

**Effectiveness of Recruitment and Selection Process on Organizational
Performance In Venkateswara Steels and springs (India) Pvt Ltd**

**BHAVYASHRI R
(20PBM004)**

**A Major Project Report submitted to
Avinashilingam Institute for Home Science and Higher Education for Women
Coimbatore - 641043**

**In Partial fulfillment of requirements for the degree of
Masters in Business Administration**

May 2022

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CERTIFIED BONAFIDE RESEARCH WORK

**Signature of the
Supervisor**

**Signature of the Head of the
Department**

**Signature of the External
Examiner**

CERTIFICATE

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

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SYNOPSIS

SYNOPSIS

Recruitment and selection are essential components of human resource management. Qualified people are essential to organizational performance. Recruitment and selection are the best methods for hiring talented organizational prospects. It helps to regulate the purposes of organizations. The study aims to analyze the effectiveness of the recruitment and selection processing the Venkateswara Industry. An organization cannot progress and succeed without positive and creative contributions from people. Therefore, in order to achieve the goals of the organization. It is necessary to hire people with the necessary qualification, skills and experience

Recruitment is very important factor in increasing the profitability or business development as recruitment helps is choosing the suitable candidates for the available vacancies. The main purpose of doing this research is to understand the process of recruitment and selection that takes place in an organization. This survey was conducted to analyze recruiting and selected positions within the organization. The researcher used a descriptive design and has collected the opinion through a questionnaire and hence quantitative methods applicable for the study. The researcher has found that quantitative research contributes most to the recruitment and selection of Venkateswara Steels & Springs (India) Pvt Ltd.

The researcher considers the population as an employee of Venkateswara and adopts Simple Random Sampling techniques. The researcher used percentage analysis, descriptive statistics, correlation, regression, and one-way ANOVA. The simple Percentage analysis is used to find the frequencies of the results and mean score value is calculated for factors considered recruitment and selection process on organizational performance. The analysis of variance shows no significant different between job description based on working experience and between employee interview and educational qualification

The correlation analysis reveals that employee performance is positively associated with the organizational performance and also job specification is positively associated with the checking reference. Also, the regression result reveals that the selection process strongly affects the organizational performance, whereas job analysis and final selection affect the organizational performance.

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INTRODUCTION

CHAPTER I

INTRODUCTION

1. BACKGROUND OF THE STUDY

Recruitment and selection process significantly contributes to organization growth and productivity provided that “right people for the right job”. But the effectiveness of recruitment and selection procedure is a difficult question for any organization because “right people for the right job” is an idle situation. Human Resource Management is the backbone of an organization, and hence they need to understand the effectiveness of their selection procedure and performance of selected employees.

Through a review of literature and discussion with HR & employees, there are many gaps identified. In conversation with employees of the Venkateswara Steels & Springs, it is observed that there is a mismatch between person capability to perform and job demand. According to employees of the company, they are finding continuous pressure due to high goals.

Now considering the above examples, it is evident that there is a mismatch of employee capabilities to perform versus the job given to them. There are few questions came through this example like “is there any performance issue with an employee?”, “is an employee not selected correctly?” “Is the job allocation done incorrectly?” Should a management consider an employee's gender when assigning a job?" “Is there any mismatch of employee qualification and recruitment criteria?” As a result, this study provides a thorough picture of the gap in the complete process, from recruiting to selection to job on boarding and assignment.

The reason why this research topic selected is on ad-hoc discussions with employees and human resource management. There are many concerns raised by both employees and HR regarding the recruitment & selection procedure and process maturity of employee job allocation. This research is based on the questionnaire responses as primary data to provide the fact of the company.

i) Recruitment

Recruitment is a process of identifying, screening, short listing and hiring potential resource for filling up the vacant positions in an organization. In contrast, it is a core function of human resource management, and recruitment is the process of choosing the right person for the correct position and at the right time. Recruitment also refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements. The hiring of the candidates can be done internally, i.e., within the organization, or from external sources. And the process should be performed within a time constraint, and it should be cost-effective.

Importance of recruitment

Recruitment is one of the most fundamental activities of the HR team. If the recruitment process is efficient, then

- The organization gets happier and more productive employees
- Attrition rate reduces.
- It builds the right workplace environment with good employee relationships.
- It results in the overall growth of the organization.

ii) Factors affecting recruitment

Internal factors

Organizations have control over the internal factors that affect their recruitment functions.

The internal factors are –

Size of organization

Organizational size is defined as the number of employees at any given geographical location. This would include the total corporate organization if it is in one geographical location or a division of a decentralized organization. The size of the organization is one of the most critical factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling future operations.

Recruiting policy

The recruitment policy of an organization, i.e., hiring from internal or external sources of the organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

Image of organization

Organizations having a positive image in the market can easily attract talented resources. Maintaining good public relations, providing available services, etc., definitely helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.

Image of job

Just like the image of the organization, the appearance of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, and good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.

iii) Recruitment Process

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organization. It sources candidates with the abilities and attitude, which are required for achieving the objectives of an organization. The recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, short listing and selecting the right candidate. To increase the efficiency of hiring, it is recommended that the hr team of an organization follows the five best practices. These five practices ensure successful recruitment without any interruptions. Also, these practices ensure consistency and compliance in the recruitment process. The recruitment process is the first step in creating a robust resource base. The process undergoes a systematic procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates. So recruitment process should start with identifying the vacancies that exist followed by analyzing the job specifications including the knowledge, skill and experience needed for the role.

Recruitment planning

Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described. It includes job specifications and its nature, experience, qualifications and skills required for the job, etc. A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization.

Identifying vacancy

The first and foremost process of recruitment plan is identifying the vacancy. This process begins with receiving the requisition for recruitments from different department of the organization to the HR department, which contains

- Number of posts to be filled
- Number of positions
- Duties and responsibilities to be performed
- Qualification and experience required

When a vacancy is identified, it the responsibility of the sourcing manager to ascertain whether the position is required or not, permanent or temporary, full-time or part-time, etc. These parameters should be evaluated before commencing recruitment. Proper identifying, planning and assessing leads to the hiring of the right resource for the team and the organization.

Job analysis

Job analysis is a process of identifying, analyzing, and determining the duties, responsibilities, skills, abilities, and work environment of a specific job. These factors help in identifying what a job demands and what an employee must possess in performing a job productively.

Job analysis helps in understanding what tasks are essential and how to perform them. Its purpose is to establish and document the job relatedness employment procedures such as selection, training, compensation, and performance appraisal.

The following steps are essential in analyzing a job

- Recording and collecting job information
- Accuracy in checking the job information
- Determining the skills, knowledge and skills, which are required for the job

The immediate products of job analysis are job descriptions and job specifications.

Job description

The job description is an important document, which is descriptive and contains the final statement of the job analysis. This description is essential for a successful recruitment process. The job description provides information about the scope of job roles, responsibilities and the positioning of the job in the organization. And this data gives the employer and the organization a clear idea of what an employee must do to meet the requirement of his job responsibilities. A job description is generated for fulfilling the following processes

- Classification and ranking of jobs
- Placing and orientation of new resources
- Promotions and transfers
- Describing the career path
- Future development of work standards

A job description provides information on the following elements –

- Job title / job identification / organization position
- Job location
- Summary of job
- Job duties
- Machines, materials and equipment
- Process of supervision
- Working conditions
- Health hazards

Job specification

Job specification focuses on the specifications of the candidate, whom the hr team is going to hire. The first step in job specification is preparing the list of all jobs in the organization and its locations. The second step is to generate information for each job.

This information about each job in an organization is as follows

- Physical specifications
- Mental specifications
- Physical features
- Emotional specifications
- Behavioral specifications

A job specification document provides information on the following elements

- Qualification
- Experiences
- Training and development
- Skills requirements
- Work responsibilities
- Emotional characteristics
- Planning of career

Job evaluation

Job evaluation is a comparative process of analyzing, assessing, and determining the relative value/worth of a job about the other jobs in an organization.

The main objective of job evaluation is to analyze and determine which job commands how much pay. There are several methods, such as job grading, job classifications, job ranking, etc., which are involved in job evaluation. Job evaluation forms the basis for salary and wage negotiate

iv) Selection Process

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, the choice can also be explained as the

process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The selection of the right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

Different authors define selection in different ways. Here is a list of some of the definitions

- Employee selection is a process of putting the right applicant on the right job.
- Selection of an employee is a process of choosing the applicants, who have the qualifications to fill the vacant job in an organization.
- Selection is a process of identifying and hiring the applicants for filling the vacancies in an organization.
- Employee selection is a process of matching the organization's requirements with the skills and the qualifications of individuals.

A fair selection process will ensure that the organization gets the right set of employees with the right attitude.

Importance of selection

Selection is an essential process because hiring useful resources can help increase the overall performance of the organization. In contrast, if there is terrible hire with a flawed selection process, then the work will be affected, and the cost incurred for replacing that insufficient resource will be high.

The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organization, who will be a successful applicant. For meeting the goals of the organization, it is essential to evaluate various attributes of each candidate, such as their qualifications, skills, experiences, overall attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not eligible for the vacant job.

The organization has to follow a proper selection process or procedure, as a considerable amount of money is spent on hiring the right candidate for a position. If a selection is wrong, then the cost incurred in the induction and training the wrong candidate will be a massive loss to the employer in terms of money, effort, and also time. Hence, the selection is essential, and the process should be perfect for the betterment of the organization

v) Process and steps

As we have discussed that selection is very important for any organization for minimizing the losses and maximizing the profits. Hence the selection procedure should be perfect. A good selection process should comprise the following steps

- **Employment interview** – employment interview is a process in which a one-on-one session is conducted with the applicant to know a candidate better. It helps the interviewer to discover the inner qualities of the applicant and helps in taking the right decision. Job interview is an interview consisting of a conversation between a job applicant and a representative of an employer which is conducted to assess whether applicant should be hired.
- **Checking references** – reference checking is a process of verifying the applicant's qualifications and experiences with the references provided by him. These reference checks help the interviewer understand the conduct, the attitude, and the behavior of the candidate as an individual and also as a professional. Many employers check references as part of the hiring process. A reference check is when an employer contacts a job applicant's previous employers.
- **Medical examination** –The medical exam is also very important step in selection process. Medical exams help the employers know if any of the potential candidates are physically and mentally fit to perform their duties in their jobs. Medical examination is a process, in which the physical and the mental fitness of the applicants are checked to ensure that the candidates are capable of performing a job or not. This examination helps the organization in choosing the right candidates who are physically and mentally fit.
- **Final selection** –Based on all information gathered during the recruitment and selection process, including resumes, interviews, test results, applicant ratings, reference checks, Documenting the selection process and final hiring decision should be completed prior to any offer of employment and final selection is the final process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter.

1.2. COMPANY PROFILE

Venkateswara Steels & Springs specializes in the manufacture of precision springs, press components and sub-assemblies. The entire production facility is segregated into distinct cells, each catering to a specific product range. The company is equipped with state of the art infrastructure which ensures manufacture of various products in the shortest possible time frame. It may be just a spring. But the pressure of performance it must live up to. For us the power to perform is born from excellence in design, and the journey begins thus

Venkateswara steels and springs from a manufacturer of springs, to one with diverse interests including press components and heavy fabrication, our journey is dotted with many milestones. We offer an infinite range of compression, extension and torsion springs along with write shapes and flat pressings. We offer complete design and development service on our full range of springs, and are always happy and advice on any aspect of spring design and application.

At Venkateswara, a tradition of excellence complements its thirst to be recognized as a new age layer. Our approach to manufacturing and processes such as TPM and TQM are in line with international standards. Our efforts are mirrored by customer recognitions for our due diligence for on-time performance, and best technology up gradation, many times over.

A decade of understanding the needs of auto and textile machinery OEMs has put Venkateswara Steels & Springs in the forefront of the precision component industry. At Venkateswara Steels & Springs, technological up gradation and all round improvement are viewed as continuous processes. All procedures conform to ISO/TS 16949 standards.

The team at Venkateswara Steels & Springs is headed by a dynamic management that strives to infuse a vibrant work culture in the organization. The workforce is oriented to benchmark practices such as TPM and TQM. Proactive approaches including Kaizen and 5S are adopted to streamline processes. The team benefits from regular training programs, thereby enabling it to keep in tune with evolving customer demands. Venkateswara Steels & Springs - from a manufacturer of springs, to one with diverse interests including press components and heavy fabrication, our journey is dotted with many milestones. At Venkateswara Steels & Springs we hone our eye for detail and work to raise the bar of capabilities. Higher and higher.

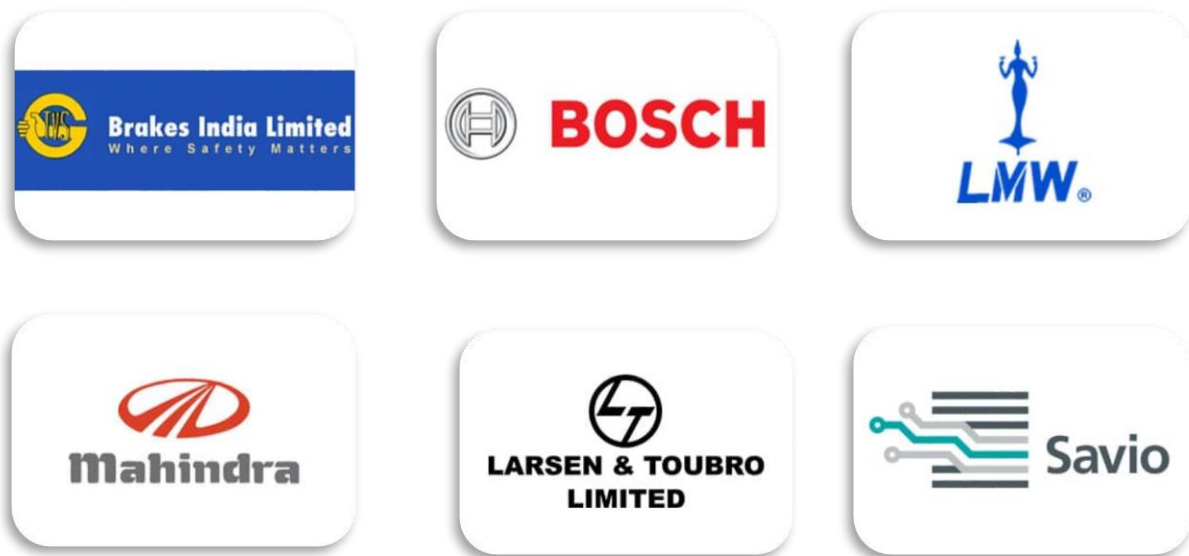
Company Name	Venkateswara Steels and Springs (India) Pvt Ltd
Company Type	Manufacturing Company
Established in	1998
Branches	<ul style="list-style-type: none"> • Unit I – Ravathur Pirivu, Coimbatore • Unit II – Pappampatti, Coimbatore • Unit III – Chennai
Directors	<ul style="list-style-type: none"> • Mr.Vijayaraghavan • Mr.Ananthakrishnan • Mr.Lakshmanan Dhanapal
GST No	33AACCV3065F1ZL
Annual Turnover	50 – 100 Crore
No. of Employees	300

Venkateswara Products

- Compression Springs
- Torsion Springs
- Extension Springs
- Circlips and Wireforms



Customers



1.3. PROBLEM STATEMENT

The following are the main problem in recruitment and selection that there is a gap not only in demand and supply but also in selecting candidates and the actual job requirement. This study also analyses the options which are available for the job applicants to search and apply for jobs in Venkateswara Steels & Springs. It identifies that Venkateswara Steels & Springs may not follow recruitment and selection procedure as per standards. Further evaluates the mismatch of the selected candidates with the job requirements to perform the job and to identify the lack of employee projection. The Recruitment and Selection function in Venkateswara Steels & Springs is driven by continuous technology upgrade. and hence the recruitment panel has to be proactive and strongly linked to the overall business and technology functions. This includes

- There is a constraint for HR managers to identify the right candidate and to build talent pools for the company
- Venkateswara Steels & Springs employees feel that they are considering lower than its competitors.
- They are facing difficulty to follow the current recruitment and selection process of an organization

1.4. OBJECTIVES OF THE STUDY

1. To Study the employee performance level with the existing recruitment Policy in Venkateswara Industry
2. To determine the Impact of recruitment and selection on the organizational Performance
3. To analyze the process of Recruitment and Selection in Venkateswara Industry
4. To find the procedure to select the candidates from Internal as well as External Sources in Venkateswara Industry

1.5. SCOPE OF THE STUDY

This study helps to make decision in selecting in the right candidates for the right job. This research focuses on the theoretical and practical aspects of recruitment and selection in Venkateswara steels and springs. This study will help you learn the practical steps that a major organization follows. This survey can provide employees feedback on recruitment and selection process employed by the company.

1.6. NEED OF THE STUDY

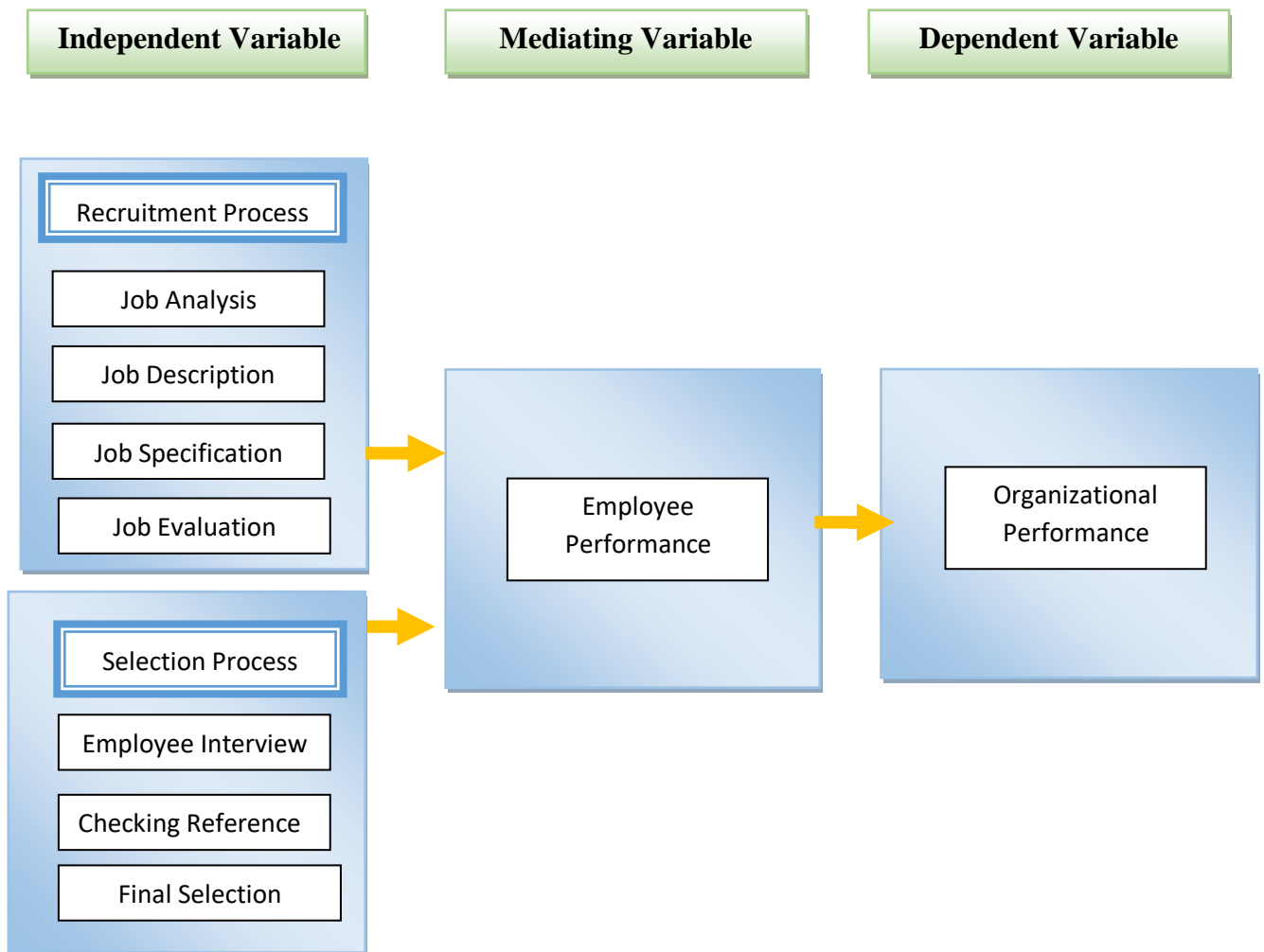
The needs of this research include aspects of recruitment and selection

- Staff feedback
- Proper use of human planning
- The effects of recruitment processes and technologies
- The selection procedure is effective or not

1.7. LIMITATIONS OF THE STUDY

- Due to the time constraints, researches could not gather more information to justify exact condition of the company
- There were difficulties in obtaining data from executives and managers due to their busy work schedule.

1.8. CONCEPTUAL FRAMEWORK



1.9. HYPOTHESIS

1. ANOVA

H₀: There is no significant difference between Job description and Experience

H₀: There is no significant difference between Employee Interview and Qualification

2. Regression

H₀: There is no significant impact of effectiveness of selection process on organization Performance

H₀: There is no significant impact of recruitment process of job analysis towards organization performance

H₀: There is no significant impact of final selection and organization performance

3. Correlation

H0: There is no Relationship between employee performance and organization performance

H0: There is no relationship between Job specification and checking reference

1.10. OPERATIONAL DEFINITION

Recruitment Process

Recruitment is the process of identifying potential employees and encouraging them to apply for positions within firms. Recruitment is the process by which companies and job seekers connect

Selection Process

Selection is the process of evaluating applicants' appropriateness for a specific job or employment, selecting the best candidate, and rejecting the remainder.

Employee Performance

Employee Performance refers to how your workers behave in the workplace and how well they perform the job duties you have obligated to them. For an individual employee, performance may work effectiveness, quality and efficiency task level.

Organization Performance

Organization Performance is defined as the actual output of a company measured against its intended output. It is a board field that deals with an organization.

1.11. CHAPTER SCHEME:

- **Chapter I** deals with Introduction of the study, which includes company Profile- Steels manufacturing industry, Objectives of the study, Scope of the Study, and Limitation of the study, Conceptual framework, and Hypothesis and Operational definition
- **Chapter II** deals with Review of Literature. The review of literature is divided into three parts they are Recruitment process, selection process and Organizational Performance. This includes reviews of existing studies, findings and evaluation.

- **Chapter III** deals with research design, source of data, Reliability test, Sampling design, population of the study, sampling technique, sample size and tools used for analysis are percentage analysis, One-Way ANOVA, Correlation, and Regression
- **Chapter IV** deals with analysis and interpretation, it includes the analysis of the factors Employee performance and organization performance and selection process and organization performance.
- **Chapter V** explains the major findings of the study, followed by the suggestions and conclusion, Findings of Socio economic profile of the Respondents, from venkateswara steels and springs and also findings of correlation and regression for Recruitment process, selection process and organizational performance.

REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

A literary review is a collection of text aimed at reviewing important points of current knowledge on a particular topic. Literature reviews are based on sources and such do not report any new or original expenditure work. A good literature review is characterized by a logical flow idea; current and relevant with consistent appropriate referring style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topics. The review are classified based on the variables in study

2.2 Recruitment Process

D'Silva (2020) focuses on the considerable increase in online recruitment that has occurred as a result of technological innovation. This part aims to determine whether customers prefer online recruiting or face-to-face selection. Effective computerized recruiting and selection processes strengthen an organization's competitive advantage by cutting costs, boosting efficiency, and delivering additional benefits to job seekers and recruiters. Businesses have standardized recruitment approaches and techniques that are most effective in accomplishing hierarchical objectives and goals. The primary goal of this research is to comprehend the development of online recruiting and selecting procedures. We noticed that most of them prefer E-recruitment to traditional recruitment processes since it is more effective at matching the appropriate candidate to the right job.

Wolniak(2018) the respondents recruitment process and the most discussed changes made in the recruitment and selection process. Feelings during recruitment include stress, confidence, excitement, joy, discomfort, and uneasiness. All the aspects have been taken into account. Moreover, aspects like more information about the position of the company, information about the pay, added more information about the hiring company and altogether

TripathiandSrivastava(2017) Used quantitative research methods to study the various sources of the recruitment process in the organization. Sources of recruitment observed from the comprehensive literature support, which helps to classify the sources into two types, namely internal and external sources. Internal sources were promotions transfers. E-recruitment and recommendations were external, including press advertisements, internet

advertisements, and campus recruitment. Also, the study pinpointed that more than 50% of candidates were satisfied with the recruitment process, and the job profile was straightforwardly explained to the candidates. Thus, it concludes that bringing out innovation in the recruitment process can allow the organization to gain a competitive advantage.

Adu-Darkoh (2014) discussed the barriers that hinder recruitment and selection strategies. Some of the barriers were the absence of poor HR planning followed by ineffective job analysis, employee competency level, cost of recruitment and selection, and poor working conditions. All the above-stated obstacles were the topmost hindrance that influenced the organization. The most predominant hindrance was poor HR planning. Finally, the study concludes with the implications that the job profiles should reflect the real need of the job. The researcher observes that the ranking method used to determine the most significant obstacles faced in recruitment and selection practices from the study. Also, the researcher finds the study's strength is that the barriers are highly integrated with the previous studies, and the outcome is clearly defined. However, the study overlooks the seventeen barriers and fails to differentiate the barriers under the respective headings.

Al Azzam and Jaradat (2014) analyze Jordanian universities' human resource recruitment. Individuals' attitudes toward human resource recruiting strategy, human resource recruitment resources, human resource recruitment strategy challenges, human resource recruitment ethics, and human resource recruitment source evaluation all have an impact, according to the research. Furthermore, it shows a positive relationship with all independent and dependent variable aspects. Finally, the study recommends that Jordanian universities prioritize human resource recruiting ethics and diversify their external recruitment options to attract applicants.

Dhinakaran and Rajarajan (2013) discuss how human capital is connected to the recruitment process at the TNSTC. The study examines literature in connection with the procurement process to identify the facets of HR procedures. In the past decade, the care and success of people at work have been a crucial factor in improving the outcomes of TNSTC.

Kumari and Malhotra (2013) analyze how standard processes used by firms in recruiting and choosing personnel affect organizational results at SMC Global Securities Ltd. A sample size of 30 employees was used to demonstrate that the organization selects candidates using a cost-benefit analysis. An essential factor is the ratio of candidates who show up to those on the waiting list and who have the same opinion. Finally, it is determined that the ideal technique is getting references through referrals and networking.

Cook (2012) highlights the role of professional networking platforms in supporting advertising and public relations firms in recruiting talent recruiters. The study was predicated on a literature review on social media, traditional recruitment procedures, and the legal implications of using networking websites in the hiring process. According to the report, LinkedIn was the favored website for social recruiters among the three social networking websites featured in the poll. Twitter came in second place, followed by Facebook. The primary benefit of this topic is that it is incredibly timely and relevant for businesses and job seekers in nearly any industry.

Charan (2011) understands the importance and process of recruitment to perceive the case study of Coca-Cola India. From this research, the steps used in recruitment and selection policies have some similarities across the sectors. But differences in the process are due to the company nature of business and departments.

Kumar and Garg (2010) have studied the “impact of online recruitment on recruitment performance.” According to them, competitive organizations have to attract and retain the best and outstanding employees to remain competitive shortly. The Internet allows organizations to reach many candidates quickly and efficiently. Online recruitment is reliant on a widely accessed by the general public. Technology plays a broader role in the modern world. The researcher understands the statistics of online recruitment. There are few questions prepared based on online recruitment because there is a shift in applying for jobs online, which is a cost-effective way for “recruitment and selection.” Furthermore, there is change in recruitment through social networking like LinkedIn, which is the world’s top portal for professionals

2.3 Selection Process

Oaya et al. (2017) used a descriptive survey study approach to evaluate the impact of recruiting and selection strategy on employee performance in the real-world industry. The study revealed that including recruiting firms and internal employee referrals in the recruitment/selection process can help a company hire dedicated and productive employees. Recruiting through the host community's influence, on the other hand, results in organizational inefficiency. As a result, the study suggests that firms use employment services for hiring and selection, but they must disclose their job descriptions and obligations.

Manjula et al. (2016) considered the mechanism studied in this analysis in selected organizations. It has been stated that 68% of respondents were recruited by a walk-in poll, 22% by a friend, and 10% by a campus interview.

Ekwoaba et al. (2015) investigate the impact of recruitment and selection criteria on performance using Fidelity Bank Plc, Lagos, Nigeria. Analyzing 130 valid responses obtained through a questionnaire administered to randomly selected respondents revealed that recruitment and selection criteria significantly affect the organization's performance

Bhoganada et al. (2014) focused on how the organization evaluated the selection and recruitment process. Study shows that the corporation chooses the right direction and is pleased with the business environment, and the agency maintains an ethical recruiting strategy.

Gamage,(2014) investigates the relationship between recruiting, selection procedures, and the business performance of SMEs to shed light on the role of these two variables as mediators. Data research revealed a significant positive relationship between recruitment and business practices and the business performance of Japanese manufacturing SMEs. Data analysis revealed a favorable and statistically significant relationship between recruitment and selection intensity and human resource outcomes. As a result, the recruiting and selection intensity index demonstrate a positive association between recruitment and selection intensity and human resource outcomes. The findings have various important implications for SME owners/managers looking to improve their performance.

Kumar and Gupta (2014) reported that the research describes companies' general hiring and selecting workers. The study also emphasizes how recruiting and hiring processes influence organizational outcomes and any ideas that can help.

Mankikar (2014) found that the effects of induction and selection factors were discussed in this research. The study indicates that the company's working conditions can influence the company's recruitment policies. Labor Market Shares information on the supply of products, the sum of industrial wages and recent developments in manufacturing, etc.

Naveen and Raju (2014) argued that the study defined general recruitment and selection methods. The analysis also focuses on how training and hiring processes influence the organizational effectiveness of the various organizations and make guidance.

Georgia et al. (2013) provide a framework for comprehending the essential concepts of the human resource management system, both broadly and specifically in the insurance industry. The recruitment process focuses on an applicant's skills, competencies, and experience. Compiling a list of potential candidates, developing a selection strategy, finding, thoroughly reviewing, and selecting the most qualified prospects are all part of their selection process

Louw (2013) performs an exploratory study to see whether the firms in question have a well-defined recruitment and selection policy. Furthermore, the goal was to create multiple ways or procedures for recruiting and selecting persons for open positions—a qualitative and quantitative strategy utilizing questionnaires was used. According to the investigation findings, the most prevalent recruitment methods are newspaper advertisements and recruitment businesses. In comparison, assessment centres and psychological examinations were popular selecting approaches. In the Eastern Cape, assessment centres are the most commonly utilized selection method

Anyim et al. (2012) take a theoretical approach to human resource planning in the recruiting and selection process, emphasizing the difficulties faced by human resource planners and their role in the recruitment and selection process. It concludes with recommendations for increasing the efficacy and efficiency of human resource planning in conjunction with the organization's recruitment and selection processes.

Gopalia (2012) suggested that the study seeks to examine the efficacy and selection of internet recruiting activities. The survey findings show that online recruiting reduces recruitment and hiring costs

Farnham and Stevens (2000) have evaluated the process by which the “traditional” approach of recruitment and selection was replaced by a “competency” based model. The authors have provided examples of traditional and competency-based job descriptions, person specifications, and assessment forms in their research. This study is good for understanding the concept of traditional and competency models of recruitment and selection procedure. But this study does not talk about the specific problems in current recruitment and selection challenges faced by the sector.

2.4 Organization Performance

Hamza et al. (2021) outline an organization's recruitment and selection procedures and the methodology linked with them. Determine the impact of qualifications and certifications on the recruitment process and the impact of other criteria such as gender, colour, and culture. According to the researchers, there was no difference in candidates' race or gender when it came to internal promotion at Erbil-Kurdistan Telecommunication Companies. As a result, the researchers responded to both the first and second research questions, indicating that The researchers discovered that the majority of participants in our organization thought that the approaches utilized to choose applicants (application forms, assessment centres, psychometric tests, interviews, CV data, references, and group interviews) were significant.

Kapur(2019) Has discussed the demographic factors associated with the attributes. The study considers age, gender, education qualification, and location demographic attributes. With the help of qualitative research methods, the study found that the attributes strongly correlated with the attributes. Attributes were the size of the organization, recruitment policy, image of the organization, and image of jobs

Stephen et al. (2019) investigate the recruiting, selection, and placement of workers at international organizations and the implications for the management of the International Civil Service Commission. According to the report, having a plan for recruiting, selecting, and placing Organization personnel and contingent labor based on their skills and technical abilities is crucial, especially in multinational Organizations and Agencies.

Kavya (2017) proposed that the purpose of the analysis was to define and enhance the quality of the recruiting and selection processes of the organization. The report reveals that the organization communicates quickly, picks, and operates efficiently. The findings are significant. The primary source of recruiting of the organization has always been external and practical.

Karthigaet al. (2015) has focused on assessing how demographic factors are associated with the recruitment and selection attributes. The study considers the attributes that include financial reasons, accumulation of knowledge, personal development, wish of evolving, the organization's image, and growth prospects. Chi-square analysis indicates that age was the only attribute associated with the recruitment and selection attributes. The study concludes

that improving the recruitment and selection attributes can increase the performance of the organization.

Francis et al. (2012) discuss a theoretical view of HR planning in the context of recruitment and selection policies that also highlights the challenges facing the HR planners and their role in recruitment and selection policies. Some of the recommendations suggested to ensure an effective and efficient human resource planning that include flexible employment conditions, equal opportunity in recruitment and selection policies; adhere to “Catchment principle” to minimize conflict situations and the like. The conclusion of the study reveals that access to employment within the organization and subsequent training and promotion will be made available to all applicants on an equal basis

Yadav and Singh (2000) attempted to link effective recruiting and selection practices and organizational development. The researcher may conclude that a successful recruitment and selection strategy is positively related to organizational development. This study shows that a good recruitment and selection strategy can boost organizational development if a company is capable.

RESEARCH METHODOLOGY

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

Methodology in research is defined as the systematic method to resolve a research problem. It gathers data through various techniques, providing an interpretation of data gathered and brings the final conclusion. It aims to give the work plan of research. By research methodology, not only the research methods are considered but also the logic behind the methods used in the context of the research study and explanations are given on why a particular method is used and why other methods are not used.

3.2. Research Design

Research design refers to the overall strategy used in the research process. In our research we have used **Descriptive Study**, because we have collected the information's from Articles and Surveys.

3.3. Source of Data

Primary Data

Primary data collected afresh and for the first time. It is the data originated by the researcher specifically to address the research problem.

In this study, primary data collected primarily to understand the existing recruitment and selection process the organization is using.

Secondary Data

Secondary data is collected from internet, registers, records, journals, articles, magazines and annual reports of the organization.

3.4. Research Instrument

A Structured questionnaire was used for data collections, Participants were approached individually through personal data. On average answering questionnaire consumes 15 min - 20 mints

3.5. Reliability Test

A Reliability test was performed with a sample size of 132

Cronbach's Alpha	No of Items
.919	45

The cronobach's Alpha value is (.919) is greater than 0.7. Thus, the data collected for pilot study is reliable can be used for further research

3.6. Sampling Design

Sampling is an essential tool in research because it exhibits the process of picking out a statistically representative sample from a huge population. To determine the good samples, it is essential to statistically represent the sample, which is wide enough to answer the research questions. The Respondents are selected based on Simple Random Sampling.

3.7. Sampling Population

In the study the sample population is the Employees who are working in Venkateswara Steels and springs

3.8. Sampling Unit

The sample unit is the Employee Working in Venkateswara steels and springs

3.9. Sample Size

The sample size chosen for the study uses 132 respondents.

3.10. Tools used for analysis

The data collected through questionnaire has been analyzed using the following tools:

- Percentage Analysis
- Mean Score Analysis
- Regression
- Correlation
- ANOVA

Percentage Analysis

The percentage analysis is used to find out the relationship between the series of the data which was collected from the responses given by the employees on different variables.

$$\text{Percentage} = (\text{No. of Respondents} / \text{Total no. of Respondents}) * 100$$

Mean Score Analysis

Mean Score value method is used to find the mean score of the factor from the respondents.

$$\text{Mean Score Analysis} = \frac{\sum X (\text{Score Values})}{N}$$

Where X, refers to the refers to the variables used to collect data.

N, refers to the total number of respondents from whom data were collected.

ANOVA

The Analysis of Variance (ANOVA) is a powerful and common statistical procedure in the social sciences. In statistics, ANOVA is a collection of statistical models, and their associated procedures, in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation.

In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes t-test to more than two groups. ANOVA as helpful because they possess an advantage over a two-sample test.

Formula

F (ANOVA Coefficient) = Estimate of population variable between samples/

Estimate of population variance within samples

Correlation

A correlation is a statistical measure used to describe the degree of relationship between the two variables. In this study the direction of relationship between all dependent variable and the corresponding independent variable is calculated using correlation coefficient.

Formula

$$R = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}}$$

Regression

Regression is a statistical technique to determine the linear relationship between two or more variables. Regression is primarily used for prediction and causal inference. This technique is adopted to find the consumer attitude and satisfaction level of the consumers with suitable scores through regression co-efficient.

Formula = $Y = a + bX + \epsilon$

Where: Y – Dependent variable

X – Independent (explanatory) variable

a – Intercept

b- Slope

e- Residual (error)

ANALYSIS AND INTERPRETATION

CHAPTER IV

ANALYSIS AND INTERPRETATION

4.1. Introduction

This section aims to quantify the study variables using statistical methods. The frequency distribution, descriptive statistics, correlation, regression, and one-way ANOVA used statistical methods. These instruments direct the researcher toward determining the answer to the study questions. The first section provides information about the demographic characteristics of respondents in the frequency distribution. This distribution will be used to visualize the demographic groupings.

Analysis means the computation of certain choices of indices or measures along with searching for patterns of relationship the exists among the data groups. Analysis, particularly in case of survey or experimental data, involves estimating the values of unknown parameters of the population

Second, the mean and standard deviation quantifies the variables (recruitment process, selection process, employee performance, and organizational performance). These statistics will be used to determine a variable's precision and accuracy. The final metric will determine the strength of the link between the variables. The fourth section will examine the relationship between dependent and independent variables. This is essential for a study and for ensuring that we have all the relevant data for making comparisons and analysis. Thus it has been tabulated, analyzed, interpreted and presented in this chapter.

4.2. Socio- Economic Profile of the Respondents

Socio Economic factors this section deals with that socio economic profile of the respondent of the research study. It consists of data related to Venkateswara steels and springs employees taken the research work. This contains include Gender, Age, Educational Qualification, Department, Experience, Monthly income , the assessment of employee profile tests through frequency distribution .These factors provide some of the personal information about the respondents. Demographic are the quantifiable statistics of given population. It also used to identify the study of quantifiable subsets within a given population which characterize at a specific point in time.

Table No: 4.1
Socio-Economic Profile of the Respondent

Demographic Factors	Particulars	Frequency	Percentage
Gender	Male	106	80.3
	Female	26	19.7
Total		132	100
Age	Below 25 years	20	15.2
	25 to 35 years	79	59.8
	35 to 45 years	19	14.4
	Above 45 years	14	10.6
Total		132	100
Education	Diploma	71	53.8
	Under Graduate	31	23.5
	Post Graduate	12	9.1
	Others	18	13.6
Total		132	100
Working Experience	0 to 5 years	35	26.5
	5 to 10 years	69	52.3
	10 to 15 years	20	15.2
	More than 15 years	8	6.1
Total		132	100
Monthly Income	Below Rs.10000	27	20.5
	Rs.10000 to Rs.25000	79	59.8
	Rs.25000 to Rs.35000	23	17.4
	More than Rs.35000	3	2.3
Total		132	100
Department	Purchase	5	3.8
	Sales	5	3.8
	Human Resource	6	4.5
	Accounts	4	3.0
	Small Springs	11	8.3
	Big Springs	7	5.3

	CNC	27	20.5
	Power Press	17	12.9
	ABC Cell	16	12.1
	Firewall	17	12.9
	Stores	7	5.3
	Maintenance	10	7.6
Total		132	100

From the above table, it can be interpreted that the demographic factors are gender, age, educational qualification, experience, monthly income, and department. These factors provide various frequencies of the Venkateswara Employees.

- Majority of the respondents are Male. 80% of the employees are male and 19% of the employees are Female
- Majority of the respondents are from the age group 25-35 years (60% of the employees) 15% of the respondent are under age group Below 20 years, 15% of the respondent under the age group 35-45 years, 11% of the respondent under the age group above 45 years.
- Majority of the respondent 54% of diploma is completed, 23% of the respondent completed under graduate, 9% of the respondent completed in post graduate, 13% of respondent completed in engineering, SSLC
- Majority of the respondent are 5-10 years working experience, (52% of the employees) 26% of the respondent 0-5 years, 15 % of the respondent 10-15 years, 6% of the respondent more than 15 years
- Majority of the respondent are 10000-25000 of monthly income (60% of the employees) 27% of the respondent below 10000 , 17% of the respondent 25000-35000, 2% of the respondent more than 35000
- Majority of the respondent working department CNC 20% of the employees, 3% of the respondent Purchase department, 3% of the respondent sales department, 7% of the respondent human resources department, 8% of the respondent small springs department, 5% of the respondent small springs, 12% of the respondent power press, 12% of the respondent ABC cell, 7% of the respondent maintenance department, 5% of the respondent stores, 12% of the respondent firewall department

4.3. Mean Score value for the Recruitment Process

In this table the overall Mean score is calculated for Recruitment Process, Factors in Recruitment Process are Job analysis, Job description, Job specification and Job evaluation. Job analysis includes Recruitment planning, searching; screening these are understanding features in this organization. Job description includes organizational goals and educational qualification. Job evaluation systematic way of determining the value or worth of a job in relation to jobs in an organization.

Table No: 4.2
Mean Score value for the Recruitment Process

RECRUITMENT PROCESS		Mean Score	SD
Job Analysis	The Recruiter answer my questions specific to the job during the recruiting process	4.06	.632
	It was easy to find all the information regarding the position.	4.38	.672
	I know to perform the duties of the position	4.33	.649
	It will be easier for this company to attract good recruits than for their competitors.	4.22	.649
	I got Positive vibration to work in this company during my recruiting process	4.30	.664
	The practice of job analysis is given due importance in this organization	4.20	.624
	The practice of job analysis is a regular feature in my organization	4.24	.711
	An exercise of job analysis is made even the change comes in job activities	4.31	.631
Job Description	The recruiter explained to me the roles and responsibilities quite clearly	4.02	.682
	The recruiter spent the right amount of time explaining the job details to me	4.42	.619
	There was the appropriate amount of information available around what it's like to work for my	4.25	.600

	company		
	The recruiter explained the rest of the recruitment process quite clearly	4.43	.611
	I feel that my job description was changed since from my recruitment	4.37	.670
Job Specification	HR clearly defines the job specification in the recruitment process	4.05	.691
	Job Specialization criteria vary from time to time in Venkateswara Steels and Springs	4.39	.674
	Emotional Specialization is essential in Venkateswara Steels and Springs	4.29	.638
	Social Specialization is essential in Venkateswara Steels and Springs	4.28	.704
	Behavioral Specialization is essential in Venkateswara Steels and Springs	4.48	.595
Job Evaluation	I feel the job evaluation process is fair	4.00	.698
	I joined this job because it pays well	4.14	.643
	Job Evaluation raise morals and improve job relations in an organization	4.28	.633
	A top-down evaluation is best for an organization	4.34	.651
	The self-assessment evaluation process is the best for an organization	4.36	.645

From the above table, the overall Mean score for the Recruitment process shows that Job specification has highest Mean score 4.43. HR clearly defines the job specification in recruitment process. Job specification of education, experience and skill knowledge and abilities. The second highest mean score value is 4.43 which is the job description , are used for a variety of reasons, such as determining salary levels, conducting performance reviews, clarifying missions. And the first lowest mean score value 4.00 for job evaluation raise morals and improve job relations in an organization. And the

4.4. Mean score value for selection process

In this table the overall Mean score is calculated for Selection process factors in selection process are Employee Interview, Checking reference and final selection. Employee interview is a process of selection of staff. Interview is a two-way conversation it helps employers in selection of a right people for right job. Final selection is Preliminary Interview, employment test Reference checking and final selection.

Table No: 4.3
Mean score value for Selection Process

SELECTION PROCESS		Mean value	SD
Employee Interview	The selection process was validated professionally	4.08	.665
	The Interview and interviewer were engaging	4.35	.689
	The people I dealt with during the interview process were professional	4.28	.609
	Different levels of Interviews are conducted	4.44	.621
	The telephone interviews, teleconferencing, video conferencing for candidates to be conducted before the personal interview	4.29	.728
Checking Reference	The screening interviews examined your appearance	3.99	.693
	The questions in the screening interviews were related to your job	4.27	.618
	In the screening interviews, they asked about the company profile	4.27	.666
	In the screening interviews, they asked about your job profile	4.22	.600
Final Selection	The selection Policy of the Organization is a good one	4.06	.627

	The organization looks for experienced employees in the selection process	4.26	.603
	Within our organization, selection criteria based on informal qualifications are important	4.28	.621
	In the selection process, the innovative technics should be adapted	4.28	.573
	The final decisions about the appointment should be based only on merit	4.46	.597

From the above table, the overall Mean score for the Selection process shows that Final selection has the highest mean score value 4.46. The final decisions about the appointment should be based only on merit and final selection is the process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter. The second highest mean score value is 4.44 Employee interview different levels of interview conducted, the telephone interview, teleconferencing, video conferencing for candidates to be conducted before the personal interview. And the first lowest mean score value 4.06 is final selection policy of the organization is good one. And the second least mean score value is 3.99 which is the checking reference the screening interviews examined your appearance doing the job.

4.5. Mean score value of Employee Performance

In this table the overall Mean score is calculated for Employee Performance on employee performance is a ensure every employee works in a manner which is aligned with organizational goals and which ensures that the employee reaches his maximum potential on the job.

Table No: 4.4
Mean score value on Employee Performance

EMPLOYEE PERFROMANCE	Mean value	SD
My performance is better than that of my colleagues with similar qualification	4.01	.698
Employees act in an appropriate, fair, and good way with everyone	4.27	.643
Employees know to work with zero error	4.32	1.73
The overall quality of service provided by employees is excellent.	4.31	.583
The employees have the knowledge and skills to do high-quality work and services.	4.27	.606
I am often able to perform essential duties	4.34	.550
I actively participated in work meetings	4.19	.623
This organization is a good place to work	4.31	.606
The organization values it contribution to its well being	4.42	.619

From the above table, the overall Mean score for the Employee performance has the highest mean score value 4.42 the employee have the knowledge and skill to do high quality work and services. Second highest mean score value of 4.32 performance is better than that my colleagues with similar qualification. And lowest mean score value for 4.01 employee performance of staff fulfils the duties of their role, complete required tasks and behaves in the workplace.

4.6. Mean score value of Organization Performance

Organization performance consists of that includes management recognizes individual performance and organization is constantly working to improve the quality of its services, I feel I can easily communicate with members of levels of this organization rules make it easy for me to do a good job.

Table No: 4.5

Mean score value for Organization Performance

ORGANIZATION PERFROMANCE	Mean value	SD
Management recognizes individual performance	3.93	.779
The performance of my organization is better than that of other organization	4.34	.615
The company is always trying to develop new and unique ways to serve its customers.	4.20	.638
The organization is constantly working to improve the quality of its services.	4.29	.562
Each department in the organization is well organized and goal-oriented	4.25	.661
In this organization, employees can easily balance their work and family lives	4.28	.648
I feel I can easily communicate with members from all levels of this organization	4.25	.637
The organization rules make it easy for me to do a good job	4.40	.603

From the above table, the overall Mean score for the Organization Performance has the highest mean score value is 4.40 the organization rules make it easy for me to do a good job. The second highest mean score value is 4.34 the performance of my organization is better than that other organization. And the lowest mean score value is 3.93 management recognizes individual performance in organizational performance.

4.7. One-Way ANOVA between Job description and Employee Work Experience

One-Way ANOVA compares the means of two or more independent groups to determine whether there is statistical evidence that the associated population means are significantly different. The hypothesis was developed to test how job descriptions vary among employees' working experience, and the outcome is mentioned below.

H₀: There is no significant difference between Job description and Work Experience

H₁: There is a significant difference between Job description and Work Experience

Table No: 4.6

One-Way ANOVA between Job Description and Employee work Experience

Dependent Variable	Employee working experience	Mean Score	F Value	Sig.
Job description	0 to 5 years	4.2800	.825	.482
	5 to 10 years	4.3536		
	10 to 15 years	4.2500		
	More than 15 years	4.2500		
	Total	4.3121		

H0: There is no Significant different between job descriptions based on Work Experience

The above table shows that employees with 5 to 10 years of working experience have the highest mean value of 4.35 than other mentioned experiences. However, the least mean value showed that respondents with 5 to 10 years and more than 10 years of working experience have 4.25. Although, the ANOVA shows that the F-statistics secures to be 0.825 and the significance value is 0.482, which is greater than 5%, respectively. Hence, it concludes that the stated **Null hypothesis is accepted**. Therefore, the result infers that the job description varies among employees' working experience.

4.8. One-Way ANOVA between Employee Interview and Employee Education qualification

The hypothesis was developed to test how employee interviews vary among employee education qualifications, and the outcome is mentioned below.

H₀: There is no significant difference between employee interview and education qualification

H₁: There is a significant difference between employee interview and education qualification

Table No: 4.7

One-Way ANOVA between Employee Interview and Educational Qualification

Dependent Variable	Education qualification	Mean Score	F Value	Sig.
Employee interview	Diploma	4.2845	.189	.944
	Under Graduate	4.3097		
	Post Graduate	4.2333		
	Others	4.3111		
	Total	4.2924		

H0: There is no significant different between employee interview and educational qualification

It is observed from the above table that most of the respondents are indicated the others have the highest mean value of 4.31, and the least mean value showed the respondents who have postgraduates degree has 4.23. Although, the ANOVA shows that the F-statistics secures to be 0.189 and the significance value is 0.944, which is greater than 5%, respectively. Hence, it concludes that the stated **null hypothesis is accepted**. Therefore, the result infers that the employee interview varies among the education qualification of employees.

4.9. Relationship among Employee performance and Organization Performance

Correlation is a statistical-based, and thus, mathematics-based information analysis technique. It analyses the relationship between at least two variables, i.e., dependent and independent variables. The result will display the strength and direction of the relationship

This study examines the relationship between employee recruitment policy performance and organization performance. The study observes employee performance as an independent variable and organization performance as a dependent variable. A detailed investigation of correlation analysis is described below

H₀: There is no relationship among recruitment policy employee performance and organization performance

H₁: There is a relationship among recruitment policy employee performance and organization performance

Table No: 4.8

Relationship among Employee Performance and Organization Performance

Factors		Employee Performance	Organization Performance
Employee Performance	Pearson correlation	1	.272
	Sig. (2-tailed)		.002
Organization Performance	Pearson Correlation	.272**	1
	Sig. (2-tailed)	.002	

** . Correlation is significant at the 0.01 level (2-tailed).

HO: There is no significant relationship between Organization Performance and Employee Performance

With respect to the table, Depicted the following inference.(Employee Performance, Organization Performance) with means that these variable tend to increase together. There exists high positive correlation between employee performance and organization Performance. The significant value (p) Is .002 is less than 0.05 so **Null Hypothesis is rejected and Alternative Hypothesis is Accepted**, Hence there is a significant relationship between Employee Performance and Organization Performance

4.10. Relationship among Job specification and Checking Reference

This study examines the relationship between job specification and checking references. The study observes job specification as an independent variable and checking reference as a dependent variable. A detailed investigation of correlation analysis is described below

H₀: There is no relationship between Job specification and checking reference

H₁: There is a relationship between Job specification and checking reference

Table No: 4.9

Relationship among Job Specification and Checking Reference

Factors		Job Specification	Checking Reference
Job Specification	Pearson correlation	1	.284
	Sig. (2-tailed)		.000
Checking Reference	Pearson Correlation	.284 ^{**}	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

H₀: There is no Relationship between Job Specification and Checking Reference

With respect to the table, Depicted the following inference the direction of the relationship is positive (Job Specification, Checking Reference) with means that these variable tend to increase together. There exists high positive correlation between Job Specification and Checking Reference

The significant value (p) is .000 is less than 0.05 so **Null Hypothesis is rejected and Alternative Hypothesis is Accepted**, Hence there is a significant relationship between Job Specification and Checking Reference.

4.11. Regression for the Impact of Selection Process on Organization Performance

Regression analysis is a reliable method of identifying which variables impact a topic of interest. The process of performing a regression allows you to confidently determine which factors matter most, which factors can be ignored, and how these factors influence each other. This study is used to find out the impact of the selection process on organization Performance.

Table No: 4.10
Regression for the Impact of Selection Process on Organization Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.051	3.391		5.029	.000
selection	.266	.053	.402	5.004	.000
R	.402 ^a				
R Square	.162				
Adjusted R square	.155				
ANOVA sig	.000 ^b				

H0: There is no significant impact of Selection Process on Organization Performance

The table shows that the correlation value (R-value) of selection process and organization Performance is 0.505, indicating a moderate relationship between the variables. In addition, the R-square value is 0.255, indicating the selection process has an effect of 16.5% on the organization's performance. The nova value of F statistics is 402a which is statistically significant. So, the selection process and organization performance values are sufficient to predict future values.

Consequently, one unit of changes in organization performance decreases 0.362 units of employee interview, 0.060 units of checking reference, and 0.268 units of final selection. Also, checking references did not statistically associate and affects the organization performance. But employee interview and final selection is statistically significant and influenced by organization performance.

4.12. Regression for the Impact of Job Analysis towards organization Performance

In this section, the study considers job analysis as an independent variable, and the dependent variable is organization performance. Regression analysis uses in analyzing the effect of job analysis on organization performance presented in the following table.

Table No: 4.11

Regression for the Impact of Job Analysis towards Organization Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.824	2.996		5.949	.000
Job analysis	.474	.088	.429	5.408	.000
R	.429 ^a				
R Square	.184				
Adjusted R square	.177				
ANOVA sig	.000 ^b				

H₀: There is no significant impact of job analysis towards organization performance

It is observed from the table that the R-value of the variable is 0.429, which indicates that the relationship between job analysis and organization performance has a moderate and strong relationship. However, the R-square value is 0.184, which means that the job analysis has an 18.4% impact on organization performance. The F-value of the variable has secured as 29.245, and the p-value is 0.000, which is less than 5%, respectively. Thus, it is found that organizational performance influenced job analysis, and it is sufficient to predict job analysis. The regression result shows that the beta value of job analysis has 0.429, the t-value is 5.408, and the significance value is 0.000, which is less than the significance level of 5%. Hence, the stated **null hypothesis is rejected**, and the result infers that job analysis has a positive impact on organizational performance.

4.13. Regression for the Final Selection and Organization Performance

In this section, the study considers final selection as an independent variable, and the dependent variable is organization performance. Regression analysis is used to analyze the effect of final selection on organization performance presented in the following table.

Table No: 4.12

Regression for the Final selection and Organization Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20.490	2.815		7.278	.000
Final selection	.632	.131	.389	4.808	.000
R				.389 ^a	
R Square				.151	
Adjusted R square				.144	
ANOVA sig				.000 ^b	

H0: There is no significant impact of Final selection and Organization Performance

It is noted from the table that the R-value of the variable is 0.389, which indicates that the relationship between final selection and organization performance has a moderate and strong relationship. However, the R-square value is 0.151, which means that the final selection has a 15.1% impact on organization performance. The F-value of the variable has secured as 23.118, and the p-value is 0.000, which is less than 5%, respectively

Thus, it is found that organization performance influences final selection, and it is sufficient to predict final selection through organization performance. The regression result shows that the beta value of the final selection has 0.389, the t-value is 4.808, and the significance value is 0.000, which is less than the significance level of 5%. Hence, the stated **null hypothesis is rejected**, and the result infers that final selection has a positive impact on organization performance.

FINDINGS AND SUMMARY

CHAPTER-5

FINDINGS AND SUMMARY

5. FINDINGS

The purpose of this chapter is to round off the study with a summary of findings, conclusion, and Recommendations. The conclusions would be made from the analysis and the objectives of the study.

Table No: 5.1

Socio-Economic Profile of the Respondents – Percentage Analysis

Demographic profile	Results
Gender	Most of the respondents who have participated in this study are male (80.3%).
Age	Most of the respondents belong to the age more than 45 years (70.5%)
Education	Most of the respondents have completed the diploma degree (53.8%)
Work experience	Most of the respondents are working from 5 to 10 years of experience (52.3%)
Monthly income	Most of the respondents are earning from Rs.10,000 to Rs.25,000 (59.8%) per month.
Department	Most of the respondents work in the CNC department (20.5%).

Table No: 5.2

Findings of One –Way ANOVA

Hypothesis	Result
H ₀ : There is no Significant difference between job description based on working Experience	Null Hypothesis is accepted
H ₀ : There is no Significant difference between Employee Interview and Educational Qualification	Null Hypothesis is accepted

Table No: 5.3

Findings of Correlation

Relationship among Employee Performance and Organization Performance

Hypothesis	Result
H0 : There is no significant relationship between Employee performance and Organization Performance	Null Hypothesis is rejected
H1 : There is a significant relationship between Employee Performance and Organization Performance	Alternative Hypothesis is accepted

Relationship among Job Specification and Checking Reference

Hypothesis	Result
H0 : There is no significant relationship among Job Specification and Checking Reference	Null Hypothesis is rejected
H1 : There is a significant relationship between Job Specification and Checking Reference	Alternative Hypothesis is accepted

Table No: 5.4

Findings of Regression

Regression for the impact of Selection process on Organization Performance

Hypothesis	Result
H0 : There is no significant impact of Selection Process on Organization Performance	Null Hypothesis is rejected
H1 : There is a significant impact of Selection process on Organization Performance	Alternative Hypothesis is accepted

Regression for the impact of Job analysis towards Organization Performance

Hypothesis	Result
H0 : There is no significant impact of Job analysis on Organization Performance	Null Hypothesis is rejected
H1 : There is a significant impact of Job analysis on Organization Performance	Alternative Hypothesis is accepted

Regression for the impact of Final Selection and Organization Performance

Hypothesis	Result
H0 : There is no significant impact of Final selection on Organization Performance	Null Hypothesis is rejected
H1 : There is a significant impact of Final Selection on Organization Performance	Alternative Hypothesis is accepted

5.6. SUGGESIONS

The researcher provides the following recommendations to the human resource department of the organization

- When the recruitment and selection process occurs, the recruiter needs to consider the possibility of the recruits staying in the longer time. The longer employees stay in the organization, the more they become familiar with the way the organization operates and know the organizational system. This will help the organization increase productivity and reduce the recruiting cost both in terms of money and time.
- Venkateswara management can conduct job analysis activities in a more scientific way which can provide specific direction to use available human power at appropriate time and place. They should focus on every day job design activities by considering job-related skills, employee motivation, and well-being. They should focus on every day job description activities by considering organizational goal-oriented functions and responsibilities, transparent job performance standards, and free from undue influence.
- To maintain organizational performance to a high level, top management must pay due attention and revise the employment policy to create a conducive working environment that leads to excellent organizational performance at the end of the day. The organization is the primary beneficiary of such kind of reform.
- The management of Venkateswara should try to improve the employee interviews selection procedure to ensure that workers with more performance abilities are selected. For example, there should be both preliminary and final selection interviews. In the preliminary interviews, workers should be asked about company profile, the job they are applying for, examine their morale and confidence, technical abilities, written and oral abilities, and other questions relevant to the respective jobs where possible final interviews should be conducted be face-to-face and panel-based.
- Organizations like Venkateswara should focus on other ways of screening the best employees other than over-relying on physical examination and reference checking. For example, information on employee disabilities, their feelings over organizational, legal issues, health and safety policies, and information from their referees may not help select good workers, and so Venkateswara should not over-rely on,

5.7. CONCLUSION

The study was based on the Effectiveness on Recruitment and Selection Process in Venkateswara Steels and springs. Now days, the industry recruits its people normally in virtual mode. From the study it has been found and concluded that most of the employees in the company were satisfied but changes are required according to the changing scenario of recruitment process that has a great impact on working of the company as fresh blood, new ideas enters in the company. Selection process is also good and the company's recruitment department is doing well in placing the candidates and filling the job vacancies for all levels of positions.

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ANNEXURE

QUESTIONS

Dear Respondents,

I am pursuing my MBA. As a part of my course requirements, I have to undertake a project with the topic **“Effectiveness of Recruitment and Selection Process on Organization performance in Venkateshwara Steels and springs (India) Pvt Ltd.”** I request you to kindly spare your valuable time and provide a response to the questions given below. We assure you the responses obtained will be used for academic purposes only and kept confidential.

Section - I

a) Demographic Profile:

- 1) Name: _____
- 2) Designation: _____
- 3) Department:
 - a. Purchase
 - b. Sales
 - c. Human Resources
 - d. Accounts
 - e. Small Springs
 - f. Big Springs
 - g. CNC
 - h. Power Press
 - i. ABC Cell
 - j. Firewall
 - k. Stores
 - l. Maintenance
- 4) Gender:
 - a. Male
 - b. Female

5) Age:

- a. below 25 years
- b. 25 - 35 years
- c. 35- 45 years
- d. Above 45 years

6) Education Qualification:

- a. Diploma
- b. Under Graduate
- c. Post Graduate
- d. Others: _____

7) Experience:

- a. 0-5 years
- b. 5-10 years
- c. 10-15 years
- d. More than 15 years

8) Monthly Income:

- a. Below Rs.10000
- b. Rs.10000 – Rs.25000
- c. Rs.25000 – Rs.35000
- d. More than Rs.35000

Section – II

Rate each statement on 5 point scale of (5, 4,3,2,1) Strongly agree, Agree, Neutral, Disagree, Strongly disagree

State your opinion about Recruitment Process held in Venkateswara Steels and springs

A) Job Analysis:

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The Recruiter answer my questions specific to the job during the recruiting process					
It was easy to find all the information regarding the position.					
I know to perform the duties of the position					
It will be easier for this company to attract good recruits than for their competitors.					
I got Positive vibration to work in this company during my recruiting process					
The practice of job analysis is given due importance in this organization					
The practice of job analysis is a regular feature in my organization					
An exercise of job analysis is made even the change comes in job activities					

b) Job Description:

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The recruiter explained to me the roles and responsibilities quite clearly					
The recruiter spent the right amount of time explaining the job details to me					
There was the appropriate amount of information available around what it's like to work for my company					
The recruiter explained the rest of the recruitment process quite clearly					
I feel that my job description was changed since from my recruitment					

c) Job Specification:

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
HR clearly defines the job specification in the recruitment process					
Job Specialization criteria vary from time to time in Venkateswara Steels and Springs					
Emotional Specialization is essential in Venkateswara Steels and Springs					
Social Specialization is essential in Venkateswara Steels and Springs					

Behavioral Specialization is essential in Venkateswara Steels and Springs					
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d)Job Evaluation:

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I feel the job evaluation process is fair					
I joined this job because it pays well					
Job Evaluation raise morals and improve job relations in an organization					
A top-down evaluation is best for an organization					
The self-assessment evaluation process is the best for an organization					

Rate each statement on 5 point scale of (5,4,3,2,1) Strongly agree, Agree, Neutral, Disagree, Strongly disagree

State your opinion about Selection Process held in Venkateswara steels and springs

Employee Interview:

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The selection process was validated professionally					
The Interview and interviewer were					

engaging					
The people I dealt with during the interview process were professional					
Different levels of Interviews are conducted					
The telephone interviews, teleconferencing, video conferencing for candidates to be conducted before the personal interview					

A) Checking Reference:

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The screening interviews examined your appearance					
The questions in the screening interviews were related to your job					
In the screening interviews, they asked about the company profile					
In the screening interviews, they asked about your job profile					

B) Final Selection:

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The selection Policy of the Organization is a good one					
The organization looks for experienced employees in the selection process					

Within our organization, selection criteria based on informal qualifications are important					
In the selection process, the innovative techniques should be adapted					
The final decisions about the appointment should be based only on merit					

Rate each statement on 5 point scale of (5,4,3,2,1) Strongly agree, Agree, Neutral, Disagree, Strongly disagree

State your opinion about Employee Performance held in Venkateswara steels and springs

C) Employee performance:

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
My performance is better than that of my colleagues with similar qualification					
Employees act in an appropriate, fair, and good way with everyone					
Employees know to work with zero error					
The overall quality of service provided by employees is excellent.					
The employees have the knowledge and skills to do high-quality work and services.					
I am often able to perform essential					

duties					
I actively participated in work meetings					
This organization is a good place to work					
The organization values my contribution to its well being					

12)Rate each statement on 5 point scale of (5,4,3,2,1) Strongly agree, Agree, Neutral, Disagree, Strongly disagree

State your opinion about Organization Performance held in venkateswara steels and springs

D) Organizational performance:

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Management recognizes individual performance					
The performance of my organization is better than that of other organization					
The company is always trying to develop new and unique ways to serve its customers.					
The organization is constantly working to improve the quality of its services.					
Each department in the organization is well organized and goal-oriented					
In this organization, employees can easily balance their work and family lives					

I feel I can easily communicate with members from all levels of this organization					
The organization rules make it easy for me to do a good job					