4.1 RECRUITMENT

It is important for every organisation to maintain balance human resources within all the department of the organisation. So, it is necessary to evaluate and forecasts the present as well as future human resource requirement of the organisation, if any shortest or HR requirement arise within the organisation then the same must be recruited as soon as possible. Thus, recruitment is the outcome of human resource planning (HRP) of an organization. Therefore, before discussion about recruitment, it is necessary to know about the Human Resource Planning. HRP may be understood as a process of analyzing an organization's human resource requirement and developing and implementing plans to meet this requirement.

In other word, HRP can be term as a process of identifying the right person for the right job at the right time. This process involves the estimate of the future manpower needs of an organization and meeting them through various methods including recruitment. Therefore, it can be said that HRP is the 1st step in the process of recruitment which follows by selection of employees for the organization.

One of the most important objectives of HRM is to choose the right kind of person for right job. Among from the various function of an organisation, human resource planning is one of the most vital and important function of an organization. The growth and downfall of any type of organization is
depending on the employee's performance on their duties or work. Recruitment plays an important role in the growth and development of organization. Thus, every organization must have an effective recruitment policy and process. A good recruitment process can be measured in terms of the quality and quantity of numbers of applicant received by the organization. Therefore, a good recruitment strategy should lead to inform the mass qualified individuals about vacant post arising in the organisation and also provide sufficient information about the jobs so that the aspirant candidate may attract toward the same and may apply for the available post. If the applications are received in large number then it enables the organisation to choose best candidates among the mass. Recruitment may be simple or complex and expensive, depending upon the method used by the organisation.

4.2 MEANING AND DEFINITION OF RECRUITMENT

The term 'recruitment' may be express as the process of attracting potential employees to the organisation. It is a systematic method of finding and stimulating available candidates to apply for employment in the organisation. Recruitment may be defined as the process of searching and attracting qualified candidate by providing them the information about the vacant post so that the prospective candidates may apply for the same. It means searching for promising job applicant to fill the various vacancies that arise within the organization.

Some of the important definitions of recruitment given by various authors are as follows:
Michael Armstrong - "Recruitment means attracting candidates, which is primarily a matter of identifying, evaluating and using the most appropriate source of applicant."

Edwin Flippo – "Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization."

Werther and Davis "Recruitment is the process of finding and attracting capable applicant for employment. The process begins when new result are sought and ends when this application are submitted. The result is a pool of applicants from which new employees are selected.

After going through the meaning and definition, the following features can be classified from the word "recruitment".

1. Recruitment may be termed as positive in nature as is attracts the prospective candidates and everybody can apply for it.

2. It is a process where the organization firstly contract with their future potential employees.

3. It is not the end as it is the beginning which would follow by series of planned activities.

4. It allows or facilitates the organization to choose or select the best candidate as it creates pool of applicant.

5. It enables the organization to select right people on right job and hence contribute in the growth and development of an organization, etc.
From the above meaning and definition of recruitment, it may be conclude that, recruitment includes the identification and evaluation of sources or techniques through which the organisation can inform the prospective candidates about the vacant post which are require to be fill up by the organisation. It is one of the most important functions of personnel administration and a major step in the total staffing process. Therefore, recruitment may be term as the uses of various sauces through which prospective candidates may be attracted toward the recruitment of the organisation and as a result organisation could receive a large pool of applicant. It is also to mention here that, recruitment can also done within the organisation by means of internal recruitment and that why it always does not means that every post in the organisation will fill up through external recruitment.

4.3 RECRUITMENT POLICY

It has been noticed that every organization has their owned well defined recruitment policy and that is why the recruitment policy of one organization may be different from another organization. The recruitment policies of an organization have a direct and significant impact on its recruitment process. It enables the human resource manager to recruit an employee for the organization as and when required. Therefore, a good recruitment policy should be in compliance with the relevant personnel policy and legislation of the organisation. The same must display enough dynamism and progressiveness in its approach to attract the best talents for the organization. The recruitment policy of an organization should always give emphasis on necessary human
resources available to match the skill requirement of the organization. Thus, it is considered as an integral part of every organization human resource policy. Therefore, the factors which are influencing the recruitment policy are the same that determines the human resource policy.

No doubt recruitment policy is framed by each and every individual organization as per their requirement but some important factor are there which are governing the recruitment policy and they are as follows:-

4.3.1 FACTOR GOVERNING THE RECRUITMENT POLICY-

Table-4.1 Factor governing the recruitment policy

<table>
<thead>
<tr>
<th>Internal Factor</th>
<th>External factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Policy of the organization</td>
<td>Labour market condition</td>
</tr>
<tr>
<td>Nature of the job</td>
<td>Legal provision</td>
</tr>
<tr>
<td>Reputation of the firm</td>
<td>Socio-economic factor</td>
</tr>
</tbody>
</table>

A. Internal factor:-

Internal factor are those factors which are presents within the organisation and hence are under the control of the organisation. As per the need and requirement of the organisation these factors can be manage and modify from time to time. Some of the internal factor which is governing the organisation while framing recruitment policies is as follows-

1. Human Resource policy of the organization:-

Each and every organization has different recruitment policy which is frame by the top level management by considering the organisation needs and
requirement. Generally, they follow the same practices over a year and also are subject to change if some necessary and unavoidable conditions arise. Moreover the human resource policy presents specific guidelines to the human resource manager on various matters of concerning employment. In accordance with such a human resource policy, the human resource department may prepare and execute its recruitment policy.

2. **Nature of the job:-**

The nature of the job which is going to fill up in the organization also has a great bearing on the recruitment policy. The recruitment policy for managerial, technical and non-manager position may be different from one another and also the numbers of vacant post may affect the recruitment policy of the organisation. For instance, when the numbers of vacancies are large, the organization may adopt multiple sources to identify the potential applicants.

3. **Reputation of the firm:-**

Some time the recruitment policy of an organization may also be influenced by the goodwill enjoyed by an organization in the labour market. Like, if the organization is having a positive image and high goodwill in the market then that it may help the organisation to attract much more candidate with little effort. Generally the human resource policy and practices adopted by an organization determine its image in the labour market.

B. **External factor:-**

External factor are those factor which are beyond the control of the organization and therefore in many instance these factor affect the quantity and
quality of employee available in the organization. Some of these factors are as follows:-

1) **Labour Market Condition:**

   The demand and supply of labour in the market immensely influence the recruitment policy of an organization. If the demand is more and supply is less than the organization has to adopt an aggressive recruitment policy to cater a pool of applicant. However, if the supply is available then, they can go for a simple recruitment practice. But in real case, it is not possible to determine the exact demand and supply of labor as the geographical boundaries of a labour market cannot be defined in any clear cut manners.

2) **Legal provision:**

   Various legal provision and government policy also affect the recruitment policy of an organization. The government has enacted several legal provisions to protect the interest of various categories like schedule tribes, schedule caste, backward castes and many other things in public sector undertaking. Therefore, an organization has to consider those policies while framing a recruitment policy.

3) **Socio-economic factors:**

   The socio-economic is also having a great bearing on recruitment policy of any type of organization. The society is changing day by day, like, the average age of the people, the education level, the economic requirement of the labour force, the attitude of the people towards weaker section of the society etc. therefore it is necessary to considered while framing recruitment policy.
The recruitment policy of an organization can have a significant impact on its recruitment sources. In fact, recruitment policies are developed by organization for the very purpose of streamlining their recruitment process and ensuring consistency in the recruitment processes of people for various jobs. Besides this, it also enables the HR manager to initiate the hiring process at any point of time as and when some post are laying vacant. As per the policy of the organisation the various posts which are to be recruited by the organisation can be done through either internal source or external source.

4.4 SOURCES OF RECRUITMENT

Sources of recruitment may be of following two types-

A. Internal sources

The internal sources of recruitment refer to recruitment of employees from within the organisation. In this system of recruitments source, generally vacancies are filled through promotion and transfer of existing employees by the organisation. Sometimes organisations also call back their ex-employees who had left the organisation due to some reasons for filling up certain vacancies in the organisation. This system is beneficial for the organisation in many aspects as the ex-employees is already known by the organisation and is also well aware of the organisation rules and regulations. Apart from all this sources, organisations are also recruit new employees through referral of existing employees. The present employees made a recommendation to the employer regarding the willingness of candidates to work for the organisation.
and by considering the recommendation, organisation considered the candidature of the candidate to be an employee of the organisation.

B. External sources

The external source of recruitment means supply of manpower from sources outside the organisation. In this system of recruitment, generally organisations try to reach to the open labour market for recruiting new employees for the organisation. For the same organisation uses various means of recruitment like, recruitment in factory gate, public and private employments news, advertisement, campus recruitment etc. the uses of different means of recruitment by an organisation may be depend upon the nature of the posts or the employees requirement by the organisation. Thus, the external sources of recruitment means of one organisation may be different from another organisation.

4.5 MEANING AND DEFINITION OF SELECTION

As like in case of recruitment, different organization may also adopt different selection process to choose suitable candidates among from the pool of applicant. Even some time within the same organization, the length of the selection process may differ, depending upon the nature and number of post available for fill up. It may not necessary to go through all the selection process for each and every job. A curtailed selection process may be enough for certain jobs while some job may require an exhaustive process.

After the recruitment process is over, the next step is the selection. By doing recruitment, a pool of applications is received by the organization from
various applicants. Once these things are over, the next step for the human resource department is to implement the predetermined selection process in order to select the best candidate for the job. No doubt selecting a few candidates from the pool of applicant is a big task (but it becomes all the more difficult when the organization has to screen candidates to fill vacancies that are critical to the organization).

But if the organization is having a good selection process then the chance of getting efficient and effective candidate become more. Therefore, one can understand that selection is a systematic process of identifying suitable candidates for the job available in the organization from the available applicant who have already applied for the post.

Selection is the process of picking up individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization. It is the way of choosing the most suitable candidate for the vacant position in the organization. Selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization. Thus, it is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job.

Some of the important definition which are given by various prominent authors are as follows-
Dale Yoder has defined, “Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not”.

Ataur Rahman, “Selection is the screening and filtering process of job applicants who have been invited to apply for the vacant positions through which the process comes to an end”.

M.J. Jucious has defined, “The selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate possess the qualifications called for by, a specific job”.

Heinz Weihrich and Harold Koontz have defined, “Selection is the process of choosing form the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions”.

Decenzo & Robbins: “Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with final employment decision”.

Thus, from the above discussion, it may be said that, selection is the process of choosing and putting a right person on the right job. In this process, the personnel department of the organisation identify and hiring the applicants for filling the vacancies in an organization. A good selection process will ensure that the organization gets the right employees so that they may appoint them in the right post.
4.6 IMPORTANCE OF SELECTION

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

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

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

4.7 STEPS INVOLVED IN SELECTION PROCEDURE

A scientific and logical selection procedure leads to scientific selection of candidates. The criterion finalized for selecting a candidate for a particular job varies from company to company. Therefore, the selection procedure followed by different organizations, many times, becomes lengthy as it is a question of getting the most suitable candidates for which various tests are to
be done and interviews to be taken. The procedure for selection should be systematic so that it does not leave any scope for confusions and doubts about the choice of the selected candidate. The following steps are incurred in selection process:

1. **Inviting applications:**
   The prospective candidates from within the organization or from outside the organization are called for applying for the post. Detailed job description and job specification are provided in the advertisement for the job. It attracts a large number of candidates from various areas.

2. **Receiving applications:**
   Detailed applications are collected from the candidates who provide the necessary information about personal and professional details of a person. These applications facilitate analysis and comparison of the candidates.

3. **Scrutiny of applications:**
   As the limit of the period within which the company is supposed to receive applications ends, the applications are sorted out. Incomplete applications get rejected; applicants with un-matching job specifications are also rejected.

4. **Written tests:**
   As the final list of candidates becomes ready after the scrutiny of applications, the written test is conducted. This test is conducted for understanding the technical knowledge, attitude and interest of the candidates. This process is useful when the number of applicants is large.
5. **Psychological tests:**

These tests are conducted individually and they help for finding out the individual quality and skill of a person. The types of psychological tests are aptitude test, intelligence test, synthetic test and personality test.

6. **Personal interview:**

Candidates proving themselves successful through tests are interviewed personally. The interviewers may be individual or a panel. It generally involves officers from the top management. In the personal, the candidates are asked several questions about their experience on another job, their family background, their interests, etc. They are supposed to describe their expectations from the said job. Their strengths and weaknesses are identified and noted by the interviewers which help them to take the final decision of selection.

7. **Reference check:**

Generally, at least two references are asked for by the company from the candidate. Reference check is a type of crosscheck for the information provided by the candidate through their application form and during the interviews.

8. **Medical examination:**

Physical strength and fitness of a candidate is must before they takes up the job. In-spite of good performance in tests and interviews, candidates can be rejected on the basis of their ill health.
9. **Final selection:**

At this step, the candidate is given the appointment letter to join the organization on a particular date. The appointment letter specifies the post, title, salary and terms of employment. Generally, initial appointment is on probation and after specific time period it becomes permanent.

10. **Placement:**

This is a final step. A suitable job is allocated to the appointed candidate so that they can get the whole idea about the nature of the job. They can get adjusted to the job and perform well in future with all capacities and strengths.

4.8 **KEY DIFFERENCES BETWEEN RECRUITMENT AND SELECTION**

Most often, the selection and recruitment are used interchangeably but however both have different scope. The former is a negative process that rejects as many unqualified applicants as possible so as to hire the right candidate while the latter is a positive process that attracts more and more candidates and stimulates them to apply for the jobs.

The following points are substantial so far as the difference between recruitment and selection is concerned:

1. Recruitment is the process of finding candidates for the vacant position and stimulating them to apply for it. The selection means picking up the best candidate from the list of applicants and offering them the job.
2. Recruitment is a positive process as it attracts more and more job seekers to apply for the post. Conversely, Selection is a negative process as it rejects all the unfit candidates.

3. Recruitment aims at inviting more and more candidates to apply for the vacant position. On the contrary, selection aims at rejecting unsuitable candidates and appointing the right candidates at the job.

4. The activity of recruitment is quite simple because in this the recruiter does not have to pay more attention to scrutinizing the candidate, whereas selection is a complex activity because in this the employer wants to know every minute detail about each candidate so that he can choose the perfect match for the job which requires thorough investigation.

5. Recruitment consumes less time as it only involves identifying the needs of the job and stimulating candidates to apply for the same. Conversely, selection involves a wide range of activities, right from short listing the candidates to appointing them.

6. In recruitment, the firm notifies the candidates regarding vacancy through different sources such as the internet, newspaper, magazines, etc. and distributes the form to the candidates so that they can easily apply. As against this, in the process of selection, the firm makes sure that candidate passes through various stages such as form submission, written exam, interview, medical exam, etc.
7. In recruitment, no contractual relation is created between the employer and employee, unlike in selection, where both employer and employee are bound by the contract of employment.

8. Recruitment is an economical process while the selection is an expensive process. The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

4.9 RECRUITMENT FUNCTION IN LIC OF INDIA

Life Insurance Corporation of India (LIC) has been established under the provision of Life insurance Corporation Act 1956 and therefore all the function of LIC are governed by the provision of LIC Act 1956. The central government and staff service regulation of India are treated as supreme authority of LIC and thus, all the rules and regulation is frame and amended by them from time to time. The rule and regulation as well as the direction relating to various function of LIC of India are frame and notified by the central government and accordingly LIC of India abide the same. The important recruitment functions of LIC of India are as follows-

1. **Job Analysis and Classification**

   The foremost function of LIC of India under recruitment process is to do a job analysis. Under this analysis all the relevant information about the job are gathered. It is a systematic process of determining the various skills, knowledge and other required qualities which shall be needed to perform the assign job in the organisation. For the purpose of job analysis of LIC of India,
central government has prescribed a certain criteria with regard to education qualification and other essential requirement for the recruitment of officer's cadre, clerical and subordinate staff separately. LIC of India is bound to follow the same during the time of recruitment process.

As per the classification of employees is concern, the staff of LIC of India are divided into officers and other employees. For the purpose to differentiate the rank of the employees, LIC of has divided their employees into class I, II, III and IV. Employees which come under class I and II are considered as officers of the organisation. Class I officer includes Divisional Manager, Branch Manager or Senior Manager while class II officers are the various development officers of the LIC of India. The employees of LIC which falls under class III category are the supervisory and other clerical staffs of the organisation and the employees which are from class IV category are the supporting subordinate of the organisation like, messenger, sweeper, drivers, security guard etc. Thus, the job analysis and the job classification of the LIC of India are depending upon the nature and responsibility of job which are likely to assign to the employees.

2. **Human Resource Planning**

After performing the job analyses and classification function, the second recruitment function of LIC of India is to prepare a HR Planning. HR planning is the process of evaluating the present HR strength of organisation so as to forecast the possible human resource requirement in the coming future. The main purpose of HRM is to have a balance HR in the organisation by placing
right person in right job with a right cost. It has been notice that LIC of India does not have a separate HR planning department and therefore, they are seen to adopt a short term planning for forecasting its manpower requirement. Generally the senior manager of personnel department at head office of LIC looks after all the aspect relating to manpower planning of the organisation.

Manpower planning of LIC is entirely based on circular and guidelines issued by the Central Government from time to time. Central Government generally fixed manpower requirement of the various branches and offices of LIC by taking into account the size and business turnover on LIC and their branches. Accordingly, LIC of India carries on a systematic assessment on manpower requirement periodically in accordance with the guidelines and circulars issued by the Central Government in this regard. Thus, for filling up of any new posts a prior permission of Central Government is required.

3. **Recruitment and Selection**

LIC of India is having a well defined recruitment and selection method. The central government has prescribed a provision on this regards. The policy of recruitment and selection in LIC are laid down in the LIC of India (Staff) Regulations 1960, (Appointment and Promotion of Officers and Employees) and Staff Service Regulations of the LIC, under section 49 of LIC Act 1956. Therefore, LIC of India has to follows the constitutional directives and principles as well as Central and State Government directives, notifications and circulars in the matter of recruitment and selection. The central is also providing reservations in various jobs for candidates belonging schedule castes
(SCs) and schedule tribes (STs), physically handicapped persons (PHQ, disabled persons etc. Also the qualifications, age limit and other eligibility criteria as prescribed by the Central Government for various posts are taken into consideration while making recruitment and selection. It is observed that the following are the important sources and methods of recruitment followed by LIC

I). External Sources of Recruitment

As per the Central Government Rules, LIC can make recruitment for officers, Supervisory, Clerical and Subordinate staff posts from among eligible candidates residing within the state of India. For the purpose of direct recruitment through external sources, LIC of India used various sources of recruitment like, National dailies; employment news and also by placing the vacant posts in their websites. It enables the eligible candidates to apply for the post which has been advertised. The recruitment is generally followed by two stages i.e. the written test and the personal interview. In the first stage the candidates have to qualify in the written test and in the second stage out of those who are qualified in the written test based on the rank (marks) obtained in the written test, certain required number of candidates in the ratio 1: 3 or as decided by the corporation at the appropriate stage are called for interview for final selection.

Thus from the foregoing discussion of direct recruitment and selection process LIC of India, it may be observed that the corporation is followed a recruitment at entry-point level only through using various advertisement and
final selection done by considering the performance by the candidates in written test and interview. All these processes are performed by LIC of India by considering the direction issue by the central government from time to time.

II). Internal Source Recruitment

Internal source of recruitment is the process of filling up the vacant post through various internal source like promotion, recommendation etc. Whenever a vacancy is exists in the organisation, such vacancy is filled by promoting a suitable candidate from lower cadre within the same organisation rather than recruiting and selecting from outside source. Internal source of recruitment and selection not only reduces the cost of recruitment and selection but also boost up the morale of the existing employees. These sources of recruitment are done by the LIC of India by considering the various Rules and Regulation framed by the Central Government.

4.10 FIELD SURVEY

In order to examine the Human Resource Management of LIC of India Ltd., study area Arunachal Pradesh, it was required to collect necessary information not only from secondary sources but also from primary sources. Therefore, a field survey was conducted for the collection of primary information. For this purpose, three LIC of India offices in Arunachal Pradesh was selected as a sample offices viz., one LIC office in East Siang District and two LIC offices in Papumpare District (presently only three LIC of India offices are there in Arunachal Pradesh).
From the total three sample offices of LIC of India in Arunachal Pradesh, 60 employees from different categories (subordinate, clerical and officer) were selected on convenient basis. For the purpose of collecting the information, a well-structured questionnaire was prepared and respondents were directly approached for providing the required information. The details of the selection of sample employees have been already given in the table-1.1 of the chapter one of this present study.

4.10.1 Profile of the sample employees

Human resources consists of total knowledge, skills, creative abilities, talents and aptitudes of an organisation’s work force, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organisation. Hence, any study on human resource management has to take into consideration socio-economic characteristics of human resources of that organisation. On the basis of this background an attempt is also made in this Chapter to describe the socio-economic characteristics of employees of LIC selected for the study. It has already stated in Chapter-I that 60 employees have been selected at convenient sampling basic for ascertaining their opinions on various aspects of human resource management practices followed by LIC of India. Following are some of basis which is considered for categories the respondents.
4.10.2 Age group of the sample employees

As per the age group of sample employees is concern, it has been found that, out of 60 sample employees, 21.7 % are fall under the age group of 21-30 and 35 % are in the age group of 31-40 years. It is also noticed that 38.5 % of respondent are in the age group of 41-50 years which is followed by 5 % in the categories of above 50 years as given in the following table-4.2.

As per the total respondent is concern, it has found that the majority of them are in the age group of 41-50 which indicate that the respondents are well mature and hence the answer given by them in respect to the research question may be relied upon. It is also noted that, out of 23 sample employees who were fall under the age group of 41-50, were mostly found from the Pasighat LIC sample offices i.e. 11 numbers of them were from Pasighat LIC office, 8 were from Naharlagun LIC office and 4 numbers of them were from Itanagar LIC office.

**Table-4.2 On the basis of age group**

<table>
<thead>
<tr>
<th>Age group</th>
<th>21-30</th>
<th>31-40</th>
<th>41-50</th>
<th>Above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of respondents</td>
<td>13</td>
<td>21</td>
<td>23</td>
<td>03</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>(21.7)</td>
<td>(35)</td>
<td>(38.3)</td>
<td>(05)</td>
<td>(100)</td>
</tr>
</tbody>
</table>

*Sources- Data compiled from the field survey.
Note: Figure in the bracket shows percentage to the total sample units

4.10.3 Gender of sample employees

As per the gender of sample employees is concern, it has been observed that, 70 % of the sample employees were found to be a male employees while
30% of them were female employees which is given in the following table 4.3. Hence, by considering the given data, it may be assumed that the majority of the LIC employees under the sample offices of LIC of India in Arunachal Pradesh are male employees. It is also interesting to note here that, out of 42 sample male employees, highest numbers were records from Naharlagun LIC office with a 20 numbers of male employees which is followed by 15 numbers from Pasighat and 7 numbers from Itanagar LIC office respectively.

**Table-4.3 On the basis of Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>No. of respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>42 (70)</td>
</tr>
<tr>
<td>Female</td>
<td>18 (30)</td>
</tr>
<tr>
<td>Total</td>
<td>60 (100)</td>
</tr>
</tbody>
</table>

**Sources- Data compiled from the field survey.**

*Note: Figure in the bracket shows percentage to the total sample units.*

4.10.4 On the basis of educational qualification of the sample employees

By considering the educational qualification of the sample employee's given in table-4.4 is concern, it is observed that 50% of the sample employees were from the category which is having a bachelor degree and about 25% of them were found to be having a post graduate degree. It is also found that, 13.3% of the respondents were under matriculation and 11.7% were matriculation passed but could not passed class XII.

As per the qualification of the total respondent is concern, it has been found that almost 75% of them were well educate and therefore, it may assume that the respondents were well understand enough to provide appropriate information to the question which were frame for the present study. Among the
three sample offices of LIC of India in Arunachal Pradesh, a highest number of
well qualified employees were recorded in Pasighat branch i.e. 20 numbers
which is followed by 19 numbers from Naharlagun LIC office and 6 numbers
from Itanagar LIC office respectively.

<table>
<thead>
<tr>
<th>Educational qualification</th>
<th>No. of respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under matriculation</td>
<td>08 (13.3)</td>
</tr>
<tr>
<td>Class X passed</td>
<td>Nil (00)</td>
</tr>
<tr>
<td>Class XII passed</td>
<td>07 (11.7)</td>
</tr>
<tr>
<td>Graduate</td>
<td>30 (50)</td>
</tr>
<tr>
<td>Post graduate</td>
<td>15 (25)</td>
</tr>
<tr>
<td>Other qualification</td>
<td>Nil (00)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60 (100)</strong></td>
</tr>
</tbody>
</table>

*Sources- Data compiled from the field survey.*
*Note: Figure in the bracket shows percentage to the total sample units.*

### 4.10.5 Rank of the sample employees

As per the rank of the sample employees as given in table-4.5 is
concern, the highest number of sample employees were found to be belong
from the clerical categories which stand 55% to the total sample which were
taken into consideration for the purpose of collecting the data. It was followed
by 18 number of officer grade employees which contribute 30% to the total
sample employees. As per the subordinate categories is concern, the researcher
select 09 number of subordinate employees as sample respondent which
contribution stand to 15% in the total sample size. As most of the respondent
are from clerical and officer's grade, it may assumed that they are capable enough to answer the research question appropriately. It is require to mention here that, the highest number of officer sample employees were belong from Naharlagun LIC office i.e. 8 numbers whereas 7 numbers of officer were from Pasighat LIC office and 3 numbers of officers from Itanagar LIC office respectively.

**Table-4.5 On the basis of Rank**

<table>
<thead>
<tr>
<th>Rank</th>
<th>No. of respondent</th>
<th>No. of respondent in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subordinate</td>
<td>09</td>
<td>15</td>
</tr>
<tr>
<td>Clerk</td>
<td>33</td>
<td>55</td>
</tr>
<tr>
<td>Officers</td>
<td>18</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

*Sources- Data compiled from the field survey.*

### 4.11 DATA ANALYSIS

Following are the analysis and interpretation of various data which were collected during the field survey on the topic Recruitment and Selection of LIC of India.

#### 4.11.1 Recruitment method used by LIC of India for sample employees

As per the recruitment method used by LIC of India for sample employees, as per the data given in following table-4.6 is concern, it has been found that, out of the total 60 sample employees, 75% of them were recruited through external method of recruitment by the LIC of India, while remaining 25% of sample employees were found to be recruited through using internal method of recruitment. During the present study, it was also found that, out of
total 18 sample officers, around 72% of them were recruited by LIC of India in their present post by using external method of recruitment while almost 28% were found to be recruited through internal method i.e. basically through promotion. In case of clerical sample employees recruitment method is concern, almost 82% of them were found to be recruited by LIC of India by using external method and the remaining from internal method. Out of total 9 sample employees under subordinate staff, the study found that around 56% of them were recruited through external method while remaining 44% were recruited through internal method by the LIC of India.

By considering the present data, it may be said that, the LIC of India is mostly using a external method of recruitment for the recruitment of new employees. The present data itself reveals that, out of total 60 sample employees in LIC offices of Arunachal Pradesh, 75% were recruited by LIC of India by using external method of recruitment. Thus, it may be assumed here that, LIC of India is mostly using an external method of recruitment for the recruitment of new employees for the corporation.

<table>
<thead>
<tr>
<th>Method of recruitment</th>
<th>Subordinate</th>
<th>Clerical</th>
<th>Officers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>External method</td>
<td>05(55.5)</td>
<td>27(81.8)</td>
<td>13(72.2)</td>
<td>45(75)</td>
</tr>
<tr>
<td>Internal method</td>
<td>04(44.4)</td>
<td>06(18.2)</td>
<td>05(27.8)</td>
<td>15(25)</td>
</tr>
<tr>
<td>Total respondent</td>
<td>09(100)</td>
<td>33(100)</td>
<td>18(100)</td>
<td>60(100)</td>
</tr>
</tbody>
</table>

Sources- Data compiled from the field survey.
Note: Figure in the bracket shows percentage to the total sample units
4.11.2 Sources of recruitment through which sample employees come to know about the vacancy in LIC of India

Regarding the sources of recruitment through which sample employees were come to know about the vacancy in LIC of India as per data given in following table-4.7 is concern, the study found that, the majority of sample employee’s i.e. out of total 60 sample employees, about 76% of them were noticed to be come to know about the vacancy in LIC of India through employment News which was followed by LIC website where 10% of respondents were agreed upon. Apart from the employment news and LIC website, 8.3% respondents also reveal that they were come to know the vacancy in LIC through employees of LIC, friends, relatives and also from family members. National dailies also seen to be serve as a medium for LIC recruitment as the 5% of the respondent were observed to be know the vacancy in LIC through National dailies. The contribution of local dailies is seen to be nil, as not a single respondent was found to be get information about the vacancy of LIC of India through this source.

From the given data, it is clearly observed that, more than 76% of the sample employee’s were come to know the vacant post in the LIC of India through employment news. Thus, it may be said that the employment news has been playing a positive role in recruitment of employees in LIC of India function in the state of Arunachal Pradesh. Beside this, it is also clear from data of all the sample offices of LIC that, employment news is a major source of information for recruiting their staffs in the respective offices.
Table 4.7 Sources of recruitment through which sample employees come to know about the vacancy in LIC of India

<table>
<thead>
<tr>
<th>Sources</th>
<th>Nos. of respondent</th>
<th>Nos. of respondent in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIC website</td>
<td>06</td>
<td>10</td>
</tr>
<tr>
<td>National dailies</td>
<td>03</td>
<td>5</td>
</tr>
<tr>
<td>Employment News</td>
<td>46</td>
<td>76.7</td>
</tr>
<tr>
<td>Local dailies</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Any others</td>
<td>05</td>
<td>8.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Sources - Data compiled from the field survey.

4.11.3 Opinion of sample employees on preference of local candidate in selection by LIC of India

As per the opinion of sample employees on preference of local candidate in time of selection done by LIC of India is concern, around 70% of the total 60 sample respondents were found to be said that there is no preference system for local candidates during the time of selection in the LIC of India, while almost 23% of the total respondent were noticed to be responded that the LIC of India is giving a preference to the local candidates during the time of selection and around 6% of the total sample respondent were found to be no idea in the same issue.

It is also felt to note down here that, in the case of subordinate staff selection is concern, the present study found that out of total 9 sample respondent under these categories, almost 57% of them were observed to be getting a preference during the time of selection as being a locality of the
region/state, while around 33% of the subordinate respondents were seen to be not get preference in the time of selection done to them by the LIC of India. In case of clerical staff selection, it has been noticed that, out of total 33 clerical sample employees 72.7% of them were found to feel that the local candidate do not get preference at the time of selection while 21.2% of them were thinking that there is a preference local candidate during the time selection. Further, it is also observed that, in case of officer grade selection, out of total 18 sample officer respondents around 11% of the them were found to be stated that there is a provision for preference of local candidates in the selection system of LIC of India, while 83.3% of them had been noticed to express that there is no provision for preference of local candidate in the selection system of LIC of India.

Thus, by observing the present data given in table-4.8, it can be mention here that, the local candidates are somehow getting a preference during the selection in the subordinate posts as 55.5% of the all three sample offices of the LIC employees under the subordinate categories respondents agree with the same. For the post of clerk and officers grade, preference are not given to the local candidates as it is clearly understood from the data that, 72.7% and 83.3% of the respondent comprising of all the sample employees belong from clerical and officers categories were found to be strongly feel that there is no provision for preference of local candidates in this regard.
Table 4.8 Opinion of sample employees on preference of local candidate in selection by LIC of India

<table>
<thead>
<tr>
<th>Particular</th>
<th>Subordinate</th>
<th>Clerical</th>
<th>Officers</th>
<th>Total staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get preference</td>
<td>05(55.6)</td>
<td>07(21.2)</td>
<td>02(11.1)</td>
<td>14(23.3)</td>
</tr>
<tr>
<td>Do not get preference</td>
<td>03(33.3)</td>
<td>24(72.7)</td>
<td>15(83.3)</td>
<td>42(70)</td>
</tr>
<tr>
<td>No idea</td>
<td>01(11.1)</td>
<td>02(6.1)</td>
<td>01(5.6)</td>
<td>04(5.7)</td>
</tr>
<tr>
<td>Total</td>
<td>09(100)</td>
<td>33(100)</td>
<td>18(100)</td>
<td>60(100)</td>
</tr>
</tbody>
</table>

Sources: Data compiled from the field survey.
Note: Figure in the bracket shows percentage to the total sample units

4.11.4 Method of selection used by LIC of India for selection to the sample employees

By considering the method of selection used by LIC of India for selection to the sample employees, the researcher had categories the employees into three groups and accordingly survey has been conducted. The method for selection has been broadly divided into various groups as shown in the following table-4.9. The present study reveal that, out of total 60 sample respondents, around 78% were found to be said that the selection method of LIC of India is comprised of both written test and viva voice as they were selected by the LIC through the same method only. No sample respondent were found to be selected by the LIC of India only through written test while 8.4% of the total sample respondents were found to be selected by the LIC of India by using only walk in interview. The study also reveals that, around 13% of the total sample respondents were selected by the LIC of India by others means i.e.
by considering their no. of time period stay in the LIC offices as a casual/part-time workers.

It is also interesting to mention here that, in case of subordinate staff selection of LIC of India is concern, out of total 9 subordinate sample employees, not even an one respondents were found to be said that written test is not the only method for selection to this groups of staff. Meanwhile, around 22% of the subordinate’s respondents said the method used by LIC for selecting to them was done through written test which is followed by viva-voice. Further, about 33% of respondents were found to be feeling that, only walk in interview is the method for selection for this group of employee. It was also noticed that, 44.5% of the respondent were observed to be feel that, apart from all above mention methods, there is other means of selection method like recommendation from higher authority official, selection on seniority basic to those candidate who are already working as part-time staff, etc.

As per the selection method for clerical staff and officer grade employee by LIC of India, the study found that out of total 33 sample clerical employees, no respondent were found to be selected by LIC of India by following written test only. While almost 82% of them were noticed to be said that, LIC of India has selected them by using written test as well as viva-voice. As per the sample employees under officer grade respondents is concern, 100% of them were found to be selected by LIC of India by following both the written test and viva-voice as a method of selection.
Thus, by considering the data given in table-4.9, it may be assumed that, the LIC of India is generally using both the written test and viva-voice method for selecting their employees especially in the employee’s categories of clerical staffs and officers posts. As it is clearly reflect in the table-4.9 that, out of total 60 sample respondents, around 78% were found to be selected by LIC of India through using both written test and viva voice. Whereas, it may also assume that, in case of subordinate staff’s selection, LIC of India is using multiple methods of selections as mention above.

**Table-4.9 Method of selection used by LIC of India for selection to the sample employees**

<table>
<thead>
<tr>
<th>Method of selection</th>
<th>Subordinate categories</th>
<th>Clerical categories</th>
<th>Officers categories</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written test only</td>
<td>00(00)</td>
<td>00(00)</td>
<td>00(00)</td>
<td>00(00)</td>
</tr>
<tr>
<td>Written test and viva-voice</td>
<td>02(22.2)</td>
<td>27(81.8)</td>
<td>18(100)</td>
<td>47(78.3)</td>
</tr>
<tr>
<td>Walk in interview</td>
<td>03(33.3)</td>
<td>02(6.1)</td>
<td>00(00)</td>
<td>05(8.4)</td>
</tr>
<tr>
<td>Any other means</td>
<td>04(44.5)</td>
<td>04(12.1)</td>
<td>00(00)</td>
<td>08(13.3)</td>
</tr>
<tr>
<td>Total</td>
<td>09(100)</td>
<td>33(100)</td>
<td>18(100)</td>
<td>60(100)</td>
</tr>
</tbody>
</table>

*Sources- Data compiled from the field survey.
Note: Figure in the bracket shows percentage to the total sample units*

**4.11.5 Overall attitude toward recruitment and selection of LIC by the sample employees**

As per the overall attitude of sample employees toward recruitment and selection of LIC of India concern, out of total 60 sample respondents, 50% of them were found to be stated that, the method and procedure used by LIC of India for recruitment and selection was excellent and also 30% respond the same as very good. Further, 18.3% of the sample respondents were noticed to be agreed that the recruitment and selection method of LIC was good and at the
same time remaining 1.7% of the sample employees were also found to be feel the same as average.

By considering the present data given in table-4.10, it can be also reveal that, out of total 9 sample subordinates respondents, around 33.3% were found to be rated the recruitment and selection of LIC of India as very good and rest 66.7% as good. As per the view of sample clerical staffs is concern, it has been observed that, out of total 33 sample respondents, majority (69.7%) of them were found to be rated the recruitment and selection of LIC as excellent and also 15.2% as very good. Further, 12.1% of the clerical respondents were also stated that the recruitment and selection method and system of LIC good and 3% as average. As per the sample employees under officer grade respondents is concern, out of total 18 sample respondents, almost 39% of them were found to mention the recruitment and selection methods of LIC as excellent and around 55% as very good while only one respondent was found who rated the same a simply good.

Thus, by considering the overall view of the sample respondent on recruitment and selection method of LIC of India, it may be assumed that the recruitment and selection method follow by LIC of India is well structure and systematic as most of the sample respondents (80%) were found to be rated the same as excellent and very good.
Table-4.10 Overall attitude toward recruitment and selection of LIC by the sample employees

<table>
<thead>
<tr>
<th>Basis for rating</th>
<th>Subordinates</th>
<th>Clerical staff</th>
<th>Officers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>00 (00)</td>
<td>23 (69.7)</td>
<td>07 (38.9)</td>
<td>30 (50)</td>
</tr>
<tr>
<td>Very good</td>
<td>03 (33.3)</td>
<td>05 (15.2)</td>
<td>10 (55.6)</td>
<td>18 (30)</td>
</tr>
<tr>
<td>Good</td>
<td>06 (66.7)</td>
<td>04 (12.1)</td>
<td>01 (5.5 )</td>
<td>11 (18.3)</td>
</tr>
<tr>
<td>Average</td>
<td>00 (00)</td>
<td>01 (03)</td>
<td>00 (00)</td>
<td>01 (1.7)</td>
</tr>
<tr>
<td>Poor</td>
<td>00 (00)</td>
<td>00 (00)</td>
<td>00 (00)</td>
<td>00 (00)</td>
</tr>
<tr>
<td>No comment</td>
<td>00 (00)</td>
<td>00 (00)</td>
<td>00 (00)</td>
<td>00 (00)</td>
</tr>
<tr>
<td>Total</td>
<td>09(100)</td>
<td>33 (100)</td>
<td>18(100)</td>
<td>60 (100)</td>
</tr>
</tbody>
</table>

Sources- Data compiled from the field survey.
Note: Figure in the bracket shows percentage to the total sample units

4.12 TESTING OF HYPOTHESIS-1 For the purpose of testing the hypothesis –I, the following null hypothesis have been frames: -

Hypothesis- The used of proper recruitment sources do not lead to mass attraction of prospective candidates

For the purpose of testing the present hypotheses-1, 5 point likert scales have been taken into consideration. For the same, 5 statements have been prepared i.e. 1) No comment 2) Not attracted. 3) Moderately attracted. 4) Highly attracted 5) Very highly attracted.

The responses are commemorated into numerical values by giving weightage as (1) one point – No comment, (2) two points – No attracted, (3) three points –moderately attracted. (4) four point-highly attracted and (5) five point-very highly attracted.

4.12.1 Statement for testing of hypothesis- 1

As per the overall view of sample respondents on the statement, used of proper recruitment sources lead to mass attraction of prospective candidates, data given in table-4.11, it can be express that, the employees of sample offices
of LIC of India in Arunachal Pradesh were found to be very highly attracted toward the recruitment sources used by the LIC of India. The following data show that, out of total 60 sample respondents, around 63% of them were observed to be rated the recruitment sources of LIC of India as very highly attracted and 25% as highly attracted. Almost 7% of the total sample respondents were found to be said that the recruitment sources of LIC was just moderately attracted to them while 5% were noticed to be response that they has just no idea as they had not gone through the recruitment sources of LIC of India.

By differentiate the total respondents in category wise, it may be express that, out of total 18 sample officers employees, 85.7% of them were found to be very said that the recruitment sources used by LIC of India during their time was very highly attracted them and that why they were eagerly apply for the post in LIC of India. The remaining 14.3% sample officers were also noticed to be expressed the same as highly attracted. In the case of clerical sample respondents is concern, out of total 33 sample respondents, 69.7% of them were found to be very highly attracted toward the recruitment sources used by LIC while, 21.2% as highly attracted and 9.1% as moderately attracted. As per the subordinate sample respondent response is concern, it has been noticed that, out of total 9 respondents, 23.1% and 46.2% were found to be expressed the recruitment sources used by LIC of India as very highly attracted and highly attracted respectively. Under this category, 7.6% were also found to be stated that, recruitment sources used by the LIC of India was moderately attracted to
them while 23.1% of the respondent under this categories did not make any comment on the issue.

From the given data, it is clearly observed that, more than 88% of the sample employee’s were found to be very highly and highly attracted toward the recruitment sources used by the LIC of India. Thus, it may be assumed that, the recruitment sources used by the LIC of India for recruiting various categories of employees are well enough to attract mass prospective candidates at the same time.

Table 4.11 Statement for testing of hypotheses-1

<table>
<thead>
<tr>
<th>Rating Scale</th>
<th>Subordinate</th>
<th>Clerical staffs</th>
<th>Officers</th>
<th>Total respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very highly attracted</td>
<td>03(23.1)</td>
<td>23(69.7)</td>
<td>12(85.7)</td>
<td>38(63.3)</td>
</tr>
<tr>
<td>Highly attracted</td>
<td>06(46.2)</td>
<td>07(21.2)</td>
<td>02(14.3)</td>
<td>15(25)</td>
</tr>
<tr>
<td>Moderately attracted</td>
<td>01(7.6)</td>
<td>03(9.1)</td>
<td>00(00)</td>
<td>04(6.7)</td>
</tr>
<tr>
<td>Not attracted</td>
<td>00(00)</td>
<td>00(00)</td>
<td>00(00)</td>
<td>00(00)</td>
</tr>
<tr>
<td>No Comment</td>
<td>03(23.1)</td>
<td>00(00)</td>
<td>00(00)</td>
<td>03(05)</td>
</tr>
<tr>
<td>Total</td>
<td>9(100)</td>
<td>33(100)</td>
<td>18(100)</td>
<td>60(100)</td>
</tr>
</tbody>
</table>

Sources- Data compiled from the field survey.
Note: Figure in the bracket shows percentage to the total sample units

4.12.2 Descriptive statistics of the statement

Table 4.12 Descriptive Statistics

<table>
<thead>
<tr>
<th>Statement</th>
<th>Numbers</th>
<th>Min.</th>
<th>Max.</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The used of proper recruitment sources lead to mass attraction of prospective candidates</td>
<td>60</td>
<td>1</td>
<td>5</td>
<td>4.42</td>
<td>.996</td>
</tr>
<tr>
<td>Valid Number (list wise)</td>
<td>60</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources- Data compiled from the field survey
4.12.3 Frequencies of the statement

Table-4.13 Good recruitment sources lead to mass attraction of prospective candidates

<table>
<thead>
<tr>
<th>Rating scale</th>
<th>Observed Number</th>
<th>Expected Number</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Comment</td>
<td>3</td>
<td>15.0</td>
<td>-12.0</td>
</tr>
<tr>
<td>Moderately Attracted</td>
<td>4</td>
<td>15.0</td>
<td>-11.0</td>
</tr>
<tr>
<td>Highly Attracted</td>
<td>15</td>
<td>15.0</td>
<td>.0</td>
</tr>
<tr>
<td>Very highly attracted</td>
<td>38</td>
<td>15.0</td>
<td>23.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources- Data compiled from the field survey

4.12.4 Chi-Square Test for the testing of hypothesis-1

Table-4.14 Test Statistics

<table>
<thead>
<tr>
<th>Particular</th>
<th>Good recruitment sources lead to mass attraction of prospective candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>52.933</td>
</tr>
<tr>
<td>Degree of freedom</td>
<td>3</td>
</tr>
</tbody>
</table>

Data compiled from the field survey

The calculated mean value of statement is arrived at 4.42 with a positive standard deviation of 0.996. The calculated chi-square test value comes to 52.933, whereas the table value at 0.05 level of significance is 7.81 (Degree of freedom= 3).

The calculated value of chi-square is much greater than the table value. Thus, the present hypothesis is nullified and therefore, it can be assumed that the used of proper recruitment sources lead to mass attraction of prospective candidates.

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