

A STUDY ON THE RECRUITMENT AND SELECTION PROCESS AT SYNTEGON COMPANY

An internship report for

Course code and course title: MGA-652 Industry Internship

Credits: 16

Submitted in partial fulfilment of master's degree

MBA in human resource specialization

by

MISS SANGHAVI SUDHAKAR NAIK

Seat Number: 22P0280040

ABC ID: 780182204955

PRN: 201805240

Under the Mentorship of

MR. SADANAND GAONKAR

Goa Business school

Management Studies



Goa University

Date: 06 May 2024

Examined by:

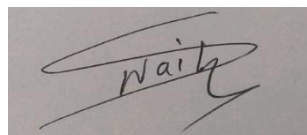


Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, “A study on the recruitment and selection process at Syntegon Company” is based on the results of investigations carried out by me in the (Management studies) at the Goa Business School, Goa University, under the mentorship of Mr. Sadanand Gaonkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will not be responsible for the correctness of observations / experimental or other findings given the internship report/work.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.



Ms Sanghavi Sudhakar Naik

Seat No: 22PO280040

Discipline of Management Studies

Goa Business School

Date: 6/05/24

Place: Goa University

OFFER LETTER FROM COMPANY

Programme Director
Management Discipline
Goa Business School, Goa University
Taleigao Plateau, Goa-403206

PA/HRL-IN

02.01.2024

Dear Sir/Ma'am,

Sub: Approval to undergo Internship Training for Sanghavi Sudhakar Naik

With reference to your letter dated 21.12.2023, please note that your student Sanghavi Sudhakar Naik has been accorded permission to undergo internship in our organization from 15.01.2024 to 04.05.2024.

Mr. Derek Dsouza, Manager (Human Resources), would be the internal guide during the internship.

Canteen facility would be extended to your student; the student will have to commute on her own to the Factory. The student will have to make her own arrangements for PPE's like safety shoes, etc. which is mandatory.

We wish Sanghavi Sudhakar Naik, a fruitful learning experience in our Plant.

Thanking you,

For Syntegon Technology India Private Limited,

Raghuvir E Harish Damodar Shirodkar
Assistant Manager
Human Resources

CIN: U29309GA2019FTC014014

Phone +91 832 669 2000
Telex +91 832 669 2028
Website www.syntegon.com
info-in@syntegon.com

Syntegon Technology India
Private Limited
Registered address:
Plot No. N4A, Phase IV
Verna Industrial Estate
Verna, Goa-403722, INDIA

COMPLETION CERTIFICATE

This is to certify that the internship report “A study on the recruitment and selection process at Syntegon Company” is a bonifide work carried out by Ms. Sanghavi Sudhakar Naik under my mentorship in partial fulfilment of the requirements for the award of the degree of Masters of Business Administration in the Discipline Management studies at the Goa Business School, Goa University.



Mr. Sadanand Gaonkar
Assistant Professor
Goa Business School

Date: 06/05/24



Signature of Dean / HOD
Goa Business school



School / Department Stamp

Date: 06/05/24

Place: Goa University

SYNTEGON

PROCESSING & PACKAGING

HRO-IN

03.05.2024

TO WHOM IT MAY CONCERN

This is to certify that Sanghavi Sudhakar Naik, student of Goa Business School, Goa University had undertaken her internship in our organization from 15.01.2024 to 03.05.2024.



Sanghavi Sudhakar Naik has completed her internship in the Human Resource department at Syntegon Technology India Private Limited, according to given guidelines.

Syntegon Technology India Private Limited, being leader in the Packaging Technology, Sanghavi Sudhakar Naik was at advantage of getting to know some of the latest aspects in Human Resource which are followed in an organization of International repute.

We wish her the very best in all her future endeavors.

Thanking You
For Syntegon Technology India Private Limited,

Derek D'souza
Manager
(Human Resources)

Raghuvir E Harish Shirodkar
Deputy Manager
(Human Resources)



CIN: U28309GA2019FTCO14014

Phone +91 832 669 2000
Telefax +91 832 669 2028
Website www.syntegon.com
info-in@syntegon.com

Syntegon Technology India
Private Limited
Registered address:
Plot No. N4A, Phase IV
Verna Industrial Estate
Verna, Goa-403722, INDIA

ACKNOWLEDGEMENT

I extend my heartfelt appreciation to the management team of Syntegon Technology India Private Limited for their invaluable support during my internship tenure.

I am deeply grateful to Mr. Sadanand Gaonkar, my esteemed project guide and professor, whose unwavering guidance played a pivotal role in the success of my internship journey. Without his mentorship, navigating through various challenges would have been considerably more daunting.

Furthermore, I wish to express my sincere thanks to Mr. Derek Dsouza (Human Resource Manager), Mr. Raghuvir E Harish Damodar Shirodkar (Human Resource Deputy Manager), Ms. Smruti Malik, and Prajna Shetty (Human Resource External) for entrusting me with the opportunity to undertake my internship at Syntegon Technology India private limited.

I am indebted to all the dedicated staff members whose continuous support and assistance significantly contributed to my understanding and exploration of diverse organizational functions. Their efforts have been instrumental in enriching my learning experience, and for that, I am truly grateful.

EXECUTIVE SUMMARY

Recruitment and selection are really important for a company's success, especially in industries like technology. In this study, we're looking at how Syntegon Technology, a big company that makes machines for pharmaceutical and food industries, finds and picks the right people to work for them. Syntegon uses different ways to find new employees, like hiring directly to students at diploma, getting help from other companies, using the internet, or even just looking within their own company. Once they find potential candidates, they go through a careful process to pick the best ones. This process includes checking resumes, talking to candidates in interviews, testing their skills, checking their background, and finally deciding who to hire.

The goal of this study is to understand what makes Syntegon's way of finding and choosing employees work well. We want to see which methods are the most effective and figure out what factors make a difference in how successful their hiring process is. By learning from Syntegon's methods, other companies can improve their ways of finding and keeping great employees, which is important for long-term success. The research basically says that the way a company hires people can make a big difference. Syntegon, for example, uses a mix of different ways to find new employees, like reaching out directly, using third parties, online recruitment, and promoting from within. This helps them get a lot of different applicants and keep their talent pipeline full.

The study also found that the way a company hires can affect how happy and engaged their employees are. If the hiring process is clear and includes things like job previews, structured interviews, and skill assessments, it can help make sure that the right people are in the right jobs. This makes employees happier and more engaged.

The research also looked at how hiring affects how well employees do in their jobs and how long they stay with the company. It found that if the hiring process is tailored to the company's

needs and culture, employees tend to do better and stay longer. Also, when employees refer other people for jobs, those new hires tend to do well and stick around.

In conclusion, the study shows that how a company hires people is really important. It's not just about filling positions, but also about making sure the company is successful in the long run. This means using a variety of ways to find new employees, making sure the hiring process is clear and effective, and focusing on employee happiness and engagement. The study provides some good tips for companies looking to improve their hiring strategies and get better results.

Contents

CHAPTER 1: INTRODUCTION	1
1.1 Profile of the Company	1
1.2 vision.....	2
1.3 mission	2
1.4 Objectives of the Company	2
1.5 Nature of Business	2
1.6 Product / Services	2
1.6.1 Horizontal flow wrapping machines	2
1.6.2 Vertical Packaging Machines.....	3
1.6.3 Candy wrapping machines	3
1.6.4 Line and System Solution	3
1.6.5 After-sales services	4
1.7 organizational structure.....	4
1.8 Human Resource Structure	5
1.9 Human Resource Responsibilities	5
CHAPTER 2: TASK HANDLED, LEARNINGS AND CHALLENGES	8
2.1 Task Handled	8
2.2 Learnings.....	9
2.3 Challenges.....	11
CHAPTER 3: INTRODUCTION TO RESEARCH.....	12
3.1 Introduction to the Research Topic	12
3.2 Steps involved in the selection process include	13
3.3 Recruitment Method at Syntegon	14
3.4 Selection Process at Syntegon.....	16
3.5 Literature Review.....	16
3.6 Research Gap	21
3.7 Research Questions.....	22
3.8 Research Objective	22
3.9 Research Methodology	23
3.9.1 Period of study	23
3.9.2 Sample Design	24
3.9.3 Tools of Analysis	24
CHAPTER 4: DATA ANALYSIS AND INTERPRETATION	25
CHAPTER 5: FINDINGS AND DISCUSSION	45
5.1 Recruitment Methods and Quality/Quantity of Applicants	45

5.2 Recruitment Approaches and Employee Satisfaction/Engagement	45
5.3 Recruitment Methods and Post-Selection Employee Performance/Retention	45
5.4 Managerial Implications	46
5.5 Conclusion	46
APPENDIX	48
Appendix I- Sample of work done	48
Appendix II- Photo while at work	49
ANNEXURE	50

CHAPTER 1: INTRODUCTION

1.1 Profile of the Company

Syntegon Technology is a company that used to be a part of Bosch Packaging Technology until 2019. Now, it operates independently with a focus on processing and packaging for the pharmaceutical and food industries. Their goal is to improve people's lives by providing machines, systems, and services.

The company, based in Germany, has over 5,800 employees and a history of more than 160 years. In 2021, they achieved annual sales of 1.4 billion EUR. In the pharmaceutical sector, Syntegon offers smart solutions for the safe and high-quality production, processing, filling, inspection, and packaging of liquid and solid medicines. In the food industry, they provide flexible and reliable technologies for making and packaging items like confectionery, dry food, frozen food, and dairy products.

Syntegon has 1,100 service experts who support customers throughout the entire lifespan of their machines, ensuring smooth production processes. They have more than 30 sites in nearly 20 countries, focusing on minimizing their impact on the environment and society. The company is a leader in developing eco-friendly packaging solutions, reducing energy consumption, and aiming to lower emissions.

In simple terms, Syntegon Technology is a company that helps pharmaceutical and food businesses by providing advanced machines and services for safe and efficient production and packaging. They also prioritize sustainability and environmental responsibility in their operations.

1.2 vision

To be a customer-centric organization with a focus on quality and operational excellence

1.3 mission

Processing and packaging for a better life.

1.4 Objectives of the Company

- a) Innovation and Product Development
- b) Customer Satisfaction
- c) Talent Development
- d) Global Expansion

1.5 Nature of Business

We are Syntegon - your partner for processing and packaging technology in the pharmaceutical and food industries. Whether you require individual machines, automated packaging systems, or services: Syntegon sets standards in packaging innovations and offers you tailor-made, reliable production processes for high-quality results.

1.6 Product / Services

1.6.1 Horizontal flow wrapping machines

Visually appealing, cost-efficient, and extremely flexible: flow wraps are the all-round solution for packaging food products as the variety of packaging options is almost limitless. Our portfolio includes various types of horizontal flow wrapping machines, from entry-level machines with an output of 80 packages per minute to fully automated, seamlessly integrated

systems with output capacities of up to 1,500 packages per minute. Our systems are suited for a variety of products, including chocolate, biscuits, baked goods, and bars as well as frozen food and solid goods such as detergent tabs. They are even able to wrap pharmaceutical products such as BFS cards or tablets in blisters.

1.6.2 Vertical Packaging Machines

Vertical packaging has been around for many decades and has established itself as a standard for a wide range of food and non-food products. As consumer and market requirements are constantly evolving, we keep on innovating our trusted VFFS machines. From sustainable packaging material to greater flexibility in bag styles, increased output and hygienic operations, we deliver state-of-the-art packaging equipment.

Whether you are looking for a high-speed solution for stick packs, vacuum packing of coffee, or want your products to stand out at the point of sale with stand-up reclosable Doy Zip bags – our vertical packaging solutions help you optimize your packaging process.

1.6.3 Candy wrapping machines

Includes sorting units, candy wrappers and cut and wrap machines. The types of candies that can be packed on these machines are hard-boiled candies, chewy candies, toffees, gums, jellies, dragees, pellets, tablets, and pressed products.

1.6.4 Line and System Solution

Whether food producers are looking for a standard single machine, a complex system, or a customized solution, Syntegon Technology India offers packaging equipment tailored to their needs. It also offers complete planning and project management and supports its customers from the design and engineering of a line to installation and maintenance.

1.6.5 After-sales services

Syntegon Technology India also extends after-sales support in the form of service and spares to its customers globally. Its main focus is on intelligent and sustainable technologies, with a special emphasis on services. With this in mind, Syntegon expanded its service activities in the wake of the coronavirus pandemic crisis and implemented customer services via digital solutions. Its comprehensive consulting and services portfolio encompasses the entire life cycle of customer products.

1.7 organizational structure

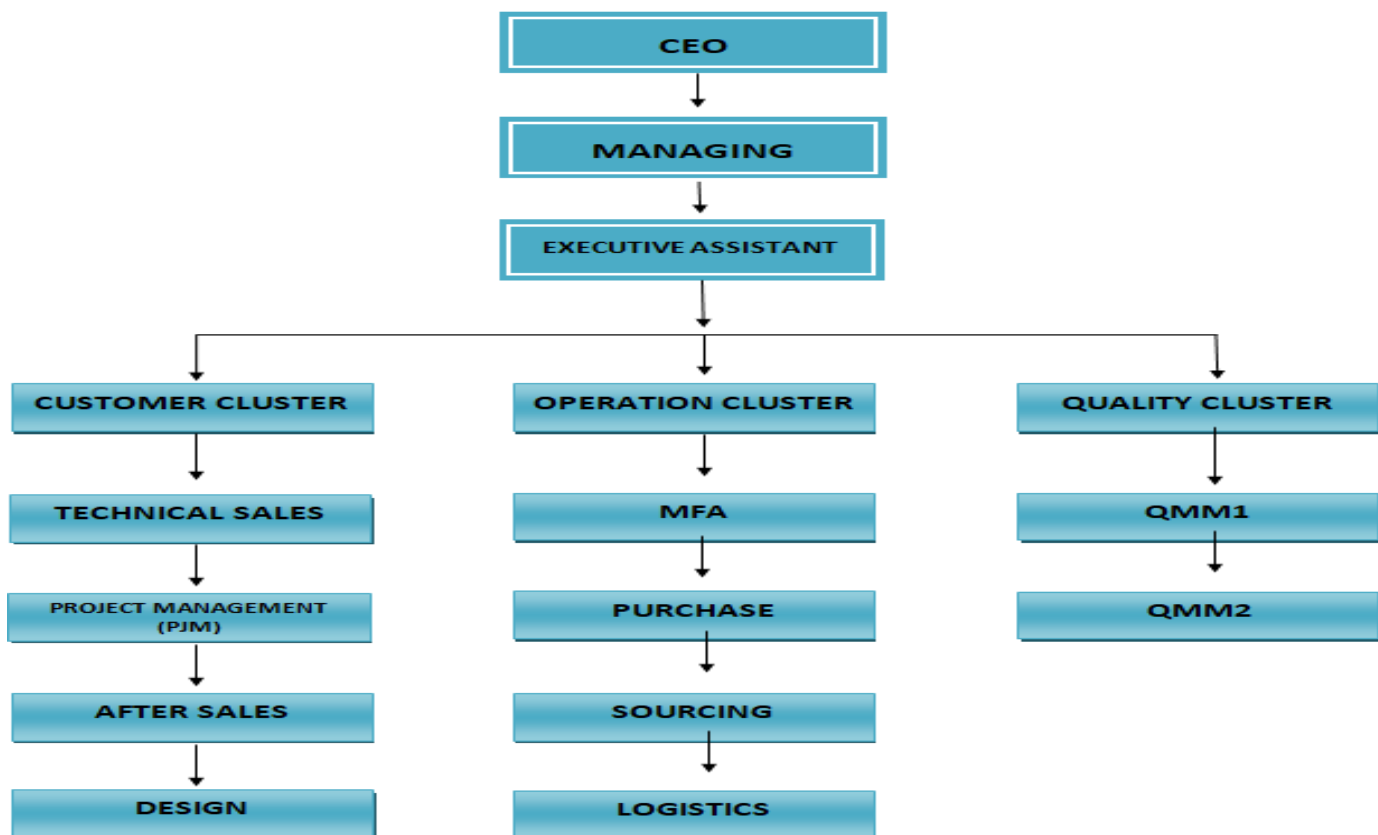


Figure 1. Organization structure

For administrative purposes, the whole company is divided into smaller departments

- Names few of the departments are:

a) **Purchase Department**

Buying of parts to build the machines is done by purchase

b) QMM (Quality management)

Quality of all the manufactured parts is done here

c) LOG (Warehouse)

The place where parts required for building the machines is brought and stored till it is required for manufacturing

d) MFA (Manufacturing area)

Main area where machines are built and assembled

VFFS (Vertical form fill and seal)

HFFS (Horizontal form fill and seal)

TTME

CC (Confectionery candy)

e) After-sales service

Spare parts and spare assemblies are done and sent

f) Sales department

The sales of machines are handled by this department

g) And many more

1.8 Human Resource Structure

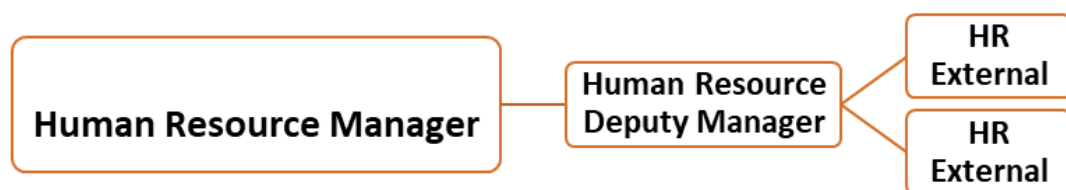


Figure 2. Human Resource Structure

1.9 Human Resource Responsibilities

1. HR is responsible for the complete life cycle of employees.

2. Finalizing the category of employees to be recruited along with the recruiting manager.
3. Responsible for executing performance management and performance system i.e. CSR, performance improvement plan.
4. Execution of succession planning process at location.
5. Formulation of new HR policies, and formulation of employee insurance concept.
6. Liaison with the government agencies.
7. Coordinating with the company medical officer.
8. Recruiting and selection.
9. Onboarding Of new joined.
10. A major role in employee development
11. Training management wherein they have to identify a trainer and evaluate
12. Employee engagement (organizing various employee engagement activities as per engagement calendar).
13. They are responsible for the allocation of projects and internships to students.
14. Policies management and payroll administration.
15. Releasing of offer letters to selected candidates and employees onboarding they also issue ID Cards
16. Hiring and selection of contract employees and doing the exit formalities.

17. Monthly adherence to attendance cycle for generating attendance file for payroll and they also have to check the yearly leave encashment
18. They have to prepare the resignation acceptance letters.
19. Prepare full and final settlements for payroll input and issuing of experience letters as a part of employee exit formalities
20. They have to do the administration which includes the issue of transfer letters.
21. Student for internship acceptance and internship completion certificate and letters.
22. Handle compliance and contract Hiring

CHAPTER 2: TASK HANDLED, LEARNINGS AND CHALLENGES

2.1 Task Handled

- a) Digitization of Company Rules & Regulations
- b) I actively participated in implementing the 5S methodology within the organization, ensuring workplace organization, cleanliness, and standardization. This involved sorting through materials, setting them in order, maintaining cleanliness, and establishing standardized procedures to sustain these practices.
- c) Managing Monthly Attendance and Early Coming - I have been responsible for managing monthly attendance records and ensuring timely maintenance of early coming records. This involves tracking employee attendance, addressing any discrepancies, and promoting punctuality among employees.
- d) Converting Old Policies into New Format - I played a key role in updating and converting outdated HR policies into a new format. This included reviewing existing policies, making necessary revisions, and formatting them in a more accessible and user-friendly manner.
- e) Scanning and Uploading Confidential Employee Files - I have been tasked with scanning confidential employee files and uploading them onto different e-file software securely. This involves handling sensitive information with confidentiality and ensuring compliance with data protection regulations.

- f) **Contacting Diploma Colleges for Policemen Opportunities** - I have initiated contact with diploma colleges to explore potential opportunities for recruiting policemen provided by the company. This involves networking with college authorities, promoting company opportunities, and facilitating recruitment drives.
- g) **Registering Employees for ESIC** - I have assisted in registering employees for ESIC (Employee State Insurance) in coordination with insurance officers. This involves ensuring that employees are enrolled in the insurance scheme and providing necessary support during the registration process.
- h) **Onboarding Programme** - I have been involved in organizing and facilitating the onboarding program for new employees. This includes coordinating orientation sessions, preparing onboarding materials, and assisting new hires in acclimating to the company culture.
- i) **Women's Day Celebrations** - I have contributed to planning and arranging Women's Day celebrations organized by the company. This includes organizing events, coordinating logistics, and ensuring a memorable experience for all employees.
- j) **Canteen Facilities and Food Arrangements** - I have been responsible for overseeing canteen facilities and food arrangements for employees, ensuring adequate quantity and quality of food based on employee requirements.
- k) **Calculations of wage Register** - I have done calculations of the wage register to ensure that third-party hired employees are receiving their salary, including PF contributions, accurately. This involves verifying payroll data.

2.2 Learnings

- a) **Developed strong communication and collaboration skills** through working with educational institutions and colleagues from different regions.

- b) Gained experience in data management and digitalization, improving the efficiency and accessibility of company information.
- c) Learned about data security practices by providing cloud access to the German counterpart.
- d) Acquired knowledge of policy adaptation and alignment processes during the conversion from Bosch to Syntegon.
- e) Implementing 5S has taught the value of organization and standardization in the workplace.
- f) I have developed skills in policy analysis and the ability to present information in a user-friendly format.
- g) Handling sensitive files has heightened my awareness of confidentiality and data protection.
- h) Assisting with ESIC registration has given me experience in navigating insurance processes.
- i) Organizing onboarding programs has taught me the importance of a smooth transition for new employees into company culture.
- j) Planning Women's Day celebrations have sharpened my event management and coordination skills.
- k) Overseeing canteen operations has taught me about the logistics of food service and quality control.
- l) Calculating wage registers has improved my knowledge to detail and accuracy in financial matters.

2.3 Challenges

- a) Digitizing company rules and updating policies required adapting to new systems and formats.
- b) Consistently applying the 5S methodology can be challenging in a dynamic work environment.
- c) Addressing attendance discrepancies involves delicate communication and problem-solving.
- d) Ensuring the secure upload of confidential files demands careful attention to security protocols.
- e) Engaging with colleges for recruitment requires clear and persuasive communication.
- f) Navigating the ESIC registration process involves understanding and adhering to regulatory requirements.
- g) Organizing events like Women's Day involves managing multiple moving parts under time constraints.
- h) Ensuring accurate payroll calculations for third-party employees involves cross-checking multiple data points.

CHAPTER 3: INTRODUCTION TO RESEARCH

3.1 Introduction to the Research Topic

Recruitment and selection play a crucial role in achieving an organization's long-term goals. It's about finding the right person for the right job at the right time. However, this seemingly simple task is challenging because it involves evaluating a person's abilities and talents to match the job's core competencies. From a job seeker's perspective, core competencies matter a lot in securing a job. The effectiveness of the recruitment and selection process not only ensures the right candidate for a job but also contributes to the long-term success of organizational goals.

Recruitment, as per Yoder, is the process of discovering manpower sources to meet staffing requirements and employing measures to attract that manpower in sufficient numbers. On the other hand, selection involves finding and recruiting the best candidates from a pool of qualified applicants to fill open positions in a business.

The recruitment and selection process are about searching for and obtaining potential candidates with the required knowledge, skills, and experience. It includes tracking applicants, reviewing resumes, and using Applicant Tracking Systems (ATS) to manage job vacancies efficiently.

There are two types of recruitment: internal and external.

- a) Internal recruitment involves methods like job posting, employee referrals, and internal announcements.
- b) External recruitment relies on various methods based on organizational policies, size, and budget, such as private employment agencies.

The purpose of the recruitment process includes finding the best talents, managing recruitment sources, handling vacancies, running internal recruitment, building a strong HR marketing platform, cooperating with universities, and providing feedback on job market trends.

After the recruitment process, the selection process follows. Selection is about putting the right people in the right job by matching organizational requirements with the skills and qualifications of individuals. It is considered a positive process that motivates candidates to apply and creates a pool of applicants.

3.2 Steps involved in the selection process include

- a) Committing to hiring the best talent: - This means making a promise to a company that you'll look for the very best people for the job, those who have the skills and attitude that match what the company needs.
- b) Avoiding rushing: - The company takes the necessary time to thoroughly evaluate candidates to ensure the right fit, rather than making quick decisions that may lead to less suitable hires.

- c) Partnering with stakeholders: - The company collaborates with various team members and departments who will work with the new hire to understand their needs and expectations.
- d) Using job benchmarks with valid assessments: - The company sets clear job requirements and uses proven methods to test if candidates meet these standards, ensuring a fair and objective selection process.
- e) employing structured interviews:- The company uses a consistent interview format for all candidates to assess them equally and make unbiased hiring decisions.

In simple terms, human resource management (HRM) is a vital organizational function that includes recruiting employees, retaining them, setting pay and perks, managing performance, handling changes, and managing exits. HRD (Human Resource Development) aims to develop available manpower through training, promotions, transfers, and career development opportunities. HRM is like a combination of art and science. It requires creativity in handling various situations and a careful application of proven theories to ensure effective management for the organization's benefit. In simpler terms, it involves using both imaginative strategies and well-studied methods to make sure the people in the company are handled in a way that helps the organization thrive. This Study of the recruitment and selection process of Syntegon Company can provide valuable insights into the organization's strategies for acquiring and retaining talent. This research will contribute to understanding how recruitment and selection of human resource management practices work.

3.3 Recruitment Method at Syntegon

Recruitment methods are how the company reaches out to potential employees and shares information to encourage them to apply for jobs.

1. Direct Approach:

In direct recruitment, the company sends its representatives to schools and training institutions. These recruiters talk to students, answer their questions, encourage them to apply for jobs, and even conduct interviews on campus to shortlist candidates.

2. Third-Party Approach:

Syntegon can use different agencies to find new employees. This includes public employment exchanges, management consulting firms, professional societies, temporary help agencies, trade unions, and labour contractors.

3. Internet Recruitment:

Nowadays, there are job websites on the internet where the company can create a profile. This allows them to view resumes of potential candidates and match them with job requirements. About 25% of internet users in India search for jobs online, making this a valuable recruitment method.

4. Internal Recruitment

Instead of always looking for new people from outside the company when they have a job opening, Syntegon often looks inside the company first. They check if there are current employees who are good fits for the new job. If they find someone who is already working there and has the right skills, they might give that person a chance to take on more responsibilities or move to a different role. This way, Syntegon is like a team that helps its players grow and take on new challenges without always bringing in new players from other teams

3.4 Selection Process at Syntegon

- a) Identifying Job Requirement:- The company figures out exactly what skills, experience, and type of person they need for a job.
- b) Sourcing Candidates:- They look for people who might be a good fit. This could be through job ads, recruiting agencies, or even asking current employees if they know someone.
- c) Resume Screening:- The company goes through the applications they receive to see who matches the job requirements best.
- d) Conducting Interview:- They meet with the candidates who look promising to talk about their experience and see if they'd be a good match for the company.
- e) Skill assessment:- The company tests the candidates to check if they have the skills, they say they do.
- f) Background check:- They look into the candidates' past work history, to make sure nothing is worrying.
- g) Decision:- The company decides which candidate is the best choice for the job.
- h) Job Offer:- They make an offer to the chosen candidate, telling them about the salary and other job details.

3.5 Literature Review

1. Recruitment and selection processes are vital to organizational success, particularly in industries like IT. (Tanu, 2023)examine the methods used by Sinzo Pvt Ltd., an IT giant, in their recruitment and selection. The study reveals Sinzo's unique approaches, resulting in over 50% success in placing individuals in suitable roles. The research aims to enhance recruitment and selection, ensuring the right fit for the right job. By analysing Sinzo's

practices, the study contributes valuable insights to HRM literature, guiding similar organizations in improving their recruitment processes. (Tanu, 2023)

2. (Succi, 2019) This research study emphasizes the significance of soft skills in the current job market, pointing out discrepancies between employers' declared practices and graduates' actual experiences. It underscores the need for continuous development of soft skills to stay competitive and enhance employability. The study compares the perspectives of employers and graduates on soft skills development and suggests collaboration between employers, academia, and students to address the issue effectively.
3. (Caryl Charlene Escolar-Jimenez, 2019) The article introduces a modified shortlisting algorithm using fuzzy logic to enhance the selection process for hiring skilled individuals. By considering educational background, skills, and experience, the algorithm ranks candidates for job positions to predict alignment and future performance, aiming to create a fairer hiring process. The methodology incorporates fuzzy logic inference systems for highly educated and highly skilled areas, demonstrating the algorithm's effectiveness in ranking candidates based on specific job requirements.
4. (Thiruvengktraj, 2018) emphasizes the critical role of effective recruitment and selection strategies in enhancing organizational outcomes. Recruitment involves searching for potential employees and encouraging them to apply for available positions, while selection entails choosing the most suitable candidates based on job requirements and current environmental conditions. (R, 2018)

In today's competitive business landscape, organizations must adapt to evolving workforce demands. A well-structured recruitment policy is essential for achieving optimal results. This study aims to identify areas of improvement in recruitment and selection processes, focusing on understanding their intricacies.

5. (Soundararajan, 2017) underscore the increasing recognition of human capital as the most valuable asset for companies in recent times. The recruitment process is meticulously

monitored by organizations, as it catalyzes organizational growth. Recruitment has evolved into a cornerstone of human resource logistics, with modern methods being embraced by businesses, especially with the advent of consultancy services.

The aim of the paper is to explore the recruitment and selection processes adopted by client companies of recruitment agencies. The availability of top-tier human capital not only provides a competitive advantage but also serves as the lifeblood of organizations. The research, conducted through a combination of primary and secondary data collection methods, involved surveying 30 employees using questionnaires.

The findings highlight that the recruitment processes implemented by the client companies adhere to best practices, leading to high levels of satisfaction among employees. Moreover, the organizational climate is perceived positively, indicating the presence of an ethical recruitment policy.

6. (Marlim, 2017) This paper introduces the Profile Matching Method for employee online recruitment at PT. Asuransi Bina Dana Arta, Tbk Pekanbaru Branch. The method involves assessing the fit between an applicant's profile and the position profile, categorizing factors, and ranking applicants based on their scores to enhance the efficiency and accuracy of employee selection processes. The study suggests implementing a new recruitment system using the Profile Matching method, incorporating an E-Recruitment information system, a decision support system for leadership, and online testing capabilities. It also recommends tailoring criteria for different divisions during the recruitment process.
7. (Chungyalpa and Karishma, 2016) This article discusses the recruitment and selection process, best practices, and emerging trends in recruitment and selection. It covers job analysis, manpower planning, recruitment and selection phases, and provides a list of best practices followed by industry leaders. It also explores emerging trends such as corporate talent networks. Companies are focusing on building a strong talent brand to attract and

retain top talent. They are using Applicant Tracking Software (ATS) to streamline the recruitment process, developing mobile recruitment strategies, and utilizing social networks to reach passive candidates. The recruitment and selection process has evolved with the use of internet-based technologies and software, and the future will see an increased role of these solutions in the process.

8. (Richard N. Landers, 2016) The text discusses contributors and editors in Industrial-Organizational Psychology, focusing on their backgrounds, research interests, and current positions. It also introduces a book on social media use in employee selection and recruitment, edited by Richard N. Landers and Gordon B. Schmidt, with contributions from experts in the field.
9. (Raya, 2015) This article explores the perceptions of HR managers and students regarding campus recruitment processes, emphasizing slot sharing, choice of dream company offer, preparation, and timing. Key findings include students' preference for MNCs, the importance of employer branding, and the impact of pre-placement activities on students' career decisions. The study used descriptive research methods and statistical analysis to compare the viewpoints of students and HR managers.
10. (Rajkumar, 2015) The paper discusses factors influencing students' career choices, such as values, job search strategies, and social influences. Understanding these factors is crucial for universities and employers to attract and retain top talent. Early training of campus recruits can help organizations build a stronger talent pool.
11. (Mankikar's, 2014) research delves into the impact of factors influencing recruitment and selection processes. Strategic interventions in recruitment have revolutionized methodologies, with HR consulting firms playing a pivotal role in talent acquisition. The study employs convenient random sampling, surveying 105 respondents through interviews and questionnaires to gather primary data. Hypotheses are tested using the Chi-

square test of independence, with the strength of relationships assessed through phi and Cramer's V. (Mankikar, 2014)

The research underscores that an organization's recruitment policy is shaped by its nature of work and industry. Internal and external factors play significant roles, with employment conditions in the community and labor market dynamics influencing recruitment efforts. Labor market information communicates demand-supply statistics, industry compensation standards, and current market trends, informing recruitment strategies.

12. (Syamala Devi Bhoganadam, 2014) The study conducted at Sai Global YarnTex Private Limited focused on the recruitment and selection process. It involved a literature review, primary data collection from 40 employees, and highlighted the organization's effective recruitment and selection practices. While employees were generally satisfied with the process, suggestions were made for improvements to adapt to changing scenarios. The research emphasized the importance of effective recruitment and selection practices in organizations
13. (Kumar, 2014) This research paper emphasizes the importance of effective recruitment and selection strategies in organizations for improving organizational outcomes. Key findings include the significance of employee referrals, the effectiveness of selection methods, and the need for continuous training for recruiters. The paper underscores the importance of talent acquisition in HR management and the challenging yet crucial role of the HR department in contributing to organizational objectives.
14. (Geeta Kumari, 2010) The research paper discusses the recruitment and selection process of Hindustan Coca-Cola Beverage Pvt. Ltd in Jammu, India. It highlights the company's well-defined recruitment policy, use of consultancy firms for hiring, computerized databases, history, market share, and slogans. The study also covers employee satisfaction

levels, corporate culture, research methodology involving questionnaires and secondary data collection, and the sampling plan using judgement sampling.

15. (Haraty, 2007) This paper discusses the use of speech recognition technology in the recruitment process, focusing on its application in conducting interviews and evaluating candidates. It outlines the components of a recruitment system utilizing speech recognition, such as the server, speech server, and client, and explains the use of grammar files to define recognition rules. The system aims to automate the recruitment process and has an accuracy rate of around 80%, with potential future improvements including training the system to learn new vocabulary and generate candidate profiles.
16. (Brody, 2006) The paper discusses the significance of thorough pre-employment screening to hire honest employees and prevent fraud in organizations. It emphasizes the limitations of basic background checks and suggests additional screening techniques like resume verification, media searches, and credit checks. The importance of investing in hiring the right leaders and workers to manage risk effectively is highlighted.
17. (Kleiner, 2004) Job previews are crucial in the pre-selection process to ensure the right person is matched with the right job, ultimately increasing job tenure and employee satisfaction. To achieve this, it is essential to analyze the job requirements, assess the candidate effectively, and provide a realistic job preview. Employees should be viewed as long-term investments in staffing needs, and references are available for further reading on effective hiring practices.

3.6 Research Gap

1. Limited understanding of which recruitment strategies are most effective in attracting qualified candidates.

2. Lack of clarity on how organizations can leverage technology to enhance their recruitment processes
3. Insufficient understanding of the correlation between a positive candidate experience and an organization's employer brand.
4. Incomplete understanding of the link between the recruitment process and the long-term performance and retention of selected candidates.

3.7 Research Questions

1. What recruitment methods yield the highest quality and quantity of applicants?
2. What different recruitment approaches utilized by Syntegon contribute to employee satisfaction, engagement, and long-term commitment, impacting organizational performance?
3. How do the methods used in the recruitment process correlate with post-selection employee performance and retention rates?

3.8 Research Objective

1. To evaluate and compare the effectiveness of different recruitment sources.
2. To identify and examine the factors influencing recruitment and selection practices and their impact on organizational performance, operational efficiency & employee engagement.

3.9 Research Methodology

This research on the recruitment and selection process of Syntegon Company can provide valuable insights into the organization's strategies for acquiring and retaining talent. This research will contribute to understanding how recruitment and selection of human resource management practices, work.

A Research Design is like a roadmap for a study. It's the plan that guides us in collecting and analysing data. Without a proper research design, we can't achieve the main goals of our research. It outlines the methods and steps we'll use to get the information we need for the study to be effective.

A questionnaire survey will be conducted which will consist of 11 questions, out of which Eight demographic questions will be there followed by age, gender, Qualification, what is your current job position at Syntegon? How long have you been employed at Syntegon? In which department do you work? How aware are you of recruitment methods used by Syntegon? How did you first learn about your current job opportunities? The next three questions will be based on scale rating wherein there will be main factor under which there will be three or two sub factors which will help to analyze Research study based on Five-point Likert scale which is ranged from Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree · The survey will be conducted within Syntegon company.

3.9.1 Period of study

The Time limitations for the study were only 4 months. The Information added is truly based on observation done during the internship.

3.9.2 Sample Design

A verbal survey will be done to fill out the research questionnaire. A sample of 60 employees will be taken as physical interaction with every employee is not possible.

3.9.3 Tools of Analysis

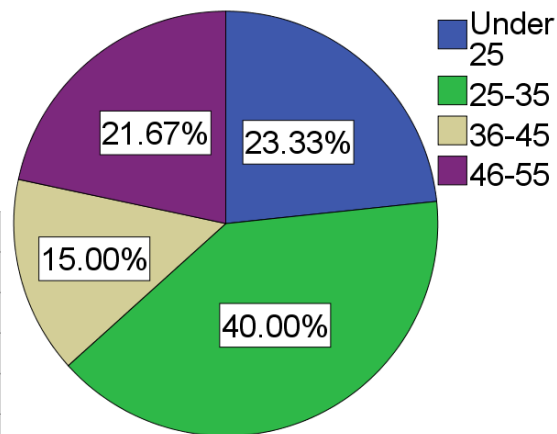
The research will use percentages to understand patterns in trends in data and SPSS Tools that will help in statistical analysis. SPSS tools that will help to analyze the research will be Descriptive statistics, compare means of paired-samples T-Test, and Correlate Bivariate and regression Methods.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

Tabel 4.1 Age

Options	Frequency	Percent
Under 25	14	23.3
25-35	24	40.0
36-45	9	15.0
46-55	13	21.7
Total	60	100.0

Figure 4.1 Age



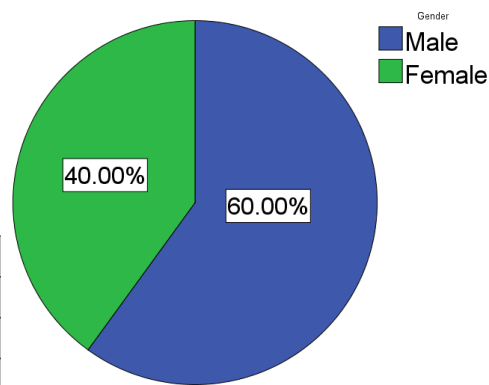
Sources: Authors Compilation

Understanding the age distribution of respondents can provide insights into the target demographics of research. This data provides insight into the distribution of respondents across different age groups. The largest proportion of respondents falls within the 25-35 age bracket, comprising 40.0% of the total responses. Following this, the under-25 group represents 23.3% of respondents, while the 46-55 age group and the 36-45 age group make up 21.7% and 15.0% respectively.

Table 4.2 Gender

Options	Frequency	Percent
Male	36	60.0
Female	24	40.0
Total	60	100.0

Figure 4.2 Gender



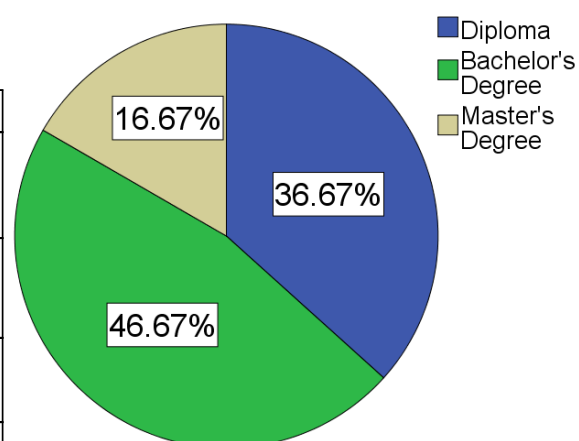
Sources: Authors Compilation

Interpreting this data involves understanding the gender distribution within the surveyed population. The provided data presents responses to a question about gender with a total of 60 participants. Among these participants, 36 identified as male, constituting 60% of the total respondents. Meanwhile, 24 respondents identified as female, comprising 40% of the total sample.

Table 4.3 Qualification

Options	Frequency	Percent
High School Diploma	22	36.7
Bachelors Degree	28	46.7
Master's Degree	10	16.7
Total	60	100.0

Figure 4.3 Qualification



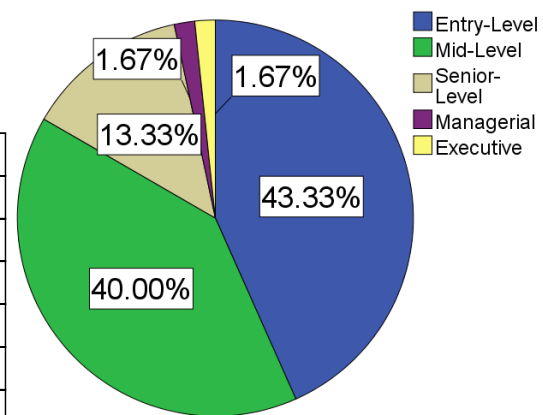
Sources: Authors Compilation

The data presents responses regarding qualifications, where individuals were asked to specify their educational attainment. A total of 60 responses were collected. Among these, 22 respondents that are 36.7% reported having obtained a Diploma. Meanwhile, 28 respondents that are 46.7% indicated possessing a Bachelor's Degree, signifying completion of undergraduate studies at a university or college level. Additionally, 10 respondents that are 16.7% reported holding a Master's Degree, suggesting further specialization beyond the undergraduate level.

Table 4.4 current job position

	Frequency	Percent
Entry-Level	26	43.3
Mid-Level	24	40.0
Senior-Level	8	13.3
Managerial	1	1.7
Executive	1	1.7
Total	60	100.0

Figure 4.4 current job position



Sources: Authors Compilation

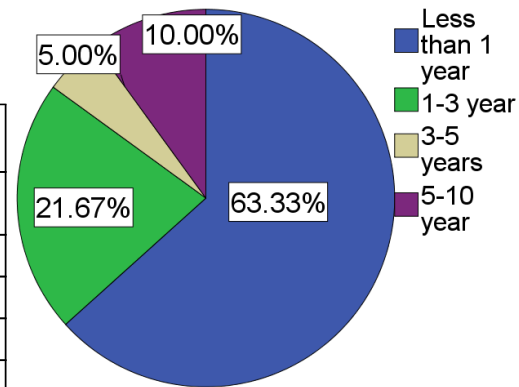
Based on the provided data, it appears that 26 respondents that are 43.3% reported being in entry-level positions. These individuals are likely newer to their careers or Syntegon, often perform tasks that require basic skills and knowledge. 24 respondents, that are 40.0% identified themselves as being in mid-level positions. These individuals may have more experience and responsibility compared to entry-level employees but may not yet hold senior positions. 8 respondents, that are 13.3% stated they are in senior-level positions. These individuals likely have significant experience and expertise in their field and may hold leadership roles within their respective teams or departments. 2 respondents that is 1.7% & 1.7% indicated being in a

managerial position & executive position. This individual likely holds a role where they are responsible for overseeing a team or department, making decisions, and managing resources.

Table 4.5 Employed at Syntegon

	Frequency	Percent
Less than 1 year	38	63.3
1-3 years	13	21.7
3-5 years	3	5.0
5-10 years	6	10.0
Total	60	100.0

Figure 4.5 Employed at Syntegon



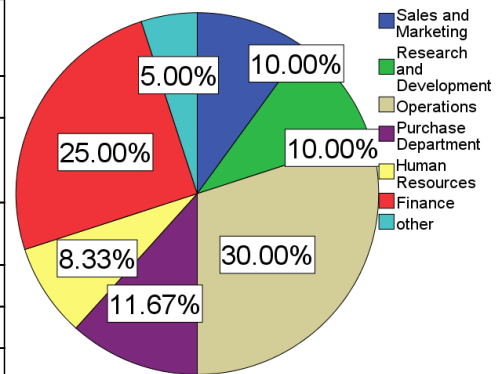
Sources: Authors Compilation

The majority of respondents that is 63.3% are relatively new employees at Syntegon, having been employed for less than 1 year. This could suggest recent recruitment efforts in the company. Additionally, 21.7% of respondents have been with the company for 1-3 years, indicating a significant portion of relatively experienced employees. The smaller percentages of respondents who have been employed for 3-5 years that is 5.0% and 5-10 years that is 10.0% suggest that fewer employees have stayed with the company for longer durations, which could be due to various factors such as career advancement opportunities, job satisfaction, or organizational changes within Syntegon. Overall, this distribution provides insights into the tenure of employees at Syntegon and can be useful for understanding the dynamics of the workforce within the company.

Table 4.6 Department

Figure 4.6 Department

	Frequency	Percent
Sales and Marketing	6	10.0
Research and Development	6	10.0
Operations	18	30.0
Purchase Department	7	11.7
Human Resources	5	8.3
Finance	15	25.0
Other	3	5.0
Total	60	100.0



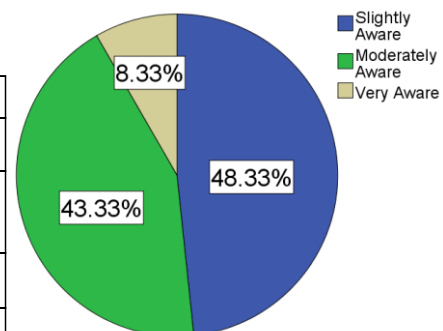
Sources: Authors Compilation

The highest response rate is from the Operations department with 30.0%, followed by Finance with 25.0%. Research and Development and Sales and Marketing have the same response rate at 10.0%. The Purchase Department follows closely behind with a response rate of 11.7%. Human Resources has the lowest response rate at 8.3%, and there are 3 respondents from other departments, constituting 5.0% of the total responses. This data suggests that there is significant engagement from the Operations and Finance departments, whereas Human Resources has a relatively lower response rate. This could indicate the difference between the number of employees in each department within the organization.

Table 4.7 Awareness of Recruitment

	Frequency	Percent
Slightly Aware	29	48.3
Moderately Aware	26	43.3
Extremely Aware	5	8.3
Total	60	100.0

Figure 4.7 Awareness of Recruitment



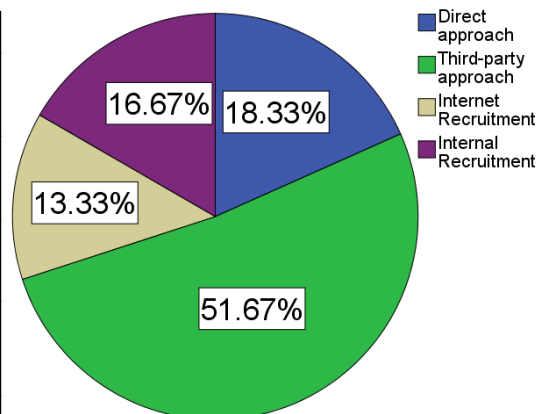
Sources: Authors Compilation

The survey results indicate that there is a varied level of awareness among employees regarding the recruitment methods used at Syntegon. 48.3% of respondents indicated that they are slightly aware of the recruitment methods. This suggests that a significant portion of the employees have some level of understanding about the company's recruitment practices. However, this awareness may not be comprehensive or detailed. 43.3% of respondents reported being moderately aware of the recruitment methods. This indicates that a considerable portion of employees have a relatively better understanding of the recruitment processes compared to those who are slightly aware. They may have some insights into the various stages or strategies involved in the recruitment. 8.3% of respondents mentioned being extremely aware of the recruitment methods. This suggests that a smaller percentage of employees have a high level of understanding and knowledge regarding the recruitment practices of Syntegon.

Table 4.8 source of Learning

	Frequency	Percent
Direct approach	11	18.3
Third-party approach	31	51.7
Internet recruitment	8	13.3
Internal Recruitment	10	16.7
Total	60	100.0

Figure 4.8 l source of Learning



Sources: Authors Compilation

The data provided, it shows the majority of employees at Syntegon first learned about their current job opportunity through a third-party approach, accounting for 51.7% of responses. This suggests that many individuals were initially contacted or informed about job openings through sources outside of Syntegon itself, such as recruitment agencies. 18.3% of employees

learned about their current job opportunities through a direct approach, which could involve being directly contacted by Syntegon recruiters or managers, possibly through Campus Recruitment. Internal recruitment accounted for 16.7% of responses, indicating that a portion of employees discovered job opportunities within Syntegon through internal channels such as employee referrals, internal job postings, or promotions. Lastly, internet recruitment contributed to 13.3% of responses, suggesting that some employees found out about their current job opportunity through online job listings, career websites, or Syntegon's official website.

Table 4.9 Perception & Experience Paired Sample Test

			Paired Differences		t	df	Sig. (2-tailed)
			Mean	Std. Deviation			
The Company's website effectively showcases job opportunities.	Pair 1	Perception	3.63	1.621	-.080	59	.937
		Experience	3.65				
Employees are encouraged to refer candidates from their networks.	Pair 2	Perception	3.82	1.414	-.183	59	.856
		Experience	3.85				
The company has access to a diverse talent pool through professional network	Pair 3	Perception	3.85	1.284	2.010	59	.049
		Experience	3.52				
The company effectively advertises and promotes job opportunities to attract potential candidates.	Pair 4	Perception	3.58	1.506	-.343	59	.733
		Experience	3.65				
Recruitment efforts target candidates with specialized skills relevant to our industry.	Pair 5	Perception	3.83	1.467	.968	59	.337
		Experience	3.65				
The Company Effectively attracts candidates with industry-specific experience.	Pair 6	Perception	3.82	1.418	.455	59	.651
		Experience	3.73				
Company recruitment strategies align with the needs of our industry.	Pair 7	Perception	3.73	1.492	1.731	59	.089
		Experience	3.40				
The Company Effectively attracts candidates from global markets when required	Pair 8	Perception	3.80	1.737	-.149	59	.882
		Experience	3.83				
The company effectively matches candidates with the required skills and competencies.	Pair 9	Perception	3.85	1.384	.746	59	.458
		Experience	3.72				
Recruitment processes ensure cultural fit with the organisation.	Pair 10	Perception	3.68	1.506	.343	59	.733
		Experience	3.62				
Partnerships with recruitment platforms contribute to cost savings.	Pair 11	Perception	3.55	1.617	-.798	59	.428
		Experience	3.72				
Experience during the application and interview process.	Pair 12	Perception	3.67	1.524	.085	59	.933
		Experience	3.65				
The digital platforms and tools provided by the company for job seekers are user-friendly	Pair 13	Perception	3.67	1.610	.641	59	.524
		Experience	3.53				
Rate the transparency and accountability of the company's recruiter after interview.	Pair 14	Perception	3.63	1.614	-.320	59	.750
		Experience	3.70				

Sources: Authors Compilation

A paired samples test is done to evaluate and compare the effectiveness of different recruitment factors based on both employee perception and experience at Syntegon. The mean columns convey the difference between perception and experience.

1. The company's website effectively showcases job opportunities: - There seems to be no significant difference between employee perception that is 3.63 and experience that is 3.65 regarding the effectiveness of the company's website in showcasing job opportunities. Both perception and experience scores are close.
2. Employees are encouraged to refer candidates from their networks.: Similar to the first point, there's no significant difference between perception that is 3.82 and experience that is 3.85 regarding employee encouragement to refer candidates from their networks.
3. The company has access to a diverse talent pool through professional networks.: Here, there's a statistically significant difference between perception that is 3.85 and experience that is 3.52. Employees perceive that the company has access to a diverse talent pool through professional networks more positively than their actual experience reflects.
4. The company effectively advertises and promotes job opportunities to attract potential candidates: There's no significant difference between perception that is 3.58 and experience that is 3.65 regarding the effectiveness of job advertisements in attracting potential candidates.
5. Recruitment efforts target candidates with specialized skills relevant to our industry.: Again, no significant difference between perception 3.83 and experience that is 3.65 regarding recruitment efforts targeting candidates with specialized skills.
6. The company effectively attracts candidates with industry-specific experience.: No significant difference between perception which is 3.82 and experience 3.73 in attracting candidates with industry-specific experience.

7. Company recruitment strategies align with the needs of our industry: While there's no significant difference, there's 3.73 towards perception rating recruitment strategies as more aligned with industry needs than the experience 3.40 suggests.
8. The company effectively attracts candidates from global markets when required: No significant difference between perception 3.80 and experience 3.83 in attracting candidates from global markets.
9. The company effectively matches candidates with the required skills and competencies: No significant difference between perception which is 3.85 and experience 3.72 regarding the effectiveness of matching candidates with required skills and competencies.
10. Recruitment processes ensure cultural fit with the organization: No significant difference between perception which is 3.68 and experience 3.62 in ensuring cultural fit during recruitment processes.
11. Partnerships with recruitment platforms contribute to cost savings.: No significant difference between perception that is 3.55 and experience 3.72 regarding the contribution of partnerships with recruitment platforms to cost savings.
12. Experience during the application and interview process: There's no significant difference between perception which is 3.67 and experience 3.65 regarding the application and interview process.
13. How user-friendly are the digital platforms and tools provided by the company for job seekers: No significant difference between perception that is 3.67 and experience 3.53 regarding the user-friendliness of digital platforms and tools provided by the company.
14. Rate the transparency and accountability of the company's recruiter after interview: Again, no significant difference between perception that is 3.63 and experience 3.70 regarding the transparency and accountability of the company's recruiters after interviews.

It means that most employees view the company's recruitment methods the same way they experience them. So, if they think the company's website or referral programs are effective, their actual experiences match that perception. However, there are a few cases where employees see things differently than they are. For example, they might believe the company has better access to diverse talent pools than it does. Also, while they generally feel the recruitment strategies are in line with what the industry needs, their actual experiences don't always match up with that perception.

Table 4.10 Organisational Performance Correlation with 9 Factors

Correlations		
		Organisational Performance
Reachability and Visibility	Pearson Correlation	.075
	Sig. (2-tailed)	.571
	N	60
Target audience Relevance	Pearson Correlation	-.288*
	Sig. (2-tailed)	.026
	N	60
Quality Of candidates	Pearson Correlation	.050
	Sig. (2-tailed)	.707
	N	60
Cost effectiveness	Pearson Correlation	.142
	Sig. (2-tailed)	.278
	N	60
Speed efficiency	Pearson Correlation	-.188
	Sig. (2-tailed)	.149
	N	60
Diversity inclusion	Pearson Correlation	-.100
	Sig. (2-tailed)	.447
	N	60
Employer branding Reputation	Pearson Correlation	.098
	Sig. (2-tailed)	.456
	N	60
Technology & Innovation	Pearson Correlation	.442**
	Sig. (2-tailed)	.000
	N	60
Analytics Data-driven decision making	Pearson Correlation	.646**
	Sig. (2-tailed)	.000
	N	60
*. Correlation is significant at the 0.05 level (2-tailed).		
**. Correlation is significant at the 0.01 level (2-tailed).		

Sources: Authors Compilation

To identify and examine the factors influencing recruitment and selection practices and their impact on organizational performance, operational efficiency & employee engagement. I have taken external factors that had three subfactors of which I took average calculation & taken average value of those three sub-factors and then correlated them with the Internal factors such as organisational performance, Operational efficiency and employee engagement.

Based on the correlation analysis Label 4.10 we will interpret the findings regarding the factors influencing recruitment and selection practices and their impact on organizational performance at Syntegon. The first factor that is Reach and Visibility there is a weak positive correlation Pearson Correlation = 0.075 between reach and visibility and organizational performance. However, this correlation is not statistically significant as Sig. = 0.571, indicating that there is no clear relationship between these two variables.

The second factor Targeted Audience & Relevance there is a moderate negative correlation Pearson Correlation = -0.288 between targeting the audience and relevance and organizational performance. This negative correlation is statistically significant that is Sig. = 0.026, suggesting that as the company focuses more on targeting the right audience and relevance, there tends to be a decrease in organizational performance. The third factor Quality of Candidates there is a very weak positive correlation the Pearson Correlation = 0.050 between the quality of candidates and organizational performance. However, this correlation is not statistically significant which is Sig. = 0.707, indicating no significant relationship between these two variables. Coming next to fourth factor which is Cost Effectiveness. There is a weak positive correlation Pearson Correlation = 0.142 between cost-effectiveness and organizational performance. However, this correlation is not statistically significant which is Sig. = 0.278, suggesting that there is no clear relationship between these two variables. Fifth Factor Speed & Efficiency has a weak negative correlation Pearson Correlation = -0.188 between speed and efficiency and organizational performance. However, this correlation is not statistically

significant sig = 0.149, indicating no significant relationship between these two variables. Sixth factor Diversity & Inclusion also has a weak negative correlation as Pearson Correlation = -0.100 between diversity and inclusion and organizational performance. However, this correlation is not statistically significant Sig. = 0.447, suggesting no significant relationship between these two variables. The seventh factor Employer Branding & Reputation also has a weak positive correlation Pearson Correlation = 0.098 between employer branding and reputation and organizational performance. However, this correlation is not statistically significant Sig. = 0.456, indicating no significant relationship between these two variables.

The eighth factor has a strong positive correlation Pearson Correlation = 0.442 between technology and innovation and organizational performance. This correlation is highly statistically significant Sig. = 0.000, suggesting that as the company invests more in technology and innovation, there tends to be a significant increase in organizational performance. Analytics & Data-driven Decision Making is a ninth factor there is a very strong positive correlation Pearson Correlation = 0.646 between analytics and data-driven decision making and organizational performance. This correlation is highly statistically significant Sig. = 0.000, indicating that as the company utilizes analytics and data-driven decision making more effectively, there tends to be a significant increase in organizational performance.

Overall, the analysis highlights the critical importance of technology, innovation, analytics, and data-driven decision making in influencing organizational performance at Syntegon. While some factors such as targeting the right audience and relevance may have a negative impact, others like technology and innovation, and analytics and data-driven decision making, significantly contribute to organizational success. These findings suggest that investing in technology, innovation, and data-driven approaches can lead to improved organizational performance in recruitment and selection practices at Syntegon.

Table 4.10 Operational Efficiency Correlation with 9 Factors

Correlations		
		Operational Efficiency
Reach and Visibility	Pearson Correlation	-.026
	Sig. (2-tailed)	.844
	N	60
Target audience Relevance	Pearson Correlation	-.236
	Sig. (2-tailed)	.070
	N	60
Quality Of candidates	Pearson Correlation	-.070
	Sig. (2-tailed)	.597
	N	60
Cost effectiveness	Pearson Correlation	.292 [*]
	Sig. (2-tailed)	.024
	N	60
Speed efficiency	Pearson Correlation	-.220
	Sig. (2-tailed)	.091
	N	60
Diversity inclusion	Pearson Correlation	-.080
	Sig. (2-tailed)	.546
	N	60
Employer branding Reputation	Pearson Correlation	.158
	Sig. (2-tailed)	.227
	N	60
Technology Innovation	Pearson Correlation	.015
	Sig. (2-tailed)	.912
	N	60
Analytics Data-driven decision making	Pearson Correlation	1.000 ^{**}
	Sig. (2-tailed)	0.000
	N	60
*. Correlation is significant at the 0.05 level (2-tailed).		
**. Correlation is significant at the 0.01 level (2-tailed).		

Sources: authors compilation

The correlation analysis provides valuable insights into the relationship between different recruitment and selection practices and their impact on operational efficiency at syntegon. Factor such as reach and visibility shows correlation coefficient as -0.026, and the p-value as

0.844. This suggests a very weak negative correlation between reach and visibility of recruitment efforts and operational efficiency, but it is not statistically significant. The target audience & relevance with a correlation coefficient of -0.236 and a p-value of 0.070, there appears to be a moderate negative correlation between targeting the right audience and relevance of recruitment practices and operational efficiency. While the correlation is not significant at the 0.05 level, it approaches significance, indicating a potential relationship that warrants further investigation. Third factor quality of candidates provides correlation coefficient with -0.070, with a p-value of 0.597. This indicates a weak negative correlation between the quality of candidates recruited and operational efficiency, but it is not statistically significant.

Cost effectiveness as forth factor shows a significant positive correlation between cost-effectiveness of recruitment practices and operational efficiency, with a correlation coefficient of 0.292 and a p-value of 0.024. This suggests that more cost-effective recruitment methods are associated with higher operational efficiency. Speed & efficiency shows correlation coefficient is -0.220, and the p-value is 0.091. This indicates a moderate negative correlation between the speed and efficiency of recruitment processes and operational efficiency, approaching significance but not statistically significant at the 0.05 level. On the other hand, diversity & inclusion, correlation coefficient is -0.080, with a p-value of 0.546. This suggests a weak negative correlation between diversity and inclusion efforts in recruitment and operational efficiency, but it is not statistically significant.

Coming to employer branding & reputation with a correlation coefficient of 0.158 and a p-value of 0.227, there appears to be a weak positive correlation between employer branding and reputation efforts in recruitment and operational efficiency, but it is not statistically significant. Eighth factor technology & innovation, the correlation coefficient is 0.015, and the p-value is

0.912. This indicates a very weak positive correlation between the use of technology and innovation in recruitment and operational efficiency, but it is not statistically significant.

Lastly analytics & data-driven decision-making factor has a significant perfect positive correlation coefficient = 1 between analytics and data-driven decision-making in recruitment and operational efficiency, with a p-value of 0.000. This suggests that strong reliance on data and analytics in recruitment processes is associated with higher operational efficiency.

Overall, the analysis highlights the importance of factors such as cost-effectiveness and data-driven decision-making in recruitment practices for enhancing operational efficiency at syntegon. While some factors show weaker or non-significant correlations, they still warrant attention as they may contribute to operational efficiency in conjunction with other practices. Further research and practical implementations could provide deeper insights into these relationships.

Table 4.12 Employee Engagement Correlation with 9 Factors

Correlations		
		Employee Engagement
Reach and Visibility	Pearson Correlation	.075
	Sig. (2-tailed)	.571
	N	60
Target audience Relevance	Pearson Correlation	-.288*
	Sig. (2-tailed)	.026
	N	60
Quality Of candidates	Pearson Correlation	.050
	Sig. (2-tailed)	.707
	N	60
Cost effectiveness	Pearson Correlation	.142
	Sig. (2-tailed)	.278
	N	60
Speed efficiency	Pearson Correlation	-.188
	Sig. (2-tailed)	.149
	N	60
Diversity inclusion	Pearson Correlation	-.100
	Sig. (2-tailed)	.447
	N	60
Employer branding Reputation	Pearson Correlation	.098
	Sig. (2-tailed)	.456
	N	60
Technology & Innovation	Pearson Correlation	.442**
	Sig. (2-tailed)	.000
	N	60
Analytics & Data-driven decision making	Pearson Correlation	.646**
	Sig. (2-tailed)	.000
	N	60
*. Correlation is significant at the 0.05 level (2-tailed).		
**. Correlation is significant at the 0.01 level (2-tailed).		

Sources: authors compilation

The correlation table presents the relationship between various internal factors influencing recruitment and selection practices and their impact on employee engagement at syntegon. Reach and visibility has a weak positive correlation pearson correlation = 0.075 between reach and visibility and employee engagement, but it's not statistically significant as sig. = 0.571.

This suggests that there is little to no meaningful relationship between these two variables. Under target audience & relevance there is a moderate negative correlation pearson correlation = -0.288 between target audience & relevance and employee engagement, which is statistically significant sig. = 0.026. This indicates that as target audience & relevance increase, employee engagement tends to decrease. In quality of candidates, there is a very weak positive correlation pearson correlation = 0.050 between quality of candidates and employee engagement, and it is not statistically significant as sig. = 0.707. This implies that there is little evidence of a relationship between these two variables.

The fourth factor cost effectiveness shows a weak positive correlation where pearson correlation = 0.142 between cost effectiveness and employee engagement, but it's not statistically significant (sig. = 0.278). This suggests that the relationship between these variables is not strong enough to be considered significant. Speed & efficiency has a weak negative correlation pearson correlation = -0.188 between speed & efficiency and employee engagement, although it's not statistically significant as sig. = 0.149. This indicates a slight tendency for employee engagement to decrease as speed & efficiency increase, but the relationship is not strong enough to be conclusive. Diversity & inclusion provides a weak negative correlation as pearson correlation = -0.100 between diversity & inclusion and employee engagement, but it's not statistically significant as sig. = 0.447. This suggests that there is little evidence of a significant relationship between these variables. Seventh factor employer branding & reputation has a weak positive correlation as pearson correlation = 0.098 between employer branding & reputation and employee engagement, and it's not statistically significant sig. = 0.456. This implies that the relationship between these variables is not strong enough to be considered significant. While technology & innovation shows a strong positive correlation as pearson correlation = 0.442 between technology & innovation and employee engagement, which is highly statistically significant sig. = 0.000. This indicates that as

technology & innovation increase, employee engagement tends to increase significantly. Lastly analytics & data-driven decision-making marks a very strong positive correlation as pearson correlation = 0.646 between analytics & data-driven decision making and employee engagement, which is highly statistically significant as sig. = 0.000. This suggests that as analytics & data-driven decision-making increase, employee engagement tends to increase significantly as well.

While most of the internal factors show weak or insignificant correlations with employee engagement, technology & innovation and analytics & data-driven decision making emerge as significant influencers. Investing in technology and data-driven decision-making processes can have a substantial positive impact on employee engagement at syntegon.

CHAPTER 5: FINDINGS AND DISCUSSION

5.1 Recruitment Methods and Quality/Quantity of Applicants

Many people find out about job openings at Syntegon through outside sources like recruitment agencies. While this brings in a lot of applicants, it doesn't always mean they're the best fit for the job. We need to look into which recruitment methods bring in the most suitable candidates.

5.2 Recruitment Approaches and Employee Satisfaction/Engagement

Technology, innovation, analytics, and data-driven decision-making emerge as critical influencers of organizational performance and employee engagement. Investing in these areas can significantly enhance operational efficiency and employee satisfaction. However, there's a discrepancy between employee perception and actual experience in certain aspects of recruitment, such as the perception of access to diverse talent pools versus the reality of the situation. Exploring how different recruitment approaches impact employee satisfaction and long-term commitment can provide valuable insights into optimizing recruitment strategies for enhanced employee engagement and organizational success.

5.3 Recruitment Methods and Post-Selection Employee Performance/Retention

While the correlation analysis didn't directly address post-selection employee performance and retention rates, it provides insights into factors that influence organizational performance and employee engagement, which are closely linked to employee retention. Even though we didn't directly study how people do their jobs after they're hired, we found out that using technology and good decision-making during hiring seems to make companies perform better. This could also mean employees stick around longer. We should look more into how different hiring methods affect how well people do their jobs and if they stay with the company.

Understanding the effectiveness of different recruitment methods, their impact on employee satisfaction and engagement, and their correlation with post-selection employee performance and retention rates is essential for optimizing recruitment strategies and fostering organizational success. By leveraging technology, innovation, analytics, and data-driven decision-making, Syntegon can enhance recruitment practices to attract high-quality candidates, promote employee satisfaction and engagement, and ultimately improve organizational performance and retention rates.

5.4 Managerial Implications

1. Optimizing Recruitment Strategies

Syntegon should focus on refining its recruitment strategies to attract high-quality candidates while ensuring relevance to organizational needs. For example, they can analyse which recruitment channels bring in the best candidates and allocate resources accordingly.

2. Investing in Technology and Innovation

The company should continue investing in technology and innovation to streamline recruitment processes and improve employee satisfaction. For instance, implementing AI-driven recruitment tools can enhance efficiency and accuracy in candidate selection.

3. Addressing Perception-Experience Gap

Syntegon needs to bridge the gap between employee perception and actual experience in recruitment processes. This could involve better communication and transparency about recruitment practices to align expectations with reality.

5.5 Conclusion

After analysing the data and discussions, it's clear that there are several positive aspects to Syntegon's recruitment practices. Firstly, the company effectively utilizes external recruitment methods, like recruitment agencies, to attract a large pool of applicants. Secondly, investments

in technology, innovation, analytics, and data-driven decision-making are shown to significantly enhance operational efficiency and employee satisfaction. Additionally, while there may be some discrepancies between employee perception and actual experience, overall, the company's recruitment methods align well with employee satisfaction and engagement. Finally, there's a strong correlation between the use of technology, innovation, analytics, and data-driven decision-making with organizational performance, suggesting that these factors contribute positively to Syntegon's success.

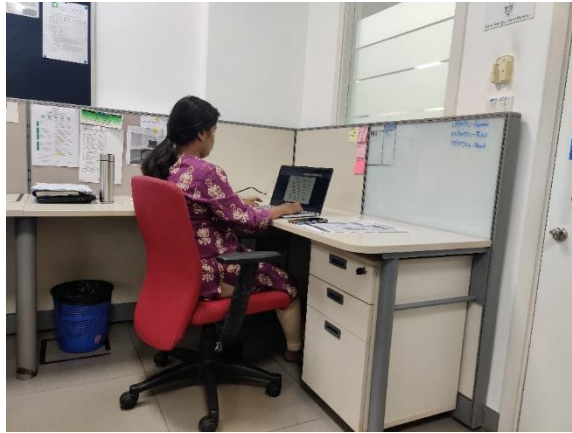
APPENDIX

Appendix I- Sample of work done

Basic	DA	Total
15000	2000	17000
	Employee	2040
	EPS	1250

	rate of contribution of basic salary (DA +Basic)	calculation	
Basic Salary A	15000		
Basic Salary B	60000	A	B
Employee Provident Fund Contribution	12%	1800	7200
Employer Provident fund contribution		550.5	5950
Employer pension scheme	8.33%	1249.5	1250
	(7+8)	1800	7200

Due to terms and conditions about the company not disclosing any information related to their work sample. They suggested to provide a rough sample of data. During my internship, I worked on policy drafting guidelines which are yet to be released as I mentioned in the task handled due to confidentiality I cannot provide those drafts.

Appendix II- Photo while at work

ANNEXURE

My name is Sanghavi Naik, and I am pursuing my Master's degree. As part of my academic research for my dissertation, I am collecting employee feedback through this questionnaire. Your participation in this survey is invaluable and will contribute significantly to my study. Your time and effort in completing this questionnaire will be greatly appreciated. Thank you in advance for your participation.

Demographic Information:

1. Age:
 - Under 25
 - 25-35
 - 36-45
 - 46-55
 - Over 55
2. Gender:
 - Male
 - Female
3. Qualification:
 - High School Diploma
 - Bachelor's Degree
 - Master's Degree
 - Doctorate/Ph.D.
 - Other (please specify)
4. What is your current job position at Syntegon?
 - Entry-level
 - Mid-level
 - Senior-level
 - Managerial
 - Executive
5. How long have you been employed at Syntegon?
 - Less than 1 year
 - 1-3 years
 - 3-5 years
 - 5-10 years
 - More than 10 years
6. In which department do you work?
 - Sales
 - Marketing
 - Operations
 - Human Resources
 - Finance
 - Quality Department
 - Purchase department
7. How aware are you of the recruitment methods used by Syntegon?
 - Not Aware at all
 - Slightly Aware
 - Moderately Aware
 - Very Aware

- Extremely Aware
8. How did you first learn about your current job opportunity?
- Direct approach (e.g., campus recruitment)
 - Third-party approach (e.g., recruitment agencies)
 - Internet recruitment (e.g., job websites)
 - Internal recruitment (e.g., promotions within the company)
9. Please rate the following factors based on your perception and experience of the chosen approach above. Kindly note: **Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SD=5)**

[illegible]

10. Please rate the factors influencing recruitment and selection practices and their impact on organizational performance. Kindly note: **Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SD=5)**

Particular	1	2	3	4	5
Reach and Visibility					
Online Presence: Visibility and reach of job postings on company websites, job boards, and social media platforms.					
Network and Referrals: Access to a broad and diverse talent pool through employee referrals, professional networks, and alumni networks.					
Advertising and Promotion: Effective advertising, branding, and promotion of job opportunities to attract potential candidates.					
Target Audience and Relevance					
Industry Specificity: Ability to reach candidates with specialized skills, qualifications, and experience relevant to the industry or job role.					
Geographical Coverage: Reach and accessibility to candidates from specific locations, regions, or global markets based on organizational needs.					
Niche and Specialized Platforms: Utilization of niche job boards, forums and platforms to target specific job roles, sectors, or demographics.					
Quality of Candidates					
Candidate Matching: Ability to identify and match candidates with the required skills, competencies, and cultural fit.					
Screening and Assessment: Efficiency and effectiveness of screening, assessment, and selection processes to evaluate candidate qualification and suitability.					
Talent Pipeline: Building and maintaining a talent pipeline of qualified candidates for current and future hiring needs.					
Cost-Effectiveness					
Budget and ROI: Cost per hire, return on investment (ROI), and overall cost-effectiveness of recruitment sources					
Resource Allocation: Optimal allocation of resources, budget, and effort across different recruitment channels.					
Economies of Scale: Leveraging volume discounts, packages, or partnerships with recruitment agencies and platforms to reduce costs.					
Speed and Efficiency					
Time-to-Fill: Speed, efficiency, and time-to-fill open positions using different recruitment sources.					
Process Automation: Utilization of technology, automation, and Applicant Tracking Systems (ATS) to streamline recruitment processes and reduce administrative burden.					
Response Rate: Responsiveness, engagement, and communication with candidates throughout the recruitment process.					
Diversity and Inclusion					
Diverse Talent Pool: Ability to attract a diverse and inclusive talent pool from various backgrounds, cultures, and demographics.					
Inclusive Recruitment Practices: Implement unbiased, equitable, and inclusive recruitment practices to reduce biases and discrimination and promote diversity.					

Compliance and Reporting: Adherence to diversity, equity, and inclusion (DEI) standards, regulations, and reporting requirements.					
Employer Branding and Reputation					
Company Reputation: Impact of company reputation, employer branding, and corporate image on attracting potential candidates.					
Employee Value Proposition (EVP): Strength, attractiveness, and alignment of EVP with the expectations and preferences of candidates.					
Candidate Experience: Positive candidate experience, engagement, and satisfaction during the application, interview, and selection process.					
Technology and Innovation					
Technology Integration: Utilizing advanced technology, AI, machine learning, and predictive analytics in recruitment processes.					
Digital Platforms and Tools: Accessibility, usability, and effectiveness of digital platforms, mobile applications, and online tools for job seekers and recruiters.					
Innovation and Adaptability: Innovation, adaptability, and continuous improvement in recruitment strategies, processes, and practices.					
Analytics and Data-Driven Decision Making					
Performance Metrics: Measurement, analysis, and tracking of recruitment performance metrics, KPIs, and outcomes.					
Data Analytics and Insights: Utilization of data analytics, business intelligence, and insights to optimize recruitment strategies, processes, and decision-making.					
Reporting and Accountability: Transparency, accountability, and reporting of recruitment performance, results, and ROI to stakeholders.					

11. Please rate the following factors of Organizational **Performance**. Kindly Note: **Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SD=5)**

Particular	1	2	3	4	5
The recruitment and selection process aligns with the overall goals and objectives of the organization					
The recruitment process effectively identifies candidates who contribute to the organization's success.					
The recruitment process is streamlined and efficient, minimizing delays in filling vacant positions.					
The selection process effectively assesses candidates' skills and qualifications, reducing the need for rehiring or additional training					
Employees feel engaged and satisfied with the recruitment and selection experience.					
The recruitment process effectively communicates the organization's values and culture to potential hires.					

References

- Brody, R. G. (2006).
- Caryl Charlene Escolar-Jimenez, K. M. (2019). Intelligent Shortlisting Process for Job Applicants Using.
- Chungyalpa and Karishma, J. E. (2016). Best Practices and Emerging Trends in Recruitment and Selection.
- Geeta Kumari, J. B. (2010).
- Haraty, S. R. (2007). IRS: An Intelligent Recruitment System .
- Kleiner, Y. -F. (2004). How to Hire Employees Effectively.
- Kumar, S. (2014). A Study On Recruitment & Selection Process With Reference. Retrieved from : <https://www.researchgate.net/publication/268210664>
- Mankikar's, N. (2014). A Critical Study on Recruitment and Selection .
- Marlim, S. a. (2017). Application Profile Matching Method for Employees Online.
- Rajkumar, V. (2015). Analysis of Campus Recruitment Parameters in an Indian Context.
- Raya, R. P. (2015).
- Richard N. Landers, G. B. (2016).
- Soundararajan, A. a. (2017). A STUDY ON RECRUITMENT AND SELECTION .
- Succi, C. (2019).
- Syamala Devi Bhoganadam, D. S. (2014).
- Tanu, V. a. (2023).
- Thiruvengkataj, T. a. (2018). A STUDY ON RECRUITMENT AND SELECTION PROCESS .