

**IMPACT OF RECRUITMENT AND
SELECTION PROCESS IN INSURANCE
SECTOR**

A Dissertation

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This is to certify that the dissertation

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**IMPACT OF RECRUITMENT AND SELECTION PROCESS IN INSURANCE SECTOR**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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Shashi Chataut
September, 2022

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ABBREVIATIONS

CV: Curriculum Vitae

HRM: Human Resource Management

USA: United States of America

UPI: Universitas Pendidikan Indonesia

DET: Department of Education and Training

VTA: Victorian TAFE Association

TAFE: Technical and Further Education

IBM: International Business Machines Corporation

SPSS: Statistical Product and Service Solutions. Previously it was known as Statistical Package for the Social Sciences

e.g.: Example

S.E.E/S.L.C: Secondary Education Examination/School Leaving Certificate

ABSTRACT

The idea of a CV was first used in the recruitment process in ancient Egypt, Greece, and Rome, when people recorded information about themselves to give to a potential employer. However, World War II led to the development of modern recruitment, which started in 1945. The idea of a CV was first used in the recruitment process in ancient Egypt, Greece, and Rome, when people recorded information about themselves to give to a potential employer. However, World War II led to the development of modern recruitment, which started in 1945. In the 1950s, people started creating resumes to list their current professional profiles and skills. Getting prospects, or clients, hired and happy was the recruiter's first priority. Recruiters have few resources compared to modern-day recruiters. The main method of hiring was through bulletin boards, which later gave way to newspaper ads. Applications submitted in person and word of mouth were the main methods of recruitment.

The challenges in recruitment differ as to the business size, type, job position, etc. but in general the most common recruiting challenges include the following: attract right talent, maintaining employer brand, provide positive candidate experience, reducing hiring time & cost per hire. Recruitment and selection process in an organization is important in order to attract an effective workforce.

The objective of this research is to judge the efficiency and effectiveness, determine source, gain knowledge, and understand internal process of recruitment and selection in Insurance companies of Nepal. Hypotheses are setup to assess and examine the influence of these four independent variables with the dependent variable (Recruitment Process). These independent variables have been decided following various journals and previous research made recruitment and selection in Insurance companies of Nepal.

This research is a survey-based descriptive research where nonprobability convenience sampling method is used to collect the information. The sample and the population of this research represent the employee working in insurance companies of Nepal. Primary and secondary source of data was used for this research. Data was collected by questionnaire survey that was distributed to the employee working in selected insurance companies of Nepal. Questionnaire

was distributed to 50 individuals. The data obtained from the questionnaires were analyzed using IBM SPSS and Microsoft Excel. Various statistical tools and theories were analyzed to interpret the result.

At first, the demographic Analysis was done to identify the nature of the sample (e.g. gender, age, etc.). Then the descriptive/quantitative analysis was performed using statistical measures such as mean, frequency and standard deviation. Finally, inferential analysis was done to test the hypotheses and to test and establish the significance of independent variables over dependent variable.

Based on the study performed, it was found that all the four independent variables of this research have significant relationship with the dependent variable (Recruitment Process). As in question does recruitment and selection affect organizational performance? We accept the alternative hypothesis because recruitment and selection will affect organizational performance positively. Another hypothesis suggests recruitment and selection will help in making sure that qualified and competent staffs are employed (where we accept the alternative hypothesis).

For the future research, it is advisable to consider more variables with are pertinent to the subject matter as the current research has only addressed four independent variables.

Furthermore, the future researcher can also work on the area uncovered by this research.

CHAPTER I

INTRODUCTION

1.1 Background of study

Recruitment dates to ancient Egypt, Greece, and Rome through the way in which people wrote things down about themselves to give a potential employer, thus initiating the concept of a CV in the process of recruitment. However, the birth of modern recruitment began in 1945 because of world war-II. The calling of soldiers to the war left gaps in the workplace, especially in America and Europe. As a result, employment agencies arose, and a solution was discovered: the employment agency to fill the gap left in the workplace. Employment or recruitment agencies began to advertise for vacancies for all sectors except military service. The vacancies were to fill the vacancies in the workplace left by those who went to war. Once the war had come to an end, the employment agency remained with the purpose of finding places in the employment market, which at the time was lacking in talent. And so, with the expanded work force, the recruitment industry blossomed (Chang & Huang, 2005).

People began writing resumes in the 1950s to document their current personal profiles and talents. The recruiter's primary goal was to guarantee that prospects, or customers, were satisfied and found work. However, by 1970, a shift in focus had occurred, owing to the rising economy. As an increasing number of large and developing organizations began to outsource their hiring needs to employment agencies, recruiters began to work for the client (Chang & Huang, 2005). But this was before the internet and contemporary technology, and recruiting was a different ballgame. In comparison to modern-day recruiters, recruiters had minimal resources. Bulletin boards were the primary means of recruitment, which eventually led to newspaper advertisements. Recruitment depended extensively on word-of-mouth and face-to-face applications. The storage of information was also challenging as the agency would have to store files and archives of masses of CVs written on paper, making applications difficult to access and sort through.

With the invention of the computer, arrived Applicant Tracking Systems and candidate databases which made storage and accessibility of the CVs much easier for recruiters. By the mid 90's, with the arrival of the world-wide web or internet, recruiters were treated to the use of online classifieds and job advertising as well as online databases. Today jobsnepal.com, merojob.com, kumarijob.com, restless.com, merorogari.com, psc.gov.np and few others are the major websites

for recruitment. As a result, we can notice a shift in recruitment strategies over time, owing to socioeconomic factors, as well as development and technical effect. Despite the fact that the recruitment market has advanced from handwritten CVs and walk-in applications, it is still evolving. People have been utilizing social networking sites to attract employees and apply for employment since 2010. With the click of a mouse, recruiters may now access millions of professional profiles (Abeysekera, 2019). LinkedIn, a professional social networking site, has grown in popularity, making it easier for recruiters to choose candidates. Word-of-mouth referrals have been replaced by social networking, and with the proliferation of social sites, people must be careful of the impression they are making online, or their "online personality."

Recruiters' ability to market has also improved thanks to social media platforms like Twitter and Facebook, as well as firm websites. Although the rise of the internet, job portals, and social networking has been viewed as helpful, it has also allowed fellow recruiters and employers to share one common database of prospects (Abeysekera, 2019). In recent years, it has become fashionable for recruiting agencies to set themselves apart from their competitors by utilizing a variety of tools, specializations, and recruitment methods, whereas in the past, a single agency would own a single candidate's CV written on a piece of paper.

Banks and insurance are inextricably linked by their existence in the world, and investment and investment security have long been major concerns. Nepal Bank was the first bank which was established in 1994 BS to foster the growing economic and social development. With the establishment of Nepal Bank Limited, there was a need for insurance to secure the loans provided by the bank to various industrial establishments. During this period, some Indian insurance companies have started non-life insurance services in Nepal (Adhikari, 2010).

The first insurance company was established in Nepal in 2004 B.S. It was named "Nepal Malchalani Tathe Beema Company". This institution was established under the Nepal Company Act with the full ownership of Nepal Bank Limited. Later it was renamed Nepal Insurance Company Limited to operate a non-life insurance business in Nepal. Thus, we can say, Nepal Insurance Company is the first insurance company in Nepal.

With the political change of 2046 BS, the government adopted a liberal economic policy and a number of new insurance companies enter the market. Following the companies have been

allowed to conduct insurance business in accordance with the policy of economic liberalization adopted by the government of Nepal in 2046/27 BS.

With the rapid commercialization and competition in the market human resources were though to be the critical for achieving the company target and develop profit from the market. Placement of the right person in the right job is important. Insurance companies don't mean to place employees in the wrong position but often it occurs. Rapid growth, sudden vacancies and other pressing demands can prompt employers to make rushed hiring decisions, and insurance sector is not an exception. Employees are also sometimes promoted to accept incompatible roles because their employer has inaccurately assessed how their skills and competencies align with the job in question. Putting or connecting employees with the right roles/jobs based on talent mapping/intelligence can have several positive effects. Conversely, choosing the wrong person for the job can produce a considerably negative outcome (Adhikari & Muller, 2001).

HR recruitment and talent management should not be viewed in isolation, instead should be viewed as an integral part of the entire people and organization's productivity/performance management process. Therefore, it is not enough just to recruit people, but it is equally important to ensure that good performers and new hires are continually placed in the right job and are supported adequately. Similarly, after a period of time in any job, it is also important to continually redeploy employees into other more appropriate jobs. Unfortunately, we often make common errors by placing the wrong people in the wrong jobs and/or the right people in the wrong jobs, and by keeping them in these jobs for too long. There is a tendency that we often tend to 'recruit/place employees and forget them' in our approach to recruitment and HR management, but it is important to ensure that the right people are placed in the right positions, so that good performers can optimize their learning and growth and they don't end up doing non-essential jobs, which in turn can profoundly impact on their morale and retention, including organization's overall productivity/performance and ability to maintain its competitive edge (Adhikari & Gautam, 2006).

By the 1950's, people were creating resumes depicting their current personal profiles and skills. The focus of the recruiter then was to ensure that candidates, or the customer, were satisfied and found employment. However, by 1970 along with the booming economy, there was a shift in focus. Recruiters began to work for the client as an increasing amount of corporate and

expanding businesses began to outsource their hiring needs to employment agencies (Chang & Huang, 2005). However, this was before the rise of the internet and modern technology, and recruitment was a different game. Recruiters had limited resources in comparison to recruiters in the modern age. The main tools of recruitment were that of bulletin boards, which slowly led to advertisements in newspapers. Recruitment depended extensively on word-of-mouth and face-to-face applications. The storage of information was also challenging as the agency would have to store files and archives of masses of CVs written on paper, making applications difficult to access and sort through (Aycan et al., 2000).

We can therefore see a change in recruitment methods throughout the years mainly influenced by socio-economic circumstance, as well as development and technological influence. Although the recruitment industry has progressed from hand-written CVs and walk-in applications, the industry remains ever-changing. Since 2010, more people are using social networking sites to recruit staff as well as apply for jobs. Recruiters now have access to millions of professional profiles with the click of a button (Abeysekera, 2019). LinkedIn, a professional social networking site has become ever-popular, allowing recruiters to select quite easily. Social networking has taken over from word-of-mouth referrals, and with the influx of social sites people have to be aware of the kind of impression they are making online, or their "online personality." Twitter and Facebook as well as company websites have also enhanced the means by which recruiters are able to advertise. Although the rise of the internet, job portals and social networking have been seen as positive and have improved the quality of a recruiter's candidate search, it has also allowed fellow recruiters and employers to share one universal database of candidates (Aycan et al., 2000). Therefore in recent years, it has become a trend for recruitment agencies to differentiate themselves from their competitors using various tools, specialization and recruitment methods whereas in previous years a specific agency would have ownership of a single candidates CV written on a piece of paper (Zin et al., 2016).

The recruitment agency has thus seen extensive changes over the years, and has developed and progressed immensely with the creation of new recruitment tools and processes. Current recruitment trends include social networking, and old recruitment methods (such as billboard advertising) have therefore been minimized with the rise of the internet. Throughout the history of recruitment one aspect has remained the same: it is always changing. The attracting, screening and selection of candidates in whatever circumstance or period, using whichever tools available

has always had the same purpose: placing a candidate in a vacancy and the environment in which this has taken place has been changing and evolving since 1940, and will continue to do so.

1.2 Problem Statement

Many businesses today are discovering that there is a talent shortage in the market. In spite of their best efforts to connect with the right employees for their company, many businesses find it's difficult if not impossible to find ideal employees. Fortunately, you don't have to handle recruitment alone. With these strategies, you can avoid common recruitment challenges that may come your way and improve the odds of finding the right employees for your business. The challenges in recruitment differ as to the business size, type, job position, etc. but in general the most common recruiting challenges include the following:

- **Attract Right Talent** - In today's highly competitive market, it is getting tougher by the day to attract talent to your company. With proactive sourcing through social media, job boards and employee referrals you can maintain a talent pipeline.
- **Maintaining Employer Brand** - Employer branding represents one of the key components of the organization's overall HR strategy. Maintaining a solid employer brand will help you convince your top talent to join your company. With the right messaging & communication you will be able to leave a lasting impression on the job seekers.
- **Provide Positive Candidate Experience** - You can build a positive Candidate experience with you Career page, Attractive job descriptions, Easy application process and Timely Communication.
- **Reducing Hiring Time & Cost per Hire** - By the use of some free or very cheap tools you can reduce hiring time and cost per hire significantly in your hiring process.

Recruitment and selection process in an organization is important in order to attract an effective workforce. This is important because it would determine the business success and would affect the whole organization operation. One of the most valuable assets in an organization is the employees.

Individuals have their own personalities and motivations, and aligning their goals with overall corporate objectives is not their first priority. All the enterprises in corporate sector face similar

challenges whatever the size, staff performance management and reporting is a problem. Of course it's not just individuals: any organization consists of multiple teams or groups of people, often working in different places or on the move. Beyond that, a corporate sector needs to collaborate effectively with many other companies and different types of partner.

How can a company manage people and teams, to ensure they are effectively working towards the right corporate objectives? How can organizational and staff performance be maximized? And how can all this be measured and reported, without workers spending endless hours on emails and spreadsheets.

Most of the employee's find that maximizing the performance of individuals and teams can be extremely challenging. Harnessing existing skills, talent, and knowledge, and getting the best results, are complicated tasks. Other factors that add problems are where a company has to deal with multiple sites, and where its existing recruitment systems don't integrate well leading to numerous sets of information that are difficult to match up, and people spending time populating spreadsheets for reporting. Social media channels are commonly used in order to connect people throughout the world. Whether it is through social networks, forums, blogs or media sharing websites, people can now have interactive dialogue, enabling them to share their information and experiences in both personal and professional aspect.

1.3 Objectives of the Study

The general objective of the study is to identify the most promising recruitment and selection procedure of insurance companies of Nepal. The specific objectives of the study are:

- i. To know the influence of recruitment and selection process in an organizational performance of insurance company.
- ii. To access the influence of staff satisfaction in the recruitment and selection process in insurance company.
- iii. To access the influence of staff retention in the recruitment and selection process of insurance company.

1.4 Hypothesis

To find out the best procedure of recruitment in insurance companies following hypotheses have been considered in this study:

H1: There is significant relationship between organizational performance and recruitment and selection process of insurance company.

H2: There is significant relationship between staff satisfaction and recruitment and selection process of insurance company.

H3: There is significant relationship between staff retention and recruitment and selection process of insurance company.

1.5 Rationale of the Study

A successful recruitment process should identify human resource needs in the organization. Once the needs are identified, the process of recruitment or acquisition function starts. Recruitment is the discovery of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity, bringing together those with jobs to fill and those seeking jobs. The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. It should also provide information so that unqualified applicants can self-select themselves out of job candidacy; that is, a good recruiting program should attract the qualified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.

The researcher attempts to bring some new insights about the relationship of recruitment procedure on organizational performance especially in the insurance sector of Nepal.

The third-party recruitment has been excellent platform to find the excellent candidates which is economical, hassle free, saves time and effective compared to the conventional method of organizational recruitment. This study helps to find out how the organization makes decisions on recruitment process and what impact on their organizational performance.

The study shall be helpful to the companies who are considering finding the most effective way of recruitment methods which could help them in organizational performance.

1.6 Limitations of the Study

Every research study has its own set of limitations, which weakens the generalization of the findings and study objectives.

The limitations associated with this study are that sample size of the study is smaller compared to the population. Thus, the study may not be sufficiently covering the major population. Further, only five companies associated with the insurance have been analyzed. There may be other multiple factors affecting the organizational performance, which are not considered in this research.

Besides, the research has targeted the Nepalese insurance companies; the sample size is basically concentrated in Kathmandu city. Hence, the research may not be correctly reflecting the overall the country context. Furthermore, there might be chances of response errors because of miscellaneous reasons such as unawareness of respondents on the subject matter of the question, hesitation to respond the accurate information, misinterpretations and misreading, confidentiality of organization etc.

CHAPTER II

LITERATURE REVIEW

2.1 Conceptual Review

Recruitment is defined as the process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications, and encouraging them to apply for jobs with an organization (Mondy R.W. Noe R.M., 1993). There are two main stages of recruitment. Firstly, strategic planning is needed to define the objectives and goals of the organization. Next, human resource planning is needed to identify whether there is a surplus or shortage of workers or just enough workers to achieve the organizational goals. The objective of recruitment is to attain the number and quality of employees that can be chosen to help the organization achieve its objectives and goals. It also helps to create a pool of potential employees for the organization in order for the management to select the right applicant for the right job.

Selection is the process of choosing from a group of applicants the individual best suited for a particular position and organization (Mondy R.W. Noe R.M., 1993). The vital goal of selection is to hire the candidate who is most suitable for the job duties and the culture of the organization. Using the right selection methods and delivering them effectively is important. Human resource managers can determine effective selection tools with the job when job analysis is carefully done. Proper selection of candidates can reduce the cost of training because qualified candidates can perform well and achieve organizational goals.

Performance of employee is not an annual appraisal meeting. It is not preparing for that appraisal meeting nor is it a self-evaluation. It's not a form nor is it a measuring tool although many organizations may use tools and forms to track goals and improvements; they are not the process of performance of human resource (Abeysekera, 2019). Performance is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization. Performance defines your interaction with an employee at every step of the way in between these major life cycle occurrences (Stoilkovska et al., 2015). Performance makes every interaction opportunity with an employee into a learning occasion. Performance is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities.

Recruitment source is the place where qualified individuals are found (Mondy R.W. Noe R.M., 1993). Recruitment process is defined as the ways in which potential employees are attracted to an organization.

Internal recruiting methods are employee database, employee referrals, job posting and job bidding. Employee database is able to show the organization whether current employees have the required qualifications for filling the vacancies (Delbecq et al., 1975). Furthermore, an employee referral is when employees mention someone who is capable and suitable for the job opening to the recruiter. Job posting is a procedure of letting employees know there is a job vacancy whereas job bidding is a procedure that employees who believe that they possess the required qualifications to apply for the vacant position (Hahn & Kim, 2016).

There are several external recruiting methods. The methods commonly used are media advertising, job fairs, internships and employee agencies. Media advertising is a popular method. The organization can put up its employment needs through various advertising means such as newspaper, internet, radio and television. Other than that, job fair is a recruiting method used by employers to attract large number of applicants to one location for interviews. Internship is where students are hired by an employer for a period of time into professional or technical position that relates to their area of study and prepare them for the workforce. Employee agencies are organization that aids to recruit employees and also help individuals to find for jobs (Gerhart & Fang, 2005).

Merit and demerit of the use of recruitment agencies to a firm is the same thing with that of external recruitment sources which he listed be: qualified personnel, wider choice of candidates, fresh talent, competitive spirit among candidate, less chance of favoritism and the disadvantages of the use of agencies recruitment sources are dissatisfaction among existing staff, lengthy process, costly process, chances of wrong selection; increase in labor turnover. It is also important to note that using recruitment agency enable the management to concentrate on responsibilities maximize efficiency (Ozawa et al., 1996).

2.2 Process of recruitment

The recruitment is the main function of HR department and the recruitment process is the first step towards making the competitive quality and the recruitment strategic advantage for the

association. Recruitment process includes a systematic procedure from sourcing the candidates to orchestrating and leading the interviews and requires numerous resources and time (Anwar, 2016). According to (Bochner & Hesketh, 1994), the traditional process of recruiting is starting with job description and job specification. The job description describes the work responsibilities of the successful job present. The job specification specifies the experience a person should possess in order to carry out the work (Budhwar & Debrah, 2013). In a traditional recruitment present individual go through 4 stages according to (Abdullah & Abdul Rahman, 2015) (Leung & Iwawaki, 1988) which is clarified in figure (1).

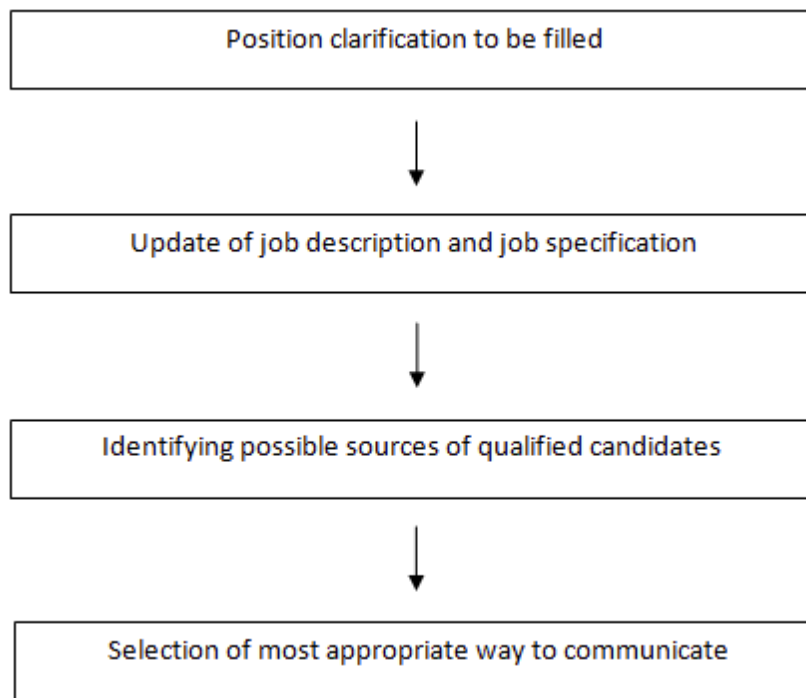


Figure 4: Traditional Recruitment Process

In the first stage the vacant position must be clarified to know how to fill this vacant position or to know what type of employee we need it to refill this position after knowing the position need to update job description and job specification (Hameed & Anwar, 2018), in the job description describe the vacant position to applicants and job specification specifies the experience a person should possess in order to carry out the work (Damit et al., 2019). On the third step identify possible sources of qualified candidates it means make a short list, filtered candidate, identify the position needs all this step to know the worthy applicant to refill the

position (SD, 2004), because when your organization need an employee must find the right person for the right position. In the final step selection of most appropriate way to communicate (Top & Ali, 2021), it is the most important step why? Because when candidates apply for this vacant position, like an organization, you should make the candidate feel confident and comfortable. Also, according to (Prabhu et al., 2020) (Pudelko & Harzing, 2007), recruiting process for the big companies like Nestle the recruiting process through some different stages to recruiting employees which can be either external recruitment or internal recruitment which we will explain later in detail (Anwar & Climis, 2017). The process explains in detail in figure (2).

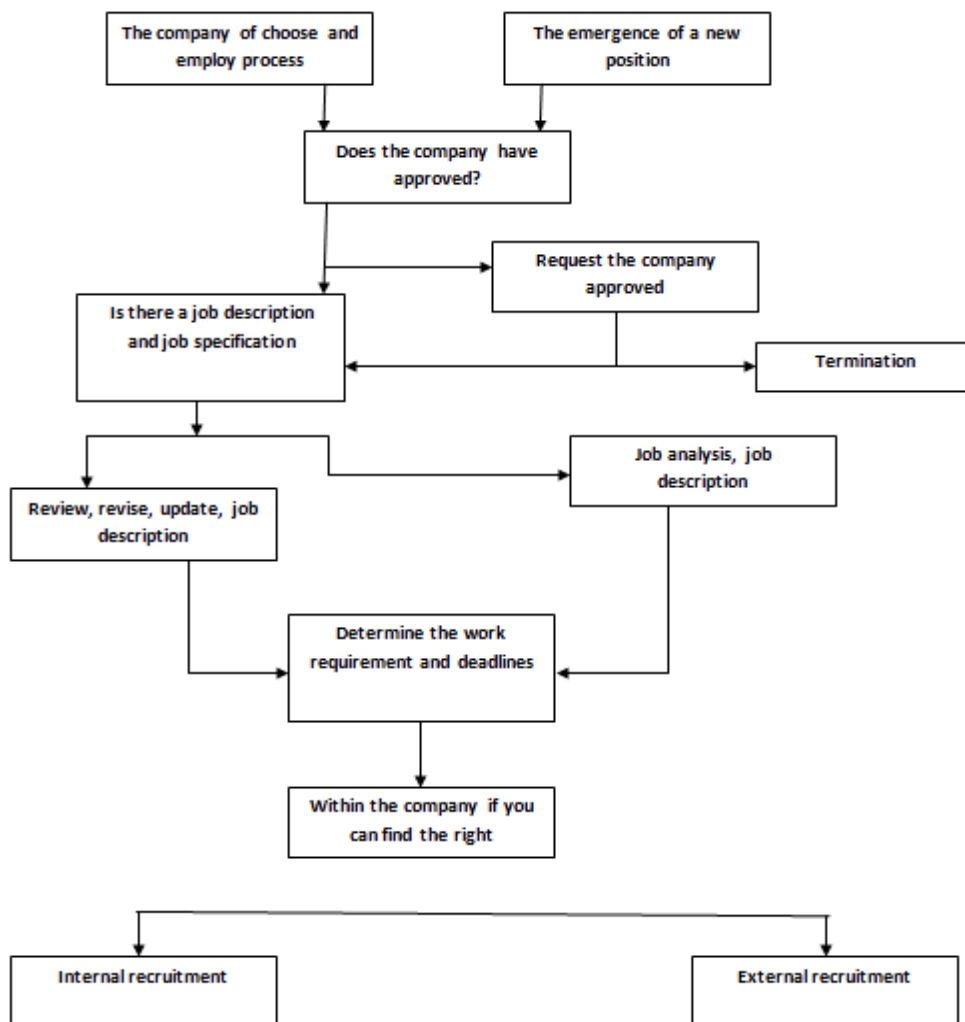


Figure 5: Recruitment Process

2.2.1 The Selection Process

Having briefly introduced the selection responsibilities in the preceding section, this section outlines the selection process and a number of activities involved in this process. The selection process is a series of specific steps used to decide which candidates should be hired. The process starts with an evaluation of application forms and ends with the selection decision and/or a job offer. Each step in the selection process seeks to expand the organization's knowledge about the candidates' background, abilities, and motivation, and it increases the information from which HR managers/specialists can make their predictions and final choice.

Although the sequence of steps may vary from organization to organization and from one job opening to another, the selection process could determine the candidates who are likely to be successful and eliminate those likely to fail (DeCenzo et al., 2016; William B. Werther, 1996).

However, by referring to (Siddique, 2004); (Carrell et al., 1995) (Wright et al., 1996); a framework of the idealized selection process, which depicts a flow of activities, is devised as follows (see Figure 4).

1. *Evaluation of Application Forms*: the first step in the selection process is to have the prospective employees complete an application form, which standardizes information about all of the applicants to be considered. The information contained in a completed application form for employment is then compared to the job description to evaluate whether a potential match exists between the company's requirements and the applicant's qualifications.

2. *Initial Screening Interview* is the second stage to eliminate individuals from the applicant pool who obviously do not meet the position's requirements. The most frequently cited reasons for rejecting applicants at this stage are because they may lack the required knowledge, skills, education, academic training, or work experience to perform the job. In the USA, these are legitimate disqualifications if they are related to job performance (Siddique, 2004); (Wright et al., 1996).

3. *Selection Tests* are often used to measure individual characteristics and to assist in evaluating an applicant's qualifications and potential for success. Many different tests have been developed to measure various dimensions of human behavior such as personality and psychometric tests, etc.

4. *Employment Interview(s)* Is utilized by virtually every company to hire prospective employees at all job levels. Those individuals who are still viable applicants after the examination of application forms, initial screening interview, and required tests have been completed are then given an employment interview. The applicant may be interviewed by personnel/ HR department interviewers, line managers, executives within the organization, or some combination of these. The employment interview is designed to probe into areas that cannot be addressed by the application forms or tests; these areas usually consist of assessing one's motivation, ability to work under pressure, and ability to 'fit in' with the company (DeCenzo et al., 2016).

5. *Reference Checks*: applicants may sometimes misrepresent themselves upon their applications or during interviews, reference checks thus have become a common practice in personnel and have been seen as both an energy-saving procedure and a cost-efficient means of screening out undesirable applicants (Carrell et al., 1995). As (Wright et al., 1996) state, reference checks provide additional insight into the information furnished by the applicant and allow verification of its accuracy.

6. *Medical Examinations*: preferably, every applicant should have a medical examination before the offer of a job is confirmed. A medical examination shows whether he or she is physically suitable for the job and what risk there is likely to be of sickness, absence, or injury; and even some doctors still maintain that a very thorough medical examination may be necessary to fulfil these requirements. (Graham & Bennett, 1995) also indicate that there are some circumstances in which medical examinations should be given: (1) when the candidate applies for a particularly arduous job, or when he or she works alone (e.g., a security officer); (2) when the job demands high standard of hygiene (e.g., catering and food manufacture); (3) to any employee whose health may be in danger because of the nature of the work; and (4) to candidates who are known to be disabled (e.g., registered disabled persons).

7. *Selection Decisions and Feedback*: after obtaining and evaluating information about the finalists, HR specialists should make the actual hiring decision. Usually, the applicants with the best overall qualifications may not be hired. Rather, the candidates whose qualifications (including their work values and attitudes) most closely conform to the requirements of the open positions should be selected. In the USA, the actual hiring decision is usually made by the line manager in the department that had the position open. Since the candidate may eventually work

for this manager in that department, it may be necessary to ensure a good 'fit' (including work values and attitudes) between the boss and the employee (Wright et al., 1996); (DeCenzo et al., 2016). Furthermore, once the selection decision has been made, it may be important to provide feedback to both the successful and the unsuccessful candidates in order to maintain good public relations and promote a positive image of the company. (Ian Beardwell, 2004) emphasizes that feedback should be immediate, illustrative, and specific, and should also interpret the negative traits in a positive way and invest the time necessary to facilitate a relaxed discussion. However, since feedback may still be a much-neglected part of the selection process, it should be given as much time and consideration as other stages of selection.

8. *Job Offer*: the job offer in the US is usually made by the personnel/HR department (Wright et al., 1996) indicate that the initial offer of a job needs special care, particularly as regards the following points:

- The wage or salary offered may not only be appropriate to the job and attractive to the candidate but consistent with the earnings of present employees;
- The job should be named and any special conditions stated. For example, 'for the first six months you would be under training at our Birmingham branch';
- The candidate needs to know the essential conditions of employment, i.e., hours, holidays, bonuses, and fringe benefits;
- The next stage should be clearly defined; if the candidate asks for time for consideration, it should be agreed when he or she would get in touch. If the candidate accepts the oral offer, that manager should say what would happen next, and when.

2.3 Methods of recruitment

According to (Wright et al., 1996), in the recruitment process there are a several types of methods but which are narrow to two main methods which are:

Internal recruitment

Internal recruitment is cost efficient, to support employee satisfaction and moral. Spend some time in the recruitment or encourage current employees before looking outside the company for talent (Wright et al., 1996). Nothing is more disappointing the employee, who works hard to get promoted, to see someone new take over the position Deserved or desired (Wright et al., 1996).

Promote within the organization involves less training and transition (Wright et al., 1996), Human resource planning to Internal recruiting because it is faster and easier to find needed employees when you planning to fill a vacant position on time and managers improve their decision making in the recruitment process using other (Wright et al., 1996). On internal recruitment some methods would use which is job bidding and job posting and Employee references.

Job bidding and job posting:

- The process for notifying the company employees that a job opening exists is called a Job posting.
- Authorize individuals to apply for a posted job, who presumes that they possess the required qualifications, is done through Job bidding technique.

External recruitment

Competent competitors are included to apply for job position. This Source is generally used to make recruitment for passage level occupations and skilled employments (Bhoganadam & Rao, 2014). Or recruiting candidates from outsourcing agencies etc. are called as external sources of recruitment (Thebe & Van der Walddt, 2014). External recruitment in some case it is useful and beneficially like bringing new candidates it brings new skills and new idea for your company but in some case, it has disadvantage like less experiencing because new employee will take too much time to learn rules and points on their job (Argue, 2015). Some of company recommend external recruiting because external employee they don't think too much like an exist employee thing (Dastane & Lee, 2016), some time when you want recruit internal recruitment this employee when you want hiring the position to another position he/she think she promoted and he/she want promote in salary too because when you hire employee your company should rise or promote your salary too (Kirkman et al., 2006), but for the new employee in external recruiting new employee did not think too much on a salary he/she don't need too much when exist employee want. According to (Maharjan & Sekiguchi, 2016), there are 3 point on external recruiting is (labor market conditions, legal considerations and corporate image)

Formal

According to (Rosenzweig & Nohria, 1994), in order to maintain organizational ability and sustain competitive advantage this will depend on the ability of the organization to attract and retain individuals with skills needed to give the organization a competitive edge' (Strasser et al., 2005). The use of formal recruitment techniques could be considered the better option here as, opposed to informal recruitment, the organization can attract a wider variety of candidates giving them a considerably greater talent pool to choose from (Tayeb, 1995). 'Formal recruitment methods have a great impact in attracting a larger pool of applicants (Friedman, 2007).

Informal

One of the commonly approach to recruiting is the use of informal methods such as the word-of-mouth and speculative candidates. According to (Gerhart, 2008), 'Informal recruitment methods are highly associated with smaller organizations and provide potential applicants with accurate and detailed information about the organization and the job (Dalkey & Helmer, 1963). According to (Baek & Wang, 2018), research strongly recommends that informal recruitment methods achieve a better selection of well qualified candidates than formal methods (Dalkey, 1969).

Process of Selection

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires (Gautam, 2013). (Gautam et al., 2005) knows the process of selecting qualified individuals to fill vacancies in the organization. In other words, the organization will not have much chance of success if it fails to choose the people with the necessary qualifications because the main goal is to hire the best person and it is a fundamental principle in equal employment opportunities laws. He says (Gautam & Davis, 2007) is the process of choosing from the group of applicants who will be appointed by the institution based on specific regulatory requirements. Finally, (Gautam, 2015) explained it End result of a constructive recruitment is having suitable competent candidates from the pool of people. Next step is selecting the most productive and suitable person according to the requirements of the job vacancy it can be done by assessing the

candidates by various tools or measures and making a rational choice or decision followed by an offer of employment. The basic aim of selection as stated by (Omisore & Okofu, 2014) is to fill the vacant vacancies with personnel who meet the job-related competencies, self-motivated and directed or inclined towards success, consistent, efficient towards goals, system and organization, contribute well and quick learner directed towards self-development. In the (Kumari & Malhotra, 2013) study, he stated that the goals and objectives of the selection process lie in the following: Gather as much relevant information to analyze the facts. Organize and evaluate the information to make the rational choice. Assess each candidate in order to choose the best person for the job Forecast performance of a candidate on the job and its compatibility with the firm. Provide knowledge to applicants so that they can judge whether or not they are ready to accept an offer of employment considering the hardships and opportunities (Yaseen, 2015). The importance of choice lies in three aspects and mentioned it as follows:

Performance: At first, our own performance depends in part of our own subordinates. Employees with right skills will do a better job for any company and for the owner. Employees without these requisite skills or who are abrasive would not perform effectively and the company performance will suffer to a great extent. So there is a time to screen out undesirables and to choose the better and perfect candidate that can effectively contribute to company success.

Cost: Second, it is important because it is costly to recruit and hire employees so cost-benefit ratio have to be considered while hiring of employees in order to avoid any unnecessary wastage of money and the valuable resources .The total cost of hiring a manager could easily be 10 times as high as once one add search fees, interviewing time, reference checking, and travel and moving expenses.

Legal Obligations: Thirdly it is important because of the two legal implications of incompetent hiring. Firstly equal employment law requires nondiscriminatory selection procedures for selected groups. Secondly, courts will find the employer liable when employees with criminal records or other problems use access to customers' homes to commit crimes. Lawyers call hiring workers with such backgrounds, without proper safeguards, negligent hiring. So the negligent hiring highlights the need to think through what the job human requirements are. So in order to avoid the concept of negligent hiring, it is necessary to make a systematic effort in order to gain relevant information about the applicant and verify all the documentation (Biswas, 2012).

Selecting process includes a progression of steps to be taken after for picking the suitable employee for the empty position (Gopalia, 2012). This procedure begins after recruitment and partitions the competitors in two sections the individuals who will be offered work and those won't be (Rahman, 2011). There is a need of all around composed determination process in light of the fact that at exactly that point right kind of applicant can be chosen and unsatisfactory candidates are rejected. The selection process changes from association to association and even from department to another department inside of the same association (Islam et al., 2010). Like in a few associations therapeutic examination is done after definite choice while in other it might be done before conclusive choice (Kumari et al., 2010). However, every association plans the choice procedure according to its need. According to (Zaman, 2012), some organizations may give importance to various tests, while others may emphasize interviews and reference checks. Similarly, a single brief selection interview might be enough for applicants for lower-level positions, while applicants for managerial jobs might be interviewed by a number of experts (Nyangaresi et al., 2013). Also, according to (Mustapha et al., 2013), the recruiting process through some steps which detailed in figure (3).

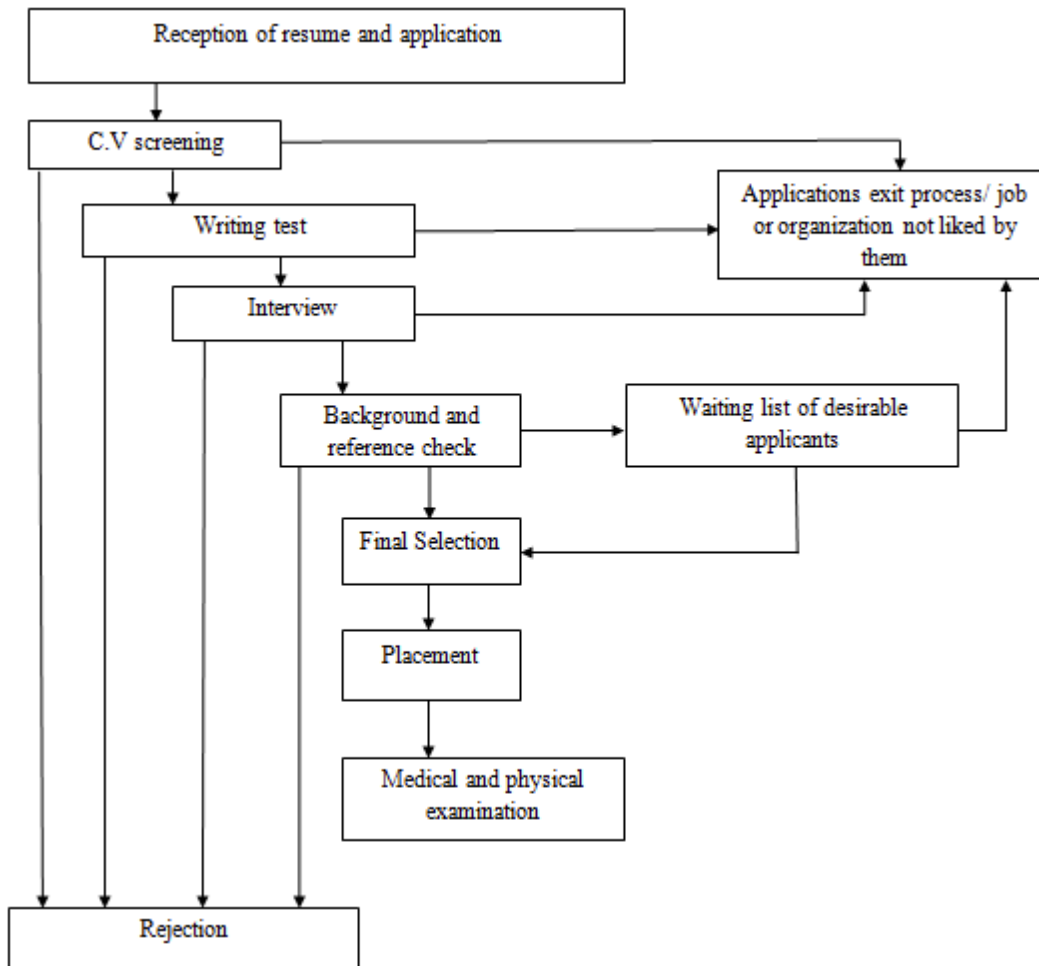


Figure 6 Selection Process

2.4 The Importance of Recruitment and Selection to an Organization

Recruitment and selection not only seek to attract, obtain, and retain the quantity and quality of human resources the organization needs to achieve the strategic goals, but may also have significant impacts upon the composition of the workforce, the ultimate fit of employees with the organization's needs and culture, and upon long-range employment stability. The effective use of recruitment and selection policies and practices may also improve the commitment and performance of employees and reduce their absenteeism and turnover rates, etc. It has been argued that recruitment and selection are activities that are particularly prone to be affected by the changes impacting on a company and in particular economic cycles of boom and recession which can encourage changing requirements and approaches (Storey et al., 2019). Since the late 1980s, a number of American and British academics and commentators (e.g., (Curnow, 1989);

(Schuler, 1992); (Wright et al., 1996); (Storey et al., 2019) have begun to pay greater attention to the importance of recruitment and selection practices. In part this is due to the pressures, such as continuing skills shortages in certain sectors of the economy and the prospect of a significant decline in the number of young people (the so-called 'demographic time bomb') available for work, which have consequently forced organizations to reconsider and develop their recruitment practices more effectively as part of a strategic approach to HRM. (Beaumont, 1993) also identifies two themes in the HRM literature which 'appear to have enhanced the potential importance of the selection decision in individual organizations in the current operating environment'. First, the desire for a multi-skilled and flexible workforce and an increased emphasis on team working has meant that selection decisions tend to be more concerned with behavior and attitudes than with matching individuals to immediate job requirements. Second, the link between corporate strategy and HRM has led to the notion of strategic selection, e.g., a system that links selection to the overall organizational strategy, and that aims to match the flow of personnel to emerging business strategies.

According to (Storey et al., 2019), the importance of recruitment and selection in an HRM environment is supported by empirical evidence. A study of HRM in 15 organizations (Storey, 1992) found that a number of the case companies had introduced initiatives promising more systematic selection and some were trying to test for appropriate attitudinal and behavioral characteristics. Even the companies that had not introduced new initiatives claimed to be addressing selection with a new seriousness.

2.5 Review of Journal Articles

Recruitment and Selection Process at Workplace: A Qualitative, Quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability. (2020)

The most important results and recommendations mentioned in this review came to search of three studies related to the subject of the recruitment process and selection in the workplace: a qualitative, quantitative and experimental perspective of physical attractiveness and social desire. It was concluded that all three studies and data analysis and found that physical attractiveness does not play a role in the selection and employment process Individually, this review will help shed light on theories on the factors that affect the recruitment process. The results of this review will also guide all future studies on how appearance, confidence, communication skills and

resumption of clarity play an important role in the recruitment process rather than physical or facial attractiveness (Usmani, 2020).

A Pragmatic study on Human Resources Trends in recruitment and selection process in Non-Banking Financial Companies in India (2020)

The most important study recommended that it is necessary to enhance the new form of talent acquisition, such as campus recruitment, the trainee program to employ the appropriate talents, and the evaluation of candidates during recruitment must be more efficient. This study provided a conclusion that the recruitment process and selection among employees of non-banking financial companies have a positive importance regarding their job satisfaction; the company still has to enhance the level of employment in new formulas for employment of qualified employees in the coming time period (Mohammad, 2020).

Internship Report on Recruitment and Selection Process of BRAC Bank LTD. (BBL) (2020) The report made several recommendations, the most important of which was that some procedures could be computerized via the Internet so that some work is reduced and opportunities for manual errors are reduced. It also recommended that it is necessary to assign more manpower. There is a need for more manpower in proportion to work. And the need to give more facilities to the trainees, and the most important goal was that they should search for quality instead of quantity in the case of selecting or employing employees sometimes to achieve the goal and incentive, they choose some unqualified people who cannot bear the workload and fall into depression and finally expel them from the organization (Mahbub, 2020).

Indonesian Language Assistant Program In Australian Schools: Recruitment And Selection Process (2019)

It became evident from this study that the UPI Indonesian recruitment process has several stages. Each stage has its own purpose to choose the best candidates required by both UPI and DET. It is expected that each process of selection processes will thoroughly explore the general skills and competencies of the candidates. The study recommended the necessity of sustaining this program, and it is also necessary to continuously improve the recruitment and selection system in order to select the best candidates for the coming years (Hardini et al., 2019).

A Study on Recruitment and Selection Process of Airtel (2018)

The study presented several recommendations, the most important of which was the necessity of an effective human resources management in the organization that depends on the effectiveness of many other human resources activities such as selection and training on the quality of new employees who are attracted through the recruitment process. Also on raising awareness about the risk of wrongful appointments, management must obtain specific training on the recruitment process. Finally, an improvement in organizational results was observed as a result of improved recruitment and selection strategies. More effectively, the more organizations recruit and choose candidates, the more likely they will be recruited and retained. In addition, the effectiveness of the enterprise selection system can affect low business outcomes, such as productivity and financial performance. Therefore, money investment is spent on developing a comprehensive and valid selection system (Swadia, 2018).

Challenges in Recruitment and Selection Process: An Empirical Study (2019)

The study indicated that there are some restrictions and it was considered an introductory study for future research. The first limitation relates to the cross-sectional nature of this study describing participants' feelings and thoughts about the selection process at a particular time only. Therefore, the results are based on the participant's emotions for that period only rather than evidence over a period of time for all VTA members. Another limitation is that the results are presented only to the views of the participants in this study only, and therefore represent a partial perspective for reviewing the selection process when considering all other employees in the organization who did not participate in the study. Based on the results of this research, one of the important results is to provide a comprehensive and representative research by involving more participants from each organization in this sector. This will greatly enhance the empirical knowledge base on employee selection as well as provide valuable insights and comparisons on perceptions of talent acquisition between different sectors. This will make a valuable contribution to developing a more comprehensive understanding of talent acquisition and staff selection in the recruitment process (Rozario et al., 2019).

Recruitment and Selection Practices in Business Process Outsourcing Industry (2017)

The study recommended that access to employee services, develop their skills, and motivate them at high levels of performance, and in order to ensure the maintenance of their commitment to the organization, this is necessary to achieve organizational goals. Also, no organization can survive without giving importance to its employees. Moreover, the adoption of different business models, best practices and strategies is the motto that the institution must follow to retain its employees. Achieving reasonable expectations for employees must be an ongoing process.

The Role of the Internet and Social Networks in Recruitment and Selection Process (2017) The results of the research conducted show that in Serbia, the internet and social networks are used in the recruitment process, but still not to a large extent. According to the results of the survey, 30% of organizations in Serbia use advertising job vacancies on the company's official website and 32% of organizations do this on commercial websites. The conclusion is that the decision to select a suitable candidate should not only be based on social network data, but this information can help in making decisions. Combining traditional selection methods with modern online methods can provide better results and provide a better database for decision makers to choose a suitable candidate.

Merit System in Recruitment and Selection Process of Civil Servant Candidate in Malang Indonesia (Implementation of Recruitment and Selection of Civil Servant Candidate in 2010) (Setyowati, 2016). The results showed that formation submission has not been based on the analysis on the needs of employees, as well as job and workload analysis. There are three factors inhibiting the application of the merit system in the recruitment and selection of employees. The first is the administrative barriers related to the lack of harmonization between the policy framework which became the legal basis for carrying out recruitment and selection of employees. The results showed indications of corruption in the process of recruitment and selection of employees. Results also indicate that the practice of transaction between applicants and committee still happens. The third is the technical barriers associated with the limited ability of personnel resources in carrying out the responsibility and the lack of infrastructure in the process of recruitment and selection of employees.

Equal employment opportunities in the recruitment and selection process of human resources (2015) Taking into account all the results of the research, it can be generally concluded that the HR managers in the companies in the Republic of Macedonia generally consider that they do their work professionally and employ the best personnel without any influence of prejudice and discrimination on any grounds during the recruitment and selection process while the opinion is different among the people who have experienced these processes and they consider that this concept has not been enough preserved. From the presented conclusions the following recommendations arise: It is necessary to prepare amendments to the Law on ethnic minorities in the institutions so as to provide equal employment opportunities for all citizens regardless of their ethnicity. The gender of the desired candidate should not be included in the job adverts if there is no special need for it and it is not related to the nature of the work. The companies should ensure equal employment opportunities regardless of the candidates' age or to hire real professionals according to their expertise and not according to their age.

Analysis of the Recruitment and Selection Process (2015)

The Research has investigated or come to the point that the Recruitment and Selection processes used in the Organization (s) is varying in nature. As per the small firms are concerned the way of recruiting and selection is on a little scale and sometimes have influence of others as well, but coming to large organizations the influence is not there but the large scale or recruiting and selection is quiet lengthy and time consuming. The research recommendations that the process of Recruitment and Selection should be well defined for a rapid response from the person applying. The response time from the HR team should be quick and criteria should be judged in accordance with time limit, hence they will not loose the employee to rivals. The traditional recruitment and selection methods or procedures should be changed and unconventional methods, like moving towards universities and fresh candidates would help in getting energetic and willing full recruits. Panel interviewing is most suitable for now days and is less time consuming so by traditional means of different stages interview should be cut down and this method should be implemented on regular basis. The amounts of money spend on the recruitment and selection procedures should be taken in account and more specialized and new ways of procedures should be adopted, which will be beneficial for the organization (Al-Kassem, 2017).

The Importance of the Strategic Recruitment and Selection Process on Meeting an Organization Objective. (2015)

The purpose of this study was to highlight the importance of the strategic recruitment and selection process on meeting an organization objective. It was evident from both my primary and secondary research that the strategic recruitment and selection process is fundamental to the running of any organization and its objectives. Based on the findings of this research, recommend that organizations design a clear and descriptive job analysis. However, evidence shown in my findings, from one of the organizations, proved that nowadays when people are applying for jobs, they will nearly always be asked to do something outside of what was specified in the job analysis. Literature places a major emphasis on the job analysis, and it is seen as a major feature in the recruitment process.

Recruitment and Selection Process: A Case Study of Hindustan Coca Cola Beverage Pvt.Ltd, (Kumari et al., 2010). This is concluded from the above mentioned studies that the performance of the company is nice. 120 out of 120 employers said that company maintains and manage candidate's file including maintenance of database to ensure comprehensive data collection of candidates. 70 out of 120 employers said that the company spends about 20%-30% of its total expenditure on recruitment and selection. 120 out of 120 employees's accepted the fact that coca-cola follows recruitment and selection procedure. It basically depends on the post the candidate is applying for, in most of the cases the company does compensate the employees for the expenses incurred by them. 70 out of 120 employers said that the company compensates the employees for the expenses made by them, while 50 employeres said no. 120 out of 120 employers said that company maintains and manages candidate's file including maintenance of database to ensure comprehensive data collection of candidates. It can be concluded that this company is doing very well in the area of soft drinks if it is compared with the other competitors (Argue, 2015).

2.6 Conceptual Framework

A theoretical framework is a collection of interrelated concepts, like a theory but not necessarily so well worked out. It guides the research, determining what things we will measure, and what statistical relationships we will look for. It is a group of related ideas that provides guidance to a research project or business endeavor. It is a tool researcher use to guide their inquiry; it is a set

of ideas used to structure the research, a sort of roadmap that may include the research question, the literature review, methods and data analysis. Researchers use a conceptual framework to guide their data collection and analysis. Most academic research uses a framework at the outset because it helps the researcher to clarify his/her research question and aims. The framework helps the reader to make sense of the question that the research is founded on. People's purchase decisions are affected by their various factors. There are always motivating factors that motivate people to purchase and use certain products or services. So, there is a vital linkage between the independent and dependent variables which is shown in the theoretical framework of this research study below

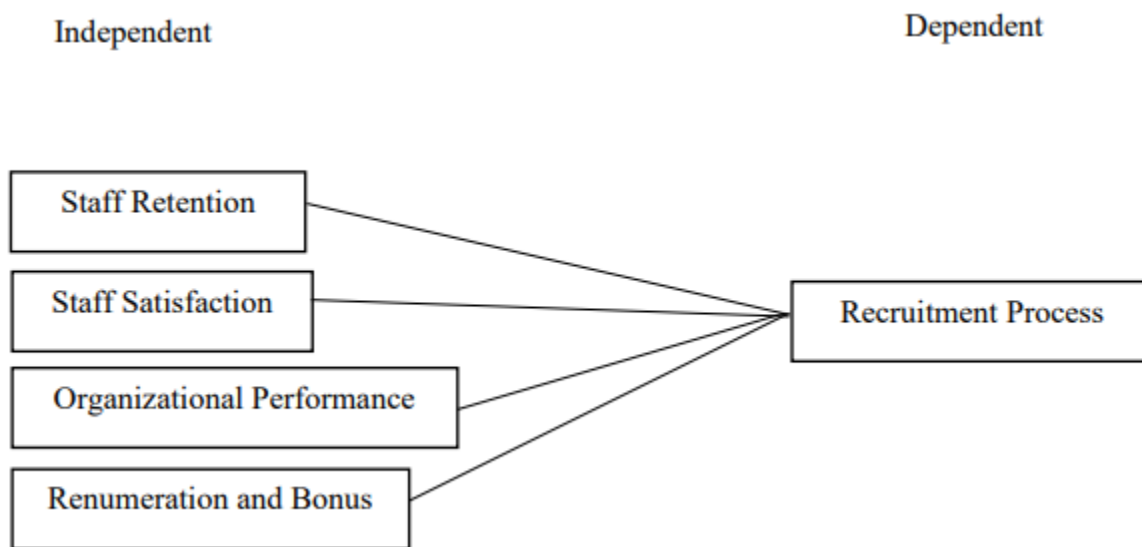


Figure 4: Conceptual Framework

2.7 Research Gap

The Research relies on perceptive information from the employees of an insurance company. Due to the insufficient information such and lack of time and capacity in-depth analysis considering the actual profit versus staff bonus and inclement of business volume is not taken under consideration. It was also difficult to get performance evaluation data from the HR of the insurance company due to confidential issues of the insurance company. There was not found any specific prior research in the insurance sector regarding performance management in Nepal which was a most prominent lag to go through.

The research has only considered demographic parameters such as gender, experience, education level, etc. This research has not taken into account psychographic parameters (such as attitude, values, habit, etc.) and cultural factors (such as belief, morals, customs, etc.) are not considered in this research.

CHAPTER III

RESEARCH METHODOLOGY

This chapter explains about the research methods that shall be applied to carry out the research in order to meet the objectives set in the first chapter of this research. The methodologies adopted in relation to the research paradigm are sampling process, data collection and analysis techniques to identify influence of recruitment and selection in organizational performance in insurance sector. The chapter also focuses on the collection procedure of data and methodology used by researcher for analyzing the available data. It includes preparation of the questionnaire which was later distributed to the sample population for their responses. The method and procedure adopted for collecting and analyzing the data have also been described. This chapter further explains the research method, procedures of collecting and analyzing the data including the evaluation of reliability and validity of the research.

3.1. Research Design

This study employed a descriptive survey design using descriptive comparative and descriptive correlation strategies. The study was descriptive because it was used to describe a phenomenon, survey because it involved a small sample; comparative in that the study determined whether there is a significant difference in the level of recruitment and Selection and Employee Performance in selected insurance company, correlational in that it was interested in relating recruitment and selection to employee performance. The study also took quantitative approach in that it was based on variables measured with numbers and analyzed using statistical procedures.

The findings of this research were based on the primary survey done using this questionnaire. The data have been collected by formulating a set of questionnaires, which were distributed to the respondents. The findings were based on the responses made by sampled respondent.

Various statistical analysis like correlation, regression, quantitative analysis, etc. was performed using IBM SPSS and Microsoft Excel. Miscellaneous tools from this software were used to carry out various statistical analysis and to obtain and interpret the result. Hypotheses were tested, result was discussed and compared with the previous research and the conclusion from the study was drawn accordingly.

3.2 Population and Sample

Selection of sample is an important and integral part of the research. Sagarmatha Insurance Company was selected for the study of which Central Branch was used in carrying out the research. The population of the study consisted of 50 employees from the various departments of the insurance company and this included insurance agents, Human resources and training department, and Issuance and Claim department. For accuracy of the result, the sample were taken from the group of people who are aware about human resource management and its implication in organizational performance.

In this research, survey has been performed among the selected sample.

The minimum sample size was computed using the Sloven's formula, which states that for given population, the required sample size was given by;

$$\begin{aligned}n &= N / (1 + N * e^2) \\ &= 58 / (1 + 58 * (0.05)^2) \\ &= 50\end{aligned}$$

Where; n = the required sample size; N= the known population size and e = level of significance, which is 0.05.

Given a total known population of 58 respondents working in Sagarmatha insurance company, the selected sample after calculation, were 50 respondents.

Sources of Data

Both primary and secondary source of data were used in conducting the research.

Primary Sources

In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researcher contacted employees of the Human resource department and employees of other department of Sagarmatha Insurance Company

The method used in collecting the primary data was questionnaire.

Questionnaire

The purpose of using questionnaire was to identify and assess the impact of recruitment and selection on Sagarmatha Insurance Companies performance. A set of questionnaire was prepared with close - ended questions. The questionnaire used in the research is appended in Appendix-I of the research.

Secondary Sources

The study also made use of secondary data in collecting information. The sources of the secondary data include books, internet search, articles, and journals among others.

3.3 Data Collection Procedure

Data collection

As explained in the foregoing section of this research, primary data has been collected by questionnaire survey, which was distributed to the respondents. Various statistical analyses were performed on the obtained primary data to test the working hypotheses. These analyses were also used as an evidence to support the researcher's claim.

Questionnaire Development

A structured questionnaire was prepared considering the objective of the research. The questionnaire contained close-ended questions, in the form of multiple-choice questions and ranking/Likert scale questions, in order to receive the responses from the respondents addressing the research topic and also to avoid the confusion in respondents while giving their response. There were three sets of questionnaires directed towards employees of the selected insurance company; one was on the socio-demographic data of the respondents, another on respondents' opinion on recruitment and the last one on impact of recruitment on organizational performance. The questionnaire on socio-demographic data of the respondents contained 3 questionnaires, 11 questionnaires on respondents' opinion on recruitment process and 5 questionnaires on impact of recruitment on organizational performance.

All questions in this section were close ended, based on five Likert Scale, ranging from one to five; where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

The respondents filled out the questionnaire following the instructions given therein and submitted their responses to the researcher.

Data Gathering Procedure

Before the administration of the questionnaires; after approval from the selected site, the researcher got a point man who is Senior Management Staff of the selected company to assist to distribute the questions and return it. The researcher prepared the questionnaire and discussed with key respondent on the content of the questionnaire and how to complete the questionnaire. The researcher utilized sample size calculation to determine the number of participants.

During the administration of the questionnaires specifically, the researcher together with Point Man in the selected insurance company requested the respondents to answer the questions and not to leave any item unanswered; to avoid biases and to be objective in answering the questionnaires. The researcher with Point Man in the respective selected insurance company tried to retrieve the questionnaires. All questionnaires retrieved were checked if completely filled out.

After the administration of the questionnaires the data gathered was organized, collated, summarized and statistically treated using the Statistical Package for Social Sciences (SPSS) and in excel sheet for data input, coding and tabulation.

3.4 Data Analysis Tools and Technique

The collected data were statistically analyzed, using the Statistical Package for Social Sciences software (SPSS) and in excel sheet. For the determination of socio-demographic data of the respondents, using frequency and percentages distributions. The mean was used to compute for the level of recruitment and selection process and employee performance. The Chi - square was used to interpret the hypotheses. The Chi-square is a non-parametric test. It is used to test the difference between a set of observed frequencies of a sample and a corresponding set of expected frequencies. The decision rules will be to accept H1 and reject H0 if the calculated value is greater than the tabulated value. The reverse will however be the case, that is; reject H1 and accept H0, if the tabulated value is greater than the calculated value.

CHAPTER IV

RESULT AND DISCUSSION

This section deal with the analysis and interpretation of data collected to determine the impact of recruitment and selection on organizational performance. The first section deals with socio-demographic data of the respondents, the second section deal with respondent's opinion on recruitment and last section deal with impact of recruitment on organizational performance.

Section A: Socio-demographic Data of Respondents

4.1 Respondents by Gender

There were two respondents' genders: male and female. The aim here was to determine the percentage of distribution of respondents by genders which were represented in the following table and figure (Table 1 and Figure 5).

Table 1 Respondents by Gender

Sex	Frequency	Percent (%)
Male	28	56
Female	22	44
Total	50	100

Gender

■ Male ■ Female ■ Total



Figure 5 Distribution of Respondent by Gender

The above table and the figure show that the participation of male was higher compared to female. The participation of male and female respondents was 56% and 44% respectively, represented by 28 male and 22 females in the sample size of 50.

4.2 Experience of Respondents

The year of experience of respondents is one of the most important factors which can affect the recruitment and selection process in job. The respondents' year of experience were categorized in three age groups: (a) between 1-5 years, (b) between 6-10 years, and (c) between 11-15 years. Table and chart (Table 2 and Figure 6) below show the percentage distribution of the year of experience of the respondents.

Table 2 Experience of Respondents

No of Years	Frequency	Percentage	Cumulative Percent
1-5	34	68	68
6-10	10	20	88
11-15	6	12	100
Total	50	100	Total

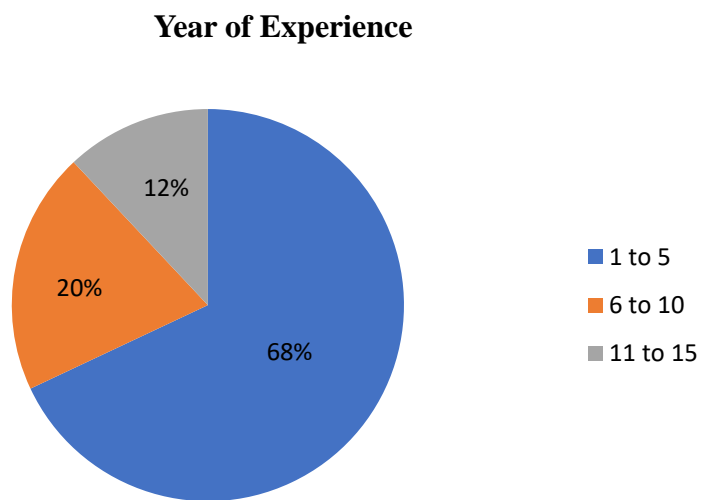


Figure 6 Distribution by experience of respondents

Out of 50 survey population (respondents), majority of them (68%), having 1-5 years of work experience in job, 20% having 6-10 year of work experience and only 12% having 11-15 years of work experience.

4.3 Qualification of Respondents

The education level of the respondents were categorized into four academic levels: (a) S.E.E./S.L.C. or below, (b) Intermediate Level, (c) Graduate and (d) Post Graduate or above. The analysis on education level was carried out to identify the academic level of respondents. The analysis results are shown in Table 3 and Figure 7 below.

Table 3: Distribution of Respondents Based on Education Level

Qualification	Frequency	Percentage	Cumulative Percent
S.E.E./S.L.C. or below	5	10	10
Intermediate	10	20	30
Graduate	27	54	84
Post Graduate or above	8	16	100
Total	50	100	Total

Education Level

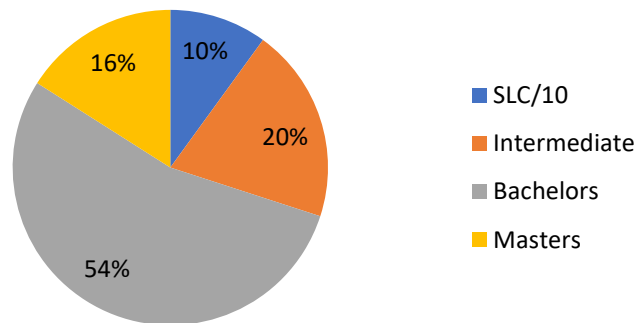


Figure 7 Distribution of Respondents based on Education Level

Out of 50 respondents, Graduate took the major position (54%) while S.E.E./S.L.C or below were the least (10%). The population representing Intermediate Level and Post Graduate or Above were 20% and 16% respectively.

Section B: Respondent's Opinion about Recruitment and Selection Process

4.4: Awareness about Recruitment Policy

Table 4: Awareness about Recruitment Policy

Awareness about HR Policy	Frequency	Percentage	Cumulative percentage
Yes	47	94	94
No	1	2	96
No Idea	2	4	100
Total	50	100	Total

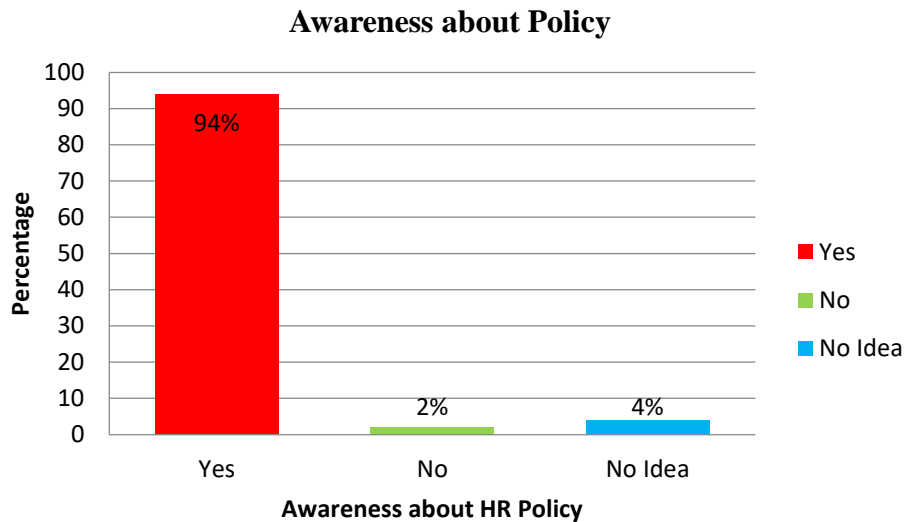


Figure 8: Awareness about Recruitment Policy

From the chart above we find that 47 (94%) of the employees aware about the HR policy, 1 (2%) of the employee were not aware about HR policy and only 2 (4%) have no any idea about the awareness of recruitment policy.

4.5: Effectiveness of recruitment process

Table 5: Effectiveness of recruitment process

Effectiveness	Frequency	Percentage	Cumulative percentage
Very Effective	32	64	64
Effective	10	20	84
Not Effective	2	4	88
Indifferent	1	2	90
Biased	5	10	100
Total	50	100	Total

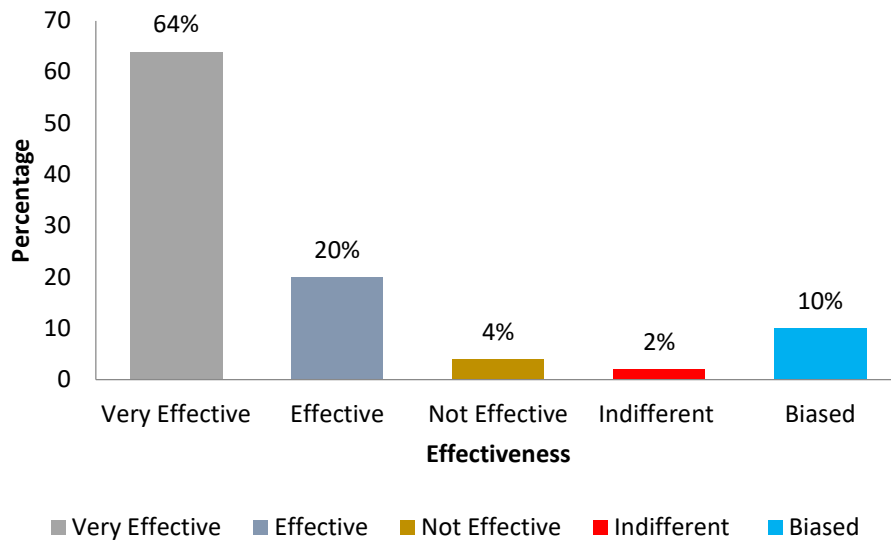


Figure 9 Effectiveness of recruitment process

Out of total 50 employees 64% of them shows very effectiveness option, 20% effectiveness option, 10% biased option, 2% indifferent option and very few only 4% show their view as not effective option for the effectiveness of recruitment process.

4.6 When vacancies occur, existing staff are consider

Table 6: When vacancies occur, existing staff are consider

Internal Consideration in vacancy	Frequency	Percentage	Cumulative percentage
Yes	21	42	42
No	29	58	58
Total	50	100	100

Internal Consideration in vacancy

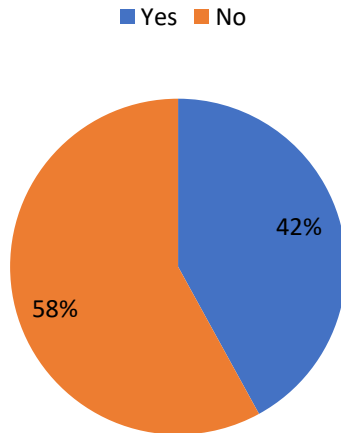


Figure 10 Internal consideration in vacancy

21 (42%) employees said that existing staff were considered or prioritize, when job vacancies occur and 29 (58%) employee have their view as no such internal consideration were recommended for job vacancies.

4.7 Job vacancies made open to general public

Table 7 Job vacancies made open to general public

Open Vacancy	Frequency	Percentage
Yes	48	96
No	2	4
Total	50	100

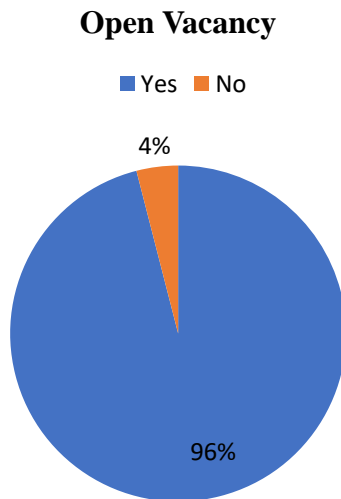


Figure 11: Job vacancies made open to general public

48 employees give their positive view for job vacancies made open to general public and only 2 (4%) said not to made open job vacancies to general public.

4.8 Company has structure for recruitment process

Table 8: Company has structure for recruitment process

Recruitment Process	Frequency	Percentage
Yes	50	100
No	0	0
Total	50	100

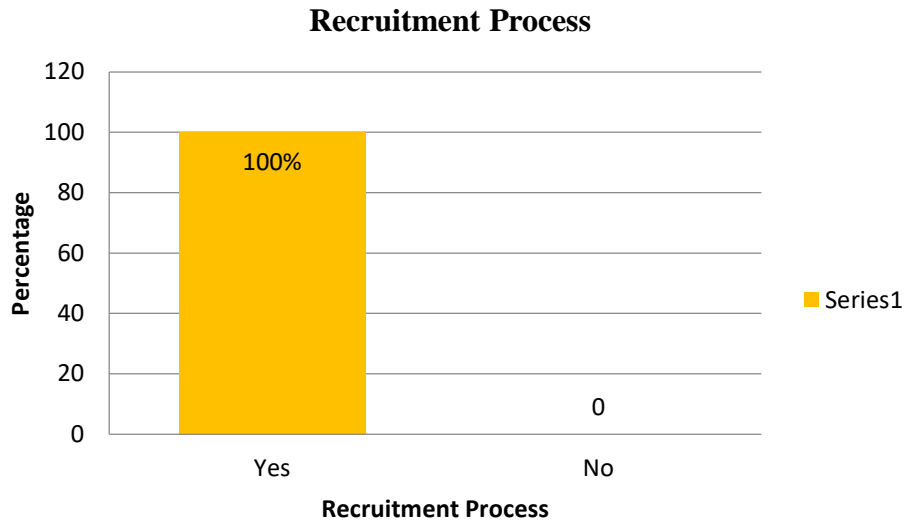


Figure 12 Company has structure for recruitment process

50 employees (100%) said that company has structure for recruitment process.

4.9 Recruitment produce qualified candidate

Table 9: Recruitment produce qualified candidate

Qualified Recruitment	Frequency	Percentage
Yes	40	80
No	10	20
Total	50	100

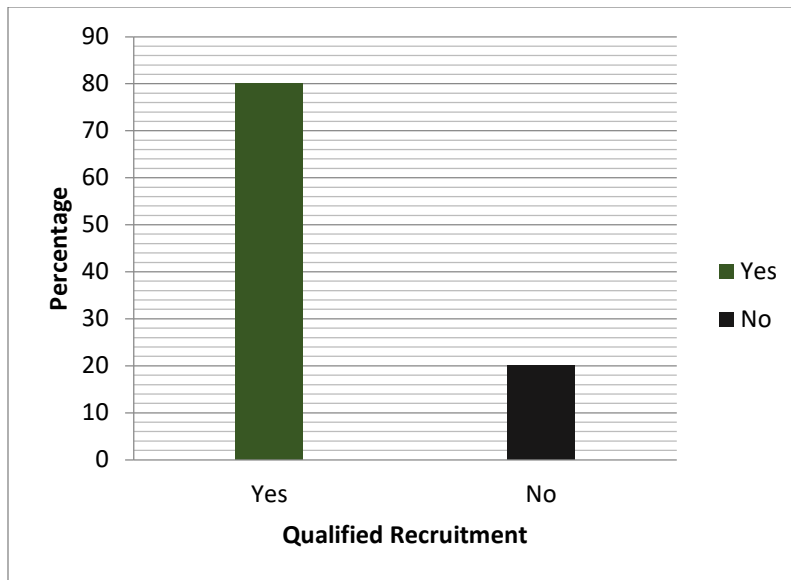


Figure 13 Recruitment produce qualified candidate

40 (80%) employees said that recruitment produce qualified candidate and 10 (20%) employees have negative view to recruitment produce qualified candidate.

4.10: Recruitment and selection process lead to employment of competent staff

Table 10: Recruitment and selection process lead to employment of competent staff

Competent Staff	Frequency	Percentage
Yes	43	86
No	7	14
Total	50	100

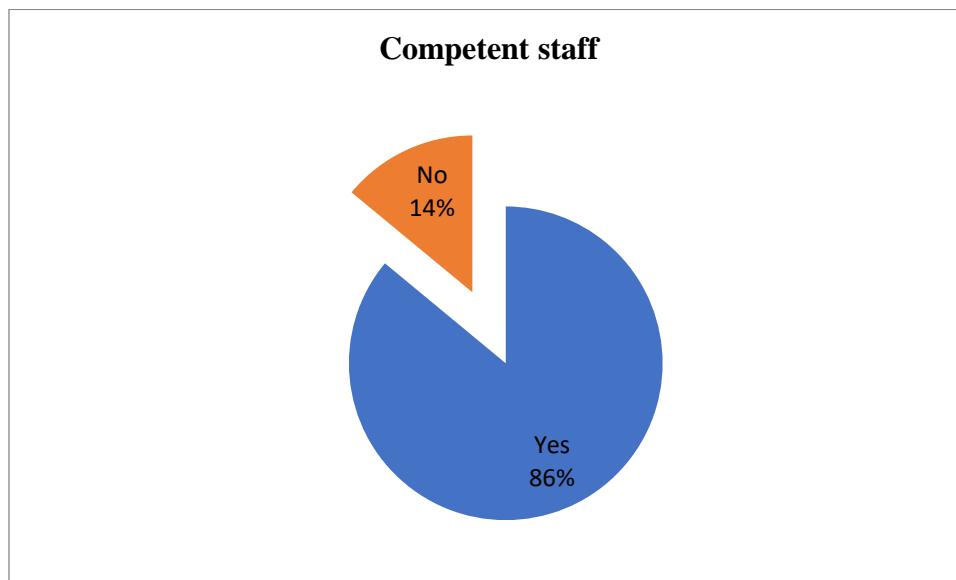


Figure 14: Recruitment and selection process lead to employment of competent staff

43 (86%) employees said that recruitment and selection process lead to employment of competent staff and 7 (14%) said no to recruitment and selection process lead to employment of competent staff

4.11 Insurance Company has agent that recruit for them

Table 11: Insurance Company has agent that recruit for them

Agent	Frequency	Percentage
Yes	50	100
No	0	0
Total	50	100

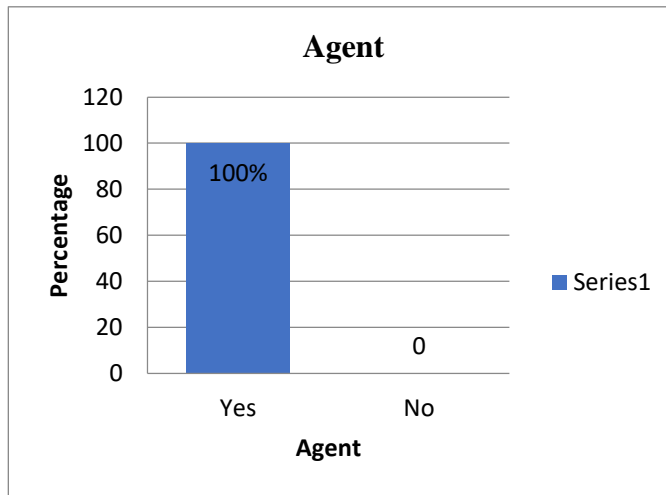


Figure 15 Insurance Company has agent that recruit for them

All candidates 50 (100%) involve in study process said that insurance company has agent that recruit for them.

4.12 Management Influence in recruitment process

Table 12 Management Influence in recruitment process

Influence	Frequency	Percentage
Yes	18	36
No	30	60
No answer	2	4
Total	50	100

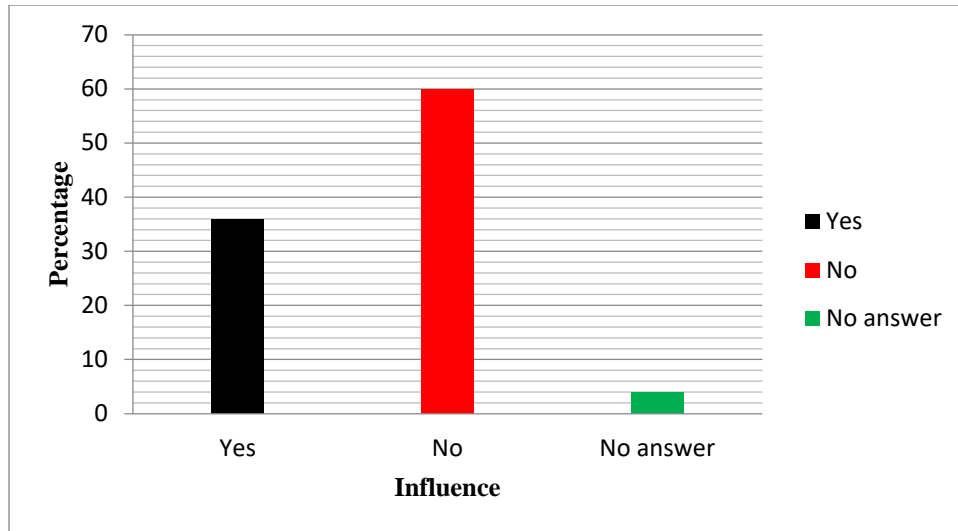


Figure 16: Management Influence in recruitment process

18 (36%) employee said yes to management influence in recruitment process and 30 (60%) employees said no to management influence in recruitment process.

4.13 Job analysis performed before advertising

Table 13 Job analysis performed before advertising

Job Analysis	Frequency	Percentage
Yes	45	90
No	2	4
No answer	3	4
Total	50	100

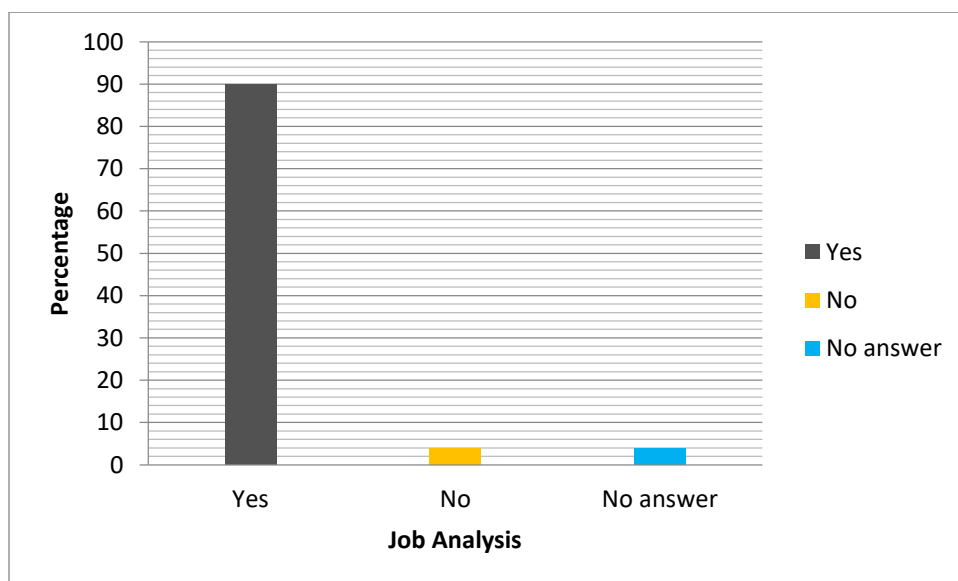


Figure 17: Job analysis performed before advertising

45 (90%) employees said yes to job analysis performed before advertising, 2 (4%) said no to job analysis performed before advertising and 3 employees has no response to the asked question.

4.14 Methods of advertising vacancies

Table 14 Methods of advertising vacancies

Method of Advertising	Frequency	Percentage
News Paper	2	4
Job Websites	2	4
Employment Agencies	45	90
Employment Referrals	1	2
Total	50	100

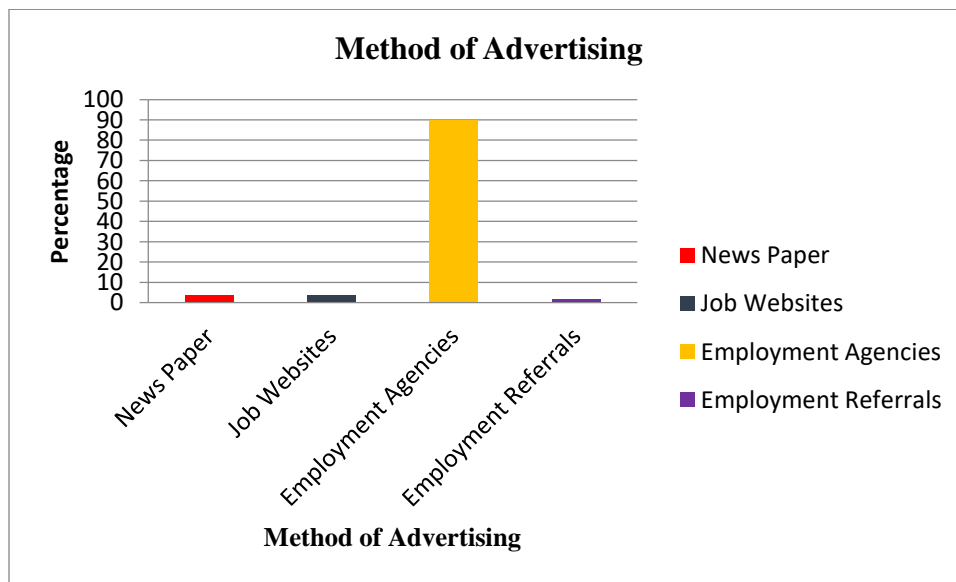


Figure 18: Methods of advertising vacancies

On job nature employees were asked for method of advertising vacancies, 45(90%) employees gave favorable response as employment agencies best suited for advertising vacancies, 2(4%) for newspaper, 2 (4%) for job website and only1(2%) for the employment referrals.

Section C: Does recruitment affect organization performance?

4.15: Recruitment affect organizations performance

Table 15: Does recruitment affect organization performance

Organizational Performance	Frequency	Percentage
Yes	45	90
No	5	10
Total	50	100

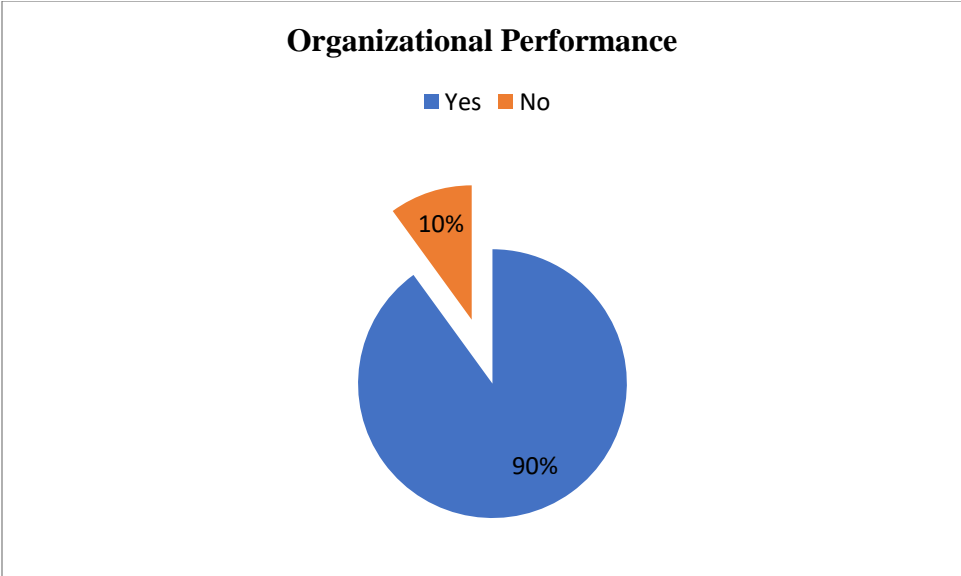


Figure 19: Does recruitment affect organization performance

Interpretation: 45 (90%) employees said that they had the clear view on recruitment processes affect organization performance and 5 (10%) employees had not the clear view on recruitment processes affect organization performance.

4.16 After recruitment there are methods to check staff performance.

Table 16: After recruitment there are methods to check staff performance.

Staff Performance Check	Frequency	Percentage
Yes	50	100
No	0	0
Total	50	100

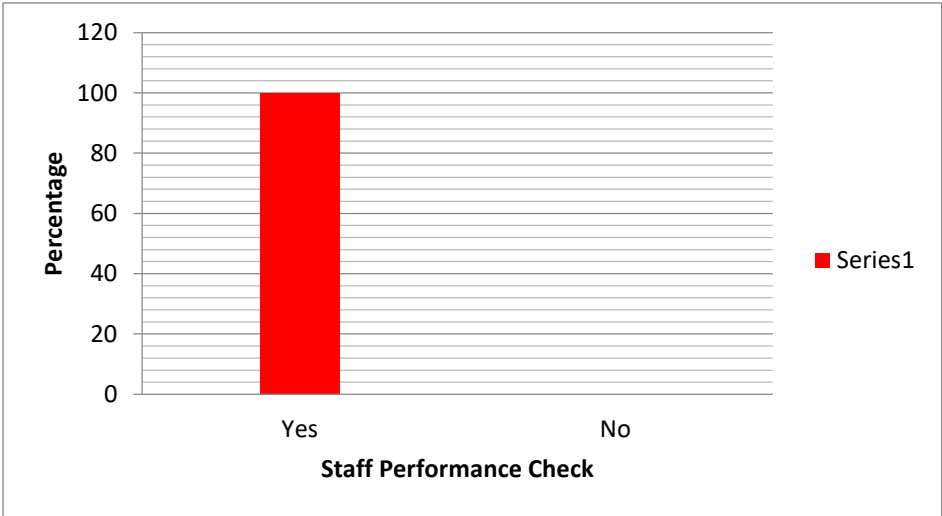


Figure 20: After recruitment there are methods to check staff performance

50 (100%) people gave their positive response for method to check staff performance after recruitment.

4.17 Subsequent training is need for staff.

Table 17: Subsequent training is need for staff.

Training provided after Performance	Frequency	Percentage
Yes	43	86
No	7	14
Total	50	100

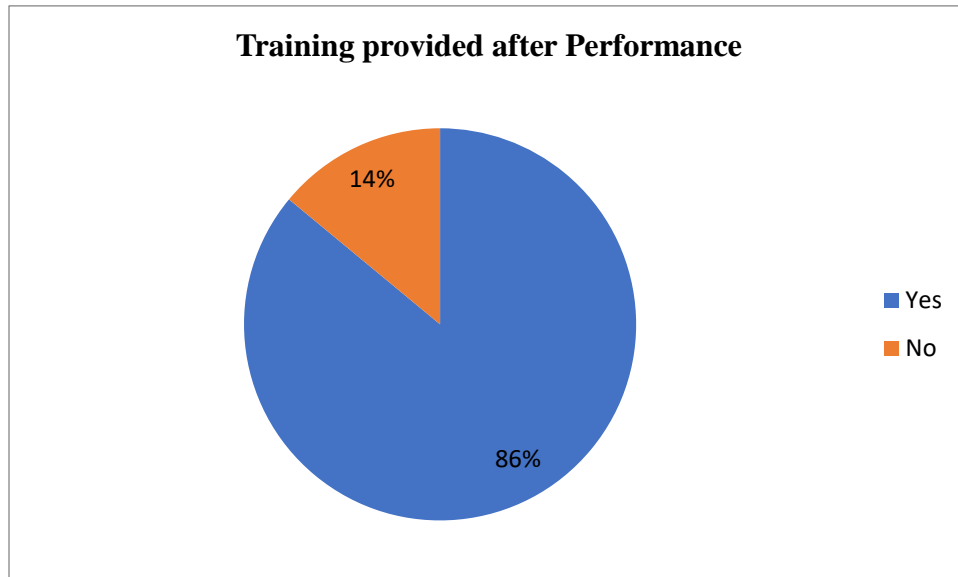


Figure 21: Subsequent training is need for staff.

Interpretation: 43 (86%) employee said yes and 7 (14%) employee said no to subsequent training of the staff is needed for staffs.

4.18 Does Training add on performance

Table 18 Does Training add on performance

Add Performance	Frequency	Percentage
Yes	48	96
No	2	4
Total	50	100

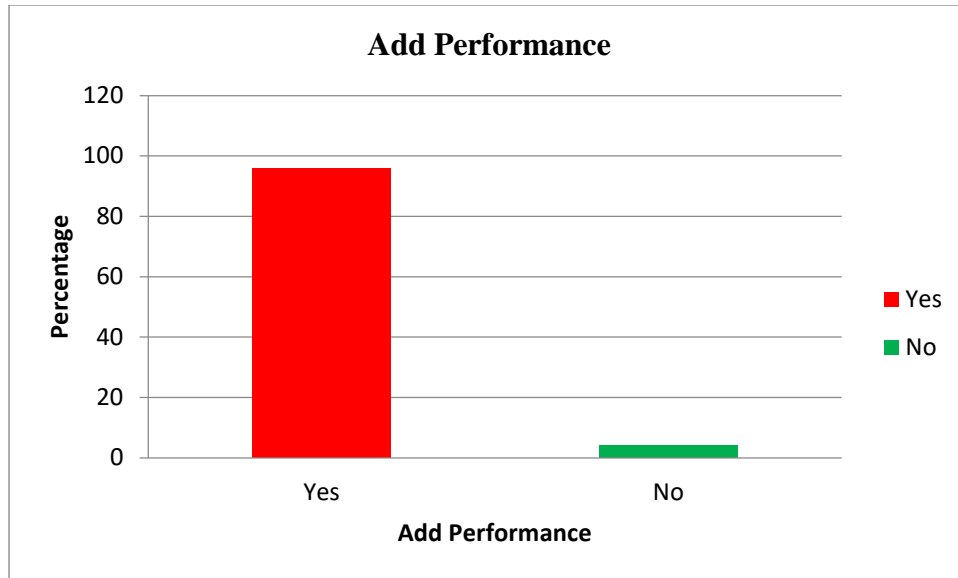


Figure 22: Does Training add on performance

Interpretation: 48 (96%) employee said yes and 2 (4%) employee said no to Subsequent training is needed for staff to aid their performance.

4.19 How often does recruitment process hold?

Table 19: How often does recruitment process hold?

Company Recruits	Frequency	Percentage
Yearly	0	0
Half Yearly	2	4
Quarterly	45	90
Monthly	0	0
When needed	3	6
Total	50	100

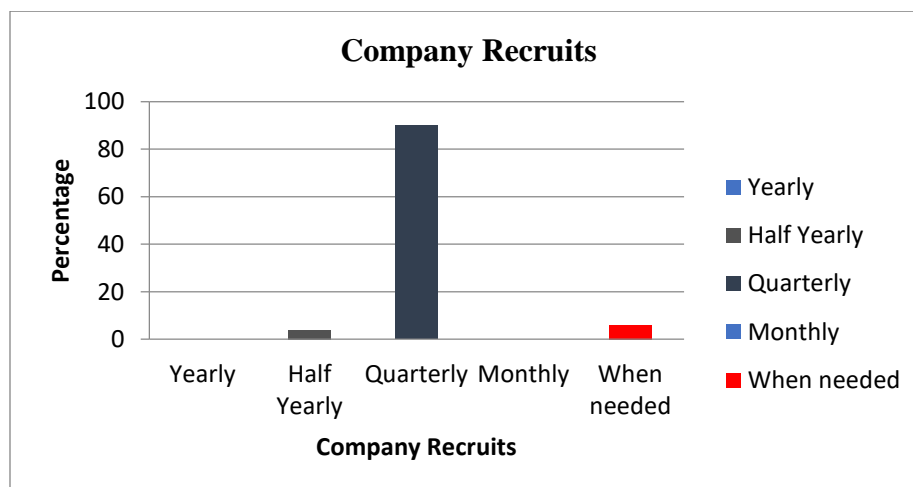


Figure 23: How often does recruitment process hold?

45 (90%) employees said that company recruitment process hold quarterly, 2 (4%) employees said that company recruitment process hold half yearly and only 3 (6%) employee said that company recruitment process hold when needed.

Presentation and Analysis of Data: according to hypotheses

Hypothesis 1

H₀: Recruitment and selection have no significant impact on organizational performance.

H₁: Recruitment and selection have significant impact on organizational performance.

$$X^2_{cal} = \frac{\sum(O - E)^2}{E}$$

Where:

O = the observed frequency of responses

E = the expected frequency of responses

If $X^2_{cal} > X^2_{tab}$, we accept the alternative hypothesis; H₁

If $X^2_{cal} < X^2_{tab}$, we reject the alternative hypothesis; H₁

Does recruitment and selection affect organizational performance?

Response	Frequency	Expected Frequency	Residual
Yes	45	25	20
No	5	25	-20
Total	50	50	0

Table 20: The X² calculation can be made

Response	Observed Frequency (O)	Observed Frequency (E)	(O-E)	(O-E) ² /E	Total
Yes	45	25	20	400/25	16
No	5	25	-20	400/25	16
	50	50	0		32

$$X^2_{cal} = 32$$

Degree of freedom = n-1

$$= 2-1$$

$$= 1$$

Level of significance = 5% or 0.05

Therefore, X^2_{tab} , with degree of freedom at 5% level of significance = 3.84

From the values calculated above, we observe that:

$$X^2_{\text{cal}} = 32$$

$$X^2_{\text{tab}} = 3.84$$

This means that $X^2_{\text{cal}} > X^2_{\text{tab}}$ we therefore accept the alternative hypothesis because recruitment and selection will affect organizational performance positively.

Hypothesis 2

H₀: Recruitment and selection have no significant impact on Staff Retention

H₁: Recruitment and selection have significant impact on Staff Retention.

$$X^2_{\text{cal}} = \frac{\sum(O - E)^2}{E}$$

Where:

O = the observed frequency of responses

E = the expected frequency of responses

If $X^2_{\text{cal}} > X^2_{\text{tab}}$, we accept the alternative hypothesis; H₁

If $X^2_{\text{cal}} < X^2_{\text{tab}}$, we reject the alternative hypothesis; H₁

Does recruitment and selection affect organizational performance?

Response	Frequency	Expected Frequency	Residual
Yes	18	25	-7
No	32	25	7
Total	50	50	0

Table 21 The X^2 calculation can be made

Response	Observed Frequency (O)	Expected Frequency (E)	(O-E)	(O-E) ² /E	Total
Yes	18	25	-7	196/25	1.96
No	32	25	7	196/25	1.96
	50	50	0		3.92

$$X^2_{cal} = 3.92$$

Degree of freedom = n-1

$$= 2-1$$

$$= 1$$

Level of significance = 5% or 0.05

Therefore, X^2_{tab} , with degree of freedom at 5% level of significance = 3.84

From the values calculated above, we observe that:

$$X^2_{cal} = 3.92$$

$$X^2_{tab} = 3.84$$

This means that $X^2_{cal} > X^2_{tab}$ we therefore accept the alternative hypothesis which states recruitment and selection affect staff retention.

Hypothesis 3

H₀: Recruitment and selection have no significant effect in staff satisfaction

H₁: Recruitment and selection have significant effect in staff satisfaction.

$$X^2_{cal} = \frac{\sum(O - E)^2}{E}$$

Where:

O = the observed frequency of responses

E = the expected frequency of responses

If $X^2_{cal} > X^2_{tab}$, we accept the alternative hypothesis; H₁

If $X^2_{cal} < X^2_{tab}$, we reject the alternative hypothesis; H₁

Does recruitment and selection affect organizational performance?

Response	Frequency	Expected Frequency	Residual
Yes	28	25	3
No	22	25	-3
Total	50	50	0

Table 22. The X^2 calculation can be made

Response	Observed Frequency (O)	Observed Frequency (E)	(O-E)	(O-E) ² /E	Total
Yes	28	25	3	9/25	0.36
No	22	25	-3	9/25	0.36
	50	50	0		0.72

$$X^2_{cal} = 0.72$$

Degree of freedom = n-1

$$= 2-1$$

$$= 1$$

Level of significance = 5% or 0.05

Therefore, X^2_{tab} , with degree of freedom at 5% level of significance = 3.84

From the values calculated above, we observe that:

$$X^2_{cal} = 0.72$$

$$X^2_{tab} = 3.84$$

This means that $X^2_{cal} < X^2_{tab}$ we therefore reject the alternative hypothesis which means staffs satisfaction has no relation with recruitment and selection process.

4.2 Major Findings

The major findings of this study were highlighted as,

- The recruitment and selection processes affect organizational performance.
- The recruitment and selection process affect the retention of staff in an organization.
- There is no any significant relationship between staff satisfaction with recruitment and selection process.

4.3 Discussion

This study reported that 94% of the respondents were aware of recruitment policy. This research revealed that the insurance policy or practice on recruiting and selection was based on several units; the first is the internal recruitment and invitations from applicants from the general public and the second stage is source for employees through agencies that help in recruiting people for the insurance company. The another study by (Taylor & Collins, 2000) supports our finding that insurance policy help in selection and recruitment process.

The research also revealed that the insurance had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage a potential employee is shortlisted. Training and orientation is the next stage if an individual is selected or recruited and a similar findings supported by (Wanous, 1992).

The analysis realized that 64% of the respondents were of the opinion that selection and recruiting process were very effective as the right material are always employed, 20% say it is good or effectiveness option while 4% say it is not effective option. More so it was realized that factors such as work experience, academic qualifications, interviews and test used in selecting employees makes the selecting and recruitment process very effective in selecting the best for the Insurance. Our research finding has been supported by the study (Hamza et al., 2021).

The study also revealed that recruitment and selection practices have improved performance of employees in the insurance company, high percentage of respondents stated that the selection and recruitment policy has helped them improve upon their performance at the insurance sector and in what they do. It was also revealed that orientation and subsequent job training had added to their stock of knowledge of most employees which help them effectively carry out their duties. It was also gathered from respondents that the recruiting and selection method had led to the employment of competent staff while at the same time selection process help give the chance to employ qualified candidates. The result supported (Nwosu, 1985) which stated that that for an organization to achieve its goals of enhanced performance, it must find the right kind of personnel and manage them properly. Again, this result supported (Djabatey, 2012) that the method used in the recruiting and selection process in HFC Bank, Ghana was very effective and moreover helped improve employee performance.

Previous research thesis, being referred and utilized in this study (Tafida, 2019), has drawn a conclusion that there is significant relationship between recruitment, selection process and organizational performance. Our research reveals that recruitment and selection processes affect organizational performance and retention of staff but there is no any significant relationship with staff satisfaction. Therefore we can safely conclude recruitment and selection process has impact on the organization performance and staff retention rather than staff satisfaction.

CHAPTER V

SUMMARY AND CONCLUSION

This chapter summarizes the findings and draws the conclusion of the research and provides implications for the users and future researchers.

The study was concentrated in identifying the impacts of the recruitment and selection process on organizational performance in insurance company. For simplicity, this chapter has been categorized into following three sections:

- a. Summary
- b. Conclusion
- c. Implications

5.1 Summary

The research revealed that the insurance sector's human resource policy or practice on recruiting and selection was based on several units; the first is internal recruitment and invitations from applicants from the general public. The first is an analysis of the various departments to find out if there are vacancies to be filled. The various departments search within their staff to find competent members to fill job vacancies. When that fails, employee referrals are used, where employees are allowed to recommend potential employees for the various departments.

The second stage is where the insurance company sources for employees through third-party agencies that help in recruiting people for the company. The other is through general advertisements in newspapers where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection. Some of the methods used in recruiting and selecting employees are through employee referrals, employment agencies, professional associations, and through ads in various newspapers. The research also revealed that the insurance companies had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview, which is the next stage where a potential employee is shortlisted. Training and orientation are the next stage if an individual is selected or recruited.

The analysis realized that 64% of the respondents believed the selection and recruiting processes were effective as the right materials were always employed. 20% said it was good, 4% said it was not effective, and 10% said it was biased. Furthermore, it was realized that factors such as work experience, academic qualifications, interviews, and tests used in selecting employees make the selection and recruitment process very effective in selecting the best for the insurance companies.

The study also revealed that recruitment and selection practices have improved the performance of employees and the insurance company, high percentage of respondents stated that the selection and recruitment policies have helped them improve their performance at the bank and in what they do. It was also revealed that orientation and subsequent job training had added to the stock of knowledge of most employees, which helped them effectively carry out their duties. It was also gathered from respondents that the recruiting and selection method had led to the employment of competent staff, while at the same time, the selection process helped give the chance to employ qualified candidates.

5.2 Conclusion

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management and are crucial in affecting organizational success.

The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. From the analysis, recruitment and selection is of prime importance to Sidhhartha Insurance to get the best of employees. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals.

From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, its application

and operation and challenges makes its policy quite difficult. These recommendations are therefore made to help make this policy more effective.

- All applicants should be treated fairly.
- Issues of favoritism should be avoided while selecting applicants.
- Jobs should be well described and analyzed to selected candidates to aid performance.
- The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.
- Refresher courses should be organized for employees for them to be abreast with trends in the ever-growing market.

5.3 Implication:

Organizational performance has an overall impact on an organization, from the investors and shareholders interest to the company's reputation for market growth or improving overall business volume. Besides that, employees also get significant benefits in the form of bonuses and salary increments. However, there are certain factors that can influence the organizational performance of an insurance company that may be due to inefficient management or due to incapable staff, and this can affect the business directly.

This research shows that the recruitment and selection processes of the employees in the insurance sector are highly effective and have been successful in recruiting and selecting experienced and capable human resources. The regularity of performance appraisals and on-the-job training are the most useful tools to improve the performance of employees.

However, it should be noted that this research has considered the selection and recruitment processes' impact on organizational performance in the insurance sector. The research has not considered any of the managerial parameters, including adequate human resources policies, performance audits, and employees' benefits (salary and bonus). These variables too can have a significant relationship with the organizational performance. Furthermore, since the sample size is smaller compared to the population, this study may not sufficiently cover the major population. Furthermore, although the research has been targeted on the insurance companies'

employees, the sample size is more concentrated on only one company alone, so the research result may not reflect the whole insurance sector. Hence, users are advised to use this research with consideration of the above limitations.

For future research, this research work can be used to create a conceptual framework for defining the various variables. Furthermore, researchers can add more variables and compare the results obtained from this research. This will allow the researcher to identify the impact of additional variables only. Future researchers can also be prompted to work on the areas uncovered by this research (which includes the impact of human resources policies, performance audits, and employee benefits).

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APPENDICES

APPENDIX-I

Questionnaire

Name of Candidate: Name of Organization.....

A. Basic information

1. Age: Years Old
2. Gender: Male Female Others (Please Specify):
3. Marital Status: Married Unmarried Divorced
 Others (Please Specify):
4. Education: Just Read and Write SLC Diploma
 Bachelors Masters and above
5. Monthly income (NRS):
 Less than 20,000 20,000-50,000 More than 50,000
6. How long experience/working experiences do you have in this sector?
 Not any 1-5 years 6-10
 11-15 and more

B. Recruitment and selection Questionnaire:

- 1) How do you come to know about the job?
a) Newspaper b) Websites c) Employment Agencies d) Employment Referrals
e) others
- 2) Are you aware about the recruitment process or you known how the recruitment is done?
a) Yes b) No c) No Idea
- 3) Can you tell, how effective is the recruitment process?
 Very Effective Effective Not Effective
 Indifferent Biased
- 4) When vacancies occur, existing staff are considered?

- a) Yes b) No
- 5) Do job vacancies in your company are made open to general public?
a) Yes b) No
- 6) Does your company have structures for recruitment process?
a) Yes b) No
- 7) In your opinion does recruitment process produce qualified staff?
a) Yes b) No
- 8) Does the Recruitment and selection process lead to employment of competent staff?
a) Yes b) No
- 9) Does your company recruit new hires from third party/Agent?
a) Yes b) No
- 10) Although recruited from third party does management influence in recruitment process?
a) Yes b) No c) No Answer
- 11) Do the HR/ Management perform job analysis before advertisement of job vacancies?
a) Yes b) No c) No Answer
- 12) In your opinion does recruitment affect organization performance?
a) Yes b) No
- 13) After recruitment are there any methods to check staff performance?
a) Yes b) No
- 14) If yes then, when are the staff performance checked?
a) Monthly b) quarterly c) Annually
- 15) After staff performance, are there any subsequent training provided to the needed staff?
a) Yes b) No
- 16) Do such trainings add on the performance of the needed staff?
a) Yes b) No
- 17) How often does recruitment process hold?
a) Yearly b) Half-Yearly c) Quarterly d) Monthly d) When needed
- 18) What impression/ image you were having of company before getting Recruitment?
a) Satisfactory
b) Average
c) Unsatisfactory

- d) Unknown
- 19) Are you satisfied with salary package?
- a) Satisfied
 - b) Good
 - c) Average
 - d) Unsatisfied
- 20) Are you satisfied with your current job?
- a) Yes
 - b) No
- 21) Which is the most important quality the organization looks for in a candidate?
- a) Knowledge
 - b) Past Experience
 - c) Optimistic Nature
 - d) Discipline
 - e) Teamwork ability
 - f) Other
- 22) Do you get bonus/ incentives for your performance in the company except than salary?
- a) Yes
 - b) No
- 23) If yes, how do you receive bonus/ Incentives?
- a) Monthly
 - b) Quarterly
 - c) Yearly
- 24) What is the basis for bonus/incentives?
- a) Personal performance
 - b) Branch Performance
 - c) Company Performance
 - d) Distributed Flat
- 25) Is there any incentive based on employee performance?
- a) Gifts/award
 - b) Grade Increment
 - c) Promotion
 - d) Not Any

Thank you for your participation in the survey!!!