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"Impact of Recruitment and Selection on Employee Retention  
in the Telecom Sector"



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***ABSTRACT:***

The purpose of the study was to examine “The Impact of Recruitment and Selection on Employee Retention”. The Study focuses on the “Telecom sector” Which is one of the fastest growing businesses of and most developing Company of Pakistan. Effective Recruitment and selection can reduce employee turnover and increase retention within an organization. Skilled and Qualified employees are the instrument for overall growth and development of an organization. The questionnaire was used to measure the identified HR practices and employee retention. Correlation and regression tests were used for analysis of the relationship between the variables. The sample size Of this study was 255 and 25 Questions were used to find out the results. Regression analysis was performed to analyses the data. The results of multiple regressions showed that impact of HR practices i.e. Recruitment and selection on employee retention. Recruitment and Selection have positive relation with Employee Retention, it means If a company will improve its recruitment and Selection process it will able to retain its employee within the organization. Furthermore, this study guides the management to devise the effective strategies of recruitment and selection to improve the retention of employees.

**Keywords: Retention of employees, human resource management, recruitment, Selection**

## **CHAPTER 1: INTRODUCTION**

### ***1.1 Background of the study:***

Human resources is something which is considered as life-blood of any organization. Armstrong (2009) had done very much research on Human resource management (HRM) so he defines HRM is a Process of incorporating way to deal with business, development of those specialists and working for comfort, Security of individuals in an association. The five complete categories of Human asset administration are individual's enlistment, learning and change, compensate administration, execution assessment and worker affiliations(Armstrong M. , 2009).

My background for thesis or study is to answer the big question that is raised by Boxall and Purchell in 2003 is that which HR strategies and practices are more likely to donate to supportable competitive advantage and in particular staff retention as organizations go through their life cycle. (Boxall, P., & Purchell, J., 2003). For this I have selected the major HR practices that are Recruitment and Selection as Moller-Wong, Shelley and Ebbers said that Retention is closely joined to recruitment. Much like the chicken or egg suggestion, there can't be retention without effective recruitment. Yet, effective retention is tool to attract large pool of applicants. Additionally, withholding rates are critical measures of Organizations effectiveness(Moller-Wong, C., Shelley, M. C., II, & Ebbers, L. H., 1999)their study helped me in selection of variables. There are other factors which also have impact on employee retention like training and development, reward and career development. As, Paul and Anantharaman said that now a days Organizations are showing great interest in career development programs. Studies on HR practices disclose that these curriculums are of great help for worker development ( Paul, A.K., Anantharaman, R.N. , 2003). Organizations use many methods to retain or hold their workers, such as taking compensation, training and expansion, competitive work environment, and other benefits (Samuel, M. & Chipunza, C. , 2009). Similarly, training programs also improve the employee expertise, which eventually decrease turnover and result in the increase in employee retention. (Huselid, 1995).

Employees are an important resource in any organization as they definitely put their efforts for the implementation of organizational objectives i.e. vision and mission. Long-standing well-being

and achievement of any firm depends upon the retention of important or experienced workers. Many of Organizations are technology driven, still they know the great importance of human resource and how to manage employees as they will help or required to run the technology. Employees are the most important and vigorous assets of any organization. The crucial productivity of a firm is to not rely on its economic assets or using the newest technology, somewhat it is determined by the degree to which way it is using its dedicated, motivated and efficient workers or how they value their employees.

In today's competitive situation, as the awareness and know how about technology plays a most important role in developing the competition more dynamic and strong still Organizations are facing problem which is Retention of employees. It is becoming one of the biggest issues for the telecom industry of Pakistan because people are the one who generates profits and considered as the capital or asset of the organization. Holding or retaining the workers is the most critical focus for the association in light of the fact that occasionally the high pay or the assignment is not vital for the representative to remain in the association that is, the thing that event in the telecom business of Pakistan. Organizations need to focus on Recruitment and Selection policies and afterward retaining the employees should be on top priority as, *Jenifer David says "Finding the Right Person, for the Right Job, at the Right Time and keeping them."*

Organizations are continuously searching for brilliant workers and spent time and money on their workers for upcoming return features. Issues like absence of expert labor force, economic growth and employee turnover demand to plan policies to rise employee retention. It is rigid to measure or calculate the particular cost associated with turnover for organizations. When an employee leaves from an organization, he/she conveys out with him all the information about the company, clients, projects and past history, very often to competitors. Acquiring and retaining accomplished workers plays a significant role for any organization, because employees' information and skills are dominant to corporations. Moreover, constantly sustaining the employees is another task that the employers are facing today. Hiring a candidate is only a first stage. Creating awareness of the importance of employee retention is important. The costs related with worker turnover can contain missing clients and business as well as damaged confidence. In adding, there are costs experienced in selection, confirming identifications and positions, questioning, contracting and training a new worker. Retaining policies support the capability of businesses to attract and retain their labor force. Once the right staff persons have

been hired, retention practices provide the tools essential to upkeep the staff. Telecom is one of the fastest growing businesses of Pakistan so the most important thing to make bound with this developing competition is to work on the most important factors of employee retention, i.e. what is the role of Recruitment and selection on employee retention in retaining the employees of telecom industry of Pakistan? The importance of this study is to examine the capability of telecom industry in retaining employees by different factors. The largest challenge that organizations are facing today is not only handling these possessions but also retaining them. Dropping employee turnover is a strategic and very important issue. No business can enjoy and tolerate the success until it deals with this turnover problem efficiently and successfully.

The determination of the study was to observe the Impact of recruitment and section on Employee Retention in Telecom Sector. Quantitative techniques i.e. questionnaire were used for gathering the data. The Research was conducted in Mobilink,warid and ufone which are best Companies of Telecom Industry in Pakistan. Two tests were applied i.e. Correlation and regression to find the relationship between the Recruitment, selection and Employee retention. The study concluded that employee recruitment has greater influence on the employee retention. Recruitment and selection plays an important role in the organization, this process help us to find main asset for the organization in form of best Human, mainly recruitment and selection process is one of the HR practice. My Thesis revolves around two things Firstly, Recruitment and selection is very much responsible as many managers have a need to hire a new worker or Candidate and this process is always properly observed and under strict checking from their side. However, once the organization's recruitment activities have succeeded in attracting sufficient numbers of relevant applicants from the external labor market, the aim of the subsequence selection activities is to identify the most suitable applicant and persuade them to join the organization. Secondly the most important thing is to retain these selected candidates or old candidates who already gone through this process through proper network. My study will help to know about how Recruitment and Selection will help organizations to retain their employees. No doubt, Retention of workers is becoming an actual encounter in today's functioning atmosphere as employers begin to understand the worth of individuals that create up the organization.

### ***1.3 Significance of the study:***

Recruitment exercise and empirical studies suggests that employees may additionally range of their propensity to end relying at the supply from which they're recruited(George, Esther & Agnes, 2015). While it is agreed and accepted that poor recruitment choices continue to affect firms' employee retention, many firms across different authorities have not recognized and applied effective hiring policies. In some companies, current strategies prevent recruitment and selection. (Carrington, 2000). It is discussed that errors are produced by the circumstance that organizations usually give tiny thought to the critical nature of recruitment choices and make slight or no attempt to validate staffing follows. Suggestion discloses that HR managers tend to trust on response from line supervisors on provisional periods and disciplinary processes to prepare out faults; no effort is prepared to examine effects of recruitment and selection method on employee retention. Therefore, Companies are amazed and dissatisfied when an employee leaves a job selection, and often the company devotes a lot of money on frequent hiring of staff (Karemu.G,Kahara.G & Josee.V , 2014). Most of the research and studies undertaken are more worried about how recruitment and selection affects performance and less on employee retention. Therefore, this research aims to analyze or examine the Impact of Recruitment and Selection on Employee retention in the Telecom Sector

### ***1.4 Problem Statement:***

*“Poor Recruitment and selection of candidate can cause increase in turnover and decrease in employee retention.”*

### ***1.5 Objective of the study:***

The past few years have been the most aggressive period for the “Telecom sector of Pakistan” in holding their employees. The main purpose of this study is to find the impact of the recruitment and selection on employee retention in the telecom sector and how recruitment and selection will help to retain its employees in the Organization.

### ***1.6 Organization of the study:***

This thesis comprises six chapters

The sequence and structure of these chapters are as follows:

***a. Chapter One: Introduction***

Chapter one is the overall introduction of study it includes two part Background of study and Introduction of the topic. It then tells the essential for the research by giving a research question, aim, objective, scope and a brief research methodology adopted.

***b. Chapter Two: Literature Review***

Chapter two tells about literature review about both variables that is dependent i.e. Retention of employees and independent variable which are recruitment and selection and it also explain the relation between both variables.

***c. Chapter Three: Theoretical Framework***

This chapter tells about the formulation of hypothesis and relation between dependent and independent variable.

***d. Chapter Four: Research Methodology***

This Chapter describes the techniques used in conducting the present study, it also addresses the researcher approach, strategy, sampling method, target population and various data collection methods inclusive of primary and data collection, reliability and validity. It presents data collection and the results obtained from the questionnaires survey, and then analysis of result.

***e. Chapter Five: Results and Discussion***

This Chapter five presents the findings from the analysis of the qualitative data collected using questionnaire. It includes a summary of the descriptive statistics, regression and correlation between both dependent and independentvariable. In additions, this chapter investigates the results of the study.

***f. Chapter Six: Conclusion and Recommendations***

Finally, chapter six provides conclusion of key findings of the research and makes recommendations. It also tell about the Limitations and ethical implications.

## **CHAPTER 2: LITERATURE REVIEW**

### ***2.1 Literature Review of Recruitment and selection***

The Principal Purpose of the Recruitment and Selection process is to attain one chosen end, selecting the right person for the job. This procedure is extended, difficult and offerings as many chances for making wrong or bad decisions as there are making the right one. There are many recruitment methods such as Press Advertisements, Fliers, Mailshots, Brochures, Recruitment

fairs, Vehicle Display, Off the wall Approach, Milk round, Agencies and Recruitment Consultants. For selection employees are screened through these screening methods such as looking on Bio data, Graphology, tests which include Work-related ability tests and Cognitive ability tests and after it candidate pass through different interviews such as individual interview, panel Interview, Focused Interview and many other. When selecting a selection method, it is necessary to recall its fundamental goal. It is not an expiration in itself, but is planned to donate to the whole recruitment and selection process. Recruitment and Selection method tends to differ between diverse Industrial sectors and types of Organization follows. The Part of Recruitment in Encouraging the Organization must not be ignored, joining both the necessity to fill a particular vacant position and the demand to donate to the Organization's overall repute in the market. The choices taken through the recruitment and selection procedure lay the base for the accomplishment or disappointment of any selection, it is during the recruitment and selection process when policies, terms and condition are transferred to newly hired candidates. (Dale, 2003)

Recruitment and selection of employees can play a vital role in determining an organization's success and performance, if work organizations are able to obtain workers who already have appropriate information, talents and abilities and are able to make a correct forecast according to their future abilities. Recruitment and selection also has an important part to play in guaranteeing worker output and optimistic organizational results. It is often demanded that selection of employees occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment. (Ballantyne, 2009)

Bratton and Gold differentiated the two terms while establishing a clear link between

Both terms by stating that recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements. (Bratton, J. & Gold, J., 2007)

Odiornepostulated that the quality of recruitment practices put in place by an Organization is a function of the quantity of application that will be received; he stated further that the relative

effectiveness of the next human resources phase (selection) is inherently dependent upon the quality of applicant attracted.(Odiorne, G. S., 1984)

Recruitment is the process of locating and appealing the human beings a company wants. Selection is the part of the recruitment procedure concerned with identifying or determining which candidates or entrants should be appointed to jobs or not. (Beardwell, J & Claydon, T., 2007).

Recruitment and selection are regarded as the most significant functions of human resource management for any business. The purpose of these practices is to attract and select among the best candidate for employment purpose. Recruitment is the step which helps to generate a pool of potential candidates which qualifies for the given job according to the set criteria of the organization. The quality of these human resource practices is dependent on the applicants as the organization is bound to finalize the employees from the pool of attracted candidates (Gamage, 2014).

Sometimes less capable candidates can be selected during recruitment and selection which can later result in potential loss to the organization. Therefore the main of these two practices in any organization is to get the best of employees who will play pivotal role in obtaining the goals of the organization with minimum cost (Ofori, D., & Aryeetey, M., 2011). Recruitment is the main instrument used by any organization to attract and hold knowledgeable workers (Unwin, 2005).

The purpose of recruitment is to find qualified applicants for the job vacancy that has been created by the organization. It is a stepwise process including a number of activities which the organization uses to find candidates with the required skills and outlooks. (Opatha, 2010)

Armstrong has stated the main aims of the recruitment process as to obtaining quality candidates at a minimum cost to meet the human resource requirements of the company. The recruitment process also includes preparing job description and specifications and finally generating a pool of potential candidates through evaluating different applications inside and outside of the company. (Armstrong, 2000)

Therefore we can say that the recruitment is the entry point of generating manpower into an organization and from this point the organization have to make sure to follow appropriate steps to attract individuals which fit the culture and environment of the given organization so that they can play their overall role in achieving the mission and vision of the organization (Henry, O. & Temtime Z., 2009).

Morgeson had given some tips which can help any organization to decrease its turnover and increases its employee retention rate. Selecting customarily, the essential objective of enrollment has been to recognize promising applicants and to fill open positions. However, it is conceivable that the selecting procedure can satisfy another key goal: decreasing turnover. Consider the accompanying three ways to deal with bringing down useless turnover through enlisting:

1. Perceive that some selecting sources convey workers with higher degrees of consistency than others. Online occupation sheets, work offices and associations' sites all pull in various sorts of hopefuls with various maintenance profiles. When in doubt, be that as it may, representative referrals for the most part produce new contracts with low turnover rates.

2. Investigate distinctive enrolling hotspots for maintenance. It's a smart thought to evaluate the degrees of consistency connected with various enlisting sources. As new workers are employed, the HR group ought to record where they were enlisted from. On the off chance that a staff part chooses to leave, information ought to be assembled about to what extent they remained with the association. This can be connected back to the selecting source. Following information after some time gives profitable experiences into which selecting sources are well on the way to yield applicants who will remain with the association.

3. Utilize sensible occupation reviews amid enrollment. One driver of turnover is when new contracts start work, however don't have precise assumptions about what is required at work. At the point when hopefuls don't feel that an occupation is a solid match, they will probably self-select out and leave the association. A powerful approach to battle this issue is to fuse sensible employment reviews into the meeting procedure. This gives candidates a clearer see into the position, what it will take to succeed and whether the occupation is for them. (Morgeson, 2013)

On the other hand, selection is the procedure of screening the candidates from the pool of the potential applicants who have applied in the organization for the particular job or vacancy. (Opatha, 2010).In selection different tools are used to select individuals who are considered most appropriate for the given job (Ofori, D., & Aryeetey, M., 2011)

Selection is the procedure that makes use of a step by step process to make sure the appropriateness of the applicants for the given job so that the best selected choice would be made among the candidates or in other words it can be seen as a process of rejecting applicants which do not fulfill the requirements of the given vacancy in the organization. In a nutshell, the main

purpose of the selection process is to find a right person for the right job, maintain an image of a good employer and keep it cost effective (Gamage, 2014).

Selection is a procedure that helps to gather, collect and analyze information about candidates who would be interested in the employment offer made by the organization. Such employment offer may be a new job for a new employee or a different job for a current employee. Remember that the selection process occurs under certain legal and environmental restrictions and talks about the future of both the organization and the individual (Barrick.M, Field.H.S & Gatewood, 2011).

Ivancevich sees the selection as a method that makes use of certain information and criteria to find the best qualified applicant, from a number of applicants that have applied for the vacant post in a given organization, under certain environmental limitations. (Ivancevich, 2001)

The key for recruitment and selection is to get the right brain in the right job. If you can match personality of the person and desires with the job requirements, you have a much better chance of success or you are good at recruiting. Thus a big part of the hiring task is really understanding what makes the person tick. You have to find which person will do or perform this job perfectly. I'd like to analyze and recognize someone as well as a good psychologist would. If I get the right person with the right approach, so while selection you need to identify attitude also because many companies think that we can teach them any of the specific knowledge they may need but should have attitude of learning. (Roberts, 1998)

An organization can only succeed if, amongst other milestones, it is able to obtain its human resource in an effective manner. The same idea can be applied to any organization in the world though the costs may differ in terms of recruitment and training activities conducted by different organization for their human resources. Employees are considered as the most important possession of any organization as they play a pivotal role in the immediate and long term success of the organization. Therefore we can say that selecting the best-fit candidates has a huge impact on any organization's accomplishment. A well-defined and applied selection process helps to accelerate the rate of attainments achieved through the selection. It is an important instrument used by an organization to maintain a competitive edge in the market (Ongori.H, 2004).

Selection is a cost incurring process used to hire or select new individuals into the organization. Its utmost important that the organizations tries to get it right the first time because of the scarce resources that the organization owns. As at the end of the day the reputation of the organization

depends upon the people working for it therefore it can be said that finding the best fit applicant is a difficult task. Many times the performance of businesses depends directly on the people working with it, meaning hiring the right person will ensure organizational success. So considering a number of factors it can be stated that the selection process holds an extremely important position in an organization (Henry, O. & Temtime Z., 2009)

Boxall has given a competency approach for the recruitment process which is used as a framework for the selection process. According to him competency approach used for recruitment is based on person rather than the job. (Boxall, P., & Purchell, J., 2003)

Sinha and Thaly states that there are a number of recruitment approaches say employee referral, campus recruitment, advertisement, recruitment agencies & consultants, job portals, company websites, social media etc. Most of the organizations make use of a combination of two or more than two of these approaches as a part of their recruitment process. However, the use of a particular recruitment channel depends upon the job position, the resources that the company has on recruiting team, on the amount of recruitment budget that the company holds etc. The company can make use of all of them or use the one which suits it the best. It is important to note that every recruiting channel has different benefits and limitations to offer and works better under certain situations and for certain companies. The main thing is to collect real time recruitment parameters on different recruiting channels to find out which one works best for the company under different situations. Since every company has a different recruitment experience therefore the best way to find out works best for a particular company is to analyze parameters based on previous recruitment efforts, not on the efforts of any other company. Finally, when the company has found its right recruiting parameters it should start using the recruitment channel which it thinks fits best (Sinha, V. & Thaly, P., 2013).

Recruitment and selection process cannot be taken lightly in any organization as the future success of the business and their service quality depends on the quality of its employees who have been hired after going through the recruitment and selection process designed by the organization (Ezeali, B. O & Esiagu, L. N , 2010).

In order to assess the effectiveness rate of recruitment and selection process factors such as the turnover rate, tenure of employees, job performance, referrals given by current employees, in-house job posts and rehiring of the former personnel can be considered (Zottoli, M. A. & Wanous, J. P., 2000).

As the selection process determines who comes on board therefore if it is shaped properly it will help to select candidates who have the competency for the given job i.e. it will match the right candidate with the right job. The use of the right selection instrument will raise the probability that the person who is chosen for the slot is the right one. So when a right person works for the right job the productivity of the company automatically increases (Gamage, 2014).

The main aim of devising the strategy for recruitment and selection is to find the best sources for recruitment, hire the best talent, to keep a competitive edge of the organization in the job market plus to retain the employees who are considered as the best for the organization. The process will therefore help not only to set but to achieve the right limits. (Karemu.G, Kahara.G & Josee.V, 2014)

Recruitment and selection helps in defining the purpose of organizations. Recruitment and selection procedures must be directed by organization's policies, missions and aims to avoid appointing candidates with skills inappropriate for the achievement of objectives. However, it would be an excess of assets to recruit, select and appoint capable applicants and not preserve them. The success of human resources departments is measured on their staffing and performance of experienced workers. (Adu-Darkoh.M, 2014)

For an organization to succeed it has to manage, amongst others, its human resources effectively. This notion applies equally to almost any organization in the world although it may be costly, especially in terms of recruitment and training of its human resources. The human resources selection process is important to short-term and long-term success of an organization because employees are generally regarded as the most valued assets. Selecting the candidates that best fit the requirements has a large influence on the success of an organization. A well-designed and implemented selection process is likely to optimize the success of the selection. Inappropriate selection costs organization significant amounts of money because of the need to reinvest in the selection process and new employee training. Selection is important for an organization to help it keep its competitive edge. (Ongori.H, A review of the literature on employee turnover., 2007)

Rynes defined recruitment as covering all organizational does and decisions that affect either the number, or types, of individuals that are willing to apply for, or to accept, a given vacancy. (Rynes, S. L., 1991)

A similar definition has been offered by Breugh that Employee recruitment involves those organizational activities that influence the number or types of applicants who apply for a position and affect whether a job offer is accepted. (Breugh, J. A., 1992)

It is agreed and accepted that poor recruitment decisions continue to affect organizational employee retention, many organizations across diverse jurisdictions have not identified and implemented effective hiring strategies(Adu-Darkoh.M, 2014).

Armstrong proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates (Armstrong.M, 2000).The other is External Sources of recruitment it refer to attracting applicants from outside a particular organization to fill vacant positions. Like internal sources, they are useful to attracting capable applicants to apply for promoted positions in various organizations. Extensive varieties of methods are available for external hiring. Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to reduce the best results. External cause of recruitment include advertisement, e-recruitment, employment agencies, labor office, education and training establishment. (Beardwell, J & Claydon, T., 2007). Lee also enlightened the two main sources of recruitment. According to Lee there are two sources one is internal source and other in external source.Internal recruiting means utilizing internal source like workers who are sourced from inside the association, while external sources give representatives who originate all things considered. Internal sources incorporate competitors sourced through notices in various media, public or private employment agencies, campus recruiting, internet applications, walk-ins, and head-hunted candidates. Internal sources include promotions or demotions (vertical moves), internal job postings (horizontal moves), employee personnel records, intranet advertisements and referrals. (Lee,G. J., 2006)

The experimental proof shows that internal candidates are required to give preferred results over outside applicants. On account of turnover, Lee suggests that internal candidates are less inclined to stop (or will remain for the longer period) than externally selected workers. (Lee,G. J., 2006)

Internal recruitment can help any company to retain its employees as the person already knows the culture and the organization. If the candidate is selected, he or she probably will accept the job. Background investigations and other external hurdles have already been cleared by internal applicants, so the recruiting process is a simpler one. ( George B. Bradt & Vonnegut.M, 2009)

There are some theories which are supporting the process of recruitment and selection.

### **Attraction-Selection-Attrition (ASA) Theory:**

This theory was proposed by Schneider and his companions in 1995. If an association can discover and utilize the correct individuals with the correct information, capacities and abilities in the correct numbers, the association is inconceivably better put to manage the open doors and dangers emerging from their working surroundings than contenders who are continually attempting to construct and keep up their workforce. Further, in light of attraction and attrition (ASA) hypothesis contends that powerful determination frameworks ought to create high individual association fit, improving worker connection to the association. Attraction is fundamentally finding or targeting the talented people while Selection is a process in which Organizations select individuals who they believe are perfect for a wide range of sorts of occupations. In that way associations wind up picking individuals who share numerous basic individual characteristics, despite the fact that they may not share basic abilities. The last factor of this model is attrition which is opposite side of attraction. At the point when individuals don't fit a situation they tend to abandon it. At the point when individuals leave the environment a more homogenous gathering remains than those were at first pulled in to the association (Schneider et al, 1995).

### **Value Congruence Model:**

Value congruence model, measures the "fit" between the individual estimations of a worker's and those of collaborators and the organization itself. Value congruence can be broken into three fundamental subcategories: individual environment ("P-E"), individual ("P-P"), and perceptual fit ("PF"). Individual environment congruence refers to a harmony between the between the individual estimations of the representative and corporate culture of the organization in which he or she works. Somebody with a high P-E harmoniousness feels by and by tuned in to his organization's expressed approaches and objectives. On the other hand, somebody with a low P-E compatibility feels a feeling of disharmony between his own particular qualities and the expressed approaches and objectives of his organization. A high P-P coinciding shows a feeling of solidarity with one's colleagues as far as shared qualities and objectives. A low P-P coinciding

shows a feeling of separation from associates achieved by a nonappearance of shared qualities. At last, solid PF proposes a solid correspondence between the qualities that a representative sees his organization to have (regardless of whether the organization really does) and the qualities that his associates see the organization to have (once more, regardless of whether it really does). A feeble PF infers that a representative's impression of his organization's qualities contrasts altogether from that of his associates. Inquire about has demonstrated that P-E and PF compatibility are vital measures of representative fulfillment, duty, and probability of turnover, in spite of the fact that P-P consistency has small bearing on these parameters. In addition, PF is particularly critical in setting up amicable relations amongst laborers and supervisors. These measures give enterprises a powerful worldview on the premise of which to make long haul faculty arrangements and efficiency development focuses: specifically, P-E and PF consistency permit organizations to find useless work connections and elucidate misperceived organization approaches and objectives. With these devices close by, organizations can anticipate expanded worker maintenance and, eventually, enhanced organization execution (Kristof, 2000).

## ***2.2 Literature Review on Employee Retention:***

Employee retention is the ability to keep employees within an organization for the longer period of time. Talent retention is of critical importance for companies shifting from start-up to fast growth. Keeping the best people closest to the organization's core competencies is important. The purpose of retaining employees is to avoid turnover cost. Organization must retain the people who perform and have competencies and skills that match the business' core talent needs (Zingheim, P.K., Schuster, J.R., Dertien, M.G. , 2009).

Effective employee retention does not rely on a solo approach. The assessment of an employee to remain in the organization is effected by a number of factors depending on a variety of elements like the individual's age, the family situation, mentoring, career and learning opportunities, good benefits, networking and the exterior job market or job title. (Yusoff, R.M., Khan, F., Mubeen, A., Azam, K. , 2013)

Retention is a complex or difficult concept and there is no solo method for keeping or retaining personnel with a corporation. In literature, retention has been observed as "a responsibility to carry on to prepare business or interchange with an exact company on a continuing basis (Zineldin, M., 2000). A more comprehensive and well explained definition for the conception of retention is

“consumer liking, identification, commitment, trust, willingness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions” (Stauss, B., Chojnacki, K., Decker, A., Hoffman, F., 2001) Employee retention discusses to the various guidelines and applies which let the workers stick to an association for a longer period of time. Irrespective of the size, if the companies are unable to retain their talented employees, it will be very difficult for their survival. (Mohammad, A.Q, 2015)

No doubt key to success for any Organization is to retain its talented employees if he is not able to do so than that company will not able to survive in the market.

Taplin & Winterton, (2007) define employee retention as the capability of the administration to retain its workers for a long time. It wants encouraging HRM rules and follows, which let the key employees pledge to an organization. Hence, the retention of capable workers is a benefit to an organization since workers’ knowledge and abilities are dominant to a company’s capacity to be economical. (Taplin, I. & Winterton, J. , 2007)

Johnson highlighted in his article that Employee Retention should be considered to most challenging issues which are faced by the corporate leaders, because of insufficient skilled labor, employee turnover, and economic growth.” The capability to keep holds those employees whom the organization wants to keep are longer than your rival”. (Johnson, 2000)

Walker founded that in many Organizations Employee Retention technique is been used by the corporate leaders in order to maintain an effective workforce as well as meet the operational requirements. Related issues regarding people like benefits, Hiring, administration, organization development, safety, communication, Compensation, performance management, Wellness. From the research studies, it has been prove that now organizations realized that retentions is strategically concern and helpful in order to achieve the competitive advantage. (Walker, 2001)

Now a day the workers’ demands have been increased than ever before, it is not because of perks and salaries but in very term like cultural and work experience context. Providing a flexible, prolific and dynamic working environment in order to retain and attract the potential employees. In case if Retention plans/Strategies be not appropriately embedded in the corporate industry/business process then all the efforts are useless since from the selection. (Earle, 2003)

Johnson defined Retention in very easy terms as the ability to hold onto those employees you want to keep, for longer than your competitors. (Johnson, 2000)

In 2007 Abeysekera said in his article that Employee turnover is a major challenge for many organizations if companies implementing effective human resource management practices it will help to maintain the turnover rate (Abeysekera R. , 2007)

### ***2.3 Literature review on Recruitment, Selection and Employee Retention:***

Retention is measured as a significant component of an organization's HR policies. It start from the very first that selection of the correct employees and it should be remains by practicing those plans in order to retain those talented employees and create them dedicated and involved towards the organization. (Freyermuth, 2007)

Fitz-enz concludes that worker retention is influenced through many elements such as education and improvement, recruitment and selection—which have to be controlled and consistently checked throughout, and it implies that both organizational factors and HR practices also have an impact on retention of employees and their dedication. (Fitz-Enz, 1990)

Good employee retention is in portion a result of a good “fit” between a corporation's workshop culture, its method of undertaking business and the abilities that it promotes as appreciated and the interests, character, and motivations of the individuals that exist within it. In phrases of recruitment, organizations should consequently positioned an emphasis on no longer only comparing formal qualifications, task-applicable technical capacity, and so forth., but also extra widespread forms of qualifications and tendencies at the a part of the recruit. (George, Esther & Agnes, 2015)

According to Abeysekeraretaining employee is a major challenge for organizations but companies applyingreal human resource management follows can help to decrease the rate of employee turnover and increase in attractiveness due to the fact that by retaining staff an organization it is able to retain its key asset. (Abeysekera R. , 2007)

Henry Ongori in 2007 concluded in his observe that employees are the lengthy-time period investments in an enterprise and as such management should encourage process of job redesigning, job autonomy, mission significance and venture identification, open book management, empowerment of personnel, recruitment and selection ought to be finished scientifically with the goal of preserving personnel and lowering employee turnover. (Ongori.H, A review of the literature on employee turnover., 2007)

Schneider and Bowen recommended that if employees in service firms have optimistic observations of the HR practices, they are possible to put more struggle and resources in bringing outstanding consumer facilities. He further explains that when employees observe that their organization is simplifying their performance, increasing career chances, providing constructive supervision, and so on, they will show their zing to achieve an organizational objective. (Schneider B and Bowen D, 1985)

Oya Erdil & Ayue Gonsel states that for the right achievement of company approach, the advent of successful personnel ought to start from the very initial degree i.e. selection of employees according to the talents and behaviors which might be favored according with the context of the business enterprise. (Oya.E & Gonsel.A)

An overview of the Human useful resource literature seems to verify that good retention is set extra than what an organization does as soon as a worker has been hired and set up within an enterprise. How agencies recruit and the way they offer orientation in the first days at the job can be of essential importance to preserving employees over the long run. Failure to effectively recruit and orient employees may additionally impose sizable separation and substitute expenses down the road (George, Esther & Agnes, 2015)

Sohail and his coworkers enlightened that worker retention as a crucial procedure. These days, organizations are experiencing a balance of power moving from employers to employees. Employees may be retained and happy within the ones corporations which hold on studying that a way to maintain their worker satisfaction at the best degree. If there is extra turnover then it shows a problem or trouble inside the Company and for such business enterprise it's far critical to be familiar with a way to maintain employees. Attracting in holding the employees in emerging countries is highly desired practice of the high performance organizations. One of the maximum used ways of keeping personnel is compensating them more than they may be earning. Also after a few years, the opposition will be fierce and having the fine skills within the company will be an undertaking. (Sohail, N., Muneer A., Tariq. Y.T. , 2011)

As per Boxall, the central issue will which HR approaches and practices will probably add to feasible upper hand and specifically staff maintenance as associations experience their life cycle. (Boxall, 2003)

Doorman (2008) highlighted that an arrangement of over the top acting human helpful asset works on including enrollment, preparing, work plan, support, cooperation, compositions

presence adjust and compensates have been alluded to as urgent parts in accomplishment of employment match and this in the long haul implies that individuals encounter better match with the procedure and the organization when additional across the board human valuable asset practices are in locale. (Porter, M.E., 2008)

Most recruiters claim that they do not struggle for a 100% retention rate because not all employees may be the right fit for the organization, so it's the fault in recruitment and selection process when they are hiring any person they also analyze employee in refers of organization fit. (Rummel, 1999)

Earle pointed that now a days the expectations of employees have been enlarged and very much changed as ever earlier. It is in terms of every characteristic, not only incomes and bonuses but also work understanding and cultural background in which it occurs. Providing a creative, elastic and self-motivated work atmosphere can be a critical asset in attracting and retaining valuable employees. In order to progress an effective retention plan for today's employment market, it is vital to realize the varying needs and expectation. If the retention strategies are not properly rooted in the business procedures, the all effort since recruitment will ultimately prove useless, so Companies must focus on both polices or make a direct connection between recruitment and retention polices. (Earle, 2003)

Tendon highlighted in his article that recruitment is the only element for attracting and retaining knowledge workers. If you are good at recruiting or you know the tricks it will help you to attract and retain the skilled employees (Tendon, 2006).

Bowley revealed in his research that that firms who are good at recruit and retain excellent individuals have the ability of producing human principal advantage. No doubt excellent and talented employees are the main asset they will help to generate good reputes of the company. (Bowley, 1926)

Bernardin and Russell conducted a research in Maina which states that worker recruitment practices and strategies affecting employee retention. (Russell & Bernardin, 2014)

According to the research, which was conducted by Kurniawan, Eddy and Milly in 2016 which proved that recruitment can be improved with due regard to the suitability of the recruitment procedure with what the company wants. The company will get employees who have the potential and the automatically companies will increase employee retention through potential employees. (Kurniawan, Eddy & Milly, 2016)

Kurniawan, Eddy and Milly undoubtedly mentioned in their research results that recruitment has very clear impact towards the employee retention of the enterprise because of its excessive recruitment then mechanically additionally will increase worker retention charge via these businesses who need to keep the high-quality capability employee. (Kurniawan, Eddy & Milly, 2016)

Furthermore, the study conducted by George, Esther and Agnes investigate the link between the planned employee recruitment follows and staff retention in Kenya commercial banks. The study concluded that the planned employee recruitment have impact on the employee retention. (George, Esther & Agnes, 2015)

A suitable and updated recruitment and selection process is a part and parcel of a good HR practice. Recruitment and selection for superior firms have verified to be an essential human resource development activity and as such, they are a vital part of an organization's general strategic plan (Cameron, J. & D. Pierce, 1994).

Kramar identified the role of recruitment and selection is to put in direction arrangements for thinkable established employment necessities, as well as deal with everyday employment vacancies, all as part of a human resource policy (Kramar.R, 1992).

As indicated by Capelli (2001), human asset rehearses upgrade authoritative execution and there is a reasonable connection between human asset hones, work environment atmosphere and representative maintenance. He found that those associations which had actualized more dynamic human asset practices and which reported a work put atmosphere that firmly esteemed representative cooperation, strengthening and responsibility had a tendency to be better performing and consequently aggressive importance workers will be glad keeping on working with them. (Capelli, 2001)

George and his collaborators done research in Kenya and saw that it is likewise critical right of each and every individual employment candidate to have a sensible shot at figuring out if the Organization is a solid match for him or her (George, Esther & Agnes, 2015).

Meyer and his research mates in (2003) have stressed the significance of giving "sensible occupation sneak peaks" to potential representatives. These sneak peaks give potential new contracts more than only a quick look at an organization's operations, furnishing the applicant with enough data to settle on a choice about whether it is the correct work environment for him or her. (Meyer, John, Laryssa Topolnytsky, Henryk Krajewski and Ian Gellatly, 2003)

Worker maintenance ought to be connected with a compelling enrollment and determination prepare. HR professionals and enlistment offices, while selecting work contender for their associations, ought to consider work sees as an indispensable part of the enrollment procedure. Work reviews, when sincerely led, have the capability of diminishing early turnover of representatives since such workers would have had firsthand learning of what the occupation involves and the states of administration, especially the base compensation and other money related impetuses amid the employment see. In spite of the fact that practical enrollment and occupation fit methodologies give a critical component to both occupation fulfillment and representative maintenance, they should be consolidated with other motivational factors to frame an exhaustive maintenance methodology that can diminish high turnover rates viably. (Olorunjuwon, S. M, 2008)

Jackofsky, (1984) qualities 60% of undesirable turnover to awful enlisting choices with respect to the business. "Terrible employing choices" may cover various contemplations, including excessively rushed choice procedures that neglect to guarantee that the occupation competitor truly has the sufficient aptitudes and capabilities to carry out the employment for which she or he is procured. A wrong choice of determination of hopeful can make additional cost for the organization (Jackofsky, E.F, 1984).

So also, Lee (2006) proposes two middle people to enrollment hypothesis as they influence turnover. These are the "authenticity" with which the hopeful comes into the occupation and the employment fit, i.e. the degree to which the worker feels that the employment agrees with his/her identity. Moreover, Lee (2006) battles that if different enrollment sources can be found to have diverse authenticity and employment fit, and these thus influence turnover, then maintenance systems can be made around these enlistment strategies. (Lee,G. J., 2006)

Proved research conducted by Bernardin and Russell in Miana which states that employee recruitment practices and policies are most affecting variables to employee retention. (Maina, B.W, 2014)

According to Raub and Streit (2006), an impractical performance of job-related data may lead to a "rude awakening" when newly employed employees notice the actuality of the job. The larger the gap between what has been guaranteed amid enlistment and what the representatives encounter amid their first weeks and months at work, the higher the inclination to stop. The

resultant impact is that the new nominees will be baffled, disappointed, and inefficient and at last they may stop the job quickly. (Raub, S. & Streit, E.M., 2006)

### **CHAPTER 3: THEORETICAL FRAMEWORK**

The hypothetical structure of the review is made out of two classes of variable i.e. Independent and Dependent variable. A calculated system is the specialist's thought on how the examination issue should be investigated. This is established on the hypothetical structure, which lies on a much more extensive size of determination. The hypothetical structure harps on time - tried hypotheses that encapsulate the discoveries of various examinations on how phenomenon happen. The hypothetical system gives a general representation of connections between things in a phenomenon. (Gupta, Santosh, 2002). The relationship between employee recruitment selection and employee retention was expected to follow a regression model of the nature

$$ER = \alpha + \beta_1 R + \varepsilon.$$

$$ER = \alpha + \beta_2 S + \varepsilon.$$

ER= Employee Retention

$\alpha$ = Intercept term

$\beta_1$  = Beta coefficients

$\beta_1$  = Beta coefficients

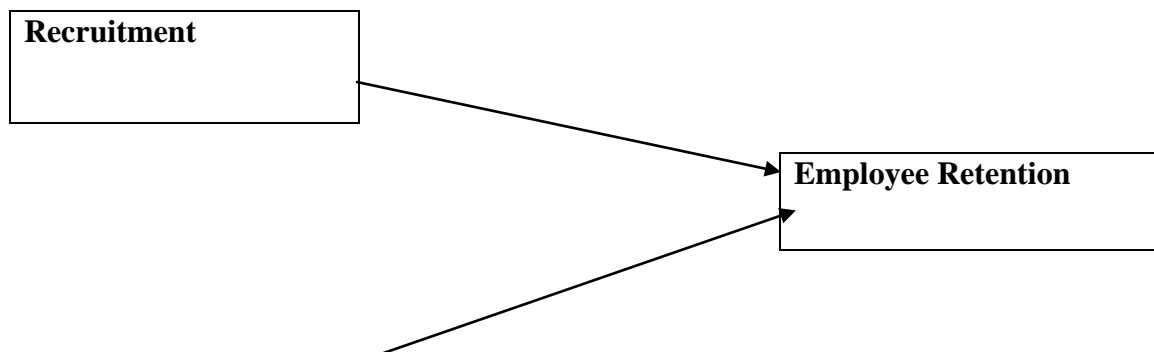
S= Selection

R= Recruitment

$\varepsilon$  = Error term

**Independent Variable**

**Dependent Variable**



## Selection

### ***3.1 Research question:***

Does Recruitment and selection help an Organization to retain its employees?

### ***3.2 Sub questions:***

- Do Selection criteria help you to select best suitable candidate for your company?
- Does selection procedure effects the retention rate?
- Do employee retention has link with recruitment and selection?

### ***3.3 Hypotheses:***

Hypothesis is defined as an empirically testable version of a theoretical proposition that has not yet been tested or verified with empirical evidence. It is most used in deductive theorizing and can be restated as a prediction.

#### ***H1: Recruitment leads to high Employee Retention.***

A Study was conducted in the Telecom sector of Pakistan and it determines is that fair recruitment and selection significantly influence worker retention. (Janjua, B. H., & Gulzar, A. , 2014) This helps me in making of hypothesis. As it shows that both variables have positive relationship between them.

#### ***H2: Recruitment do not leads to high Employee Retention.***

Russell and Bernardin said that there are factors which help any Organization to improve its Employee retention as the increasingly attractive employment package, the more likely it will attract candidates or applicants and the greater employee retention. Recruitment and selection is not the source of employee retention (Russell & Bernardin, 2014) so their research helped me to make a null hypothesis.

#### ***H3: Selectiondo leads to high Employee Retention***

Hosain highlighted its importance as it is an objective of all industries to guarantee that the people who are employed through the recruitment and selection process are the best or right people for the job. In addition, it is critical to take the people who show the strong attention in the job responsibilities that are attached to. Otherwise, they will be dissatisfied later and leave the job as they will not like it. (Hosain.S, 2016 )

#### ***H4: Recruitment do not leads to high Employee Retention***

##### ***3.4 Variable for Research:***

Variables are key elements in research. A variable is defined as a characteristic of the participants or situation for a given study that has different values in that study. In quantitative research, variables are commonly divided into Independent variable and Dependent Variable. (Creswell, John W. , 2013)

##### ***a. Dependent Variable:***

The Dependent variable for my study is the Employee Retention which is defined as, Employee retention consists of processes through which employees are increased to become part of the organization for an extended period of time until he/she gets retired or until the scheme gets accomplished. For accomplishing individual as well as administrative goals, it is very much important to retain or keep brilliant employees. The HR director must know how to fascinate and keep worthy employees because these are the employees who can create or breakdown the organization's goodwill.(Wisnefski, 2008).

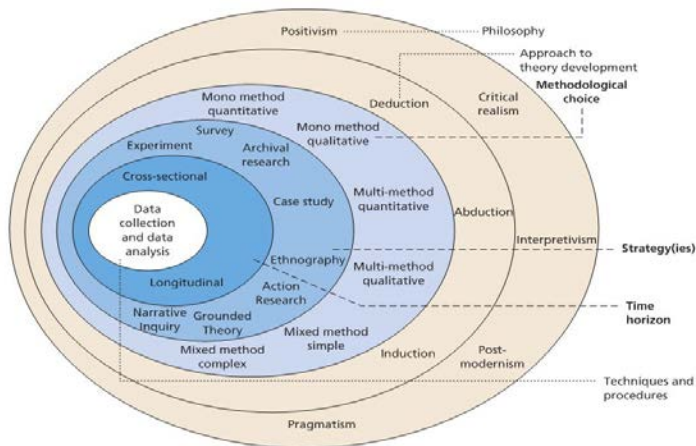
##### ***b. Independent Variable:***

The Independent Variable for my study is Recruitment and Selection which is defined as, Mondy refers to selection the procedure of picking from a cluster of candidates those entities best suitable for a specific post in an organization. Whereas, the recruitment method is associated to boost individuals to search for service with the organization, the selection process is to recognize employ who is the best-qualified and appropriate individuals for specific positions. (Mondy, R.W, 2010).

## **CHAPTER FOURTH: METHODOLOGY**

This Chapter will examine and uncover the techniques attempted for noting the examination objective. This procedure will include strategies for information accumulation and investigating of the information which will help us to make particular come about by making a connection with points and targets of the examination. As finishing the point and targets of the examination is the essential rationale of the scientist in this review (Blumberg, B., Cooper, D. & Schindler, P., 2011). The part intended to work utilizing the examination onion display. Look into onion is an idea created by Saunders (2011) to disclose the principle territories to cover while creating research arrange. At the point when seen in detail every layer of the onion characterizes a legitimate detail of study so applying this model offers important style to take a shot at research approach and have the capacity to use in number of circumstance (Saunders.M, Lewis.P & Thornhill.A, 2003). He additionally calls attention to utilizing research onion as a part of our examination will be gainful in light of the fact that it proceeds with well-ordered strategy through which information gathering can distinguish and clarified. The Research is finished by taking after the exploration onions it has six stages. The First layer of research onion is Research Philosophy, it relies on upon the way that what you consider the improvement of Knowledge. Three Views about the exploration procedure commands the writing: Positivism, interpretivism, and Realism. They are distinctive, if not fundamentally unrelated, sees about the route in which information is created and judges as being satisfactory. The second layer of research onion is a determination of Research approach i.e. whether your pursuit is the deductive approach or Inductive approach, then comes the third layer of onion it is fundamentally the choice of research procedures it is the general arrangement of how you will approach noting research address. The procedures are Experiment, review, contextual analysis, ethnography, grounded hypothesis and activity inquire about. The fourth layer of research onion discusses the time skyline it has two sorts Cross-sectional or longitudinal and nature of your review you are conduction is exploratory, expressive and illustrative reviews. These things which will gather information and that is information accumulation it covers examining, a wellspring of information through Secondary information, perception, meetings or Questionnaires. (Saunders.M, Lewis.P & Thornhill.A, 2003)

## The Research Onion:



**Figure 1: The Research onion**

**Source:** (Saundars.M, Lewis.P & Thornhill.A, 2003)

### 4.1 Research Process:

Quantitative Approach is essentially procedure of Conducting a quantitative review which starts with a specialist chooses a theme, than they choose a general range of study or issue. In the wake of choosing an issue contract down the theme if it's wide. This examination continue by checking on various writing audits of related subject. At that point comes choosing of speculation for both needy and autonomous factors. Other stride for research is that how study will continue i.e. is outlining the review it is about settling on choice about the kind of case or test to choose, how to gauge important components. What's more, what research strategies (e.g. poll or analysis) to utilize. Subsequent to outlining the review, a specialist starts to gather information. A quantitative specialist will painstakingly record and check data, quite often as numbers, and normally moves the information into PC comprehensible arrangement. Once the information are

gathered, the specialists starts to examine the information, this ordinarily includes controlling the information or numbers utilizing PC programming, for example, SPSS to make many outlines, tables, charts and measurements. The Researchers next needs to offer intending to decipher the information. By taking a gander at the investigated information, utilizing foundation learning on the exploration point and inquiries on drawing on hypothesis, an analysts answers the first research address. (Saundars.M, Lewis.P & Thornhill.A, 2003)

#### ***4.2 Research philosophy***

The Initial and first layer of the examination onion is about research reasoning. The logic of research advantages the analyst to relate with data in more exhaustive way. The exploration logic is separated into four essential methodologies which are positivism, Post-positivism, interpretivism, and realism. (Saundars.M, Lewis.P & Thornhill.A, 2003)

Positivism reasoning is the framework that distinguishes just research that can be deductively endorsed. In this reasoning the data or information is not legitimate on the off chance that it is gotten from levelheaded, sensible or scientific proof which can be considered as firm learning (Oliver, 2010).

Then again, Kothari (2004) states that Post positivism logic is a review whose outcome is affected by hypotheses, values and other learning to certain degree than it can be portrayed as post-positivism reasoning. Essentially it is a change to positivism which assess different calculates consideration (Kothari, 2004).

Furthermore, Interpretivism theory is a kind of research attempts the investigation of speculations, diaries, Research papers, books and other researcher articles. This is a piece of subjective research where choice depends on the past scientist's speculations and discoveries (Mackey, 2015).

Besides, Pragmatism theory is a rationality of research which considers both subjective and quantitate information translation to give last conclusion. It incorporates essential information and in addition auxiliary information into thought for breaking down the data before conclusion. (Oliver, 2010)

In this specific research we will be using interpretivism philosophy that looks more convenient and suitable for our research objectives. As unfortunately we don't have access to internal information of the company so using secondary like journals, research paper and books will be considered.

#### ***4.3 Research approach***

The following layer in the exploration onion delineates on the examination approach. This technique and process are utilized by kind of research inquiries. Methodologies can be portrayed as a strategy and procedures that begin from far reaching supposition to top to bottom social event of information for breaking down and elucidation(Saundars.M, Lewis.P & Thornhill.A, 2003).The examination approach can be chosen in light of the exploration inquiries from the accompanying three methodologies which are a quantitative, quantitative and mixed technique which means the use of both qualitative and quantitative. The question can be addressed utilizing subjective and quantitative technique independently or blended strategy subject to the necessity this examination approach is separated into two methodologies that are deductive approach an inductive approach. (Sachdeva, 2009).

The research approach for this study is deductive because you develop a theory or hypothesis and design a strategy to test the hypothesis.

#### ***4.4 Research strategy***

This is the third and imperative layer of research onion for compelling exploration strategy as it demonstrates a sort of picture of how targets will be replied. It illuminates the arrangements with respect to the approach for selecting the case study analysis technique or survey based strategy.(Saundars.M, Lewis.P & Thornhill.A, 2003)

The research strategy for this is survey based as the survey strategy is usually associated with the deductive approach. It is popular and common strategy in business management research. Surveys are popular for many reasons as it gives you more control over the research process. It helps to collect a large amount of data from a sizeable population. (Saundars.M, Lewis.P & Thornhill.A, 2003)

#### ***4.5 Time horizon:***

Time horizon is one of the fundamental element of research onion which can be ordered into longitudinal or cross sectional research. Longitudinal research is considered when there is research about adjustments and development about a drawn out stretch of time. This sort of research can take up to years and can be valuable just in few cases which change after some time. While Cross-sectional is an exploration under taken for specific day and age which discover the conclusion subsequent to dissecting the present circumstance (Saundars.M, Lewis.P & Thornhill.A, 2003).Consequently being a period imperative research a cross-sectional research has been picked which will permit the scientist to gather information from picked bunch. As we have been dispensed with restricted time and assets this system will be perfect for our exploration.

#### ***4.6 Data collection method:***

Information gathering assumes a critical part in successful completion of research as without this examination will be named as questionable. He later calls attention to that accumulation of information is completed utilizing two strategies i.e. Essential information and optional information. Essential information is completed utilizing research at essential level utilizing different information accumulation techniques which incorporates poll, meeting and others. While Secondary information identifies with the data or information which are effectively accessible in number of structures. This sort of information can be gotten to utilizing viable sources and utilized for breaking down before achieving the conclusion. Auxiliary information incorporates diaries, researcher distributions, online journals, books, news articles and others. In this exploration we will utilize auxiliary information thus far we have examined and defended our approach of utilizing optional information (Easterby-Smith, 2012).Secondary data provides information and discuss promptly accessible information which have been accumulated by different analysts before. This kind of information incorporates diaries, scholastic diaries, course reading, daily paper articles, and data gathered from organization's reports and sites. In the specific research we will utilize information from Journals, books and organization's report and sites. This kind of information gives finish familiarity with the title which give chance to the analyst to discover the gap in the accessible writing and backings the review attempted (O'Leary, 2013).

#### ***a. Data collection techniques***

A Questionnaire methodologies were utilized to create conceivable clarifications for the review. The benefit of utilizing it is that the members think that it's simple to utilize and know about the procedure and configuration. Besides, it is anything but difficult to dissect, expend less time and cost, and give institutionalization. It can likewise propose conceivable reason for the connection of factors (Saundars.M, Lewis.P & Thornhill.A, 2003).

#### ***b. Questionnaire:***

The data will collected from the employees of Mobilink, Warid and Ufone these are best Telecom Companies of Pakistan; via questionnaire. These employees will be from different age group, gender, job title/ supervisory role and years of service. These questionnaires will be given to employees and their answers will then be analyzed. The resources required will include paper and pencil/ pen to fill the questionnaire, which will be provided by the researcher. The question things were embraced from the two research papers where the concentration of study is to discover effect or impact pf recruitment and selection on the employee retention. The reason for utilizing measuring device from the exploration article is to make certain of reliability and validity of the items.

#### ***c. Questionnaire design:***

The questionnaire is divided in to three parts the first part contains four demographic questions related to age, gender, designation and marital status. Second Part consist of questions for independent variable i.e. Recruitment, selection and the third part consist of question for Independent variable i.e. employee retention. The respondents were supposed to rate each statement, on Likert scale, from 1-5, where 1 refers to strongly disagree and 5 refers to strongly agree. The questionnaire has been attached in the appendix for the reference.

#### ***4. 7 Data analysis***

Analysis of Data is most significant phase of research in order to reach the conclusion. The research data is analyzed based on the collected data (Creswell, 2013).

#### ***4.8 Reliability and validity***

Reliability in research is describe as the truth of the gathered data for examining the exploration information. Reliability of data and quality of information guarantees you the accumulation procedure was done is valid and can be valuable for the imminent investigates too. Information is not controlled in any sense which will influence its dependability yet there can be some element which are outside the ability to control of the specialist. As the plan of the exploration qualifies the reader for check the assets from part first to last till conclusion subsequently dependability of research is ensured. Be that as it may, now and again the scientist can contradict the current hypothesis by supporting it with other accessible writing (Collis, J. & Hussey, R., 2013).

The validity of research expresses as far as possible to which the discoveries and conclusion can be approved for future research. The validity of the review is additionally worrying to confirm the drafted survey and destinations ought to identify with the strategies for the examination. On the off chance that the accumulation of information is done from substantial sources than the examination can be named as legitimate research (Bryman, 2015). However, in this setting all the examination technique was embraced utilizing the compelling sources and we have considered legitimate strategies for gathering of information Deductive approach alludes to look into done on based of already accessible information and idea which reflects hypotheses, diaries and others. This sort of research begin from being general and advance to be specific at last. In this approach hypothesis or contextual analysis which is investigated and finished up can be concurred or oppose this idea(Ghauri, P. N. & Gronhaug, K., 2005).

#### ***4.9 Nature of study:***

Descriptive Research provides a detailed, highly accurate picture. It basically locate new data that contradict past data, create a set of categories or classify types. It make a sequence of steps or stages. Documents a casual process or mechanism. Report on the background or context of a situation.

#### ***4.10 General area:***

General region for my research is Telecom Sector of Pakistan. The telecom area is one of the quickest developing portions of Pakistan's economy and is a key driver for development. There

are an expected more than 100 Million cell clients and the area specifically or in a roundabout way utilizes roughly 1.36 Million individuals. This note catches an outline of the late advancements in the administrative structure for the media transmission segment. We require not say that the telecom segment is unpredictable, widely directed and quickly developing to stay aware of the worldwide markets and activities. Accordingly, the accompanying is just proposed to give an abnormal state synopsis and ought not to be interpreted as a thorough investigation of all administrative/legitimate issues that will be influence a potential speculator. In like manner, particular budgetary, legitimate and administrative guidance ought to be looked to determine and comprehend the material lawful and monetary administration before any venture choice is considered. It has been pronounced as need region by the Government of Pakistan in the Year 2004 in its neediness diminishment procedure. The Sector has colossal potential for development and venture and has gigantic un-tap showcase. Significant strides has been taken for the development of this division throughout the years. By conveying two new cell licenses, rivalry has been presented in the part.

#### ***4.11 Specific area:***

Particular zone of my Research is Mobilink, Warid and U-fone which are leading companies of Telecom Company which is Pakistan's driving supplier of voice and information administrations, uniting more individuals through administration greatness and item development. Mobilink is a trade name of Pakistan Mobile Communications Limited (PMCL), a versatile administrator in Pakistan giving a scope of paid ahead of time and postpaid voice and information media transmission administrations to both individual and corporate supporters. Its head office is in Islamabad, and the present President and CEO is Jeffrey Hedberg. The system cases to have been the principal GSM-based versatile administrator in South Asia. With more than 38 million supporters, Mobilink keeps up market initiative through bleeding edge, incorporated innovation, the most grounded brands and the biggest arrangement of significant worth included administrations in the business, a broadband transporter division giving cutting edge web innovation and in addition the nation's biggest system with more than 9,000 cell destinations improving regular a day for its customers. Mobilink gives continuous countrywide network, unmatched client administrations and global meandering in more than 140 countries. As a mindful corporate native, Mobilink offers a scope of socially comprehensive items and

administrations devoted to improve access to data. Through Mobilink Foundation, the organization enthusiastically underpins instruction, wellbeing and ecological activities and advances maintainable business practices. Mobilink offers restrictive and customized duty arranges that engage clients and take into account the correspondence needs of a different gathering of individuals, from people to businesspeople to corporate and multinationals. As of now Mobilink and Warid merged with each other so mobilink is holding the warid as it has more shares. Pak Telecom Mobile Limited or Ufone is a Pakistani GSM cell specialist organization. It was the third portable administrator to enter Pakistani market. It began its operations under the brand name of Ufone, in Islamabad on January 29, 2001. PTML is an entirely possessed backup of Pakistan Telecommunication Company Limited. Taking after PTCL's privatization, Ufone turned into a part of the Etisalat in 2006. Ufone is among the biggest GSM versatile specialist co-op and fourth biggest portable administration regarding endorser base of more than 24 million. It has a piece of the overall industry of 18% among portable administrators.

#### ***4.12 Population:***

It is basically the full set of cases from which a sample size is taken. (Saundars.M, Lewis.P & Thornhill.A, 2003). The target population in the current study is Mobilink, warid and ufone. The population for this research is divided in to four designations that are managers, assistant manager, senior manager and general manager participated in the study. I have considered only four designation so population research is 750.

#### ***4.13 Sampling:***

The major Sampling technique for my research is Probability sampling because it identify a suitable sampling frame based on your research questions, you decide a suitable sample size and further in Probability sampling technique it is Systematic sampling which is accurate, easily accessible and not containing periodic patterns, it is suitable for all sizes no face to face contact requires and easy to explain. (Saundars.M, Lewis.P & Thornhill.A, 2003). Considering 5% margin of error according to table the sample size for my population the sample size is 254, considering 255 sample size for the research. The response rate is 100%.

***Source: Table 4.1*** (Saundars.M, Lewis.P & Thornhill.A, 2003)

#### ***4.14 Data analysis tools and techniques:***

Descriptive statistics were used to examine the data to show, for example, central tendencies (e.g. mean, mode median) and dispersion (e.g. standard deviation). Correlational statistics were used to show the nature and degree of relationships between employee retention (dependent variable), recruitment and selection (independent variables). A regression model was generated showing employee retention and the recruitment and selection. The regression coefficients were assessed for statistical significance. The relationship between employee recruitment, selection and employee retention was expected to follow a regression model of the nature (Karemu.G, Kahara.G & Josee.V , 2014). The interpretation of the data will be done by using SPSS statistics software. It is most common tool used by social scientists and researchers for qualitative statistical analysis. The software is used to generate tabulated reports, charts, and descriptive statistics. It will help in carrying out complex data and interpretation. (Saundars.M, Lewis.P & Thornhill.A, 2003)

#### ***4.15 Ethical implications:***

- The protection of the privacy of research participants has to be ensured.
- The confidentiality of research respondents will be respected.
- This research is independent and impartial and it will be ensured that any harm to participants will be avoided.
- The use of offensive, discriminatory, or other unacceptable language needs to be avoided in the formulation of Questionnaire/Interview/Focus group questions

## **CHAPTER 5: ANALYSIS AND FINDINGS**

### ***5.1 Reliability Test***

For measuring overall reliability of questionnaire, Cronbach's Alpha has been applied for questions of both variables separately using SPSS too. The reliability of coefficients of Cronbach's alpha ought to be more than 0.7 For assuming instrument to be reliable.

*Table 1. Shows reliability of recruitment and it is .853* So Cronbach's alpha coefficient for my variables is above 0.70 this shows the reliability for my data.

#### ***a. Reliability of Recruitment:***

**Table: 1 Reliability Statistics**

Cronbach's Alpha	N of Items
.853	7

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Recruitment process clear	24.98	9.753	.552	.842
External Sources	24.62	9.784	.720	.820
Utilizes Internet and other	24.59	9.013	.752	.811
Internal Sources	24.61	9.596	.617	.832
Company Compares to other Companies	24.64	9.962	.565	.839
Satisfied with the recruitment	24.63	10.250	.511	.846
Uses website to target large audience	24.47	9.195	.615	.833

***b. Reliability of Selection:***

Table 2 Shows reliability of Selection and it is .769 so Cronbach's alpha coefficient for my variables is above 0.70 this shows the reliability for my data.

**Table: 2 Reliability Statistics**

Cronbach's Alpha	N of Items
.769	7

	Scale Mean	Scale Variance	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Proper Procedure of Selection	25.71	6.293	.662	.701

Select right person for right job	25.36	6.507	.602	.715
No Personal Biasness	25.51	7.093	.677	.716
Ranking of Potential Candidates	25.47	6.565	.591	.718
Utilizes testing/examination for evaluation	25.57	5.908	.619	.710
Satisfied with the selection process	25.53	7.479	.377	.761
Company uses Psychometric tests	25.42	8.655	.005	.827

***c: Reliability of Employee Retention:***

Table 3 Shows reliability of employee retention which is dependent variable and it is .762 so Cronbach's alpha coefficient for my variables is above 0.70 this shows the reliability for my data

***Table: 3 Reliability Statistics***

Cronbach's Alpha	N of Items
.762	7

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I will definitely be working for this company for the next five years	22.83	8.427	.513	.726
If I could start over again, I would choose to work for another company.	24.62	9.784	.108	.820
The rate of turnover in the organization is low	22.44	7.835	.686	.688
I see a future for myself within this company	22.46	8.408	.542	.720

I love working for this company	22.49	8.489	.562	.717
Have no intention of leaving the organization.	22.48	8.782	.500	.730
If I received an attractive job offer from another company, I would take the job.	22.32	7.902	.580	.710

**5.2**  
**Frequency**  
:  
A frequency

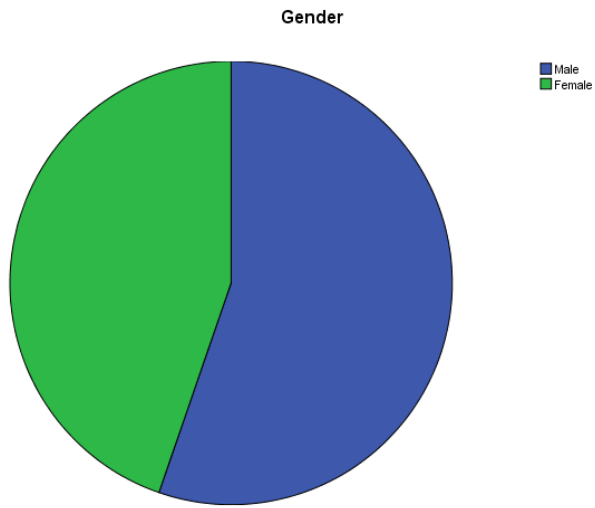
req  
distribution is a table listing each distinct value of some variable and the number of times it occurs in some dataset. In short, a frequency distribution is a table showing how frequencies are distributed over values. A frequency distribution is a count of the number of times each score on a single variable occurs. It is defined for the demographics question and its result tells us about the response rate of the Questionnaire.

**Table:4 Statistics**

		Gender	Marital Status	Designation	Age
N	Valid	255	255	255	255
	Missing	0	0	0	0

**Table:5 Gender**

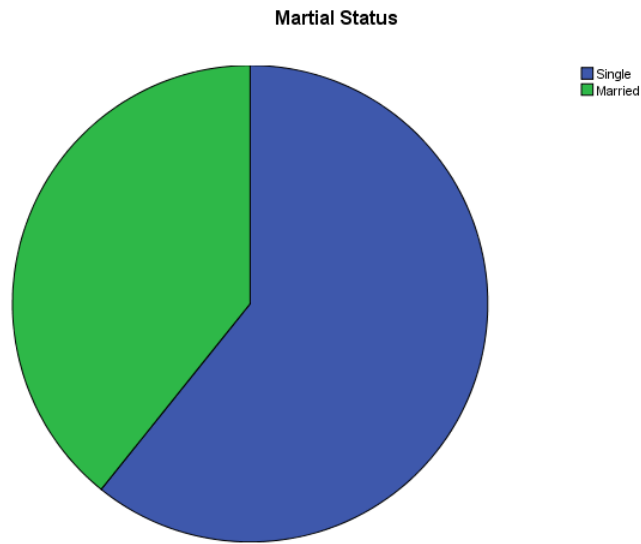
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	140	54.9	54.9	54.9
	Female	115	45.1	45.1	100.0
	Total	255	100.0	100.0	



\*The percentage of male is 54% and female is 45%.

**Table:6 Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	155	60.8	60.8	60.8
	Married	100	39.2	39.2	100.0
	Total	255	100.0	100.0	



\*The above figure shows the distribution of marital status i.e 60% married employee 40% single.

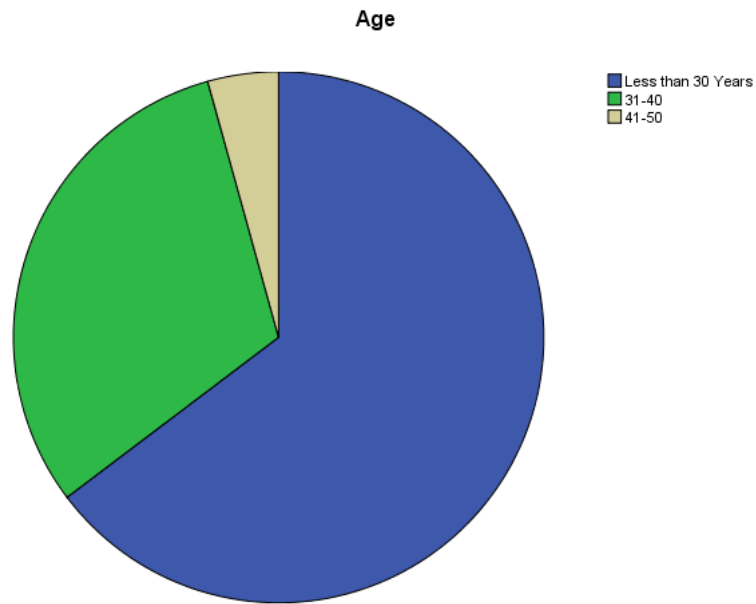
**Table: 7 Designation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Manager	54	21.2	21.2	21.2
	Manager	46	18.0	18.0	39.2
	Senior Manager	81	31.8	31.8	71.0
	General Manager	74	29.0	29.0	100.0
	Total	255	100.0	100.0	

\*The above figure describes the distribution of designation 21% respondents are assistant manager, 18% manager, 31% senior manager and 29% general manager.

**Table: 8 Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30 Years	165	64.7	64.7	64.7
	31-40	79	31.0	31.0	95.7
	41-50	11	4.3	4.3	100.0
	Total	255	100.0	100.0	



**5.2 Correlation Analysis:**

Correlation analysis is applied to test the strength of association/relationship between the both variables. A correlation is a single number that describes the degree of relationship between two variables. It ranges from -1 to +1.

The results of the study presented in Table:9 show that recruitment, selection and Employee retention are positively highly related. The value of Pearson Correlation for Recruitment and selection is .800, .955 for recruitment and employee retention and for selection and employee retention is .785 which shows that they all have positively associated with each other.

**Table: 9 Pearson Correlation**

	Recruitment	Selection	EmployeeRetention
Recruitment Pearson Correlation	1		

Selection	Pearson Correlation	.800**	1	
EmployeeRetention	Pearson Correlation	.955**	.785**	1

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

N 255

### 5.3 Regression Analysis:

The regression analysis is selected to find out the significance relationship of recruitment of employees against the employee retention. Table 10 shows that the coefficient of determination is 0.912. It tells that 91% of the variation in the employee retention is explained by recruitment.

**Table:10 Regression of Recruitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 <sup>a</sup>	.912	.912	.14282

a. Predictors: (Constant), Recruitment

The regression analysis is selected to find out the significance relationship of recruitment of employees against the employee retention. Table 11 shows that the coefficient of determination is 0.616. It tells that 61% of the variation in the employee retention is explained by Selection of candidates.

**Table:11 Regression of Selection**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 <sup>a</sup>	.616	.614	.29847

**Table:11 Regression of Selection**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 <sup>a</sup>	.616	.614	.29847

a. Predictors: (Constant), Selection

### 5.3 ANOVA:

The ANOVA results for regression coefficients indicate that the significance of the F is 0.00 which is less than 0.05. This indicates that the regression model statistically significantly predicts the outcome variable. There is therefore a significant relationship between recruitment of employees and the employee retention.

### ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	53.515	1	53.515	2.624E3	.000 <sup>a</sup>
	Residual	5.160	253	.020		
	Total	58.676	254			

a. Predictors: (Constant), Recruitment

b. Dependent Variable: EmployeeRetention

The results of the Analysis of Variance (ANOVA) on the selection of employees versus the employee retention. The ANOVA results for regression coefficients indicate that the significance of the F is 0.00 which is less than 0.05. This indicates that the regression model statistically significantly predicts the outcome variable. There is therefore a significant relationship between selection of employees and the employee retention.

**Table:12 Coefficients<sup>a</sup>**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.137	1	36.137	405.654	.000 <sup>a</sup>
	Residual	22.538	253	.089		
	Total	58.676	254			

a. Predictors: (Constant), Selection

b. Dependent Variable: EmployeeRetention

**5.4 Analysis of Coefficients:**

The beta coefficients of recruitment of employees versus the employee retention in the organization. Table 12 shows that there was positive relationship since the coefficient of recruitment is 0.893 which is significantly greater than zero. While the significant coefficient value of recruitment is 0.000 which is less than the p-value of 0.05, so we can reject the null hypothesis of recruitment that *there is no positive relation between recruitment and employee retention*. The researcher therefore accepts the alternative hypothesis that there exists a positive relationship between recruitment and employee retention. The value of Beta shows that increase in one unit of recruitment will cause .893 change in employee retention.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.128	.072		1.774	.077
	Recruitment	.893	.017	.955	51.223	.000

a. Dependent Variable: EmployeeRetention

The beta coefficients of recruitment verses the employee retention in

the organization. Table 13 shows that there was positive relationship since the coefficient of recruitment is 0.86 which is significantly greater than zero. While the significant coefficient value of recruitment is 0.000 which is less than the p-value of 0.05, so we can reject the null hypothesis of recruitment that *there is no positive relation between selection and employee retention*. The researcher therefore accepts the alternative hypothesis that there exists a positive relationship between selection and employee retention. The value of Beta shows that increase in one unit of selection will cause .876 change in employee retention.

**Table: 13 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.072	.186		.389	.698
	Selection	.876	.044	.785	20.141	.000

a. Dependent Variable: EmployeeRetention

## CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

### 6.1 Conclusion:

Human asset administration is considered as key main element of the association which, expands the efficiency of the person, as well as gives focused edge and preferred standpoint to the association. Representatives are the basic resources of the association. The review expected that

recruitment and selection influence employee retention and both help in retaining employees. The review results supported this foundation in that the relationship between employee recruitment selection and employee retention was found to be statistically significant. This study concluded that the human resource (HR) practices i.e. Recruitment and Selection promotes employee retention in Telecom Industry of Pakistan. Real HR practices can increase retention within an Organization. The result shows Recruitment has more effect of employee retention than Selection of employees.

### ***6.2 Limitations of the Study:***

1. The accuracy of findings was limited by the accuracy of statistical tools used for analysis.
2. Data was not available and time constraints was also present.
3. There are many other factors which may affect the level of employee retention but due to time constraint others are not taken for research.
4. More over the sample was also limited as the only focus was on the Upper level of management.

### ***6.3 Recommendations:***

Recruitment and retention of employees are two human resources functions that require proper planning. Recruiting and retaining the best aptitude can only improve the market value of your company and it will also help you to increase the productivity. It is necessary for either whether you're launching a new business or increasing products in your services. Retain your top performers Recruiting is only part of the equation and provide them proper orientation when they are going to join your Organization. Poor communication, a lack of clear opportunities, and other managerial missteps can cause your talent to head for the exits. Offer small perks to improve employee retention, a quarterly team trip, or even a simple T-shirt of company's logos can show employees that they're valued by the organization without putting a dent in the bottom line. Better yet, ask them what they'd like most. Organizations should follow proper Recruiting and Retaining policies. The importance of quality hiring and active retention can't be overstated. Without both, your business will miss out on great employees and opportunities for growth.

## APPENDICES

### *Survey Questionnaire*

## **Impact of Recruitment and Selection on employee Retention in the Telecom Sector**



1. The research study is being conducted to ascertain the effect of Recruitment and selection on Employee Retention. The questionnaire attached is meant for collecting the data for this study which may also help to improve the retention rate in the organization.
2. The researcher conducting the study is undergoing MBA degree programme at Bahria University Islamabad. Submission of study thesis is a prerequisite for completion of the degree. Therefore, the questionnaire is only meant for collecting data for use in the subject thesis.
3. It is therefore, important for the success of this study that each employee give his or her opinion about recruitment, selection and the employee retention. The information will be used to identify the impact of recruitment and selection on the employee retention.
4. Your participation in the study is completely voluntary and will be kept confidential.
5. If you have any questions please call me on +92-323-5743759 or email my supervisor Asstt. Professor Ijaz Ahmed of Bahria University Islamabad at [ijaz108@gmail.com](mailto:ijaz108@gmail.com).



	internet and other technologies to attract potential candidates					
4.	Our organization focuses on internal sources of recruitment.	1	2	3	4	5
5.	Recruitment process of my company compares favorably to that of other companies.	1	2	3	4	5
6.	I am satisfied with the company's recruitment process.	1	2	3	4	5
7.	The organization utilizes websites to target large audience	1	2	3	4	5

**Selection:**

8.	There is a proper procedure of the selection process.	1	2	3	4	5
9.	Our organization selects the right person for a right job.	1	2	3	4	5
10.	There are no chances of	1	2	3	4	5

	personal biasness while selecting the person.					
<b>11.</b>	The organization does ranking of potential candidates according to job related requirements	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>12.</b>	The organization utilizes testing/examination to evaluate the potential of the target employees	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13.</b>	I am satisfied with the selection process of the company.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Employee Retention:**

<b>14.</b>	If it were up to me, I will definitely be working for this company for the next five years	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>15.</b>	If I could start over again, I would choose to work for another company.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>17.</b>	The rate of turnover in	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	the organization is low.					
18.	I see a future for myself within this company	1	2	3	4	5
19.	I love working for this company	1	2	3	4	5
20.	Have no intention of leaving the organization.	1	2	3	4	5
21.	If I received an attractive job offer from another company, I would take the job.	1	2	3	4	5

**Table 6.1 Sample sizes for different sizes of population at a certain certainty (assuming data are collected from all categories)**

Population	Margin	
	5%	3%
50	44	48
100	79	91
150	108	132
200	132	168
250	151	203
300	168	234
400	196	291
500	217	340
750	254	440
1 000	278	516
2 000	322	696
5 000	357	879
10 000	370	964
100 000	383	1056
1 000 000	384	1066
10 000 000	384	1067

Source: Table 4.1 (Saundars.M, Lewis.P & Thornhill.A, 2003)

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