to be integrated into the processes to meet the goals. The writers go on to elaborate these factors applicability not only to a particular firm or company but to all sectors alike (Boynton and Zmud 1984). Most of the authors list out multiple factors for Recruitment and selection process. The recruiters are influenced by a number of factors which differentiate between candidates during recruitment which are broadly related to external and internal factors. Factors which influence selection and recruitment of bank employees are divided as external and internal and listed as 22 in numbers by (Islam, Md, and Rukshana 2010). Rahman and Islam lists out factors affecting Recruitment as those which are controllable and those which cannot be controlled (Sajedur Rahman and Shajedul Islam 2012). Through the systematic literature review and expert interview a few relevant factors which are important in Lateral Recruitment were listed out. Those are Org reputation, Org remuneration, Org performance, Org size, Org work ethics, Labour laws, Labour market, Demography, Geography, Unemployment rate, Competitors, Govt policies, Knowledge, Leadership, Attitude, Skill, Training, Cost, Time. A few of the crucial factors are of prime importance to make the process of recruitment beneficial and rewarding.

2.4 Hypothesis:

A review of empirical literature reveals that workforce planning has a strong relationship with organisational performance as well as productivity (Ayandibu et al, 2022). Therefore, it becomes necessary to find out whether the process of Lateral recruitment of Defence Officers affects organizational performance by any means. Similarly, Hiring is not an easy process. The cost/benefit analysis of establishing a process needs to be evaluated in order to determine the approach to be taken for each process (Bhange et al, 2022). This brings us to the conclusion that for any type of recruitment process, cost/benefit analysis is imperative to justify that recruitment process. From the above discussion on Lateral Recruitment of Defence Officers, following hypothesis is framed:

- H1: Lateral Recruitment of Defence Officers have a positive impact on organizational performance
- H2: Lateral Recruitment of Defence Officers is a cost effective Recruitment process for the organization

3. Research Methodology:

Nearly 3000 Officers retire out of the Indian Armed Forces every year. The sample size for this study was calculated as 133 using an online formula with a population of 3000 and a confidence level of 95% and population proportion of 10%. Subsequently, an online questionnaire was distributed among 149 respondents based on the sample size calculation, to gather enough data to bring out some useful results. The “sample size via an online survey is 149 (participants replies) which is large sample size against the target population” and considered good for the analysis (Kothari, 2005). The respondents were retired Defence Officers from corporate, government and academia. In this study we try to find few of the factors which play an important role in Lateral Recruitment. A structured questionnaire was used for gathering relevant data about the factors which an employer should consider before going for a Lateral Recruitment of employees and Defence Officers in particular. Apart from a few demographic questions rest all the variables related questions were asked using a standard Likert scale having a five point scale, wherein the indication for the response ranged from strongly agree to neutral to strongly disagree. For preparation of the structured questionnaire with respect to the success factors towards Recruitment of Defence Officers, semi structured interview was done with ex-Defence Officers, academia and a few industries. Discussions were held to elicit their perspective on critical success factors for laterally inducting Defence Officers. A total of 19 relevant items or factors were obtained based on the various papers from the systematic literature review and through expert interviews, which were used as independent variables. These factors were defined as those factors which are crucial for selection of suitable candidates and in particular the ex-Defence Officers. Based on these factors, a questionnaire was prepared to take the correct response from the respondents.

4. Data Analysis

All the data analysis towards this paper was done using SPSS 2.4 software. The data gathered through the structured questionnaire were tested for content validity and reliability analysis was done to check its suitability for further analysis. Thereafter, factor analysis (FA) followed by linear regression with various parameters as dependent variable and other elements and factors as independent variables have been analysed. Multi regression analyses have been carried out in this study to study the affect of various independent variables on the dependent variable.

4.1 Reliability Analysis

The reliability check of the framed questionnaire data was done using Cronbach's Alpha (α) Coefficient. Cronbach's Alpha is defined as an index of reliability and is related with the deviation accounted for. When data has a multidimensional structure, the alpha coefficient persists typically at a lower value. However, a higher cut-off of 0.7 is an excellent alpha value (Nunnally, 1978). Therefore, “the coefficient is also known as internal consistency or the internal consistency reliability of the test”. Content validity of the instruments was verified by adopting constructs or variables that have already been used and validated by other researchers, as revealed during the systematic literature review. Reliability analysis was carried on the data collected via on-line Google Form survey and the Cronbach alpha has been observed as 0.773 (Table 1).

Table: 1 Reliability Analysis of Questionnaire Data

Reliability Statistics	
Cronbach's Alpha	No of Items
.773	19

From the Table 1, the alpha coefficient for the 19 items is 0.773, suggested that the items or variables have relatively good internal consistency and it is reliable for repeated tests. As per Hair, if value of Cronbach's Alpha Coefficient is greater than 0.7, the questionnaire can be acceptable as reliable (Hair et al., 2010). After the reliability analysis, “Kaiser-Meyer-Olkin (KMO) and Barlett's” test of sphericity has been utilized in research to establish the sampling adequacy of data. These tests ensure that the data collected via survey or

other methods are suitable to use a Factor Analysis or not. A “KMO value above 0.5 and Bartlett’s test significance level less than 0.05” implies a significant correlation in the data. From table 2, the KMO is 0.806 which is more than 0.6 is valid and acceptable to perform data reduction by factor analysis. Bartlett’s test significance level is $0.000 < 0.05$, suggesting a significant level correlation among variable, which make it adequate to perform factor analysis. It also implies that the participants strongly agree with individual items. All the standard deviation score (except four items) are below one, implying that the respondents have consistently rate on all the elements based on the communality.

Table: 2 Assessment of Data Adequacy for Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.806	
Bartlett's Test of Sphericity	Approx. Chi-Square	1043.800
	df	171
	Sig.	.000

4.2 Factor Analysis

Factor Analysis on PCA or “principal component analysis” is carried out to check whether certain factors can be clubbed together (examining the underlying relationship between the variables) or any of them can be rejected, that is, data reduction (to remove redundant). The Scree Plot output of factor analysis is depicted in Fig. 1. Factor analysis was performed in the current paper in order to narrow down to the critical success factors which affect Lateral Recruitment.

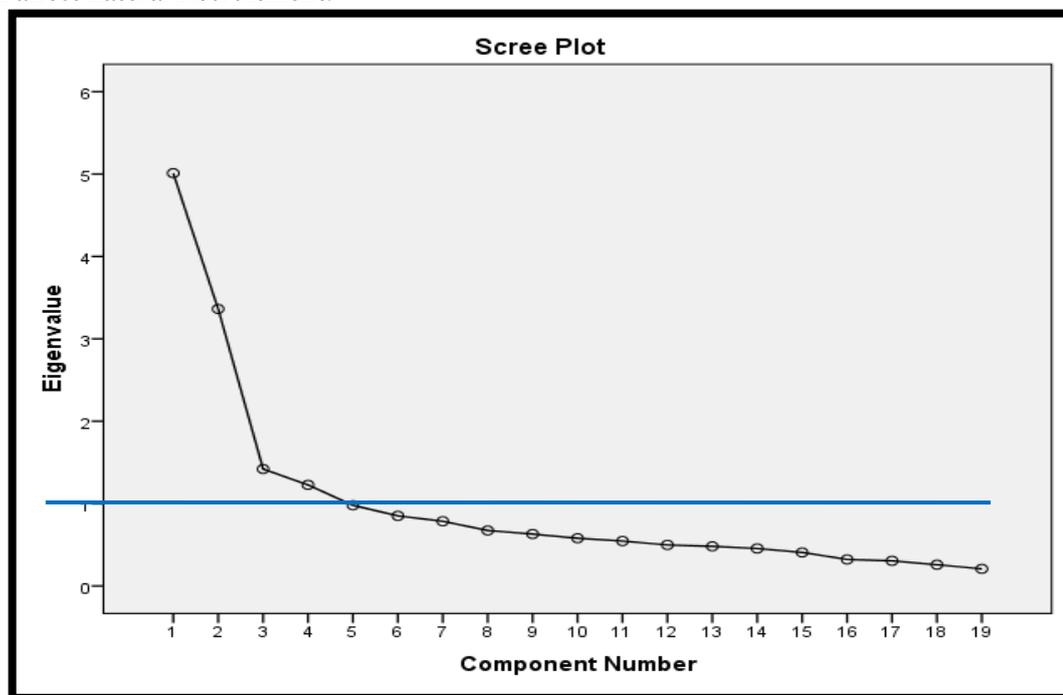


Fig. 1-Factor Analysis Scree Plot

The scree plots depict the factors on the X-axis and the corresponding Eigen values on the Y-axis. The first four factors are considered whose Eigen values are 5.011, 3.363, 1.420, and 1.227. The 5.011 is the Max with Eigen value; therefore, this factor is most significant, followed by other factors. Since all these factors are having Eigen value greater than 1 and share maximum variance hence, they are essential in the present research study. Thus, these factors represent the critical success factors which influence Lateral Recruitment of Defence Officers. Furthermore, as per the total variance explained and rotated component matrix of factor analysis as depicted in Table 3 and Table 4, the interpretations are explained below:

Factor 1: The Eigen value of factor 1 5.011 with 26.375 % of variance. The variables are related to INTERNAL_FACTORS. Factor one has very high significant loading on the individual five variables under factor one, i.e., **INTERNAL_FACTORS**.

Factor 2: The Eigen value of factor 2 is 3.363 with 17.698% of variance. The variables are related to EXTERNAL_FACTORS. Factor two have very high significant loading on the individual seven variables under factor 2, i.e., **EXTERNAL_FACTORS**.

Factor 3: The Eigen value of factor 3 is 1.420 with 7.473 % of variance. The variables are related to INDIVIDUAL_COMPETENCY. Factor three have very high significant loading on the individual four variables under Factor 3, i.e., **INDIVIDUAL_COMPETENCY**.

Factor 4: The Eigen value of factor 4 is 1.227 with 6.459 % of variance. The variables are related to HR_EFFORT. Factor four have very high significant loading on the individual three variables under Factor 4, i.e., HR_EFFORT.

Table 3- Table representing Factors and Eigenvalues Lateral Recruitment of Defence Officers

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.011	26.375	26.375	5.011	26.375	26.375	3.471	18.271	18.271
2	3.363	17.698	44.073	3.363	17.698	44.073	2.890	15.208	33.479
3	1.420	7.473	51.546	1.420	7.473	51.546	2.690	14.156	47.635
4	1.227	6.459	58.005	1.227	6.459	58.005	1.970	10.370	58.005
5	.979	5.155	63.160						
6	.851	4.481	67.641						
7	.785	4.133	71.774						
8	.673	3.544	75.318						
9	.630	3.316	78.634						
10	.579	3.050	81.684						
11	.545	2.870	84.554						
12	.499	2.624	87.178						
13	.480	2.529	89.707						
14	.455	2.395	92.102						
15	.407	2.141	94.243						
16	.322	1.694	95.937						
17	.306	1.609	97.546						
18	.258	1.359	98.905						
19	.208	1.095	100.000						

Extraction Method: Principal Component Analysis.

Table 4- Assessment of RCM for the Factors in Lateral Recruitment of Defence Officers

Rotated Component Matrix	Component				Factors	Emerged Factors
	1	2	3	4		
1.	.713				ORG REPUTATION	INTERNAL_FACTORS
2.	.721				ORG REMUNERATION	
3.	.801				ORG PERFORMANCE	
4.	.767				ORG SIZE	
5.	.600				ORG WORK ETHICS	
6.		.572			LABOUR LAWS	EXTERNAL_FACTORS
7.		.525			LABOUR MARKET	
8.		.593			DEMOGRAPHY	
9.		.683			GEOGRAPHY	
10.		.647			UNEMPLOYMENT RATE	
11.	.521	.571			DEFENCE OFFICERS	
12.		.635			COMPETITORS	
13.			.731		KNOWLEDGE	INDIVIDUAL_COMPETENCY
14.			.864		LEADERSHIP	
15.			.783		ATTITUDE	
16.			.779		SKILL	
17.				.657	TRAINING	HR_EFFORT
18.				.769	COST	
19.				.736	TIME	
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 7 iterations.						

Based on the "principal component analysis" (Factor Analysis) as discussed above, factors are grouped together into 4 principal components. This proves that the questionnaire has been designed well since no

question removed. Using the “Varimax with Kaiser Normalization” rotation, “principal component analysis” has been carried out. All the four factors emerged through seven iterations that is the “normalisation converged in 7 iterations”. Lower the number of iterations, better the analysis, which states that these factors are distinctly visible.

Further, to test the hypothesis in totality, the emerged four factors output was saved as factor scores in the SPSS. These new default factor scores were renamed as per the research variables under four factors, viz., INTERNAL_FACTORS, EXTERNAL_FACTORS, INDIVIDUAL_COMPETENCY and HR_EFFORT respectively for further analysis towards the research Hypothesis and were termed as the independent variable and two variables were selected from existing 19 variables as per defined hypothesis and termed as the dependent variable. In this research, the dependent variable chosen for further research analysis was "Does organizational performance improve with Recruitment experienced Lateral inducted Defence employees" and renamed as ORG_PERF and “Do you think Lateral Recruitment, allows organization to cut Recruitment cost” and renamed as COST. Various dependent and independent variables, utilized in the study are listed in Table 5 below.

Table 5- List of Dependent and Independent Variable

Hypothesis	Independent Variable	Dependent Variable
H1	INTERNAL_FACTORS	ORG_PERF
	EXTERNAL_FACTORS	
	INDIVIDUAL_COMPETENCY	
	HR_EFFORT	
H2	INTERNAL_FACTORS	COST
	EXTERNAL_FACTORS	
	INDIVIDUAL_COMPETENCY	
	HR_EFFORT	

4.3 Regression

The survey results have been analysed using the multi-regression to test the set hypotheses as shown Table 6. The regression analysis has been done at the macro level (STEPWISE method). It is called macro level since the emerged factors have been taken as the independent variables to understand their impact of Lateral Recruitment of Defence Officers on organisational performance, i.e., ORG_PERF as a dependent variable and also to check the effect of Lateral Recruitment on the COST of Recruitment i.e., COST as a dependent variable.

Table 6-Multivariate Regression Analysis Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.664	.655	.337
a. Predictors: (Constant), HR_EFFORT for analysis 1, INDIVIDUAL_COMPETENCY for analysis 1, EXTERNAL_FACTORS for analysis 1, INTERNAL_FACTORS for analysis 1				

Table 7- ANOVA Analysis Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.375	4	8.094	71.108	.000 ^b
	Residual	16.390	144	.114		
	Total	48.765	148			
a. Dependent Variable: 1(ORG_PERF)						
b. Predictors: (Constant), HR_EFFORT for analysis 1, INDIVIDUAL_COMPETENCY for analysis 1, EXTERNAL_FACTORS for analysis 1, INTERNAL_FACTORS for analysis 1						

Table 8-Hypothesis Testing: Impact of Lateral Recruitment on Organizational Performance

Null Hypothesis	Alternate Hypothesis
Lateral Recruitment of Defence Officers doesn't impact organizational performance	Lateral Recruitment of Defence Officers impact organizational performance

From Table 6 and 7, it is evident that the dependent variable ORG_PERF was regressed on predicting variables of the four emerged factors of factor analysis. The independent variables significantly predict the Organizational performance i.e, ORG_PERF, $F(4, 144) = 71.108$, $p < .001$, which indicates that the four emerged critical factors for Lateral Recruitment, under the study have significant impact on Organizational Performance. Therefore the Null Hypothesis Table 08, that Lateral Recruitment of Defence Officers doesn't impact organizational performance is rejected, and alternate hypothesis is accepted. Also, the $R^2 = 0.664$ depicts that the model explain 66.4% of variance in Organizational Performance.

Table 9-Regression Analysis of Organizational Performance Predicted by Critical Factors in Lateral Recruitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.625	.795
a. Predictors: (Constant), HR Effort for analysis 1, Individual Competency for analysis 1, External Factors for analysis 1, Internal Factors for analysis 1				

Table 10- ANOVA results of Cost of Recruitment Predicted by Critical Factors in Lateral Recruitment

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.428	4	39.607	62.687	.000 ^b
	Residual	90.982	144	.632		
	Total	249.409	148			
a. Dependent Variable: 1 (COST)						
b. Predictors: (Constant), HR Effort for analysis 1, Individual Competency for analysis 1, External Factors for analysis 1, Internal Factors for analysis 1						

Table 11-Hypothesis Testing for the Effect of Lateral Recruitment on Cost

Null Hypothesis	Alternate Hypothesis
Lateral Recruitment of Defence Officers doesn't affect cost	Lateral Recruitment of Defence Officers affect cost

Similarly, From Table 9 and 10, it is evident that the dependent variable COST was regressed on predicting variables of the four emerged factors of factor analysis. The independent variables significantly predict the Cost of Recruitment i.e, COST, $F(4, 144) = 62.687$, $p < .001$, which indicates that the four emerged critical factors for Lateral Recruitment, under the study have significant impact on Cost. Therefore the Null Hypothesis Table 11, that Lateral Recruitment of Defence Officers doesn't affect cost is rejected and alternate hypothesis is accepted. Also, the $R^2 = .635$ depicts that the model explain 63.5 of variance in Cost of Recruitment.

5. Implications of the Research

The current paper through empirical means proves the hypothesis that Lateral Recruitment of Defence Officers affects Organizational Performance and thus is an effective process. Also, hypothesis that Lateral Recruitment if a cost effective process, is proved and hence offers better opportunity to both, the recruiters and the probable employees. The paper also enumerates the critical success factors for lateral recruitment which are crucial in any recruitment process. Therefore the current results highlights the effectiveness of recruitment of a potential pool of candidates who are not only competent, disciplined and motivated but also are best suited for lateral induction into an organization at senior level. Their parallel induction not only benefits the organization during their recruitment process but even their post induction training and amalgamation is smooth. Few of the factors obtained from the study, crucial for this recruitment process would help the organization to modify and align their recruitment policy in the right direction. The academia and future researchers can further check the applicability of these factors in other services, which offer voluntary retirement to their employee with an available working age.

6. Conclusion

Most of the studies have previously dealt with the resettlement problems of Defence Officers who retire young and look for a second career. The current study focused on the critical success factors for Lateral Recruitment of Defence Officers in their second career. From the systematic literature review and expert interview, 19

factors affecting the Recruitment of Defence Officers were gathered. After applying factor analysis on the data, four critical factors emerged which accounted for the maximum impact. These factors as per the research were named as External factors, Internal factors, Individual competency and HR efforts respectively. These four factors subsumed rest of the factors and during rotated component analysis; none of the factors were dropped. Further, testing the hypothesis regression analysis was used. The results which emerged clearly indicated that Lateral Recruitment of Defence Officers has a positive impact on the organizational performance and also Lateral Recruitment of Defence Officers is a cost effective Recruitment process for the organization. Thus, the study fulfilled its objective to find the critical success factors in Lateral Recruitment of Defence Officers and to prove that Lateral Recruitment of Defence Officers is an effective Recruitment process as it leads to improved organizational performance with a reduced cost of Recruitment. Thus, the study significantly contributes in determining the factors affecting Lateral Recruitment and gives an insight to recruiters in selecting the right talent. Further these emerged factors can be studied with respect to other services and organization which have their employees going for voluntary retirement service and still have age and experience at their advantage for a second career, like the paramilitary services. This study result will help better utilization of trained manpower in nation building, either in private or government sector as the case may be.

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