



A Study On Effectiveness Of Recruitment and Selection Criteria On Employee Engagement

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ABSTRACT

Employee engagement is a key term in attempting to comprehend and quantify the structure of an organization's connection with its workers. In order for employees to provide their best every day, they must be dedicated to their organization's aims and values, driven to help the organization succeed, and have a better feeling of their personal well-being as a consequence of employee engagement. This paper aims to work on employee engagement in the banking sector with the support of a chi-square analysis.

Keywords: Employee engagement, Recruitment process, recruitment and selection,

INTRODUCTION

Employee engagement refers to how committed an employee is to an organization's goal, purpose, and values, as shown by their activities as employees and their attitude toward the employer and consumers.

When comments and discussions show a natural passion for the business, its workers, and the goods or services offered, employee engagement is strong.

Scarlett

“Employee Engagement is a quantifiable measure of an employee's positive or negative emotional connection to their job, coworkers, and company, and it has a significant impact on their desire to learn and perform at work.”

REVIEW OF LITERATURE:

Employee engagement & Recruitment and selection

Sofia Rodriguez emphasises the critical nature of recruiting and selection in ensuring effective employee engagement. The purpose of this article is to increase awareness of the informational characteristics of popular selection methods. The study's results are as follows: The difference between what experts anticipate a selection process to offer and what applicants perceive as being provided is a significant result that warrants more investigation. Selection is often seen from the employer's viewpoint and is seldom viewed from the applicant's perspective, which is probably the most relevant one. Businesses may try to attract candidates by using "best practises" selection methods, but if the applicant does not see these selection practises similarly, employers risk losing high-quality applicants. Applicants' views may have an effect on a company beyond the selection stage, by affecting employee engagement, due to their capacity to assess their fit for the job. As a result, businesses are urged to invest more effort in refining their selection process so that it may be seen as emitting job-relevant information, thus increasing the probability of having a highly engaged staff. (Source:-Examining the impact of Selection practices on subsequent employee engagement, Sofia Rodriguez, Published in 2017)

V T Shailashri and Dr Surekha Shenoyare discussed the relationship between employee engagement and recruitment and selection in their paper. The purpose of this article is to determine whether or not workers are happy with the recruiting and selection process and whether or not it results in employee engagement. It may be stated that all that is required for a business to thrive is effective recruiting and selection methods, which also influence the company's entire personnel management.. (Source :- Study to identify the relationship between recruitment, selection towards Employee Engagement, International Journal of Scientific Research And Modern Education, Volume I, Issue II, 2016)



RESEARCH GAP

Research gap plays a vital role in the organization to find out the actual situation of the organization. The authors who are engaged with recruitment, selection and employee engagement the left the following statements

- During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications
- The performance of the HR department in terms of recruitment and selection is outstanding
- The attitude and personality of each employee is taken into account in the recruitment and selection process

OBJECTIVES

The objective of this paper is to compare the views of private and public sector banking employees regarding recruitment and selection. The other objectives are like to compare the views of the public and private banking sector in the following statements

- During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications
- The performance of the HR department in terms of recruitment and selection is outstanding
- The Selection process in the organization is transparent
- The attitude and personality of each employee is taken into account in the recruitment and selection process

HYPOTHESIS

- **During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications**

1) H_0 : There is a relation b/w Type of banking & degree of opinion regarding the above statement
 H_1 : There is no relation b/w Type of banking & degree of opinion regarding the above statement

- **The performance of the HR department in terms of recruitment and selection is outstanding**

2) H_0 : There is a relation b/w Type of banking & degree of opinion regarding the above statement
 H_1 : There is no relation b/w Type of banking & degree of opinion regarding the above statement

- **The Selection process in the organization is transparent**

3) H_0 : There is a relation b/w Type of banking & degree of opinion regarding the above statement
 H_1 : There is no relation b/w Type of banking & degree of opinion regarding the above statement

- **The attitude and personality of each employee is taken into account in the recruitment and selection process**

4) H_0 : There is a relation b/w Type of banking & degree of opinion regarding the above statement
 H_1 : There is no relation b/w Type of banking & degree of opinion regarding the above statement

Research Methodology



This research consisted of exploratory research designed to examine how employee engagement relates to organizational success and to determine what factors of employee engagement have more impact on organizational success This articles purpose is to create an approach for answering the research question

Sample size:640

Sampling technique: convenience sampling

Statistical tool: X²

Data analysis and interpretation

1) During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications

1)H₀:There is a relation b/w Type of banking °ree of opinion regarding the above statement

H₁: There is no relation b/w Type of banking °ree of opinion regarding the above statement

| 1 Summary of Case Processing | | | | | | |
|-------------------------------------|-------|--------|---------|------|-------|--------|
| | Cases | | | | | |
| | Valid | | Missing | | Total | |
| | N | % | N | % | N | % |
| Type of banking * Degree of opinion | 640 | 100.0% | 0 | 0.0% | 640 | 100.0% |

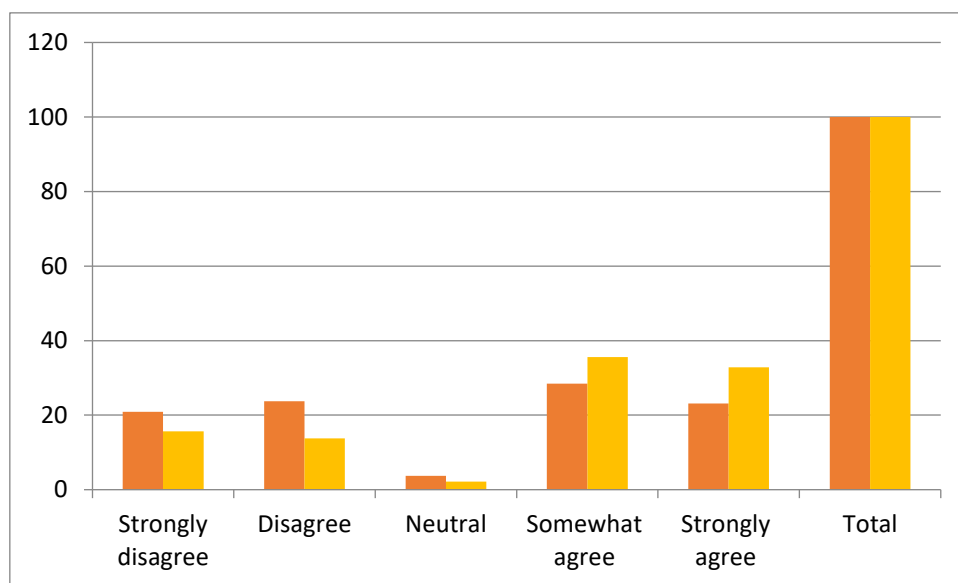
| 2 Type of banking * Degree of opinion Cross tabulation | | | | | | | | |
|--|----------------------------|----------------------------|-------------------|----------|---------|--------|----------------|--------|
| | | | Degree of opinion | | | | | Total |
| | | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | |
| Type of banking | Public banking sector | Count | 67 | 76 | 12 | 91 | 74 | 320 |
| | | Expected Count | 58.5 | 60.0 | 9.5 | 102.5 | 89.5 | 320.0 |
| | | % within Type of banking | 20.9% | 23.8% | 3.8% | 28.4% | 23.1% | 100.0% |
| | | % within Degree of opinion | 57.3% | 63.3% | 63.2% | 44.4% | 41.3% | 50.0% |
| | Private banking sector | Count | 50 | 44 | 7 | 114 | 105 | 320 |
| | | Expected Count | 58.5 | 60.0 | 9.5 | 102.5 | 89.5 | 320.0 |
| | | % within Type of banking | 15.6% | 13.8% | 2.2% | 35.6% | 32.8% | 100.0% |
| | | % within Degree of opinion | 42.7% | 36.7% | 36.8% | 55.6% | 58.7% | 50.0% |
| Total | Count | 117 | 120 | 19 | 205 | 179 | 640 | |
| | Expected Count | 117.0 | 120.0 | 19.0 | 205.0 | 179.0 | 640.0 | |
| | % within Type of banking | 18.3% | 18.8% | 3.0% | 32.0% | 28.0% | 100.0% | |
| | % within Degree of opinion | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



| | | | | | | | |
|--|------------|-------|-------|------|-------|-------|--------|
| | % of Total | 18.3% | 18.8% | 3.0% | 32.0% | 28.0% | 100.0% |
|--|------------|-------|-------|------|-------|-------|--------|

| 3 X ² Tests | | | |
|-----------------------------------|---------------------|----|-----------------------------------|
| | Value | df | Asymptotic Significance (2-sided) |
| Pearson X ² | 20.268 ^a | 4 | .000 |
| Ratio of likelihood | 20.430 | 4 | .000 |
| Association of Linears by Linears | 15.801 | 1 | .000 |
| Number of Cases That Are Valid | 640 | | |

| 4 Measurements that are symmetric | | | |
|-----------------------------------|------------|-------|--------------------------|
| | | Value | Approximate Significance |
| Nominal/nominal | Phi | .178 | .000 |
| | Cramer's V | .178 | .000 |
| Number of Cases That Are Valid | | 640 | |



Interpretation



From the above table, it is observed that 28.4% of the people agreed that During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications in the public banking sector.23.1% of the public sector banking employees strongly agreed with the above statement, 20.9%of the people strongly disagreed, with the statement.23.8% disagreed that During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications 3.8% of the people are having no opinion with the statement .other side of the coin,in private banking sector 35.6% agreed that During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications,32.8% of the people strongly agreed that During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications.15.6% of the people strongly disagreed that During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications.13.8% of the people disagreed that During the recruitment process, the organization explicitly defines the position objectives, qualifications, and candidate specifications.2.2% of the people are having no opinion on the above statement in private banking sector

Chi-square result analysis:

The calculated value is 20.268^a. The value of P-is< 0.00001. The result is significant at p < .05
 So H₀ :Accepted- There is a relation b/w Type of banking °reeof opinion regarding the query statement.

2)The performance of the HR department in terms of recruitment and selection is outstanding

H₀:There is a relation b/w Type of banking °ree of opinion regarding the above statement

H₁: There is no relation b/w Type of banking °ree of opinion regarding the above statement

| 5 Summary of Case Processing | | | | | | |
|-------------------------------------|-------|--------|---------|------|-------|--------|
| | Cases | | | | | |
| | Valid | | Missing | | Total | |
| | N | % | N | % | N | % |
| Type of banking * Degree of opinion | 640 | 100.0% | 0 | 0.0% | 640 | 100.0% |

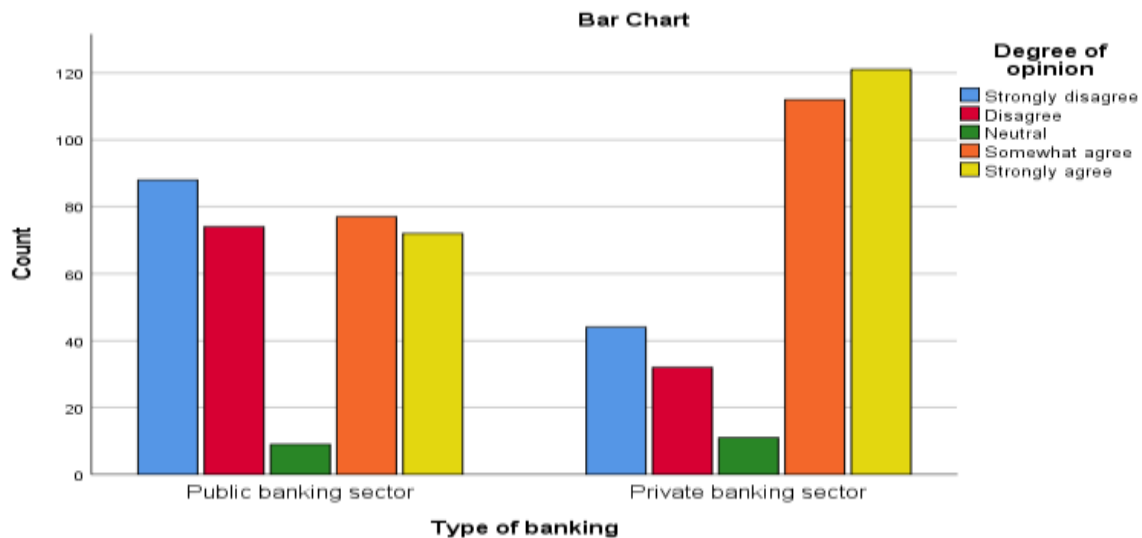
| 6 Type of banking * Degree of opinion Crosstabulation | | | | | | | | |
|---|-----------------------|----------------------------|-------------------|----------|---------|-------|----------------|--------|
| | | | Degree of opinion | | | | | Total |
| | | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | |
| Type of banking | Public banking sector | Count | 88 | 74 | 9 | 77 | 72 | 320 |
| | | Expected Count | 66.0 | 53.0 | 10.0 | 94.5 | 96.5 | 320.0 |
| | | % within Type of banking | 27.5% | 23.1% | 2.8% | 24.1% | 22.5% | 100.0% |
| | | % within Degree of opinion | 66.7% | 69.8% | 45.0% | 40.7% | 37.3% | 50.0% |



| | | | | | | | |
|------------------------|----------------------------|--------|--------|--------|--------|--------|--------|
| Private banking sector | Count | 44 | 32 | 11 | 112 | 121 | 320 |
| | Expected Count | 66.0 | 53.0 | 10.0 | 94.5 | 96.5 | 320.0 |
| | % within Type of banking | 13.8% | 10.0% | 3.4% | 35.0% | 37.8% | 100.0% |
| | % within Degree of opinion | 33.3% | 30.2% | 55.0% | 59.3% | 62.7% | 50.0% |
| Total | Count | 132 | 106 | 20 | 189 | 193 | 640 |
| | Expected Count | 132.0 | 106.0 | 20.0 | 189.0 | 193.0 | 640.0 |
| | % within Type of banking | 20.6% | 16.6% | 3.1% | 29.5% | 30.2% | 100.0% |
| | % within Degree of opinion | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

| 7 X ² Tests | | | |
|-----------------------------------|---------------------|----|-----------------------------------|
| | Value | df | Asymptotic Significance (2-sided) |
| Pearson X ² | 50.430 ^a | 4 | .000 |
| Ratio of likelihood | 51.355 | 4 | .000 |
| Association of Linears by Linears | 45.157 | 1 | .000 |
| Number of Cases That Are Valid | 640 | | |

| 8 Measurements that are symmetric | | | |
|-----------------------------------|------------|-------|--------------------------|
| | | Value | Approximate Significance |
| Nominal/nominal | Phi | .281 | .000 |
| | Cramer's V | .281 | .000 |
| Number of Cases That Are Valid | | 640 | |



Interpretation

From the above table, it is observed that 24.1% of the people agreed that The performance of the HR department in terms of recruitment and selection is outstanding in the public banking sector. 22.5% of the public sector banking employees strongly agreed with the above statement, 27.5% of the people strongly disagreed, with the statement. 23.1% disagreed that The performance of the HR department in terms of recruitment and selection is outstanding in the public banking sector. 2.8% of the people are having no opinion with the statement. Other side of the coin, in private banking sector 35% agreed that The performance of the HR department in terms of recruitment and selection is outstanding in the public banking sector, 37.8% of the people strongly agreed that The performance of the HR department in terms of recruitment and selection is outstanding in the public banking sector. 13.8% of the people strongly disagreed that The performance of the HR department in terms of recruitment and selection is outstanding in the public banking sector. 10% of the people disagreed that The performance of the HR department in terms of recruitment and selection is outstanding in the public banking sector. 3.4% of the people are having no opinion on the above statement in private banking sector.

Chi –square result analysis:

The calculated value is 50.430^a. The value of P-is < 0.00001. The result is significant at p < .05. So H₀ : Accepted- There is a relation b/w Type of banking & degree of opinion regarding the query statement.

3) The Selection process in the organization is transparent

H₀: There is a relation b/w Type of banking & degree of opinion regarding the above statement

H₁: There is no relation b/w Type of banking & degree of opinion regarding the above statement

| 9 Summary of Case Processing | | | | | | |
|------------------------------|---|-------|---|---------|---|-------|
| | | Cases | | | | |
| | | Valid | | Missing | | Total |
| N | % | N | % | N | % | |
| | | | | | | |



| | | | | | | |
|-------------------------------------|-----|--------|---|------|-----|--------|
| Type of banking * Degree of opinion | 640 | 100.0% | 0 | 0.0% | 640 | 100.0% |
|-------------------------------------|-----|--------|---|------|-----|--------|

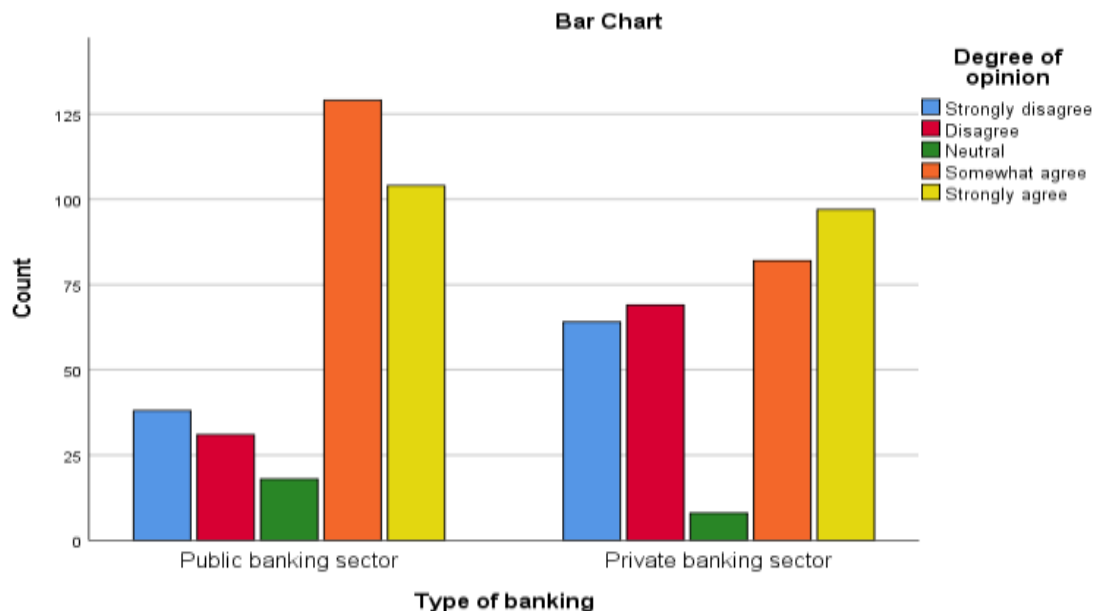
| 10 Type of banking * Degree of opinion Cross tabulation | | | | | | | | |
|---|----------------------------|----------------------------|-------------------|----------|---------|--------|----------------|--------|
| | | | Degree of opinion | | | | | Total |
| | | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | |
| Type of banking | Public banking sector | Count | 38 | 31 | 18 | 129 | 104 | 320 |
| | | Expected Count | 51.0 | 50.0 | 13.0 | 105.5 | 100.5 | 320.0 |
| | | % within Type of banking | 11.9% | 9.7% | 5.6% | 40.3% | 32.5% | 100.0% |
| | | % within Degree of opinion | 37.3% | 31.0% | 69.2% | 61.1% | 51.7% | 50.0% |
| | Private banking sector | Count | 64 | 69 | 8 | 82 | 97 | 320 |
| | | Expected Count | 51.0 | 50.0 | 13.0 | 105.5 | 100.5 | 320.0 |
| | | % within Type of banking | 20.0% | 21.6% | 2.5% | 25.6% | 30.3% | 100.0% |
| | | % within Degree of opinion | 62.7% | 69.0% | 30.8% | 38.9% | 48.3% | 50.0% |
| Total | Count | 102 | 100 | 26 | 211 | 201 | 640 | |
| | Expected Count | 102.0 | 100.0 | 26.0 | 211.0 | 201.0 | 640.0 | |
| | % within Type of banking | 15.9% | 15.6% | 4.1% | 33.0% | 31.4% | 100.0% | |
| | % within Degree of opinion | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

| 11 X ² Tests | | | |
|-----------------------------------|---------------------|----|-----------------------------------|
| | Value | df | Asymptotic Significance (2-sided) |
| Pearson X ² | 35.627 ^a | 4 | .000 |
| Ratio of likelihood | 36.259 | 4 | .000 |
| Association of Linears by Linears | 16.571 | 1 | .000 |
| Number of Cases That Are Valid | 640 | | |

| 12 Measurements that are symmetric | | | |
|------------------------------------|------------|-------|--------------------------|
| | | Value | Approximate Significance |
| Nominal/nominal | Phi | .236 | .000 |
| | Cramer's V | .236 | .000 |



| | |
|--------------------------------|-----|
| Number of Cases That Are Valid | 640 |
|--------------------------------|-----|



Interpretation

From the above table, it is observed that 40.3% of the people agreed that The Selection process in the organization is transparent in the public banking sector. 32.5% of the public sector banking employees strongly agreed with the above statement, 11.9% of the people strongly disagreed, with the statement. 9.7% disagreed that The Selection process in the organization is transparent in the public banking sector. 5.6% of the people are having no opinion with the statement. On the other side of the coin, in private banking sector 25.6% agreed that The Selection process in the organization is transparent in the public banking sector, 30.3% of the people strongly agreed that The Selection process in the organization is transparent in the public banking sector. 20% of the people strongly disagreed that The Selection process in the organization is transparent in the public banking sector. 21.6% of the people disagreed that The Selection process in the organization is transparent in the public banking sector. 2.5% of the people are having no opinion on the above statement in private banking sector.

Chi-square result analysis:

The calculated value is 35.627. The value of P is < 0.00001 . The result is significant at $p < .05$. So H_0 : Accepted - There is a relation b/w Type of banking & degree of opinion regarding the query statement.

4) The attitude and personality of each employee is taken into account in the recruitment and selection process

H_0 : There is a relation b/w Type of banking & degree of opinion regarding the above statement

H_1 : There is no relation b/w Type of banking & degree of opinion regarding the above statement

| | |
|--------------------------------------|-------|
| 13 Summary of Case Processing | |
| | Cases |



| | Valid | | Missing | | Total | |
|-------------------------------------|-------|--------|---------|------|-------|--------|
| | N | % | N | % | N | % |
| Type of banking * Degree of opinion | 640 | 100.0% | 0 | 0.0% | 640 | 100.0% |

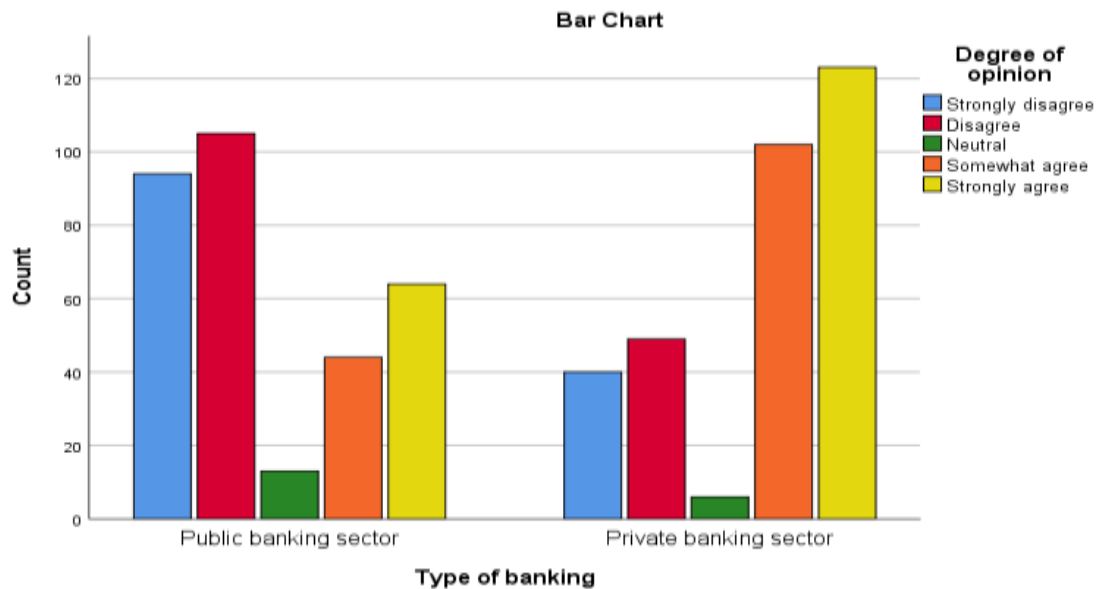
| 14 Type of banking * Degree of opinion Cross tabulation | | | | | | | | |
|---|----------------------------|----------------------------|-------------------|----------|---------|--------|----------------|--------|
| | | | Degree of opinion | | | | | Total |
| | | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | |
| Type of banking | Public banking sector | Count | 94 | 105 | 13 | 44 | 64 | 320 |
| | | Expected Count | 67.0 | 77.0 | 9.5 | 73.0 | 93.5 | 320.0 |
| | | % within Type of banking | 29.4% | 32.8% | 4.1% | 13.8% | 20.0% | 100.0% |
| | | % within Degree of opinion | 70.1% | 68.2% | 68.4% | 30.1% | 34.2% | 50.0% |
| | Private banking sector | Count | 40 | 49 | 6 | 102 | 123 | 320 |
| | | Expected Count | 67.0 | 77.0 | 9.5 | 73.0 | 93.5 | 320.0 |
| | | % within Type of banking | 12.5% | 15.3% | 1.9% | 31.9% | 38.4% | 100.0% |
| | | % within Degree of opinion | 29.9% | 31.8% | 31.6% | 69.9% | 65.8% | 50.0% |
| Total | Count | 134 | 154 | 19 | 146 | 187 | 640 | |
| | Expected Count | 134.0 | 154.0 | 19.0 | 146.0 | 187.0 | 640.0 | |
| | % within Type of banking | 20.9% | 24.1% | 3.0% | 22.8% | 29.2% | 100.0% | |
| | % within Degree of opinion | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

| 15 X ² Tests | | | |
|-----------------------------------|---------------------|----|-----------------------------------|
| | Value | df | Asymptotic Significance (2-sided) |
| Pearson X ² | 86.360 ^a | 4 | .000 |
| Ratio of likelihood | 88.497 | 4 | .000 |
| Association of Linears by Linears | 73.563 | 1 | .000 |
| Number of Cases That Are Valid | 640 | | |

16 Measurements that are symmetric



| | | Value | Approximate Significance |
|--------------------------------|------------|-------|--------------------------|
| Nominal/nominal | Phi | .367 | .000 |
| | Cramer's V | .367 | .000 |
| Number of Cases That Are Valid | | 640 | |



Interpretation

From the above table, it is observed that 13.8% of the people agreed that The attitude and personality of each employee is taken into account in the recruitment and selection process in the public banking sector. 20% of the public sector banking employees strongly agreed with the above statement, 29.4% of the people strongly disagreed, with the statement. 32.8% disagreed that The attitude and personality of each employee is taken into account in the recruitment and selection process in the public banking sector. 4.1% of the people are having no opinion with the statement. On the other side of the coin, in private banking sector 31.9% agreed that The attitude and personality of each employee is taken into account in the recruitment and selection process in the public banking sector, 38.4% of the people strongly agreed that The attitude and personality of each employee is taken into account in the recruitment and selection process in the public banking sector. 12.5% of the people strongly disagreed that The attitude and personality of each employee is taken into account in the recruitment and selection process in the public banking sector. 15.3% of the people disagreed that The attitude and personality of each employee is taken into account in the recruitment and selection process in the public banking sector. 1.9% of the people are having no opinion on the above statement in private banking sector

Chi –square result analysis:

The calculated value is 86.360^a. The value of P-is < 0.00001. The result is significant at p < .05
 So H₀ :Accepted- There is a relation b/w Type of banking & degree of opinion regarding the query statement

Findings:

- It is observed that 50% of the people disagreed that the performance of the HR department in terms of recruitment and selection is outstanding in the public banking sector. Most of the



employees from private banking sector agreed that recruitment and selection is outstanding in their sector.

- The employees of public sector agreed that the Selection process in the organization is transparent, but in the private banking sector nearly 42% of employees disagreed that Selection process in the organization is transparent.
- The employees of private banking sector agreed that The attitude and personality of each employee is taken into account in the recruitment and selection process. but the employees from public banking sector contradict the statement.
- It is found that, there is a diplomatic opinion regarding picking of idle candidates during recruitment process from public banking sector. Most of the members from private banking sector accepted that picking of idle candidates during recruitment can built team

Suggestions

According to this study the transparency in recruitment process of private banking sector need to be developed. Otherside of the coin public sector need to continue transparency in recruitment process

The public banking sector recruitment is completely depends upon mechanical aspect. They need to change their recruitment policies like they need to consider The attitude and personality of each candidate while recruitment and selection process.

Picking of ideal candidates during recruitment can built team, so the public sector banking has to change their policies to select the ideal candidates.

Conclusion

Employee engagement is a constantly changing concept. As our knowledge of the link between interactions with constructs in its homological network progresses at a static level, we must also examine the changes over time in engagement levels.

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