

**A study on Recruitment and Selection process at Apollo Telehealth Services for
Project Infinite-My6Senses.**

Dissertation Submitted to



The IIHMR University, Jaipur
for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

In

Hospital and Health Management

by

TRIPTI HAJARE

Under the Supervision and Guidance of

DEEPTI SHARMA

2023

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DECLARATION BY STUDENT

I hereby declare that this dissertation titled “A study on Recruitment and Selection process at Apollo Telehealth Services for Project Infinite-My6Senses” is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

(Signature)

Name of Student: Ms. Tripti Hajare

Date: 9th June 2023

Internship Completion Certification



Date: 30 May 2023

INTERNSHIP COMPLETION LETTER

This is to certify that Ms. Tripti Hajare bearing enroll number 1434 from Indian Institute of Health Management and Research, Jaipur, has completed the assigned internship with HealthNet Global the period from 27 February 2023 to 26 May 2023.

During the internship, she was active and diligently involved in the assigned project's tasks and successfully completed the project on "Recruitment, Selection & Onboarding Process".

During the span, we found her dedicated, punctual and the learning powers are good.
We are wishing her for all the best for future endeavours.

For HEALTHNET GLOBAL LIMITED

TAPAN ARORA
ASSOCIATE VICE PRESIDENT – HR

Enabling Connected Health

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Certificate from Faculty Guide and School Dean

CERTIFICATE

This is to certify that dissertation titled “A study on Recruitment and Selection process at Apollo Telehealth Services for Project Infinite-My6Senses” is a record of the research work undertaken by MS. TRIPTI HAJARE in partial fulfilment of the requirements for the award of the degree of MBA (Hospital and Health Management from the IIHMR University, Jaipur under my guidance and supervision and her approach to the research study has been sincere, scientific, and analytical.

Faculty Guide

IIHMR University, Jaipur
Jaipur

Date: 9th June 2023

School Dean

IIHMR University,
Jaipur

Date: 9th June 2023

Abstract

Study objectives:

- To understand the different sources of recruitment and selection activities adopted by Apollo telehealth for the Project INFINITE-MY6SENSES
- To analyse the satisfactory level based on gender, age and level of experience of the employees with regard to Recruitment and Selection process.
- To provide the suggestion for better hiring Recruitment and Selection process based on the study conducted.

Methodology:

Study Technique and research approach- Descriptive study was done. Using simple random sampling technique, survey was conducted using questionnaire and interview.

Data collection: Primary data collected using questionnaire

Study timeline- Three months (Feb 2023- May 2023)

Data analysis- To predict the sources of recruitment and selection Percentage Analysis was performed whereas to find out the relationship between gender, age, level of experience on satisfaction with regard to recruitment & selection procedure, Chi Square test is used.

Key results:

For the project Infinite-My6Senses, Apollo Telehealth Services fill their vacancies through various sources like job portals, job ads on websites/jobsites, internal references, random searching for job possibilities, job consultancies. It is found in this study that job positions are mostly filled through online recruitment, websites/jobsites top the list, followed by consultancies. And it is also found that there is no significant effect of Age or Level of experience with regard to satisfaction of employee with recruitment and selection process but female employees found to be more satisfied with the process in comparison to male employees

Conclusion:

Healthcare Sector is facing the shortage of qualified talent pool. Healthcare hiring is very skill centric and requires excellent attention to detail. Due to budget constraints recruiters struggle to offer competitive compensation. Candidates are fully aware of the staffing shortages and the intense competition in the healthcare industry. As a result, there are higher expectations for working conditions, company culture, pay scales, and other advantages. These would be the challenges the HR managers of the organisation will have to overcome in order to maintain and retain an efficient team of workforce.

Keywords: Human Resource Management, Recruitment, Selection

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I would like to begin to express my gratitude to Apollo Telehealth Services, Hyderabad and IIHMR University for coming together and providing me the platform to study and conducting this study and an opportunity to grow into my career.

I would also like to extend my thanks to Mr. Tapan Arora (AVP HR) to open the platform for aspiring healthcare professionals to learn the practical aspects of Telehealth corporate sector and Ms. Nazia Devi (Manager- Talent Acquisition) for mentoring me and, for devoting time explaining how work is being done in HR Department, and for her careful and precious guidance which were extremely valuable for my study both theoretically and practically and her support in advising me for the better improvement of this thesis paper.

I perceive as this opportunity as a big milestone in my career development. I will strive to use gained skills and knowledge in the best possible way, and I will continue to work on their improvement, in order to attain desired career objectives.

Finally, and most importantly, I would like to acknowledge all the participants of this studies who gave their time and provided their valuable information. Moreover, my heart full thanks go to everyone that has contributed to this thesis directly or indirectly.

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Chapter 1: Introduction

1.1.1- Background of the study

The most significant and vital role in creating the organisation is carried out by human resources. According to experts, the workforce of a business are the foundation of it, and its people are its skeleton. To sustain the longevity of a company its' important to manage human resources effectively. This involves utilizing the skills, knowledge and committed behaviours of individuals within an organization under a formal employment or contractual agreement.. Today's market, which is both extremely competitive and evolving, calls for an immediate and efficient reaction. Managers are becoming increasingly aware that a company's ability to compete depends in great part on how well its people resources are chosen.

In organisations, recruitment and selection are crucial human resource activities. The process of selection depends on the recruitment process. Employee who work in organisations have a variety of qualifications and exhibit a variety of characteristics. Their personalities, attitudes, goals, and aptitudes are also distinct from one another. So, in order to choose the best workers who would work successfully and efficiently for the organisation, the selection must be done carefully.

Finding, recruiting, and selecting the ideal candidate to fulfil the requirements of organisation are the main goals of recruitment and selection process for the initial evaluation of employees. The outcomes of the recruitment and selection of suitable employees support the organisation in accomplishing its objectives. It is a crucial step for the achievement of organisational success. Organisational results improve as a result of improved recruitment selection strategies.

It is very likely for an organisation to recruit plus retain the right individuals as a result of its improved recruiting and selection effectiveness. The fact remains that how efficiently a company selects its employees can greatly influence their overall performance - including major business outcomes like productivity and profitability. As such making an investment towards implementing a comprehensive and trustworthy hiring procedure is well advised.

To achieve their strategic goals, employers rely heavily on human resource management to optimise employee performance in organisations. Essentially concerned with

processes and regulations governing staff relations within establishments, HR plays a vital role. It is the responsibility of HR departments or units to undertake diverse tasks such as; hiring new employees, facilitating training and developmental programs for employees, gauging their progress, & offering rewards for exceptional performances.

Human Resources is also interested in industrial network and relationship, which involves balancing practices in organization with rules derived from bargaining and government laws. Qualified professionals in projects like Infinite My6Senses, a concept for providing healthcare services in a retail setting, carry out HR tasks. The hiring of medical specialists is required for this project so that they can handle the lives of individuals. The newness of the project leads to a high cost in recruiting. In addition, there is an enhanced possibility that the new employee may not be successful in replacing their predecessor. HR departments attempt to offer benefits that will attract employees in order to reduce the chance of losing knowledge.

1.1.2 Statement of the problem

In today's limited pool of professionals in the healthcare industry, healthcare organizations encounter a challenging and tedious task of searching for, hiring, and selecting suitable talents. We acknowledge the shortage of healthcare workers in countries like India. The competition is intensifying because there are very few qualified talents available. Organizations must conduct effective recruitment & selection, and maintain quality talents due to this shortage; it is absolutely essential.

The organization's expectations regarding the projects they are working on determine how employee recruitment and selection levels differ. In order for organizational objectives regarding HR to be fulfilled, this research investigated the value-added selection process. Consequently, this study was initiated during the internship.

Additionally, finding the correct talent is turning into a more difficult and complex task. Staffing is a highly costly practise. Additionally, any business must engage in this practise in order to continue operating in the competitive market. Finding the ideal candidate to recruit might be expensive. This dedication is shared by human resources, who collaborate with the recruiting manager to ensure a quick and easy hiring process. The next stage is to choose the top candidates from the pool of applications. Typically, this involves reducing the applicant pool through the use of screening instruments including exams, and background and reference checks.

1.1.3 Organisation of the study

The Apollo Group, which was founded in 1983, is the industry leader in the healthcare sector. In addition to operating pharmacies, primary health care and diagnostic facilities, telehealth clinics, and digital healthcare services through its subsidiaries, the company is well-known in the industry for providing top-notch healthcare facilities through its hospital network.

"Enable access to quality healthcare globally through innovative use of technology" is their stated aim.

The largest most established multi-specialty tele-medicine service provider in South Asia was established by Apollo Hospitals, which has over 20 years of extensive experience in the sector. As one of the world's forerunners in this sector, Apollo benefits both rural and urban communities by making high-quality healthcare more accessible.

The integrated delivery of healthcare is a specialty of Apollo Telehealth, which offers services including online consultations, tele-radiology, telecardiology, virtual condition management, and tele-emergency services among others.

I completed for an internship position with them because I believed their mission matched my perception and my long-term professional objectives.

INFINITE- MY SIX SENSES

The project's goal is to provide healthcare products and services relating to the five human senses—sight, sound, smell, touch, and taste.

Infinite-My6Senses where the sixth sense that is backed by artificial intelligence; hence, the name.

At the moment, there are about 37 SiS stores spread over five states in the country, aiming to open 100 similar stores by the end of this year, SiS (shop-in-shop) model is currently active in the retail market with about 37 stores spread across five states in India.

My duties as an intern included assisting the talent acquisition team in generating and developing the appropriate pool of healthcare experts to assist in increasing the number of employees at these outlets.

1.1.4 Research question

The overall objective of this research was to understand recruitment-selection practices at Apollo Telehealth Services and try to establish any relationship between gender, age and level of income with regard to satisfaction with recruitment-selection process if exists. So, the study focused on the following objectives-

- How is employee recruitment and selection practiced for Project INFINITE-MY6SENSES?
- Is there any relationship between gender, age, level of experience, and satisfaction with recruitment & selection process under Project INFINITE- MY6SENSES?

1.1.5 Research objectives

The principal focus of this study was to pinpoint the recruitment and selection practices at Apollo Telehealth Services. The study also strived to establish whether a relationship exists between gender, age, and level of income regarding satisfaction with the recruitment-selection process. Thus, the study targeted the subsequent specific objectives-

- To understand the different sources of recruitment and selection activities adopted by Apollo telehealth for the Project INFINITE-MY6SENSES
- To analyse the satisfactory level based on gender, age and level of experience of employees with respect to Recruitment-Selection process.
- To provide the suggestion for better hiring Recruitment and Selection process based on the study conducted.

1.1.6 Statement of Hypothesis

In order to analyse the satisfaction level of the employees with respect to Recruitment-Selection process, the researcher is considering hypothesis to establish whether there is any relationship between gender, age and level of experience with recruitment and selection process followed in organization or not, so researcher is taking following null and alternative hypothesis where-

- H01- no significant impact of Gender on Satisfaction with Recruitment and Selection process.
- Ha1- significant impact of Gender on Satisfaction with Recruitment and Selection process.

- H02- no significant impact of Age on Satisfaction with Recruitment and Selection process.
- Ha2- significant impact of Age on Satisfaction with Recruitment and Selection process.
- H03- no significant impact of Experience on Satisfaction with Recruitment and Selection process.
- Ha3- significant impact of Experience on Satisfaction Recruitment and Selection process.

1.1.7 Significance of this study

The results of this research aim to help the organization in the following ways:

- The study can support the team of organizations and the human resource managers. To discover the methods of attracting suitable qualified candidates to apply for job openings for the Infinite-My6Senses project.
- This study will also benefit employees under this project since a properly followed selection process guarantees the selection of suitable qualified candidates for the appropriate job.
- This work will also function as a guide and reference material for future researchers pursuing additional relevant studies.

1.1.8 Scope of the study

This research will help organization to understand which is the most effective way of recruitment for their project they have been trying for filling the positions, and will provide an insight on any changes in plans of recruitment required to make for better hiring process. Hence,

- The decision-making process for choosing the best people for the right job is aided by this study.
- It aids in the organization's analysis of the problematic region and offers suggestions for methods to enhance the recruitment-selection procedure.
- The understanding of selecting and hiring process is a key component.

1.1.9. Limitations of the study

- The study was entirely driven by requirements and exclusively suitable for today's situational context.
- The participants' responses in this study may have biases.
- Only those participants who had spare time for it were interviewed.

- The major restriction for conducting extensive research was the short timeframe of three months during the internship.

Chapter 2: Review of Literature

2.1 Concept of Recruitment

Any significant organization considers high-calibre staff as its most important asset. To find the suitable individuals and assign them to suitable positions is the biggest obstacle faced by every organization. The role of attracting the best available talent is performed by an organisation. The company estimates its human resource demands, considering the prediction. It contains responsibilities including hiring, vetting, onboarding, etc.

Whether in the public or private sector, in the corporate world or in the realm of education, people are assets on which competitive advantage is created. People are a "inimitable" asset, according to the newest model of human resource management. Competitor organisations can't duplicate people and their abilities, which makes them unique. Consequently, HRM and the practises that go along with it are now seen by managers in every types of organisations as one of the crucial strategic levels to guarantee ongoing success.

According to Opatha (2010), Human resource management is the part of an organisation that focuses on hiring, managing, and providing guidance to those who work in their company in order to utilise human resources effectively and efficiently to accomplish organisational goals. The human component of organisational management is HRM.

The primary function is to recruit, pick, train, evaluate and reward personnel. Their contributions can greatly impact the success of the organization. The effective use of manpower in accomplishing both the strategic organizational goals of the organisation is what human resource management, as per Stone (2005), entails. Moreover, it places importance on the fulfilment of individual staff members. The productivity of its work force has a significant impact on an organization's objectives, as stated in this definition.

2.1.1 Definition of Recruitment

Some people refer to hiring as recruiting. The hiring process has many stages, with recruitment being just one stage of them. Many people refer to selection as recruitment. Both of these phrases are different from one another. If technically speaking, the recruitment function comes before selection function and consists only of identifying, cultivating, and luring candidates to apply for jobs within an organisation, as opposed to

selection, which is the process of choosing the candidate who is most qualified for the position from the candidates attracted.

A formal definition of recruiting would provide a precise understanding of its purpose. In order to properly comprehend the phrase recruitment, let's first define it. Of course, numerous authors have defined recruitment differently over the years.

Matching potential candidates' interests and skills to the benefits and requirement of a particular job. Employee recruitment is defined by Barber (1999) as "practises and activities conducted by an organisation for the purpose of identifying and attracting potential employees."

As said by Leopold (2002), it is a "positive process of generating a pool of candidates by reaching the right audience, suitable to fill the vacancy." once these candidates are identified, the process of choosing the right employees for the positions can start through gathering and evaluating data about candidates' qualifications for specific vacant positions.

Even if there are no vacancies, organization can use recruitment as a continuous process to create a pool of skilled candidates for the future needs in human resources.

2.1.2 Goals of Recruitment

There are basically two goals of recruitment

1. Attracting the right set of candidates

Analysing the strengths and shortcomings of the recruitment process is the first step in attracting candidates. Gamage (2014) states that the main goal of recruitment is to supply an organisation with a pool of possible job candidates. Because employers will choose employees from the candidates who were drawn in, the calibre of human resources in a company is greatly influenced by the calibre of applicants. In a similar vein, Henry and Temtime (2009) defined recruitment as the point at which new employees join a company and the subsequent steps that must be taken to ensure that the organisation has attracted the best candidates for its culture and environment in order to meet its long-term strategic objectives.

2. To deter unqualified applicants

When the majority of candidates with unrelated qualifications are excluded from the list of possible applicants when recruitment is based on rigorous job descriptions as well as job requirements design, this process becomes more effective and easier.

2.1.3 Sources of Recruitment

Two main channels are used for recruiting are-

2.1.3.1 Internal Sources of Recruitment

Internal source recruitment refers to selecting qualified applicants from among the organization's present workforce. It typically pertains to occupations with some form of career structure, such as management or administrative positions. The act of selecting current employees of the organisation to fill a position that becomes open over time is sometimes referred to as internal recruitment. Armstrong (2006) suggested that personnel (internal candidates) currently employed by the organisation should be given priority when positions become available. These consist of:

- **Promotion:** It is the act of raising or upgrade an employee who is on the salary scale and contributed to the success of organization. It is performed by promoting an employee to a position with increased responsibilities, benefits, prestige, and remuneration. Many firms typically promote persons who are deemed eligible for superior positions to fill available jobs.
- **Transfer:** It is a different strategy from promotion. Under this, Employees are recruited inside through workplace transfers. It indicates that the term "transfer" refers to the process of switching over an employee's job role and responsibilities from one department to another or location. People are moved from one job to another without receiving a rise in status or level. This is a good way to get qualified employees into areas that are overstaffed already.
- **Job posting:** It is a call for applications to all workers of the company to submit their applications for a vacant job. All present employees of the organisation are given an equal opportunity. In many organisations now all across the world, it has become a very prevalent practise. Under this, job openings are posted on notice boards or in employee-accessible lists. Apply for the position that is being posted if you're interested. It has evolved into one of the recruitment cost-saving strategies in this way.

2.1.3.2 External Sources of Recruitment

It demonstrates that the business seeks people from outside the company to apply for internal roles. There are plenty of ways that may be utilised to convince competent external applicants to submit for the final selection. However, before moving to recruiting from the outside, it is best to explore all prospective internal candidates.

- Advertising: It is promotion of a position/open post by radio, television, and bulletins, trade journals, and newspaper said by William, 1993. The most obvious means of recruiting people has historically been advertising, and it is still significant, particularly locally and in specialised publications (Armstrong & Taylor, 2014). Job advertisements need to adhere to the following four goals:
 - Generate candidates
 - Attract attention
 - To stimulate and maintain interest in
 - Encourage action
- College placement- Colleges and universities are the most significant source when an organisation is looking for managerial, technical, or professional candidates. Even when they have few open positions, many businesses conduct recruitment at colleges. Recruiting at a prestigious institution could be one of the motivations. Colleges might be a component of the business or the employer might want to continue to be known to potential clients or workers in the future (Milkovich and Glueck, 1985).
- Public and private hiring agencies: An employment agency is a corporation that aids employers in employing personnel while also supporting job seekers in obtaining work said by Mondy and Noe, 1990.

This Professional associations or groups retain all personal data on each of their employees and make it open to other organisations upon request. They also act as a channel for information sharing, clarification of doubts, and so on among their members and recruiting firms. The information provided is more useful for firms trying to employ experienced individuals such as managers, executives.
- Data banks: Management can collect biographical details regarding applicants from a number of sources such as Employment Exchange, academic institutions, candidates, and so on, and enter it into a computer. The firm will be able to acquire the information anytime it requires new staff since it will have a new source.
- Informal applicants: Candidates apply for positions informally through the mail or hand in their resumes to the personnel department based on the organization's standing, speed of response, engagement in community events, and the level of unemployment. This type of source would be excellent for part-time or entry-level work.
- Walk-Ins and write INS• : write-ins are people who send written inquiries, while walk-ins are people who walk into an organization's employment office. Both the types groups are asked to fill up application forms and list their skills, and these forms are

kept in an ongoing file so when a suitable opening arises or until they are too old to be taken into consideration said by Weather and Davis, 1993).

- Online recruitment: E-recruitment online recruitment utilises the internet to promote or "post" job openings, provides details on the organisation and its employment prospects, and allows employers and applicants to communicate via e-mail. In along with submitting job applications online, the latter is able to send application forms and resumes to employers or agencies. Online exams are available. The three types of internet recruiting sites are company websites, job ads on the internet, and agency websites.

2.1.4 An overview of Selection

Selection could also be considered as a rejection process because it rejects numerous candidates while selecting just a limited number of applications to fill the post. To make the best selection decision, one or more techniques must be used to evaluate a candidate's suitability. As a result, rather of being an optimistic function, the chosen function might be negative (Gamage, 2014). As stated by Gamage (2014), the selection function's aims are to match a suitable applicant with a suitable position, to develop and maintain a solid track record as an employer, and to keep the hiring procedure as economical as possible. The right people must be hired since the success of an organisation is typically linked to the individuals that work there.

2.1.5 Selection Criteria

Before selection, a necessary criteria should be established. The job definition should specifically specify the employee traits thought to be required for effective performance on the job if a selection programme is to be successful. Formal education, experience, physical traits, and personal attributes can typically be categorised to summarise the requirements (Ivancevich and Glueck, 1989). The task, the supervisor, and the type of the employee all have an impact on the selection criteria. The task will determine how the employee should behave and what skills and competencies are needed.

2. Formal education: The goal of hiring a candidate from a pool of candidates is to discover someone with the skills and attitude necessary for success. The majority of workers try to gauge aptitude by mentioning academic achievements. According to Ivancevich and Glueck (1989), employers frequently list a precise amount (in years) and type of education as a requirement.
 - Formal schooling may be a sign of aptitude or expertise

- The majority of companies make an effort to evaluate skills by mentioning educational achievement.
 - Job performance must be used to validate the educational requirements.
3. Physical characteristics: Some tasks call for specific physical abilities that can be examined, typically stamina and strength. Candidates cannot be rejected based only on arbitrary standards like weight, height, and other comparable criteria.
 4. Personal details include
 - Marital status: Some choose stable, married individuals' higher performance and less turnover are the results. The same favours divorced or single people. They are ready to work on the weekends or get transferred.
 - It seems logical to avoid discrimination in hiring based on marital status unless organisation has information to substantiate the link between the criteria and performance.
 - The age requirements should also be looked at in relation to current, productive employees. This category is typically a very difficult component to quantify, hence it is rarely employed as a formal factor.

2.1.6 Importance of Selection and Recruitment

Effective recruiting-selection methods, as indicated by Kilibarda and Fonda , If the personnel selected are not capable of making significant contributions, if appointment are not made in a timely way, or if no appointments are made, company and organisational techniques may be jeopardised. Because inexperienced applicants may perform badly or abandon their employment, training and replacement costs may become unnecessary.

2.1.7 The Recruitment and Selection Process

Recruitment, as described by Byars and Rue, , and Carrell et al, is the process of recruiting people in adequate numbers and with the appropriate skill sets and encourage these people to apply for roles inside the firm.

According to Armstrong (2012), there are ten stages of recruitment and selection processes are:

1. Outlining needs: To explain requirements, job descriptions and how individuals are employed. These provide the information required to generate advertisements, brief agencies or recruitment consultants, publish job opportunities on the business's official site or on the web, and interview and test candidates.

2. Attracting applicants: Investigating and evaluating alternative external and internal sources of candidates, such as advertising, e-recruitment, agencies, and consultants.

When determining ways to draw applicants, the following steps must be taken:

- Examine the recruiting process's strengths and weaknesses; the study's results may be utilised to develop a brand for the company and staff value proposition.
- Examine the demand to determine the appropriate individual.
- Determine the sources of potential applicants.

3. Application sifting: When employing consultants or recruitment firms, they will give a list of candidates.

There are a number of various types of employment interview-

I) Structured interview II) Semi structured interview III) Unstructured interview

5. Testing: these selection tests are used to provide accurate and consistent confirmation of aptitudes, IQ, personality qualities, and accomplishments. Psychological or psychometric tests assess a person's personality or intelligence. By utilising systematic and standardised procedures to quantify variances in individual traits, selectors may better understand applicants while making judgements about how successful they would be in a position. Psychological exams are commonly referred to as measuring instruments ('psychometric' is a word for mental measurement).

6. Assessing candidates : Evaluation centres gather a set of applications and apply a variety of evaluation approaches within a limited time (one or two days) to offer a more full and clear picture of candidate suitability.

7.Obtaining references: Applications must include letters of recommendation or references as part of the screening process. It is done so that the applicant's qualifications can be at least generally verified. It entails getting in touch with people who are mentioned as references for the applicants. give a character reference and a fact-check on the information that candidates provide.

8. Application review: It is a sad truth that candidates routinely provide misleading details to hiring managers about qualification & education, credentials, career history etc. It is common practise to check with organisations, professional organisations, and previous employers to ensure that the information supplied by candidates is correct.
9. Offer employment: Once candidate has passed the tests required for pensions & life insurance purposes, or because the position demands a particular degree of physical fitness, the next thing in the process of selection is to check the offer of employment. This occurs after obtaining appropriate recommendations. At this stage, an employment arrangement should also be prepared.
10. Follow-up: It is critical to follow up with newly recruited staff.

Chapter 3: Methodology

3.1 Approach of the Research and Design

The purpose of this research is to determine the influence of gender, age, and degree of experience on recruitment and selection, as well as the means by which it is practised in the company. The researcher use a descriptive research strategy in conjunction with both qualitative and quantitative methodologies in order to produce higher quality research results. The questionnaire and interview are used in the study. These methodologies were chosen because they gave adequate tools for collecting data from the chosen sample population in order to study the issue.

3.2 Target population

The targeted audience for this study are the employees under the Project INFINITE-MY6SENSES, this includes employees with various specialities and paramedic professionals like optometrists, audio metrists, sleep technicians, store managers, sales executives, HR and such.

Only those employees were included as part of research who could spare the time for interview and questionnaire as these employees were trained and posted at various locations in Hyderabad city and in Pan India locations, this posed a challenge in data collection at larger level.

3.3 Sample Size

Due to the newness of this project, the hiring process is in its initial phase. And the organization is still in its expansion phase recruiting suitable individuals across the country at multiple locations. Out of the available employees in Hyderabad location, a sample size of 50 respondents were chosen based on randomness and convenience.

3.4 Data collection tools

Data is collected from primary and secondary sources. Primary data was collected through a structured set of questionnaire using manual hand filled form.

Simple random sampling technique in which a simple is chosen on the basis of convenience and case was used to pick the subjects as this project is in its initial phase and these retail stores are functioning at various location.

3.5 Method for Data Analysis

The researcher gathered data utilising the aforementioned equipment and methodologies of both quantitative and qualitative analysis. Microsoft Excel was applied to quantitatively assess the data collected via surveys.

To predict the sources of recruitment and selection Percentage Analysis was performed whereas the Chi Square analysis is used to determine the association between gender, age, and degree of experience on recruitment and selection method satisfaction. Each item in the Questionnaire must be assessed on a 5-point scale ranging from extremely satisfied to severely unsatisfied with an overall rating of 5 to 1. Satisfaction with the recruitment process Higher ratings indicate a higher level of contentment, whereas lower scores indicate a lower level satisfaction.

Descriptive statistics aid in describing respondents' overall degree of agreement. It displays the respondent's uniformity in answer. Graphs and tables of information are employed to guarantee that data can be interpreted quickly and easily.

3.6 Ethical Consideration

Ethical obligation involves giving details of the study to respondents, as well as anonymity, which indicates that data from respondents will be kept secret and wont be exploited for any personal gain.

The researcher received the organization's agreement for conducting the research in such a manner that it regards ethical responsibility.

Chapter 4: Results

4.1 Sources of Recruitment

How you heard about job requirement of your current job role?	Frequency	Percentage %
Websites/Jobsites	32	45.71
Consultancies	21	30
Through references/friends	11	15.71
Random searching of possibilities	6	8.57
Total	70	100

4.2 Demographic Representation of the sample

Demographic Profile (Sample size=70)		Frequency	%
Gender	Male	54	77.14
	Female	16	22.86
Age	20-24	11	15.71
	25-29	33	47.15
	30-34	09	12.86
	35-39	06	8.57
	40 & above	11	15.71
Level of work experience	0-2 yrs	25	35.71
	3-5 yrs	28	40
	6-7 yrs	13	18.57
	Above 7 yrs	4	5.72

4.2 Data analysis and interpretation of Recruitment-Selection Process

The collected data through the survey interview was statically analysed using Microsoft Excel

Table 4.3.1: Distribution of Respondents based on Gender and Satisfaction level

Gender	Frequency	Percent %	Satisfaction level (mean value)
Male	54	77.14	2.58
Female	16	22.86	3.43

Table 4.3.1.1– Chi square test result at 5% level of significance

Variable	Calculated value	Significance value	Degree of freedom		Tabulated value
Gender	13.58	5%	1		3.82

At 5% level of significance and 1 degree of freedom, calculated value is more than tabulated value ($13.58 > 3.82$) we reject the null hypothesis and accept H_{a1} hypothesis that in this study there is some significant effect of gender on satisfaction level towards recruitment and selection process.

Table 4.3.2: Distribution of Respondents based on Age and Satisfaction level

Age	Frequency	Percentage	Satisfaction level(mean value)
20-24 years	11	15.71	2.87
25-29 years	33	47.15	2.81
30-34 years	09	12.86	2.55
35-39 years	06	8.57	2.47
40 & above years	11	15.71	2.91

Table 4.3.2.1 – Chi square test results at 5% level of significance

Variable	Value Calculated	Significance level	Degree of freedom	Tabulated value
Age	4.41	5%	4	9.56

At 5% level of significance and degree of freedom as 4: value that is calculated is less than tabulated value ($4.41 < 9.566$) so we take null hypothesis H02 .It shows no significant effect of Age with satisfaction with regard to recruitment and selection process.

Table 4.3.3 – Distribution of employees based on level of experience and Satisfaction level(Mean value)

Experience	Frequency	Percentage	satisfaction level mean value
0-2 years	25	35.71	2.58
3-5 years	28	40	2.84
6-7 years	13	18.57	2.97
Above 7 years	4	5.72	2.85

Table 4.3.3.1– Chi square test results at 5% level of significance

Variable	Value Calculated	Level of Significance	Degree of freedom	Tabulated value
Level of experience	4.73	5%	3	7.845

At 5% level of significance and 3 degree of freedom calculated value is less than tabulated value ($4.73 < 7.845$) so we take null hypothesis H_0 which shows that it has no significant effect of level of Experience on satisfaction towards recruitment and selection process.

Chapter 5: Discussion

- ❖ From Table 4.3.1: Distribution of Respondents based on Gender and Mean value (Satisfaction level) and Table 4.3.2.1 – test results at level of significance of 5%

Calculated value is greater than tabular value at 5% level of significance and 1 degree of freedom ($13.56 > 3.81$). As a result, we reject null hypothesis H_01 and accept H_{a1} , which says that gender has a substantial influence on recruiting and selection process satisfaction in this study. Female respondents seem to be more satisfied with the selection process by this data whereas male respondents were less satisfied. This could be due to following reasons-

- Male employees were given an additional condition to do home visits to patient's house for delivering the services hence this could be a factor in the dissatisfaction as many does not prefer to go for door services.
- Another possible reason could be the company not providing vehicle for conducting these home visits, rather company is willing to only provide travel allowance for the same. But non availability of vehicle and this having a mandatory requirement for selection of male candidates could be one possible reason that could lead to dissatisfaction among male employees under this study.

- ❖ Table 4.3.2: Distribution of employees based on Age and Mean value (Satisfaction level) and Table 4.3.2.1 – Chi test results at level of significance with 5%

At 5% level of significance and degrees of freedom of 4: value that is calculated is less than tabulated value ($4.41 < 9.56$) so we accept H_02 . It shows no significant effect of Age on satisfaction with respect to recruitment selection process.

From this data, it can be said that employees from all the age group under the study were almost equally satisfied with the recruitment procedure followed by the organization, this shows that Recruitment and Selection process is conducted uniformly and similar across all the level of parameters.

Most of the employees under this study were between 25-29 years of age this justifies that most of them were fully qualified for the position because by this age group most individual are completed with their graduation and have atleast handful of experience at their hands and are right fit according to the requirement of the clinical jobs they were offered.

- ❖ From Table 4.3.3 – Distribution of employees based on experienced satisfaction level and Mean value and Table 4.3.3.1– chi test results at 5% level of significance.

The Mean value of satisfaction towards recruitment and selection process in the age group 0-2 years demonstrated that individuals are neither completely content nor unsatisfied (2.58)

This could be due to the fact that this is the age group consisted mostly freshers and were going through recruitment process for the first time in their careers hence they do not have any idea for comparison with any previous experience of selection process hence their response of satisfaction remains neutral. Other age groups were with almost similar mean value of satisfaction. With degree of freedom of 3 and at 5% level of significance, calculated value is less than tabulated value ($4.73 < 7.845$) so we accept H_0 which shows that there is no significant effect of level of Experience on satisfaction with regards to recruitment and selection process in this study.

Chapter 7: Conclusion

The Project INFINITE-MY6SENSES employees who constituted up the 70 participants in the study. According to the investigation, the majority of the employees in the

company were happy with their jobs, but certain adjustments are necessary given the evolving nature of the hiring process, which has a significant impact on how the business operates in retail industry as new talent and ideas are brought on board.

The company's hiring division is doing a good job of placing candidates and filling open positions at all levels.

To improve organisational policies, strategies, procedures, and processes, a few suggestions have been put forward.

- In any industry, talent pool is obviously more inclined toward working for the healthcare provider who is offering more salaries than others, So, there is a high possibility that a qualified candidate will go to the competitor. Less revenue generation due to newness of this project imposes a challenge in its budget. Budget constraint makes it difficult for HR managers to hire quality professional, hence they are suggested to make a slight increase in pay scale of these health professionals according to market norm.
- Lack of qualified personals in optometry, sleep technology, audiometry also raises another challenge hence, investment in training and development of creating their own pool of suitable candidates rather than trying to get trained personal from other companies in the same market is suggested.
- Candidates are fully aware of the staffing shortages and the intense competition in the healthcare industry. As a result, they have high expectations for working conditions, company culture, pay scales, and other advantages. If the organisation falls short in one of the aforementioned categories and is unable to meet the standards. Then, it's probable that quality healthcare professional will leave for another company and retention rate would be low. Therefore , increase in incentives, providing vehicle for conduction home visits, and providing accommodation for those employees who are relocating from far states for these positions are recommendable changes suggested by the researcher.

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Annexures

QUESTIONNAIRE

Write or tick (✓) the appropriate response to each of the question

Gender-	Male ()	Female ()
Age of respondent (in years):		
How long have you been working? 0-2 years () 3-5 years () 6-7 years () Above 7 years ()		
How did you hear about this job vacancy? Websites/Jobsites () Consultancies () Through references/friends () Random searching of possibilities () Other ()		
On the scale of 1-5, (HDS – Highly dissatisfied; DS – Dissatisfied; N –Neutral; S- Satisfied; HS – Highly Satisfied),tick the response.		
Are you satisfied with the job role given to you at this organisation? 1() 2() 3 () 4 () 5 ()		
Did HR team explain the job role properly and assisted you throughout the process? 1() 2() 3 () 4 () 5 ()		
Would you recommend your fellows and give references for the job requirements at this organisation? 1() 2() 3 () 4 () 5 ()		
Do you think the organization places the right person in the right job? 1() 2() 3 () 4 () 5 ()		
Over all are you satisfied with the interview process till onboarding taken by the organisation? 1() 2() 3 () 4 () 5 ()		