

A Study on Recruitment and Selection process in the Manufacturing Industry

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Abstract

Recruitment and selection are the most important process of any organization in analysing the candidates to bring in resourceful talents. The study is made to analyse the recruitment and selection process, the employees' satisfaction level with the current recruitment practices and also to identify the impact of employment and selection process on organization presentation. To arrive at the required data for analysis, both primary and secondary data collection methods were employed. From the study, it is understood that utilisation of fair, valid and reliable recruitment and selection process helps in improving the business by the point view of market by helping in decision-making in critical situations.

To know the employee satisfaction levels, recruitment and Selection process can be used to understand the requirement of motivational and encouraging activities that are conducted to improve the skills, experience and information of the employer and employee. Identifying the strengths and weakness of the employee is very essential for organizational growth which leads to bring about changes inside the business with regard to a variety of factors including working conditions, the attitudes and behaviours of employers who execute their jobs well, productivity-boosting strategies, the usage of cutting-edge technology etc.

Keywords: Recruitment, selection, manufacturing.

Introduction

Human resources are valuable organizational assets and how they are managed, may affect how well a company is portrayed in general. It is crucial to choose somebody with the required mechanical skills and competence in order to meet the business goalmouths. During that period, are must be conscious of both the present and future demands of the company. Failure to hire is practically crucial to the organisational process, which is almost at the centre of managing recruiting. Corporate problems that have a negative impact on profitability and the ability to be at an inappropriate level, might arise from a failure to hire. A lack of workers or problems with management judgement might emerge from incorrect use of it. However, recruiting requires more than just a speedy selection process; it also necessitates

thorough planning in order to make the best managerial decisions and employ the best individuals. Professional administrations are competing to unleash the greatest untapped while focusing on creation. The organization's selection and decision-making procedures are centred on choosing just the best candidates who will match the corporate culture, ethics and political atmosphere.

Review of Literature

According to Usmani²⁰, the qualitative, numerical and tentative perspectives yielded the most significant results and recommendations. The focus of was the hiring and selection procedures at work. Physical beauty has little bearing on the selection and employment processes, according to the findings of all the research and data analysis initiatives. Beliefs about the factors influencing the recruiting process will become more clear with each evaluation. The conclusions of this analysis will likewise serve as a benchmark for any future research on the subject of whether or not factors like self-assurance, interpersonal skills and resume clarity are more significant in the hiring procedure than bodily or facemask beauty.

Dharshini et al⁵ found that it is crucial to enhance the new approaches to hiring talent, including campus recruiting, the trainees programme to find the best candidates and the effectiveness of candidate assessment during recruitment. This study came to the conclusion that the hiring procedure and staff selection inside non-banking financial enterprises had a favourable impact. In order to increase the level of employment in new formulae for hiring competent personnel in the upcoming time period, the organisation still has to improve the degree of job satisfaction.

Mahbub et al¹³ reported that various processes should be digitised through the Internet in order to minimise some effort and the possibility of manual mistakes. Additionally, it was suggested that more personnel be assigned. In proportion to the job, more labour is required. In addition to the need to provide more facilities for the trainees, the most crucial objective was that when choosing or hiring employees, they should prioritise quality over quantity. In some cases, however, in order to meet the objective and receive an incentive, they select some underqualified individuals who cannot handle the workload, suffer from depression and are ultimately fired from the company.

Rozario et al¹⁶ study revealed certain limitations and this study regarded as a foundational work for further investigation. The first drawback is study's cross-sectional design, which only describes participants' sentiments and

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ideas regarding the selecting process at one specific time. As a result, rather than taking into account all of the VTA members' evidence across time, the conclusions are focused just on the participant's feelings during that moment. Another drawback is that the results are only presented in light of the opinions of the study's participants; as a result, they only provide a partial picture of how the selection process should be evaluated when all extra staffs in the company who did not take part in the learning are taken into account.

The study made a number of references, the greatest crucial was the requirement for an efficient HR administration in the company. Management must get specialised training on the recruiting process in addition to increasing awareness of the danger of erroneous hires. As a result of enhanced recruiting and selection procedures, an increase in organisational performance was also seen. Effectively, applicants are more likely to be hired. Additionally, negative outcomes like productivity and financial performance may be impacted by the enterprise selection system's efficacy.

Slavic et al¹⁷ found that social media and the internet are employed in Serbia's hiring process, but not to a great level. The survey's findings indicate that 32% of organisations in Serbia utilise commercial websites for this purpose, while 30% use their official corporate websites for this purpose. The conclusion is that choosing a qualified candidate should not just be relied on information from social networks, while this data might influence choices. Combining conventional selection techniques with contemporary online techniques can lead to improved outcomes and a better candidate database for decision-makers to pick from.

According to Al-Kassem¹, in order to maintain their loyalty to the firm, it is important to provide employees with access to services, help them develop their abilities and inspire them to work at high levels. Additionally, no company can thrive if its people are not valued. Additionally, the institution must implement various business models, best practices and initiatives in order to keep its workers. Setting realistic expectations for workers must be a continuous activity.

Argue³ demonstrated how crucial the planned hiring and selection procedure are achieving an organization's goals. Planned recruiting and assortment procedure are essential to the operation of any organisation and its goals. Organisations should create a precise and detailed job analysis based on the study's findings. However, nowadays when people apply for positions, they are almost always required to perform tasks that are not listed in the job analysis. The job analysis is heavily emphasised in the literature and is considered to be a key component of the recruiting procedure.

Karthiga et al¹⁵ stated that staffing is the procedure of identifying and penetrating potential workers and enhancing their skills and empowering their employments.

Determination is the key factor, through which the organization classify their employees. They select the candidate who meets the organizational goals with all conditions applied without any restrictions. Hence it is suggested to follow all kinds of recruitment strategies for choosing the best applicants for the unfilled positions and also for enhancing the performance.

Kamram et al¹⁰ reached the conclusion that the organization (srecruitment)'s and selection procedures differ in character. When it comes to small businesses, the process of recruiting and selecting employees is on a small scale and occasionally involves the influence of others. However, when it comes to large organisations, this influence is absent, but the big scale of employing and selecting employees is quite drawn-out and period-overwhelming.

Identifying and enticing potential workers is the goal of employee recruitment, which is defined as "practices and actions carried out by a business." Many major organisations have recruiting strategies for new workers that are intended to draw candidates who can both fill open jobs and contribute to the culture of the company.

Mavis¹⁴ aim was to accomplish the objective of human asset administrative work, which is fundamentally set up on execution of association in the organization. This is to differentiate between recruitment process and selection practices followed in an organization for business development. Many difficulties occur on this process and they are distinguished as boundaries of recruitment and laborers of selection, which consist of improper occupation investigation, low level of competency representatives, poor HR assets, bad enrolment techniques and poor choice of workers, lack of offices and infrastructure and absence of expertise guidance.

Syamala et al¹⁸ stated that as human capital sources are providing best outcomes and esteemed resources which are cherished, the business associates have starting focusing on it from the past decades, in addition to recruitment and selection. There should be a list of accessible HR, which helps in making better decisions for the associates leading them as the upper hands while selecting.

The emphasis was on creating a suitable intervention strategy to address the issues with recruiting and selection that this study indicated. As such an intervention mechanism, a thorough recruiting and selection process model was created and put out. The use of the complete model can assist in creating a company with the necessary values, skills and human resource strengths. These advantages could help South Africa's many ministries to successfully operationalize their constitutional mandates and strategic goals.

Gugesh et al⁷ found that the recruitment process is to make better arrangements and better plans for their business. It

enables them to make choices and provide opportunities to evaluate the process. The process is to search for the candidate from a group of people. If one candidate is chosen, he acquires all the skills and knowledge and he can be a perfect suit fit for role to perform the assigned task in given time effectively. "It is the way of finding candidates to submit the work assigned, which involves skills" is the formal definition of recruitment. The process starts when the organization is in search of fresh or new candidates for the role and it ends when the candidate submits the documents. One amongst many candidates is chosen from the pool of candidates. Only those candidates are chosen whose profile matches with the requirements of the firm. The candidate's profile should be attractive enough to select and it should seek the attention of the competitors.

The study highlighted the advantages of bringing in workers from outside the organisation. Additionally, it could provide training that is thought to be able to deal with new challenges as they arise. The process could provide less reliable information about the applicants and might hinder certain persons from rising to higher social positions.

Kumari Neeraj et al¹² study discussed the benefits of employment and benefits associated with employment in another way, stating that employment generally increases the number of job seekers at the lowest cost and that it also helps to increase the success rate of the hiring process by lowering the number of qualifying visits. Employment aids in the growth of a talent pool of potential employees for the organisation. Recruitment procedures help to improve the organisation and personal effectiveness of various employment methods and for all sorts of candidates positions by identifying and preparing possible job applicants who will be the best match for the post. Every sector should conduct these recruiting and selection processes in order to achieve their organisational objectives.

Anna² stated that universal recruitment process and candidate relationship management with E-recruitment should look into how the recruiting process is designed in relation to e- recruitment.

Gopalia⁶ found that online recruiting and selection are efficient in footings of minimising the time required to hire new employees, increasing labour productivity and reducing labour expenses. In addition, it was found that finding high-quality applicants and building a company's market image, both contribute to online recruitment's effectiveness in giving businesses a competitive edge. Economies of scale are a benefit of using online recruiting and selection processes. As a consequence, this aspect of e-recruiting would encourage several businesses to participate in setting up an e-recruiting supply chain. Therefore, there is a great need for greater research on this widely common and evolving phenomenon. Ayesh⁴ found that the recruitment and selection (R and S) are the key sources of success as well as for keeping hopes on organizational activities and also to

maintain the relationship with the candidates and other organizations. It creates a powerful impact on the organizational goals.

Kumari Geeta et al¹¹ stated that the firm manages and keeps track of candidate files, including database upkeep, to ensure thorough data collecting on applicants. Out of 120 businesses, 70 reported that their firm spends between 20 and 30 percent of their budget on hiring and selecting new employees. In general, depending on the position for which the applicant is seeking, the employer reimburses workers for whatever expenditures they spend. Out of 120 employers, 70 indicated their organisation reimburses employees for expenditures incurred by them, whereas 50 workers disagreed. According to Jackson⁸, the corporate blueprint of managing the staff and the method of approaching the HR concepts should satisfy the objectives of the execution and it should also fulfil the additional repayment process as well. The quality and work show off indicates the HRM approaches followed by them in an organization to satisfy the collision of staffing and managing.

Problem

Finding appropriate candidates for the company is challenging; estimates place the responsibility for at least one-third of business failures on poor or erroneous hiring selections. The process of looking for hiring and choosing the right applicant to fill a vacancy in a company takes time and money. Due to the difficulty in finding talented and qualified workers in the current labour market, a study on the recruitment and selection process was chosen to ascertain how the company manages the recruitment and selection process, which aims to attract, select and retain the best candidates for open positions.

Objectives

- To analyse the recruitment and selection process.
- To analyse the employees satisfaction level with the current recruitment practices.
- To identify the impact of employment and selection process on organization presentation.

Research Methodology

The phrase "research" refers to a thorough examination or enquiry, particularly one that looks for novel material across all fields of knowledge. A project is a methodical presentation of recommended results presented as verified facts and recommendations based on the data acquired. To produce the data, both primary and secondary sources were employed.

Research Design: Research-Design is a process in which information is collected and analysed, so as to provide solutions for the problem. It is a method used to find solutions for questions asked in research. From subject selection and participant recruiting through writing the final report, the study is carried out according to a methodical process. Identification and data collection were key

components. To identify the key points, they were organised, decoded, translated and presented in a structured manner. Further explanation of the technique used in the study's overall procedure is provided. The data for this study project was gathered from a sample size of 100 workers.

Sampling Technique: The technique of examining a population via information collecting and analysis is known as sampling practice. The sampling method used in the current learning is low frequency random sample technique. Research tool is an instrument through which research is carried out, for example, surveys, questionnaires etc.

Hypothesis

H0: The performance of recruitment and selection process is not satisfactory.

H1: The performance of recruitment and selection process is satisfactory.

Data analysis and interpretations

The following outcomes were attained using questionnaire techniques:

Table 1
Gender Wise

Response	No. of Responses	Percentage
Male	77	77%
Female	23	23%

Analysis: It can be observed that among the respondents, 77% are male, 23% belong to female category.

Table 2
Employee working duration in the organization?

Response	No. of Responses	Percentage
0-1years	34	34%
1-3years	43	43%
3-5years	15	15%
Above 5 years	8	8%
Total	100	100%

Analysis: In the survey conducted, 34% of employees have 0-1 years of experience, 43% of participants are in category of 1 – 3, 3 - 5 category consists of 15%. Employees working for more than 5 years experience are 8%.

Table 3
Recruitment and selection carried out in a methodical manner

Response	No. of Responses	Percentage
Strongly agree	12	12%
Agree	37	37%
Neutral	38	38%
Disagree	11	11%
Strongly disagree	2	2%
Total	100	100%

Analysis: Participants around 12% say they agree strongly that their recruitment and selection are done systematically, 37% of participants say that they agree to the same, 38% are uncertain (neutral) about it and 11% disagree and 2% say that they strongly disagree.

Table 4
Mode of Selection

Response	No. of Responses	Percentage
Written Test	6	6%
Interview	29	29%
Both	48	48%
Any other	17	17%
Total	100	100%

Analysis: 06% participants say they were selected in written test, 31% of participants say - selected by direct interview, 48% employees are selected by both written and interview and 17% respondents are selected by other process.

Table 5
How many Stages in the Candidate Selection Process?

Response	No. of Responses	Percentage
One	6	6%
Two	22	22%
Three	45	45%
Four	18	18%
More	9	9%
Total	100	100%

Analysis: 6% of the respondents are selected by one process, 22% of the respondents are selected by two process, 45% of the respondents are selected by three process, 18% of the respondents are selected by four process and 9% of the respondents are selected by more than 5 processes.

Table 6
How long is the interviewing process?

Response	No. of Responses	Percentage
1-2hours	27	27
2-3hours	36	36
3-5hours	22	22
5-7hours	9	9
More than a day	6	6
Total	100	100

Analysis: 27% of the respondents said 1 – 2 hours for selection process and 36% respondents said 2 – 3 hours, 22% of the respondents are taken 3 – 5 hours and 9% of the respondents said 5 – 7 hours and only 6% of the respondents said more than a day for selecting process.

Table 7
Recruitment and selection process on time?

Response	No. of Responses	Percentage
Strongly agree	12	12%
Agree	21	21%
Neutral	47	47%
Disagree	15	15%
Any other	5	5%
Total	100	100%

Analysis: Participants around 12% say they agree strongly that organization conducted recruitment and selection process on time, 21% of participants say that they agree to the same, 47% are uncertain (neutral) about it and 15% disagree and 5% say that they strongly disagree.

Table 8
Facing the Interview

Response	No. of Response	Percentage
Confidence	21	21%
Tensed	46	46%
Stress	25	25%
Relaxed	8	8%
Total	100	100%

Analysis: 21% of the respondents faced interviews with their confidence, 46% of the respondents were tense and 25% of the respondents had stress during interviews and only 8% of the respondents were relaxed.

Table 9
Scope of Improvement in Recruitment and selecting a candidate

Response	No. of Responses	Percentage
Strongly agree	8	8%
Agree	26	26%
Neutral	49	49%
Disagree	15	15%
Any other	2	2%
Total	100	100%

Analysis: Participants around 8% say they agree strongly agree that there is scope of improvement in recruitment and selection process, 26% of participants say that they agree to the same, 49% are uncertain (neutral) about it and 15% disagree and 2% say that they strongly disagree.

Table 10
An adequate pool of qualified candidates is made available by HR?

Response	No. of Responses	Percentage
Yes	23	23%
No	77	77%

Analysis: 77 percent of participants claim that HR does not provide an adequate pool of qualified applicants.

Table 11
How effective are the interviewing procedure and any other selection tools?

Response	No. of Responses	Percentage
Poor	4	4%
Adequate	46	46%
Excellent	50	50%
Total	100	100%

Analysis: 4% of the employees are said efficiency of the interviewing process and selection tools such as testing, 46% of the employees said adequate and 50% of the employees said excellent.

Table 12
Fair practices of Recruitment and Selection process

Response	No. of Responses	Percentage
Strongly agree	10	10%
Agree	33	33%
Neutral	43	43%
Disagree	11	11%
Any other	3	3%
Total	100	100%

Analysis: Participants around 10% say that they agree strongly for fair practices of recruitment and selection process increase the company's performance, 33% of participants say that they agree to the same, 43% are uncertain (neutral) about it and 11% disagree and 3% say that they strongly disagree.

Table 13
In the hiring procedure, the company seeks out experienced candidates?

Response	No. of Responses	Percentage
Strongly agree	8	8%
Agree	42	42%
Neutral	35	35%
Disagree	13	13%
Any other	2	2%
Total	100	100%

Analysis: Participants around 8% say that they agree strongly that their company looks for experienced employees in selection process, 42% of participants say that they agree to the same, 35% are uncertain (neutral) about it and 13% disagree and 2% say that they strongly disagree.

Table 14
Primary reason for selecting the position

Response	No. of Responses	Percentage
Financial support	9	9%
Skill enhancement	22	22%
Knowledge gaining	43	43%
Career growth	26	26%
Total	100	100%

Analysis: Around 9% of the employees motive is financial support, 22% of the respondents motive will be skill enhancement and 43% of the employees say knowledge gaining and 26% of the employees motive say career growth.

Table 15
Employee Referral play an important role in recruitment process

Response	No. of Responses	Percentage
Strongly agree	8	8%
Agree	42	42%
Neutral	35	35%
Disagree	13	13%
Strongly Disagree	2	2%
Total	100	100%

Analysis: Participants around 8% say they strongly agree that referral plays an important role in recruitment process, 42% of participants say that they agree to the same, 35% are uncertain (neutral) about it and 13% disagree and 2% say that they strongly disagree.

Table 16
Job Description and Job Specification in the Recruitment process

Response	No. of Responses	Percentage
Strongly agree	8	8%
Agree	42	42%
Neutral	35	35%
Disagree	13	13%
Strongly Disagree	2	2%
Total	100	100%

Analysis: Participants around 8% say they strongly agree regarding the job description and job specification in the recruitment process, 42% of participants say that they agree to the same, 35% are uncertain (neutral) about it and 13% disagree and 2% say that they strongly disagree.

Table 17
Hiring right candidate decrease employee turnover?

Response	No. of Responses	Percentage
Strongly agree	8	8%
Agree	42	42%
Neutral	35	35%
Disagree	13	13%
Strongly Disagree	2	2%
Total	100	100%

Analysis: Participants around 8% say they strongly agree that hiring right candidate decreases employee turnover, 42% of participants say that they agree to the same, 35% are uncertain (neutral) about it and 13% disagree and 2% say that they strongly disagree.

Table 18
The company uses external sources of recruitment and gives these a higher emphasis?

Response	No. of Responses	Percentage
Advertisement	6	6%
Online job portals	25	25%
Consultancy	34	34%
Employment Exchange	32	32%
Total	100	100%

Analysis: 6% of the employees responded that the organisation uses external sources of recruitment and prioritises advertisements, which results in 25% of employees responding. The corporation uses external sources of recruitment, giving online job boards more emphasis. 34% of the respondents are recruited by consultancy and 32% of the employees are recruited by employee exchange.

Table 19
When appointing a department employee, the concerned department head is given great consideration?

Response	No. of Responses	Percentage
Strongly agree	11	11%
Agree	37	37%
Neutral	37	37%
Disagree	13	13%
Strongly Disagree	2	2%
Total	100	100%

Analysis: Participants around 11% say they strongly agree when that while choosing the department employee, significant consideration is given to the concerned department head, 37% of participants say that they agree to the same, 37% are uncertain (neutral) about it and 13% disagree and 2% say that they strongly disagree.

Table 20
The employees satisfaction level with the current recruitment practices

Respondents	No. of Responses	Percentage
Highly satisfied	14	14%
Fully satisfied	29	29%
Maybe	46	46%
Highly Dissatisfied	8	8%
Not so satisfied	3	3%
Total	100	100%

Analysis: 14% employees are highly satisfied with current requirement practices and 29% are fully satisfied. 8% are highly dissatisfied.

Table 21
The performance of Recruitment and selection process is satisfactory?

- **H0:** The performance of recruitment and selection process is not satisfactory
- **H1:** The performance of recruitment and selection process is satisfactory

ANOVA: Single Factor

SUMMARY				
Groups	Count	Sum	Average	Variance
Highly satisfied	100	14	0.14	0.121616
Fully satisfied	100	29	0.29	0.20798
Mat be	100	45	0.45	0.25
Highly Dissatisfied	100	8	0.08	0.074343
Not so satisfied	100	3	0.03	0.029394

ANOVA						
Source of Variation	SS	df	MS	F	P Value	F Crit
Between groups	11.748	4	2.937	21.49024	2.31E-16	2.389948
Within groups	67.65	495	0.136667			
Total	79.398	499				

Analysis: In ANOVA, if F is greater than Fcritical (Fcrit) at significance level 0.05, we should not consider the null hypothesis(H0). From above table, we can observe that F is 21.49024 and Fcrit is 2.389948. Hence, we accept alternative hypothesis H1 and reject Ho.

Interpretation: The performance of Human Resource department is satisfactory, as value F is greater than value of Fcrit, therefore, the performance of human resource department is satisfactory.

Findings

- According to the report, 77 percent of respondents are men and 23% of respondents are women.
- According to the study, 43% of survey participants had held jobs for 1-3 years, while 34% have held jobs for 0–1 years and these participants now have work experience in the 1-3 year range.
- According to the survey, 37% of respondents believe that recruitment and selection are carried out in a methodical manner, with the remaining respondents being indifferent.
- The survey shows that 48 percent of respondents say their method of choice is written test and interview. 29 percent say their mode of choice is interview and 17 percent say their mode of choice is any other.
- According to the survey, 22% of respondents believe there are just two steps involved in choosing a candidate, while 45% of respondents believe there are three stages.
- According to the report, 36% of respondents claim to have finished the interview process within two hours, while 27% think it would take them between one and two hours.
- According to the survey, 47% of employees are neutral for their organization conduct of recruitment and selection process on time.
- The survey shows that 46% of respondents say they go into the interview at ArmesMaini feeling anxious, 25% of respondents say they go into the interview feeling stressed and 21% of respondents say they go into the interview with a confident mindset.
- In the research, 26% of respondents indicated that they agreed that there was room for improvement in both the recruiting and selection process and alternative possibilities, while 49% indicated that they had no opinion.
- According to the survey, majority of the employees say that HR did not provide an adequate pool of quality applicants.
- In the survey, 50% of participants said the interview process and other criteria for selection such as testing are excellent, while 46% said the equipment such as the method for assessing the effectiveness of the interview process and other possibilities is adequate.
- According to the survey, fair methods in the recruitment and selection process boost the performance of the organisation, with 33% of respondents saying they agree and 43% saying they are neutral.

- In the study, 42% of employees agree for their company looks for experienced employees in selection process.
- According to the study, 22 percent of respondents say that choosing a job at ArmesMaini is primarily motivated by the desire to improve their skills, while 26 percent of respondents say that career advancement is their main reason for choosing the company. In addition, 43 percent of respondents say that knowledge gain is their primary reason for choosing the position.
- According to the study, 42% of the employees agreed that referral plays an important role in recruitment process.
- In the recruiting process, job descriptions and job specifications are clearly defined. 42% of respondents responded to the poll. Job descriptions and job specifications are classified as neutral in 35% of respondents' responses.
- According to the survey, 42% of respondents believe that ArmesMaini's hiring process will result in the appropriate people for the right jobs, while 35% of respondents are undecided about whether ArmesMaini's hiring process would result in a reduction in employee turnover.
- According to the poll, 34% of respondents said that the organisation follows workers from external sources of recruitment and that consulting is given more attention.
- According to surveys, 37% of respondents either agree or disagree with the department heads' opinions, but 37% of respondents support the department head. 13 percent of respondents who were given special attention said they disagreed with the heads of the pertinent departments while making hiring decisions for a department.
- According to the survey, more respondents may be pleased with the HR department's performance inside the business, with 34% of respondents expressing complete satisfaction with the HR department's performance within the organization.

Conclusion

A company's human resources are more important. Utilisation of fair, valid and reliable recruitment and selection process helps in improving the business by the point view of market. This process helps in decision making in critical situations. To know the employee satisfaction levels, recruitment and selection process can be used. Motivational and encouraging activities can be conducted to improve the skills, experience and information of the employer. Identifying the strengths and weakness of the employee is very essential for organizational growth, which leads to bring about change inside the business with regard to a variety of factors including working conditions, the attitudes and behaviours of employers who execute their jobs well, productivity-boosting strategies, the usage of cutting-edge technology etc.

It will inversely affect the overall performance of the organization. Talented employees are retained and new

talents are found for the job to reach the goal. Effective recruitment and selection process helps to decrease employee turnover in the organisation. They must make an effort to carry out their obligations and exhibit traits like wit, diligence and conscience. It determines the rationality and consistency of the company.

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