
The Perception of Employee satisfaction towards the selection procedure of an organization

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Abstract

Selection is defined as “The process of interviewing the candidates for a specific job and selecting a candidate for an employment based on certain criteria. The selection of an employee can range from a very simple process to a complicated process based on the firm hiring and the position. Employment laws such as anti-discrimination law must be obeyed during the selection procedure.”The types of sources which helps in the selection of a candidate are- Internal sources are Promotion, transfers, demotions, upgrading, retired employees, retrenched employees&External sources are advertisements, placement agencies, labor contractors, employment exchange, outsourcing. The main motive of this decision is to select the candidate who performs the given job and task successfully. There is a pattern for selection procedure which begins with the initial screening of a candidate and concludes with the decision of final employment.

Key words- Demotions, Retrenched employees, Employment exchange, Outsourcing.

Introduction

With the help of this research project I have tried my level best to cover the most important points In this project I have tried to cover most of the important points which are to be considered during selection procedure and this have been made possible with the help of a questionnaire which was filled from human resource employees of an organization and I have tried to conclude that on what basis selection is done and what is the satisfaction level among employees towards the organization.

Although some of effectively selecting employee is lost due to-

1. Most of the times the candidate is selected based on the perception he has created in the interviewer's mind while answering him. This sometimes results into the wrong selection of a candidate.
2. Sometimes during the selection procedure the interviewer does not like the way the interviewee is dressed up or his body posture and rejects him on the basis of these reasons without even noticing towards his talent and experience.
3. There is a lot of pressure on the HRD from the top management to select the best candidate for the particular job.

The selection procedure in an organization is as follows:

1. In an organization objectives and specifications are required to assess the client needs. It is also used in understanding business and culture. This helps to gain understanding in job specifications as well as rights and duties.
2. The candidates are identified by first identifying the target sources and Extensive organization mapping, research and database to search for the profile.
3. The candidates are assessed by Screening and evaluating the candidates and their skills are tested by taking Personal interviews with candidates.
4. The next step is followed by Facilitation of interview with the clients and obtaining the feedback and the job offer is presented afterwards. This is done while Taking an active part in making decision.
5. The closure of the selection process is done by Negotiating offer acceptance. It also involves Execution of reference check, compensation and job level discussions. After all this is done efforts are made in coordinating the required formality as per predefined date.
6. The last step in selection process deals with asking some personalized questions like Tell me about yourself? Tell me about your job profile? What is your present CTC in the company? How much you are expecting from new organization? How much notice period you required if you are selected? What made you resign from your previous job?

Literature Review

It is an ethical approach by an organization to select and retain the skilled and knowledgeable employees (Analoui, 2007)(1). Price (2007)(2) said that strategies of selection can be based on: suitability – appropriate person for the job, malleability – one who can change with the norms, and flexibility – one who can be trusted. All these can become quite complicated if mistaken while selecting. The task of selection and retention is the most difficult job nowadays (Pfeffer, 1994)(3).

Selection means selecting prospective employees and stimulating them to apply for jobs in the organization.

Selection is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies are not there. Usually, the process starts when a manager initiates an employee requisition for a specific vacancy.

It is the process to discover resources of manpower to meet the requirements of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

Selection of candidates is a function preceding the recruitment and helps in creating a pool of employees for the organization so that the management can select the right candidate for the right job. The main objective is to expedite the selection process.

Selection is almost central to any management process and failure in selection can create difficulties for any company including an adverse effect on its profitability and inappropriate levels of staffing. Inadequate selection can result in to shortage of labor, or problems in decision making and the selection process could itself be improved by following management theories.

The selection process could be improved in sophistication with Rodgers seven point plan, Munro-Frasers fivefold grading system, psychological tests and interviews, etc. Recommendations and suggestions for various selection systems for different professions and specializations have been given.

The need for selection arises because of the following reasons:

- Vacancies:-due to promotions, transfers, retirement, termination, permanent, disability, death and labor turnover.
- Creating new vacancies:- growth expansion, expansion and diversification of business activities of an enterprise.

Hypothesis

Null hypothesis (H1):

Likelihood of selection is independent of variety of selection practices provided to the employees and therefore the selection process is not considered as effective.

Alternate Hypothesis (A1):

Effectiveness of selection is a function related to the dependency of likeness towards the selection practices and variety of selection that is internal or external is provided to the employees.

Null Hypothesis (H2):

Likelihood of selection is if considered independent of providing innovative techniques executed then the procedure is considered as ineffective.

Alternate Hypothesis (A2):

The effectiveness of selection process is dependent on the function of likelihood towards the innovative techniques.

Null Hypothesis (H3):

Likelihood of selection is independent of perception that selection improves work culture and is responsible for effectiveness.

Alternate hypothesis (A3):

Selection would be effective tool if likelihood for the procedure is dependent on employee perception that selection improves work culture.

Null Hypothesis (H4):

Likelihood of selection is independent of providing satisfactory remuneration to employees.

Alternate Hypothesis (A4):

Selection would be effective tool if likelihood for the procedure is dependent on satisfactory remuneration provided to the employees.

Null Hypothesis (H5):

Likelihood of selection is independent of motivating techniques reviewed and hence doesn't contribute towards the effectiveness of selection procedure.

Alternate Hypothesis (A5):

Selection would be effective if it is dependent of motivating techniques reviewed and the effectiveness of the process can be reviewed.

Null Hypothesis (H6):

Selection procedure is not an effective process if employees are not given proper incentives and being viewed as effective and efficient.

Alternate Hypothesis (A6):

Perception of selection procedure is being viewed as efficient is dependent of perception that employees are getting proper incentives.

Methodology

Research methodology is a way of following step wise way to solve the problem of research. The research is done on various corporate executive working in the various corporate organization .The sampling technique used for this research is convenience sampling. A close ended structured questionnaire was filled anonymously by the employees of the various organizations.A sample size of

100 was taken for this research and ANOVA is used to find dependencies among different questions with the help of IBM SPSS research tool.

Data analysis and Interpretation

This is also done with the help of SPSS software.

H1: Table 1.1

ANOVA

Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.907	1	.907	1.536	.218
Within Groups	57.843	98	.590		
Total	58.750	99			

The table shows that significant number of employees agreed that they are satisfied with the selection practices offered by organization. Since the calculated value 0.218 is greater than the significance level of 0.05 due to which authors are failed to reject the null hypothesis that is Likelihood of selection is independent of variety of selection practices provided to the employees and therefore the selection process is not considered as effective.

H2: Table 1.2

ANOVA

Innovative technique in the selection process

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.328	3	2.443	3.366	.022
Within Groups	69.672	96	.726		
Total	77.000	99			

The table shows that 43 employee's agree and are satisfied with the innovative techniques offered by organization. Since the calculated value of 0.002 is less than the significance level of 0.05 due to which authors are failed to accept the null hypothesis that is Likelihood of selection is considered independent of providing innovative techniques executed then the procedure is considered as ineffective.

H3: Table 1.3

ANOVA

Culture

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.142	1	.142	.211	.647
Within Groups	65.968	98	.673		
Total	66.110	99			

The table shows that 46 employees agree and are satisfied with the culture of workplace in an organization. Since the calculated value of 0.647 is greater than the significance level of 0.05 due to which authors are failed to reject the null hypothesis that is Likelihood of selection is independent of perception that selection improves work culture and is responsible for effectiveness.

H4: Table 1.4

ANOVA

Remuneration

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.017	3	2.672	2.645	.053
Within Groups	96.983	96	1.010		
Total	105.000	99			

The table shows that 52 employees agree and are satisfied with the remuneration they get by an organization. Since the calculated value of 0.053 is greater than the significance level of 0.05 due to which the authors are failed to reject the null hypothesis that is Likelihood of selection is independent of providing satisfactory remuneration to employees.

H5: Table 1.5

ANOVA

Motivating technique

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	45.698	3	15.233	23.233	.000
Within Groups	62.942	96	.656		
Total	108.640	99			

The table shows that 41 employees agree and are satisfied with the motivating techniques by an organization. Since the calculated value of .000 is less than the significance level of .05 due to which the authors are failed to accept the null hypothesis that is Likelihood of selection is independent of motivating techniques reviewed and hence doesn't contribute towards the effectiveness of selection procedure.

H6: Table 1.6

ANOVA

Incentives

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.120	1	.120	.118	.732
Within Groups	99.670	98	1.017		
Total	99.790	99			

The table shows that 48 employees agree and are satisfied with the incentives offered by an organization. Since the asymptotic value of 0.732 is less than the significance level of 0.05 due to which the authors are failed to reject null hypothesis that is Selection procedure is not an effective process if employees are not given proper incentives and being viewed as effective and efficient.

Findings

H1: Therefore likeliness depends upon the variety of selection practices provided to the employees.

H2: Therefore likeness doesn't depends upon the innovative techniques (like stress level test) provided to the employees.

H3: Those who like the selection procedure also perceive that this has improved their work performance.

H4: Likeliness doesn't depend upon the remuneration given to the employees.

H5: Hence relevance depends upon the motivating techniques.

H6: Incentives given to employees are efficient and also some employees agree that it has improved their work performance.

Limitation

- It is completely based on the company statements so, the limitations of the company's employees remaining are equally applicable.
- In some cases data is collected from the company's past records.

Recommendation

- Essential utilization of time which shall not be ignored at any level of the process.
- Recruitment and selection policy is satisfactory in the organization but the periodicity of selection is being more which needs to be reduced.
- Communication, personal and technical skills need to be tested for employees.

Conclusion

The authors are able to conclude with the help of conducted research that as per the employees observation and response that the employee selection practices are quite fair in the organization and free from biases. The policies adapted by the organization are transparent, legal and scientific. A level of satisfaction was there but still somewhere changes are required according to the changing scenario as selection process has a great impact on the working of the company as a fresh blood, new idea enters in the company.

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