

## **Impact of Recruitment and Selection Process on Employee's Job Satisfaction in Samsung**

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### **Abstract**

*Human resource planning may be a vital step within the growth of a company's success which ensures that the simplest set of employees is employed to realize the organizational goals. The Recruitment and Selection process is one among the foremost important aspects in Human Resource Planning consistent with Dale Yoder, "Recruitment may be a process to get the sources of manpower to satisfy the wants of the staffing schedule and to use effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force." The Aim of the research paper is to work out the effectiveness of Recruitment and Selection Policy and its impact on Job satisfaction of employees in Samsung. As we all know that so as to run any company we search "right candidate for the proper job." It's the initial step to run any organization because employees are the foremost important asset of any organization. The success or failure of a corporation is essentially hooked in to the caliber of the people working therein. This research paper reflects the working culture of Samsung on how the corporate uses various methods in recruiting and selecting the applicants in comparative with other companies and during which areas it needs some improvement.*

### **Keywords**

Recruitment, selection, job satisfaction, Human Resource Management, Employee Satisfaction

### **I. Introduction**

***"It doesn't matter whether you do small or big Job; what matters is job Contentment."***  
**— Mohith Agadi**

The present world scenario is crammed with competitive businesses and industrialists pushing themselves harder towards success through establishing and enabling latest technologies and hiring the simplest set of skilled employees. Organizations are

encouraging employees to require up independent responsibilities and execute their capabilities and skills within the competitive environment. Hence, the importance of Human Resource Management has increased within the recent era and is really being considered as a robust decision-making force of a corporation. Job Satisfaction is one among the foremost important aspects of Job attitude that has been researched extensively to seek out the factors of determination and the way it influences the productivity and growth of a corporation. Job Satisfaction is often defined because the extent of contentment employees derives from their job. It's not only limited to the standard of job, but is additionally associated with the connection with other employees, the conduct of senior authorities towards them, the promotions and incentives and various other factors. It's often said that "A happy employee may be a productive employee." Job satisfaction is extremely important because most of the people spend a serious part of their lives at their work places. Furthermore, job satisfaction has its impact on the overall lifetime of the workers also, because a satisfied employee may be a happy human also.

The term job satisfaction was delivered to limelight by Hoppock (1935), consistent with him job satisfaction may be a combination of psychological, physiological and environmental factors that creates an individual to admit, "I am happy at my job." It's also been defined because the 'end state of feeling'. It's a crucial dimension of morale and not morale itself.

The importance of Job Satisfaction has raised such a lot in order that the steps to be taken to succeed in the contentment should be started from the very beginning. Hence, the very first move should be the method of recruitment and selection. An employee tries to know the work culture and ethics of a corporation by seeing the behavior of the recruiter and therefore the process of his selection within the company. He tends to note whether the method is fair or not, whether there's any quite discrimination amongst the candidates, guided with complete information regarding the principles and regulations of the organization, being made conscious of the perks and benefits, the promotional schemes and lots of other factors that might eventually progress the image of the organization in his mind. The productivity of a cheerful candidate selected would be an honest contribution within the end of the day for the expansion of the corporate. Therefore, through this research paper, we've tried to seek out the connection between recruitment and

selection process and job satisfaction and the way it contributes to the expansion of the organization.

## **II. Literature Review**

Ongori, Henry and Temtime (2009) expressed in their paper that the recruitment and selection process in small scale companies allow them to enhance their organizational team of employees and their efficiency. Olatunji and Ugoji (2013) in a study of personnel recruitment on organizational development: a survey of selected Nigerian workplace using primary data to study certain recruitment procedures adopted in organizations and revealed that the recruitment procedures used in the organization influence personnel behaviour and performance though the study did not use any variable to measure organizational development or performance rather it measures the perception of male and female toward recruitment. recruitment and selection.

Adeyemi, Dumade and Fadare (2015) in the study of the influence of recruitment and selection on organizational performance using questionnaire to study a sample of only twenty respondents of Bank branch. The study indicated that, advertising of job vacancies to general public, use of employment agent(s), the study also show that employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective. The study made use of a very small sample which cannot be generalized to represent the entire bank employees.

Jonathan et al (2012) in their study of the effect of recruitment and selection of employees on the performance of small and medium enterprises in Kisumu Municipality- Kenya the study showed a big effect between recruitment/selection and SMEs performance, that recruitment and selection accounts for 72.4% of the variance within the performance of the SMEs and therefore the better the recruitment and selection, the upper the performance of the SMEs.

According to Raphael (2010) planning for future job and employee needs also because the way the organization performs within its various functions is an important aspect. Marcus (2010) studied the effect of selection process to the performance of public institutions in Tanzania and revealed that there's positive correlation between selection process and therefore the performance of public institutions: recruitment and selection. Mustapha et al (2013) opined that the aim of recruitment goes beyond mere filling of vacancies to incorporate individual development and achievement and building a robust organization

where effective team work, and therefore the individual's needs are realized at an equivalent time. The study argued that to realize this aim, the organizations must adopt recruitment policies that are internally consistent and which also are according to the objectives of the organization and therefore the expectations of the larger society i.e. recruitment and selection. The study of Opayemi, and Oyesola (2013) established the relevance of some personal attributes or socio-demographic factors as influencing perception of the link between selection interview, selection test and employee performance. The study revealed that employees within the age range of 20-25 years reported the very best mean score on perception of the link between selection interview, selection test and employee performance. Therefore, recruitment/selection interview and recruitment/selection test are good predictors of employee performance, if conducted during a standardized form. Adeyemi et al (2015) also opined that employees should all be treated fairly within the recruitment and selection process and be appraised constantly to make sure that they improve upon their performance. Ekwoaba, Ikeije and Ufoma (2015) during a study of the impact of recruitment and selection criteria on organizational performance revealed that recruitment and selection criteria have significant effect on organization's performance that the more objective the recruitment and selection criteria, the higher the organization's performance.

Kepha, Mukulu and Waititu (2012) used descriptive research designs to review the influence of recruitment and selection on the performance of employees in research institutes in Kenya a sample size of 256 employees of the population drawn from all Government owned research institutes, the study revealed that the correlation between employee performance and recruitment and selection were highly significant at 0.374 ( $P=0.000$ ).

Ahiauзу, (1999) also concur with this by saying that "what we see as tools, machines, production methods and techniques, which constitute hard and soft technologies are merely manifestation of what had earlier existed within the minds of men, within the sort of ideas, that had become crystallized from human thoughts" therefore the difficulty of employees recruitment process into organizations is extremely paramount to the continual existence of a corporation hence the failure of the worker is the failure of the organization. Stephen, Cowgill, Hoffman and Housman (2013) studied impact of hiring through referral using novel and detailed productivity and survey data from nine large firms in three industries revealed that employee referrals allow firms to pick workers that better suit for particular jobs within the organization that firms enjoy referrals predominantly by selecting workers with a far better fit the work , as against referrals selecting workers with

higher overall quality. The study shows that employee referrals enhances monitoring and training and makes work environment more enjoyable as they work with friends because workers refer others like themselves, not only in characteristics but in behavior.

Mondy (2010: 136) alludes to the determination as "the way toward demonstrating from a gathering of candidates those people best proper for a selected situation in an association". Though the enlistment procedure is adjusted to maneuver people to seem for work with the association, the determination procedure is to differentiate and utilize the simplest qualified and adept people for explicit employment positions. Customarily, it had been understood that associations could pick among candidates whom they might acknowledge all propositions for employment. Nonetheless, pulling in countless candidates wasn't the difficulty, however selecting the right candidates become the principle worry among bosses (Branine, 2008). Parry& Wilson (2009) expressed that "enlistment incorporates those practices and exercises did by the association with the most role of distinguishing and drawing in potential workers".

### **III. Objectives**

It is divided in two categories:

**Primary Objective:** to research the impact of recruitment and selection process on employee's job satisfaction in Samsung.

**Secondary Objective:** to research the effectiveness of recruitment and selection process in Samsung.

### **IV. Rationale of Study**

Samsung may be a globally known consumer electronic company. It's a world famous big company. So as to run any company, we search "right candidate for the proper job". It's the initial step to run any company because employees are the foremost important asset of any organization. The success or failure of a corporation is essentially hooked in to the caliber of the people working therein. That's the rationale we even have chosen this subject and secondly it's major a part of HR which is our subject of interest. With the assistance of this subject, we would like to understand about the recruitment and selection policies of the corporate and check

out to form simpler in Samsung. And it might be helpful on behalf of me for the longer term perspective.

## **V. Research Methodology**

Every research paper conducted scientifically has a specified framework for controlling the data collected. The framework is called Research Design.

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

1. The objectives are specified with sufficient accuracy to ensure that data collected is relevant.
2. The data collection methods used is Questionnaires and articles and journals. While designing data collection procedure, it was ensured that the data collected is unbiased and reliable.
3. The questions are prepared in a clear, understandable, and relevant to the objective specified to ensure accuracy.
4. The sampling design used is Random Sampling.

### **Sample Size**

To determine the effectiveness of Recruitment and Selection Policy of Samsung and to analyze the job satisfaction of employees, sample of Samsung employees were collected. The respondents are 94. They were basically employees and team heads of various departments in Samsung. The names of the departments are listed below:

- I.T.
- Finance
- Marketing
- Sales
- Research and Development
- Operations
- Human Resource

### **Research Tools and Questionnaire**

For the accomplishment of our research paper, We designed an open-ended questionnaire the aim of which was to understand the HR policies for recruitment and selection of Samsung so that an analysis could be done regarding job satisfaction for the betterment of the organization. With the help of this questionnaire, We conducted a number of surveys and collected the data.

### **Action Plan for Data Collection**

Accurate action plan for data collection is the most important aspect of a fair report. To accomplish our report in a accurate and in a fine way We made an action to achieve the same.

The data for the present research study was collected by with the help of the following two methods of data collection:

- The Primary Method for Data Collection
- The Secondary Method for Data Collection

A Structured questionnaire with concrete and specified question was prepared with the help of the industry guide, which covers all the aspects to know about the recruitment and selection policies of the company to determine the effectiveness of Samsung in recruitment and selection. The questionnaire was distributed to a sample size of 94 employees from Samsung in this way that the overall objective of the research is achieved in a proper manner. Personal Interactions with a few employees from various departments of the company to take the feedback of recruitment and selection procedures of Samsung.

The secondary data was collected from three sources -

1. Data collected regarding with the recruitment and selection procedure of Samsung from the Company manuals.
2. Access corporate intranet website.
3. Related articles, journals and research papers.

### **VI. Data Analysis and Interpretation**

In order to determine the effectiveness of recruitment and selection policy of Samsung, We prepared a questionnaire which covered various factors that would help me in the analyzation:

1. Experience
2. Job description and Job analysis

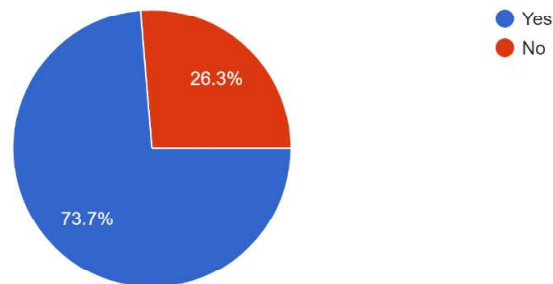
- 3. Sources of recruitment
- 4. Types of tests adopt for selecting candidates
- 5. Types of interviews
- 6. Prior information of roles and responsibilities
- 8. Perks and benefits provided
- 7. Effectiveness of HR team
- 8. Effectiveness of job analysis

On the basis of these parameters, We have measured the effectiveness of recruitment and selection process of Samsung and We have found in which areas it needs improvement.

## VII. Questionnaire and Interpretations

1. Is there a policy stating the organization's philosophy on recruitment and selection?

95 responses

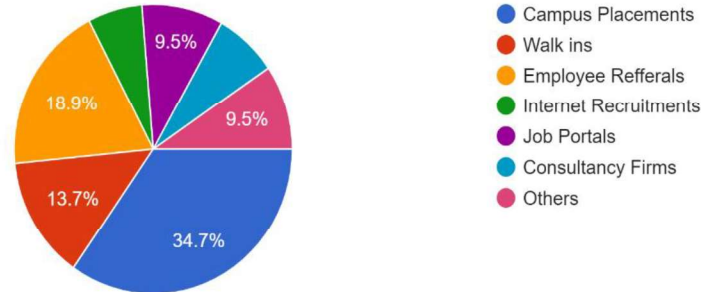


The chart here shows that 73.7% of the 94 employees from the company says that there is a policy stating the organization's philosophy on recruitment and selection whereas the rest of the 26.3% do not agree with the point. This shows that there are lot of employees who are not well versed with the recruitment and selection policies of the company.



2. What was the method for your recruitment?

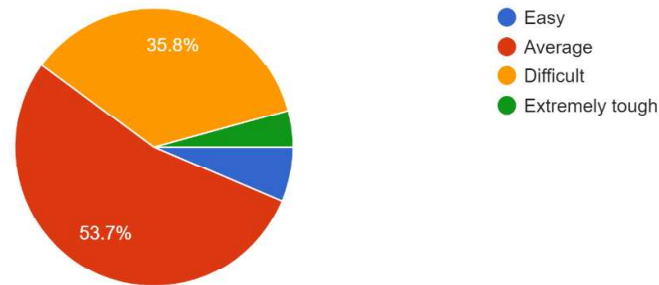
95 responses



This pie chart shows how various employees were selected and recruited through different methods used by the company. While majority of the employees were recruited through campus placements, a lot of employees were even selected through Employee Referrals and Walk ins. Less importance was given to internet recruitments, job portals and consultancy firms with 6.3%, 9.5% and 7.4% respectively. Rest of the employees were selected through different methods.

3. What was the level of Recruitment and Selection process?

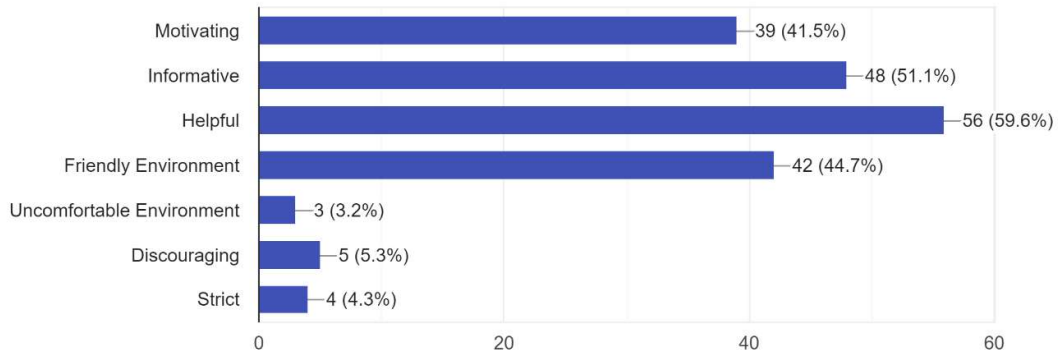
95 responses



While 53.7% of the employees believed that the process of recruitment and selection was average where as 35.8% also felt that the process was difficult. Rest of the employees either found the process extremely easy or extremely difficult with 4.2% and 6.3% respectively.

4. How do you find the training given to you before you are placed in the concerned department?

94 responses

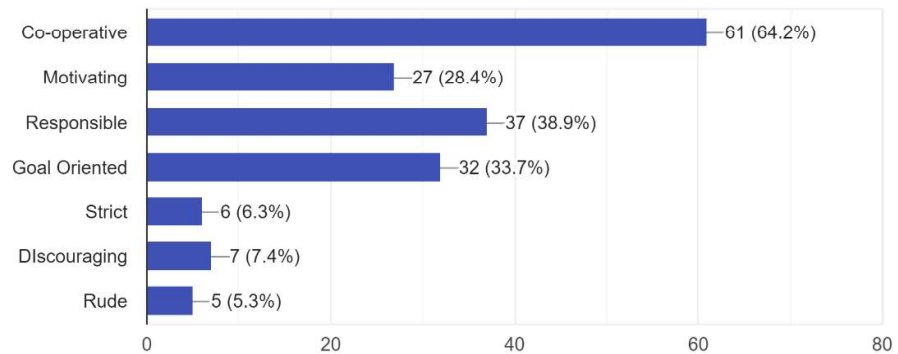


the graph shows the training feedback of the employees and this tells that 41.5% of the employees found it motivating whereas 50.5% found it informative but what most of them found is helpful i.e. 59.6% and around 44.7% found friendly environment.

Therefore, the training programme by the company was beneficial to all the employees in one way or other.

5. How do you find the staff members of the HR department?

95 responses

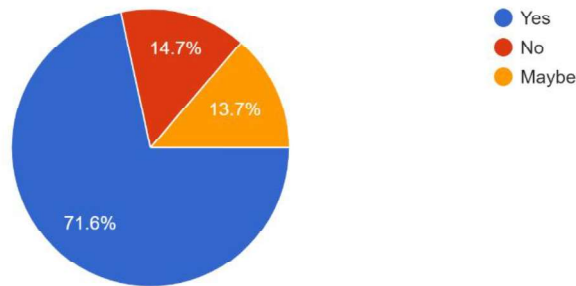


The given chart shows that 64.2% of 94 employees says that the HR department is quite cooperative with the staff members where as 28.4% believes that the members are motivating.

38.9% and 33.7% thinks that they are responsible and goal oriented.

So, the overall graph shows that HR members play important role in proper management of Human resources whether it's cooperation, motivations, responsibility or goal orientation.

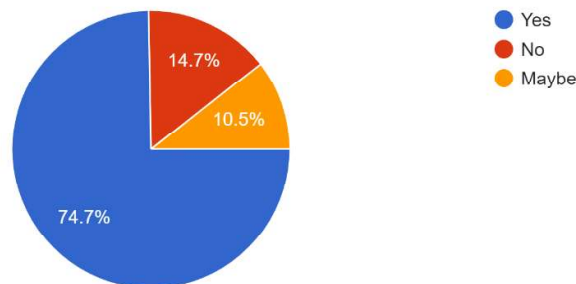
6. Were you made aware of your roles & responsibilities at the time of joining?  
95 responses



According to the pie chart, it clearly shows that 71.6% already knew their roles and responsibilities while joining in the organization whereas 13.7% are not sure if they were aware or not and about 14.2% did not know anything about their role in the organization.

So, this shows that the company is particular about what they want and expect from the employees they are hiring and a few are those employees who are hired at the time and are accessed their capacity and capabilities in different departments later.

7. Are you completely aware of the welfare policy, leave policy, rules & regulations of the company?  
95 responses

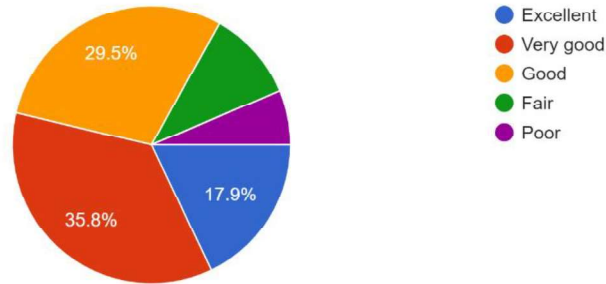


According to the pie chart, 74.7% of the employees know all the policies and rules and regulations of the company whereas 10.5% are not very much aware and 14.7% don't know at all about such policies and the regulations of the company.

So, we can conclude that most of the employees are well versed with the policies and regulations of the company and work accordingly but some percentage are not very well accustomed with that.

8. How do you find the Induction programme conducted by the company?

95 responses

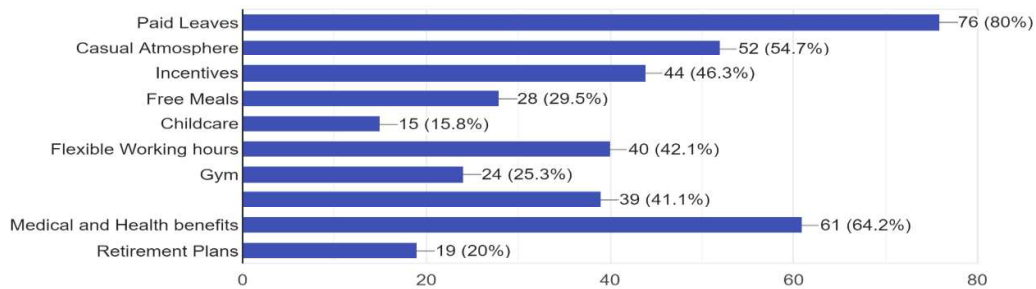


According to the survey, this chart shows huge variations where the point of view of employees are different for induction programme conducted by the company. 17.9% found it excellent, 35.8% found it very good 29.5 % found it good whereas others found it fair and some, poor.

We can see that most of the employees learnt something or other from the programme and it shows above average results.

9. What are the perks and benefits provided to you by the company?

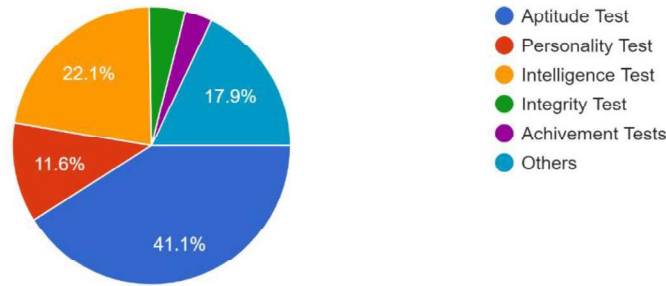
95 responses



The graph depicts that 80% are provided with the paid leaves, 54.7% believes that the company has a casual atmosphere. 46.3% say that they are given incentives and many agree that they are

provided with medical and health benefits i.e. 64.2%. Overall this graph shows that the employees are given many perks and benefits being a part of the company.

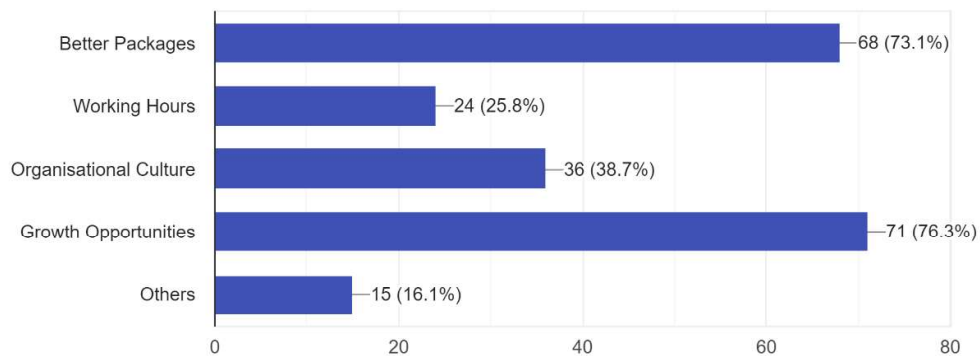
10. What types of tests are conducted during the process?  
95 responses



The pie chart shows the percentage of types of tests conducted wherein the highest percentage is 41.1% for the aptitude test whereas 22.1% shows the intelligence test. Other fractions show personality test and other tests.

Therefore, it shows that company regularly conduct tests in order to check the aptitude, intelligence and other cognitive tests to measure the level of employees.

11. . What according to you are reasons for employees to leave their jobs?  
93 responses



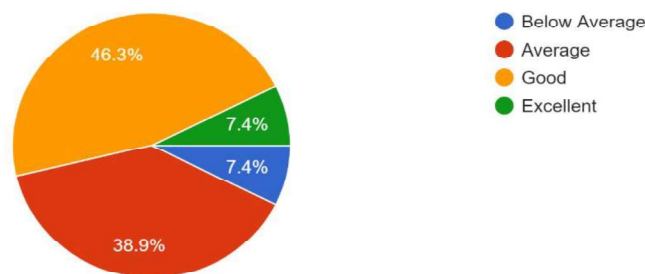
The graph shows that majority of the employees believe that the reason for employees to leave the job is better packages offered to them by other companies i.e. 73.1% and other reason is

better growth opportunities for them which is 76.3%. The other reasons that employees believe are different working hours and organizational structure.

Therefore, we can say that employees leave their jobs for better opportunities. Therefore, the companies should protect their trusted employees by providing better growth opportunities and pay scale in their organization.

12. How do you find the overall selection process of the company?

95 responses



The pie chart shows that 46.3% of the employees believe that the overall selection of the company is good whereas 38.9% of the employees think that the selection process is average. The other small percentage thinks it's excellent. Therefore, we can interpret that the selection process is between good and average of the organization and shall improve it a bit for better recruitment.

### VIII. Conclusion

Effective Recruitment and Selection is the initial step and the most important key point to run any organization. The success or failure of an organization is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, organization cannot progress and prosper. In order to achieve the goals or perform the activities of an organization, therefore, we need to recruit people with requisite skills, qualifications and experience. Someone says that,

***“Better recruitment and selection strategies result in improved Organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees”.***

The study mainly focuses on what should Samsung do to make effective recruitment and selection policy in own organization. So, here, we conclude that Samsung needs slight improvement in the procedure of Recruitment and Selection. Firstly, company needs to concentrate on growth opportunities for the employees because today's tight labor market is making it more difficult for organizations to find, recruit, and select talented people. The competition for talent is intensifying, as there are fewer qualified applicants available. This shortage of applicants makes it all the more important for organizations to be able to effectively attract, select, and retain quality candidates.

Organization needs to improve the selection criteria for selection whether it is the post of manager, associate & staff, supervisor etc. They should fix some parameters to select the candidates for specific position.

They should conduct Behavioural Interviews to some extent when selecting candidates. This type of interviews can be used to validly predict future behavior in dimensions (or competencies) critical to job success.

#### IX. Recommendations and Suggestions

1. They ought to give more preference on interpersonal and communication skills of the candidates instead of leadership quality because to become an honest leader communication is a must.
2. Organization must improve the choice criteria for selection whether it the post of manager, associate & staff, supervisor etc. they ought to fix some parameters to pick the candidates for specific position.
3. They ought to use assessment method and aptitude test to pick the candidates additionally to the already they're conducting.
4. They ought to conduct Behavioural Interviews to some extent when selecting candidates. This sort of interviews are often to validly predict future behaviour in dimensions (or competencies) critical to job success.
5. For recruiting managerial/professional, the web is that the hottest advertising medium. So, they ought to use them to draw in more candidates.
6. There should be more growth opportunities for the workers to develop themselves.
7. They have to boost the pay-scale to retain the calibre fresher.
8. They ought to adopt advertisements and job portals to draw in the calibre candidates because it's the simplest and cheap method.

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