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A Study on Recruitment and Selection in Bsnl With Special Reference to Job Satisfaction in Three Different Ssas Using Sem Modeling

Management

KEYWORDS: Recruitment and Selection, Job Satisfaction, Organisation.

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ABSTRACT

The present study investigate that the Recruitment and Selection influencing Job Satisfaction with special reference to BSNL, in three different SSA(Secondary Switching Area)s namely Trichy, Thanjavur and Madurai SSA using SEM Modeling. The Recruitment and Selection is a one of the functions of human resource management which is mainly concerned with people at work and with their relationship within the organization. Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs. Both executives and non-executives group are included male and female and their age group is 25 to 56 years. To examine the level of Recruitment and Selection associated with Job Satisfaction using by Job Descriptive Index (JDI) Scale among BSNL employees. The JDI scale included Work, Supervision, Pay, Promotions, and Co-worker. Job satisfaction may be defined as a pleasurable positive emotional state resulting from the appraisal of one's job or job experiences. It is therefore important to have a good understanding of an individual's total personality and value system in order to understand and describe his job satisfaction. Some important implications for future research are also derived from the study.

INTRODUCTION

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009).Thus recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right calibre of candidates are identified. Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009). Following the initial selection of incumbents they are likely to again be chosen to develop their further interest in the organization and later to encourage them to apply for other jobs. Using appropriate techniques the suitable candidates are thus, able to be recruited and selected during their career development. It has been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is critical Recruitment and selection is a major HRM function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection. The recruitment of skilled and effective staff is a central workforce development field. Recruitment and selection is not only about choosing the most suitable candidate. The recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining with the organisation. Committing time and resources to develop a comprehensive recruitment strategy is a worthwhile investment. Poor recruitment choices (i.e., poor person-job fit) can have a range of undesirable consequences for the organization and the worker including:

- Higher rates of turnover
- Reduced performance effectiveness
- Lowered job satisfaction
- Reduced work motivation.

Job satisfaction is an emotional affective personal response as a result of his 'estimation of the degree to which some fact of job reality is congruent or incongruent with his values' according to (Ejiogu, 1985). It is therefore important to have a good understanding of an individual's total personality and value system in order to understand and describe his job satisfaction.

Job satisfaction may be defined as a pleasurable positive emotional state resulting from the appraisal of one's job or job experiences. It resulting from the perception that one's job fulfils or allows the fulfillment of one's important job values providing and to the degree that these values are congruent with one's needs – observes Locke (1976).

BSNL is the only service provider, making focused efforts & planned initiatives to bridge the rural-urban digital divide in ICT sector. In fact there is no telecom operator in the country to beat its reach with its wide network giving services in every nook & corner of the country & operates across India except New Delhi & Mumbai. Whether it is inaccessible areas of Siachen glacier or North-Eastern regions of the country, BSNL serves its customers with a wide bouquet of telecom services namely Wireline, CDMA mobile, GSM mobile, Internet, Broadband, Carrier service, MPLS-VPN, VSAT, VoIP, IN Services, FTTH, etc.

The BSNL Tamil Nadu Telecom Circle office is situated in Chennai as like state Headquarters, it is further divided in to Secondary Switching Areas (SSA) as like Revenue Districts. The BSNL TN Telecom Circle consists of 17 SSAs, the names of the SSAs are Coimbatore, Cuddalore, Dharmapuri, Erode, Karaikudi, Kumbakonam, Madurai, Nagercoil, Nilgiris, Pondycherry, Salem, Thanjavur, Tirunelveli, Madurai, Tuticorin, Vellore, and Virudhunagar SSA.

REVIEW OF LITERATURE

Johanna et al., (2010) studied that described primary health care managers' attitudes and views on recruitment and human resource development in general and to ascertain whether there are any differences in the views of managers in the southern and northern regions of Finland. A postal questionnaire was sent to 315 primary health care managers, of whom 55% responded. The data were analysed using descriptive statistics and cross-tabulation according to the location of the health centre. There were few differences in managers' attitudes and views on recruitment and human resource development. In the southern region, managers estimated that their organization would be less at-

tractive to employees in the future and they were more positive about recruiting employees abroad.

Rosemond and Ernesticia (2011) studied therefore was to assess whether GCGL's human resource management practices, particularly recruitment and selection, performance appraisal, remuneration, and training and development practices influence its performance. Simple random sampling was used to select one hundred employees from GCGL. T-tests were carried out to examine the relationship between the selected HR practices and corporate performance. The results revealed that, from the perceptions of the respondents, there exists a positive relationship between effective recruitment and selection practices, effective performance appraisal practices and GCGL's corporate performance.

Fastone et al., (2014) revealed that to Zambia's critical human resources for health challenges, a number of strategies have been implemented to recruit and retain health workers in rural and remote areas. Cross-sectional qualitative and quantitative data were collected from health workers and other stakeholders through focus group discussions and individual interview questionnaires and were supplemented by administrative data. Qualitative data were identified from transcripts using thematic analysis. Quantitative data were analyzed descriptively as well as by regression modelling. A salary top-up for health workers in rural areas was identified as the most effective incentive, almost none of the recruitment and retention strategies were significant predictors of health workers' job satisfaction, likelihood of leaving, or frequency of considering leaving, which were in large part explained by individual characteristics such as age, gender, and profession.

Syamala Devi and Rao (2014), studied the recruitment and selection process followed at Sai Global Yarntex Private Limited. The best human capital availability in organizations makes them competitive advantage and as well as they become the real life blood of the organizations. The research was done using both primary and secondary data. Primary data was collected from 40 employees using the questionnaire method. The results were obtained by the percentage method. The research findings reveal that sai global yarntex private limited follows best recruitment and selection process and they are satisfied with the organizational climate and the organization follows ethical recruitment policy.

Saifalislam et al., (2014), examines the impact of human resource management (HRM) practices as well as the factors that affect recruitment and selection as well as training and development on the organization performance of the Jordanian Public University in the Kingdom of Jordan. The sample comprises staff and lecturers of the university. To achieve the study objectives, the researchers developed a questionnaire, which was administered in a survey. The collected data were analyzed by using SPSS. The analysis of the descriptive statistics and correlations indicated that recruitment and selection as well as training and development significantly correlated with the organizational performance of the Jordanian Public University.

STATEMENT OF PROBLEM

BSNL has different level of cadres and also Job Satisfaction is varying at different levels. Job Satisfaction of the employees dependent on various factors. This factor has to be developed with needs to be studied further. BSNL has High level of stress and different age factor changes in organisation, so the needs to further study.

FORMULATION OF HYPOTHESIS

Based on the review of literature, the following null hypotheses were formulated to meet the research questions of the study:

H1 : Recruitment and Selection has a positive impact on job satisfaction in terms of work.

H2 : Recruitment and Selection has a positive impact on job satisfaction in terms of supervision.

H3 : Recruitment and Selection has a positive impact on job satisfaction in terms of pay.

H4 : Recruitment and Selection has a positive impact on job satisfaction in terms of promotion.

H5 : Recruitment and Selection has a positive impact on job satisfaction in terms of co-workers.

PERIOD OF THE STUDY

This study covers a period of four months from January to June 2014.

RESEARCH METHODOLOGY

SAMPLE FRAME

The universe of the study is 4640 employees of BSNL which consists of executives & non-executives, technical & non-technical cadres and both gender of three SSA's namely Trichy, Thanjavur and Madurai SSA. Of the universe a sample size of 928 respondents (Exactly 20%) were selected by Stratified Proportionate Random Sampling Method.

DATA COLLECTION METHOD

The study depends mainly on the primary data collected through a well-framed and structured questionnaire. This study was carried out through survey method using questionnaires as the main instrument. Impact to Job Satisfaction using Job Descriptive Index (JDI) Scale by Smith, et. al. (1969) among the employees of the study unit. The JDI scale included Work, Supervision, Pay, Promotion, and Co-worker.

STATISTICAL TOOLS

The validity and reliability of the questionnaires were measured. The internal consistencies of scale were assessed through computing Cronbach's Test. The questionnaire shows the reliability value is 0.9. Implication from these values indicates that all of the items used for each component in the questionnaire have a high and consistent reliability values. CFA model and path model in Amos were used for this study.

LIMITATIONS OF THE STUDY

The outcome of the study will be applicable only to these respondents. Further, it cannot be stated that the inferences are universal to the entire BSNL. But adequate caution is taken to make the study more objective and empirical.

FINDINGS:

Table No. 1. Results of Measurement Model – Recruitment & Selection (RS) and Job Satisfaction

Regression Weights	Standardized Loadings	Standard Error	t-value	P< .001	CR	AVE

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RS5	<---	Recruitment & Selection	.923	-	-[a]	-	0.841	0.662
RS2	<---	Recruitment & Selection	.808	.020	34.795	0.001		
RS9	<---	Recruitment & Selection	.852	.022	39.191	0.001		
RS4	<---	Recruitment & Selection	.838	.024	37.765	0.001		
RS3	<---	Recruitment & Selection	.870	.021	41.474	0.001		
RS7	<---	Recruitment & Selection	.837	.021	37.743	0.001		
W3	<---	Work	.793	-	-[a]	-	0.834	0.631
W4	<---	Work	.656	.093	12.519	0.001		
W6	<---	Work	.690	.072	8.997	0.001		
S2	<---	Supervision	.758	-	-[a]	-	0.881	0.653
S3	<---	Supervision	.748	.112	11.081	0.001		
S5	<---	Supervision	.679	.141	12.236	0.001		
PY1	<---	Pay	.757	-	-[a]	-	0.875	0.640
PY3	<---	Pay	.631	.080	14.152	0.001		
PY6	<---	Pay	.663	.068	11.374	0.001		
PR4	<---	Promotion	.761	-	-[a]	-	0.870	0.692
PR3	<---	Promotion	.805	.042	25.972	0.001		
PR2	<---	Promotion	.784	.037	25.192	0.001		
CW3	<---	Co-Workers	.605	-	-[a]	-	0.720	0.563
CW1	<---	Co-Workers	.702	.199	10.398	0.001		
CW4	<---	Co-Workers	.617	.104	7.794	0.001		

Source: Primary Data

The measurement model of 'recruitment & selection and job satisfaction' showed that all the items loaded highly on their corresponding factors, confirming the unidimensionality of the constructs and providing strong empirical evidence of their validity. The resulting Measurement Model was $\chi 2$ (169) =774.488, p = .000, GFI = .926, AGFI = .899, NFI = .925, CFI = .940, TLI = .925, IFI = .940, RMSEA = .062 and RMR = .044, which indicated a good fit. The t-values for the loadings were high, demonstrating adequate convergent validity.

Table No.2. Results of Model Fit for Measurement Model – Recruitment & Selection and Job Satisfaction

Fit indices	Acceptable Levels
$\chi^2_{(169)}$ =774.488	
CMIN (χ^2/df) = 4.5827 (p < .000)	Less than 1.0 is a poor model fit; more than 5.0 reflects a need for improvement
GFI = .926	More than 0.90
AGFI = .899	More than 0.90
CFI = .940	More than 0.95
TLI = .925	More than 0.90
NFI = .925	More than 0.90
IFI = .940	More than 0.90
RMR = .044	Less than 0.050
RMSEA = .062	Less than 0.080

Source: Primary Data

Structural Model of Recruitment & Selection and Job Satisfaction

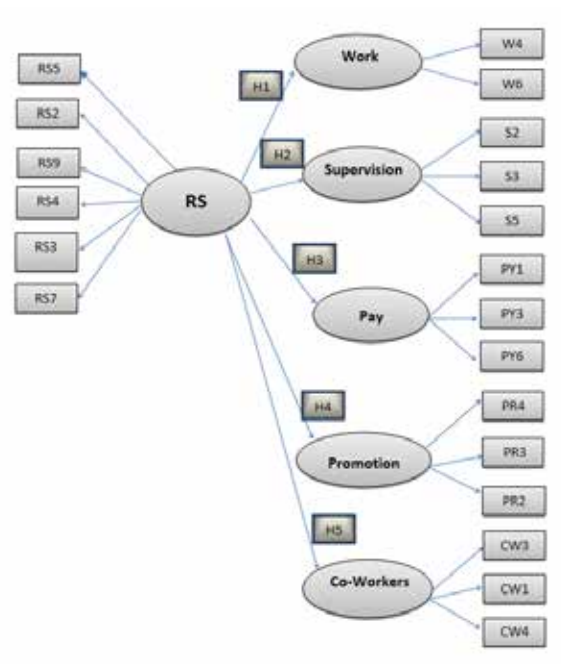

Table No.3. Results of Path Model – Recruitment & Selection and Job Satisfaction

Regression Weights			Standardized Loadings	Standard Error	t-value	P < .001
Work	<---	Recruitment & Selection	.572	.013	7.366	0.001
Supervision	<---	Recruitment & Selection	.602	.013	9.316	0.001
Pay	<---	Recruitment & Selection	.622	.015	10.231	0.001
Promotion	<---	Recruitment & Selection	.981	.023	29.812	0.001
Co-Workers	<---	Recruitment & Selection	.600	.014	4.003	0.001

Source: Primary Data

The results of structural model analysis showed that as hypothesized, recruitment & selection (t-value = 7.366, p = .000) had positive and significant relationship with work. Hence, support was found for H1. The model revealed a positive and significant effect of recruitment & selection (t-value = 9.316, p = .000) on supervision and therefore H2

was supported. Recruitment & Selection (t-value = 10.231, p = .000) had strong influence on pay, thereby H3 was supported. Significant and positive effect of recruitment & selection (t-value = 29.812, p = .000) on promotion supported H4. Recruitment & Selection (t-value =4.003, p = .000) was significantly related to co-workers and therefore H5 was supported. Table 4.7.1.4. lists the hypotheses results.

Table No.4. Hypothesis Results

Hypothesis	Relationship	Supported/Not supported
H_1	Recruitment & Selection - Work	Supported
H_2	Recruitment & Selection –Supervision	Supported
H_3	Recruitment & Selection - Pay	Supported
H_4	Recruitment & Selection - Promotion	Supported
H_5	Recruitment & Selection –Co-Workers	Supported

DISCUSSIONS

1) Job Satisfaction with regard to Work

It is also observed that the recruitment and selection has got positive impact on job satisfaction with regard to work. It implies that the recruitment and selection policies adopted at BSNL are in satisfactory mode that gives positive impact on work.

2) Job Satisfaction with regard to Supervision

It is also observed that the recruitment and selection has got a positive impact on job satisfaction with regard to supervision. It implies that the recruitment and selection policies followed by BSNL are in satisfactory mode that gives positive impact on Supervision.

3) Job Satisfaction with regard to Pay

It is also observed that the recruitment and selection has got positive impact on job satisfaction with regard to pay. It implies that the recruitment and selection policies followed by BSNL are in satisfactory position that gives influences on pay satisfaction.

4) Job Satisfaction with regard to Promotion

It is also observed that the recruitment and selection has got positive impact on job satisfaction with regard to promotion. It implies that the recruitment and selection process and policies followed by BSNL are in satisfactory mode that gives positive impact on promotion.

5) Job Satisfaction with regard to Co-Workers

It is also observed that the recruitment and selection has got positive impact on job satisfaction with regard to co-workers. It implies that the management has maintained right balance in the recruitment of employees who happen to be the members of the team (i.e.) co-workers. Since there is balancing among the recruitment of co-workers, it avoids, disputes and disagreement among them.

CONCLUSION

This research study made an effect to analysis the impact of job satisfaction on recruitment and selection of the BSNL employees. The job satisfaction of BSNL employee was evaluate by using work, supervision, pay, promotion and co worker in JDI scale. The researcher concluded based on the analysis and discussion, BSNL has good and transparency recruitment and selection process the employees all are satisfied.

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