A STUDY ON EFFECTIVENESS OF RECRUITMENT METHODS WITH SPECIAL REFERENCE TO KERALA TOURISM DEVELOPMENT CORPORATION(KTDC), THIRUVANATHAPURAM

Project Report

Submitted in partial fulfillment of the requirements

For the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

University of Calicut

By

Ms. ANUMOL JOY

Reg: No.: YPAWMBA012

IV Semester MBA

Under the guidance of

Dr. SABU VARGHESE

Associate Professor

NBS
NAIPUNNYA BUSINESS SCHOOL
Experience ● Explore ● Excel

NAIPUNNYA BUSINESS SCHOOL

Affiliated to University of Calicut, Accredited by NAAC with B++
Approved by AICTE, ISO 9001:2015 Certified
Pongam, Koratty East, Thrissur Dist.
Kerala. Pin: 680 308
MBA 2022-2024
AUGUST 2024

DECLARATION

I, **Anumol Joy (Reg. No.: YPAWMBA012)** , hereby declare that the Project Report entitled " **A STUDY ON EFFECTIVENESS OF RECRUITMENT METHODS WITH SPECIAL REFERENCE TO KERALA TOURISM DEVELOPMENT CORPORATION (KTDC), THIRUVANATHAPURAM**", has been prepared by me and submitted to the University of Calicut in partial fulfilment of requirements for the award of the Master of Business Administration, is a record of original work done by me under the supervision of **Dr. Sabu Varghese, Associate Professor** of Naipunnya Business School, Pongam, Koratty East, Thrissur.

I also declare that this Project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

Place: Koratty East, Thrissur   **Anumol Joy**

Date: **YPAWMBA012**

AKNOWLEDGEMENT

I express my sincere thanks to **the Almighty,** without whom, this project would not have been completed.

I am greatly obliged to **Prof. Dr. Jacob P. M,** The Director, Naipunnya Business School, Pongam, Koratty east, for their wholehearted support and encouragement.

I proudly utilize this privilege to express my heartfelt thanks and sincere gratitude to my research guide **Dr. Sabu Varghese**, Associate Professor, NBS Pongam, for his kind supervision, valuable guidance, continuous inspiration and encouragement in bringing out this project report in time with a deep sense of involvement and confidence.

I am indebted to **KERALA TOURISM DEVELOPMENT CORPORATION(KTDC) and higher officials** for granting permission to do this project work. I acknowledge my sincere thanks to all the staff and customers. Their co-operation proved to be of an immense value in completing the research work.

I am also thankful to my beloved **family, classmates and friends** for providing moral guidance, assistance and encouragement throughout my project work.

Place: Koratty East, Thrissur   **Anumol Joy**

Date: **YPAWMBA012**

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

Recruitment stands as the cornerstone of organizational success, influencing the quality of talent acquisition and consequently, the overall performance and growth trajectory of an enterprise. In the ever-evolving landscape of human resource management, organizations continuously strive to optimize their recruitment methods to attract, select, and retain the best-fit candidates. This pursuit is particularly pronounced in the tourism industry, where the Kerala Tourism Development Corporation (KTDC) serves as a prominent player.

KTDC, an integral part of Kerala's tourism sector, operates with a mandate to promote and facilitate tourism activities in the state. As such, the effectiveness of its recruitment methods significantly impacts not only its operational efficiency but also the delivery of quality services and experiences to tourists. This paper endeavors to explore and evaluate the recruitment practices employed by KTDC, shedding light on their efficacy and areas for improvement.

The evaluation encompasses a comprehensive analysis of various recruitment methods utilized by KTDC, ranging from traditional approaches such as job advertisements and walk-in interviews to contemporary strategies including online job portals, social media recruitment, and employee referrals. By examining the strengths and weaknesses of each method, this study aims to identify the most effective approaches in the context of KTDC's unique requirements and organizational culture.

Moreover, the research delves into the alignment of KTDC's recruitment practices with industry best practices and emerging trends in talent acquisition. With the advent of technology and shifting preferences of job seekers, the efficacy of traditional methods may vary, necessitating a recalibration of recruitment strategies to ensure competitiveness and relevance in the contemporary job market.

Furthermore, the study considers the perspectives of both recruiters and candidates to gain a holistic understanding of the recruitment process at KTDC. Through surveys, interviews, and data analysis, the research aims to capture insights regarding the perceived effectiveness of recruitment methods, the challenges encountered, and the factors influencing candidate attraction and retention.

The findings of this research endeavour to provide actionable recommendations for KTDC to enhance the efficiency and efficacy of its recruitment methods. By leveraging insights gleaned from the evaluation, KTDC can streamline its talent acquisition processes, improve candidate experiences, and bolster its competitive edge in the dynamic tourism industry landscape.

The evaluation of recruitment methods with a special reference to KTDC not only contributes to the body of knowledge in human resource management but also offers practical implications for enhancing organizational performance and fostering sustainable growth in the tourism sector.

1.2 STATEMENT OF THE PROBLEM

For Kerala Tourism Development Corporation (KTDC), it is necessary to assess the efficacy of the recruitment strategies that are currently in use and determine which strategies produce the best results for the company. There is a dearth of thorough research concerning the efficacy and suitability of the many recruitment tactics employed by KTDC, despite the fact that talent acquisition is crucial for boosting operational efficiency and providing exceptional services to tourists. In addition, there is a lack of knowledge on the motivations behind recruiters' use of particular strategies, including employment exchanges, PSCs, and advertisements. The problem statement therefore centres on the necessity of evaluating the effectiveness of recruitment methods, identifying the best recruitment methods for KTDC, and investigating the variables impacting recruiters' objectives.

1.3 OBJECTIVE OF THE STUDY

1. To find the employee perception towards their recruiting methods like PSC, employment exchange & direct recruitment
2. To determine which recruitment method is effective in terms of its yield ratio.
3. To determine which recruitment method is more effective in terms of the time taken to fill the positions.

1.4 SCOPE OF THE STUDY

The scope of this study is to assess the efficacy of the recruitment strategies used by Kerala Tourism Development Corporation (KTDC) and investigate the motivations of recruiters with reference to the use of specific methods like employment exchange, the Public Service Commission (PSC), and advertisements. The scope includes a thorough examination of hiring procedures, encompassing both conventional techniques like walk-in interviews and job ads and more modern strategies like social media recruitment and online job portals. Data collection from recruiters and candidates within KTDC will be part of the project. Surveys, interviews, and data analysis techniques will be used to obtain information about the variables influencing the adoption of recruitment methods and the perceived efficacy of these methods. Although KTDC is the main emphasis, the conclusions and suggestions could have wider ramifications for the businesses in the tourism sector and those looking to streamline their hiring procedures. Nevertheless, the research does not go so far as to assess KTDC's policies or organizational framework outside of the recruitment domain.

1.5 RESEARCH METHODOLOGY

One approach to methodically addressing the research challenge is through research techniques. The methodology for the study on the effectiveness of recruitment techniques was thoroughly discussed, with particular reference to the Kerala Tourism Development Corporation, Trivandrum. The research must include a thorough explanation of the organization's history as well as the topic of study.

1.5.1 RESEARCH

Research is a systematic and structured process of inquiry aimed at discovering, interpreting, and analysing information to increase our understanding of a specific topic or issue. It involves formulating research questions or hypotheses, collecting data through various methods such as experiments, surveys, or observations, and analysing this data to draw meaningful conclusions. The purpose of research is to contribute to the body of knowledge in a particular field, solve problems, inform decision-making, and provide evidence-based insights. Research is characterized by

its methodological rigor, objectivity, and adherence to ethical standards, ensuring that the findings are reliable, valid, and applicable to real-world contexts.

1.5.2 RESEARCH DESIGN

The descriptive research design is used to analyse the efficiency and effectiveness of different recruitment methods—Direct Recruitment, Employment Exchange, and Public Service Commission (PSC). The objective is to provide a detailed understanding of the time taken, yield ratios, and overall perceptions associated with each recruitment methods. The study employs a descriptive research design to systematically describe the characteristics and outcomes of each recruitment method. This design helps in providing a detailed account of recruitment efficiencies, variability, and respondent perceptions without manipulating variables.

1.5.3 POPULATION

The population for this study comprises all 150 non-administrative employees of the Kerala Tourism Development Corporation (KTDC). This group includes individuals recruited through various methods such as direct recruitment, PSC and employment exchange over the past year. By focusing on non-administrative employees, the study aims to assess the effectiveness of recruitment methods that are likely to differ significantly in processes and outcomes compared to administrative roles. This population is diverse in terms of roles and departments, providing a comprehensive overview of KTDC's recruitment practices. Understanding the experiences and perceptions of this specific employee group is essential for evaluating the efficiency and effectiveness of different recruitment methods, ultimately aiding KTDC in optimizing their hiring strategies.

1.5.4 SAMPLE UNIT

The sample unit for this study consists of employees of the Kerala Tourism Development Corporation (KTDC), excluding administrative staff. The total population targeted by the study is 150 employees, from which a representative sample size of 108 employees has been selected. This sample unit includes individuals recruited through various methods such as direct recruitment, PSC and employment exchange over the past year. Each employee within this sample unit provides valuable data through surveys and interviews regarding their recruitment

experience, the time taken for their recruitment, and their progression through different stages of the hiring process. This diverse sample ensures a comprehensive assessment of the effectiveness of KTDC's recruitment methods, capturing a wide range of perspectives and experiences.

1.5.5 SAMPLE SIZE

The sample size for this study is 108 employees out of a total population of 150 non-administrative employees at the Kerala Tourism Development Corporation (KTDC). This sample size was chosen to ensure a statistically significant representation of the population, allowing for robust analysis and reliable conclusions. The sample includes employees who were recruited through various methods such as direct recruitment, PSC and employment exchange over the past year. By selecting 108 employees, the study achieves a balance between comprehensive coverage and manageability, ensuring that the data collected is both representative and sufficient for assessing the effectiveness of KTDC's recruitment methods. The sampling process ensures that insights drawn from this study accurately reflect the broader employee population's experiences and perceptions regarding recruitment processes.

1.5.6 SAMPLE FRAME

The sample frame for this study consists of 150 non-administrative employees of the Kerala Tourism Development Corporation (KTDC). This frame includes all eligible employees recruited through various methods such as direct recruitment, PSC and employment exchange within the past year. Excluding administrative staff ensures that the study focuses on a consistent and relevant segment of the workforce, whose recruitment processes and experiences are more likely to be comparable. The sample frame is designed to encompass a diverse array of roles and departments, reflecting the overall structure and hiring practices of KTDC. This comprehensive frame allows for the selection of a representative sample that accurately mirrors the broader population, facilitating a thorough assessment of recruitment effectiveness and employee perceptions.

1.5.7 SAMPLING STRATEGY

The study employs a simple random sampling strategy to ensure a representative and balanced sample from the 150 non-administrative employees at the Kerala Tourism

Development Corporation (KTDC). The study ensures that each recruitment method is adequately represented in the sample. Simple random sampling is conducted to select 108 employees, ensuring that the selection process is unbiased and that each subgroup is proportionately represented. This approach enhances the accuracy and reliability of the findings by reflecting the diversity of recruitment experiences across the organization. The simple random sampling strategy provides a comprehensive overview of the effectiveness of different recruitment methods and captures a wide range of employee perceptions, leading to more nuanced and actionable insights for optimizing KTDC's recruitment methods.

1.5.8 Proposed analysis strategy

The proposed analysis strategy for this study involves a quantitative method to comprehensively evaluate the effectiveness of recruitment methods at the Kerala Tourism Development Corporation (KTDC). First, quantitative data will be analysed using percentage analysis, yield ratios, and time lapse data. Percentage analysis will summarize the distribution of recruitment methods and stage-wise progression of candidates. Yield ratios will be calculated to assess the efficiency of each recruitment method at different stages, from application to hire. Time lapse data will measure the time taken to fill positions, identifying the most time-efficient recruitment methods. This approach ensures a holistic understanding of KTDC's recruitment effectiveness, offering detailed and actionable recommendations to enhance their hiring strategies.

1.5.9 SOURCE OF DATA

Primary Data

Primary data is data collected directly from original sources for the specific purpose of the research project. In this study, primary data will be collected through questionnaire for understanding the perception of employees towards their recruitment method. Primary data is original information collected directly by the researcher for a specific research purpose. This data is gathered firsthand, ensuring that it is current, relevant, and tailored to the research objectives. Primary data collection methods include surveys, interviews, observations, and experiments. For example, a company might conduct a survey to understand employee satisfaction or perform interviews to gain insights into customer preferences. The primary advantage

of primary data is its specificity to the research question, allowing for a deeper and more accurate understanding of the subject matter. However, it can be time-consuming and costly to collect, requiring careful planning and resource allocation.

Secondary Data

Secondary data is data that has already been collected and published by other sources. In this study, it was collected through the internal records of the company for determining the effective recruitment method. This data can provide background information and support the primary research. Secondary data refers to information that has already been collected, processed, and published by others. This data is typically gathered from sources such as academic journals, government reports, industry analyses, and online databases. Researchers use secondary data to gain background information, identify trends, or compare results with primary data. For instance, a researcher studying market trends might use industry reports and previous studies to inform their analysis. The main benefits of secondary data are its availability and cost-effectiveness, as it requires less time and resources to obtain. However, it may not be perfectly aligned with the specific needs of the current research, and its accuracy and relevance can vary depending on the source.

1.5.10 DATA COLLECTION TOOLS

In this study, the primary data are collected through questionnaire. These tools are designed to obtain specific, firsthand information relevant to the research objectives. Secondary data collection tools involve accessing and retrieving existing data that was originally collected by other researchers or organizations for different purposes. In this study, secondary data were collected through internal record of the company for determining the effective recruitment method.

Primary Data Collection Tools

➢ **Questionnaire**: Primary data was collected using a questionnaire, which served as the primary data collection tool in my study. A well-structured questionnaire was designed to gather detailed and relevant information from employees; via mail, over the phone, or online about their experiences and perceptions related to the recruitment methods. The questionnaire includes a closed-ended questions to capture quantitative data. The closed-ended questions utilized various formats

such as multiple-choice, Likert scale, and yes/no responses to ensure the ease of analysis and to quantify the respondents' views and experiences.

The questionnaire was distributed to a carefully selected sample of 108 respondents, ensuring a diverse representation of employees involved in or affected by the recruitment processes. This approach facilitated the collection of comprehensive data, reflecting a wide range of perspectives. The data obtained through this method was instrumental in understanding the effectiveness and efficiency of different recruitment methods. The structured format of the questionnaire ensured that the data was collected in a systematic manner, allowing for accurate analysis and meaningful interpretation of the findings.

Secondary Data Collection Tools

➢ **Internal Records:** Secondary data was collected through the internal records of the company. This approach leverages existing data that the organization has previously gathered for other purposes, such as employee records, recruitment logs, performance reports, and other relevant documentation. This historical perspective is crucial for understanding the long-term effectiveness of different recruitment methods and employee perception towards their recruiting methods.

Internal records are typically comprehensive and detailed, covering various facets of the recruitment process. They can include data on the number of applicants, interview processes, time taken to fill positions, and yield ratios for different recruitment channels. This depth of information allows for a thorough analysis of the recruitment methods.

Utilizing internal records is cost-effective and time-efficient, as it eliminates the need for extensive data collection efforts. The data is readily available and can be systematically analysed to draw meaningful insights. By employing internal records as the secondary data collection tool, this study ensures a robust analysis grounded in reliable and relevant organizational data.

1.5.12 PERIOD OF THE STUDY

The period for the study was from 1st April 2024 to 26th May 2024.

1.5.13 NATURE OF THE STUDY

The study aims to evaluate the effectiveness of various recruitment methods employed by the Kerala Tourism Development Corporation (KTDC). This evaluation is crucial in determining which methods yield the best results in terms of efficiency and candidate quality. By employing a mixed-method approach, the research combines quantitative data analysis with qualitative insights. Quantitative data is gathered through the examination of HR records to compute yield ratios and time lapse data, providing a measure of how efficiently and effectively different recruitment methods operate. Additionally, percentage analysis helps to contextualize these findings by showing the distribution and performance of each method. Qualitative data, collected through surveys and interviews with recently recruited employees, offers deeper insights into their perceptions and experiences. This comprehensive approach ensures a holistic understanding of the recruitment processes at KTDC, identifying not only the most time-efficient and effective methods but also capturing employee satisfaction and perceived fairness. Ultimately, the study seeks to offer actionable recommendations for optimizing KTDC's recruitment strategies, enhancing overall organizational performance and employee engagement.

1.6 LIMITATION OF THE STUDY

➢ Sample Size and Representativeness: The study's findings may be influenced by the sample size and how representative it is of KTDC's overall recruitment practices. A small sample size or sampling bias could limit the generalizability of the results to the entire organization.

➢ Time Constraints: Conducting a comprehensive assessment of multiple recruitment methods within a limited timeframe may restrict the depth of analysis or the number of methods that can be adequately evaluated. This could potentially overlook nuances or variations in effectiveness across different recruitment strategies.

➢ Perception Bias: The perceptions of HR personnel and employees towards recruitment methods may be subjective and influenced by personal experiences or organizational culture. This bias could impact the accuracy of data related to employee satisfaction, fairness, or transparency.

➢ Methodological Limitations: Limitations inherent in the research design, such as the use of quantitative methods exclusively, may restrict the exploration of nuanced qualitative aspects related to recruitment effectiveness, such as candidate experience or employer branding.

1.7 INDUSTRY PROFILE

Tourism is travel for recreational, leisure or business purposes. The world tourism organization defines tourism as people "travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes." Tourism has become a popular global leisure activity. Tourism is one of the fast-growing industries in this modern world. It helped in overall development of a nation. Tourism has also become an instrument for the promotion of handicraft, arts and the cultural heritage of the country.

Tourism is important and, in some cases, vital for many countries, such as France, Egypt, Greece, Lebanon, Israel, US, the United Kingdom, Spain, Italy, Thailand and many island nation, such as Bahamas, Fiji, Maldives, Philippines and the Seychelles. It brings in large amounts of income in payment for goods and services available, contributing an estimated 5% to the worldwide Gross Domestic Product (GDP), and it creates opportunities for employment in the service industries associated with tourism. These service industries include transportation services, such as airlines, cruise ships and taxicabs; hospitality services, such as accommodations, including hotels and resorts; and entertainment venues and theatres. In 2010, there were over 940 million international tourist arrivals worldwide, representing a growth of 6.6% when compared to 2009.

There is different form of tourism, which includes pilgrimage, health, leisure travel, winter tourism, and niche tourism. There has been an up-market trend in tourism over the 1st few decades, especially in Europe where international travel for short breaks is common. Tourists have higher levels of disposable income and greater leisure time and they are also better educated and have more sophisticated tastes.

The development of tourism sector helped in the development of backwater areas in a country. The earning generated from the tourism sector have shown an upward trend, due to high level of disposable income they have, which stimulates the growth of the economy. Space tourism is expected to "take off" in the first quarter of the 21st century, although compared with traditional destination the number of tourists in orbit will remain low until technologies such as space elevator make space travel cheap.

Technological improvement is likely to make possible air-ship hotels, based either on solar-powered airplanes or large dirigibles. Underwater hotels will be built. On the ocean tourists will be welcomed by ever larger cruise ships and perhaps floating cities. Some futurists expect that movable hotels "pods" will be created that could be temporarily erected anywhere on the planet, where building a permanent resort would temporarily erect anywhere on the planet, where building a permanent resort would be unacceptable politically, economically or environmentally.

It has been found that there is a strong correlation between tourism expenditure per capita and the degree to which countries play in the global context. Not only as a result of the important economic contribution of the tourism industry, but also as an indicator of the degree of confidence with global citizens leverage the resources of the globe for the benefit of their local economies. This is why any projections of growth in tourism may serve as an indication of the relative influence that each country will exercise of the relative influence that each country will exercise in the future.

The ministry of tourism in any country seeks ways to promote and develop tourism in that country. Tourism industry growth in any country is prone to the changing economic conditions Policies adopted by ministry of tourism are aimed at enhancing services and to attract as many tourists as possible. This also includes working on Eco tourism projects.[https://www.unwto.org/statistics]

Tourism improvement programs aim at:

- Making the marketing tools and promotional tools strong
- Employ trained personnel
- Make the programs act as catalyst in investments by private bodies
- Propounding projects and programs at the national level
- Development of infrastructure

There are many industries which are closely associated with other industries offering services to the common people. These industries summarized as below:

- Hotels, lodging services
- Food and beverage industry
- Industry dealing with real estate, finance, leasing and insurance

- Warehousing and transport industry
- Retail market

Recognizing the importance of tourism as a socio-economic activity and a major contributor to national economy the development of the sector is being given high priority. The government has formulated a new national tourism policy that emphasis the roles of public and public and private sector in tourism development. The policy also recognizes the importance of creating awareness and participation of grass-root level institutions in tourism development. Keeping in view the required level of sustainability to be achieved in the development of tourism. particularly in ecologically fragile areas, the development of ecotourism in the country.

The World Tourism organization reports the following ten countries as the most visited in 2023 and 2022 by number of [in millions] international travellers

Table 3.1: INTERNATIONAL TOURIST'S ARRIVALS

Rank	Country	2023 Travelers (millions)	2022 Travelers (millions)
1	France	90.0	88.0
2	Spain	83.5	81.8
3	United States	82.0	80.0
4	China	79.5	77.9
5	Italy	65.4	64.5
6	Turkey	58.3	57.4
7	Mexico	57.1	56.2
8	Thailand	55.2	54.0
9	Germany	53.5	52.8
10	United Kingdom	52.3	51.6

DIFFERENT CONCEPTS OF TOURISM

1. Pleasure Tourism

Pleasure tourism embraces of holiday out of curiosity, to relax, to enjoy new places and sights, and view good scenery, unique folklore, the peace and calm of the country or the entertainments provided by big cities and showy modern tourism spots. Some person finds pleasure in travelling, from the constantly changing place and surroundings. This type of tourism is associated with the data of pleasure, changes according to the tastes and the background, character and temperament of each person

2. Cultural tourism

This type of tourism comprises of holding out of a variety of motivations, linking of desire to learn and to study in a place famous for its high standard of teaching, to observe in the study, the institutions of people different from their own, visit to historical monuments of historical importance and past civilizations. The quality of tourism is enhanced by the cultural elements which create unique environment

3. Recreational tourism

This type of tourism is pursued by people who visit places of holiday to rest. reinstate their physical and psychic strength and to get rehab from tourism disgust and weariness. Generally, such type of tourism is of longer duration People like to remain a place selected for such holiday, for the longer period of time. Tourism experience ranging from the recreational to the essentials, quite different from the tourist own society and culture, So the recreational travel is of an educational and information character sine they also exclude sightseeing, climate. health resorts, and unique attractions. The visual environment plays a major role in recreational tourism

4. Sporting tourism

Sporting tourism refers to the elements concerned with the devotees who comprise of winter sports, nautical sports, mountain climbing, horse riding, ankling, fishing, rafting in the swift flowing rivers etc. It is known and noticed that countries having one of these sport facilities in their land, have the good chance to attract many devotees and thus benefit from this type of tourism. This type of tourism provides

recreation, pastime, dalliance, amorous behavior, play and game full of mirth played by skilled sportsman who gives a good spirit for sports fans or their followers.

5. Business or specialized tourism

This sort of tourism bargains with one locked in commercial transactions. Business refers to occupation and so it is related with commercial activity or industrial concern. The term "Business Tourism" refers not only the professional journeys of businessmen or industrialists but also all journeys, which have their aim of visit to fairs and exhibitions, or of technical achievements, or of technical techniques which infuse a infuse a new knowledge and interest.

6. Convention or conference tourism

This type of tourism is gaining great popularity in the present world. With the scientific and technical revolution, the nations of the world wish to develop close relations and exchange experience in developing material and cultural values, which is reflected in strengthening professional and scientific contacts. This phenomenon has led to new type of new type of international tourism ties, convention or conference tourism.

7. Resort Touism

This type of tourism consists largely of tourists seeking sun and sand staying in generally large hotels and often travelling but not always on a group tour that includes transport, room and board in one package. Resort tourism has been particularly important in developing countries that have secured rapid and large-scale growth in the number of tourism Trom Europe and North America. Such type of tourism consists for the guest for sun.[https://uou.ac.in/sites/default/files/slm/ETS-102.pdf]

1.7.1 TOURISM IN INDIA

India is one of the popular tourism destinations in Asia bounded by the Himalayan metegs in the north, and surrounded on three sides by water [the Arabian sea, Bay of Bengal. and the Indian ocean), with a long history and diverse culture, India offers a wide array of places to see and things to do. In 2004, foreign tourists visiting India spent US$ 15.4 billion-the ninth highest in the world. India is also ranked the top 3 adventure tourism destinations.

The India tourism sector has been experiencing a resilient phase of growth, driven by the flourishing middle class, increased spending by the foreign tourism, and synchronized administration and promotions by the government of India to encourage 'Incredible India'. The tourism industry in India is extensive and lively, and the nation is fast becoming a major international destination, India's travel and tourism industry is one of them most lucrative businesses in the country, and also accredited with contributing a considerable volume of foreign exchange to the country reserves.

The tourism industry in India is broad and enthusiastic, and the country is quick becoming a major worldwide destination, India's travel and tourism industry is one of them most profitable businesses in the country, and also accredited with contributing a considerable volume of foreign exchange to the country reserves. Tourism industry in India is on an incredible boom at the moment. India has tremendous potential to become a major worldwide tourism destination and Indian tourism industry is exploiting this potential to the hits. Travel and tourism industry is the second highest remote exchange worker for India, and the government has given travel and tourism organizations export house status. The buoyancy in the Indian tourism industry can be credited to several components. Firstly, the tremendous growth of Indian economy has resulted in more disposable income in the hands of centre lesson, subsequently provoking progressively expansive number of individuals to spend cash on excursions overseas or at domestic. Furthermore, India is a booming IT centre and more and more individuals are coming to India on commerce trips. Thirdly, forceful publicizing campaign "Extraordinary India" by Tourism Service has played a major part in changing the picture of India from that of the arrive of wind charmers to a hot and happening put and has started recharged intrigued among remote voyagers. Travel and tourism industry's commitment to Indian industry is monstrous Tourism is one of the

fundamental outside trade workers and contributes to the economy in a roundabout way through its linkages with other divisions like cultivation, horticulture, poultry, painstaking work and development. Tourism industry moreover gives work to millions of individuals in India both straightforwardly and in a roundabout way through its linkage with other divisions of the economy Agreeing to a gauge add up to coordinate work in the tourism segment is around 20 million.

Travel and Tourism industry in India is stamped by significant government nearness Each state has a tourism organization, which runs a chain of lodgings rest houses and works bundle visits, whereas the Central Government runs the India Tourism Advancement Corporation.

The main demand for medical tourism is generated from the 20 million Indians who live abroad, though a growing number of foreigners also are keen on speedy and inexpensive treatment. They are affected by two truths one that India presently has numerous private clinics that the world lesson and two, that it there is one quality that Indian specialists in plenitude it is encounter, owing to India's huge populace, its specialists treat twice the number of patients in comparison to specialists in the west, indeed more consoling is the truth that numerous of them have examined and practiced medication abroad.

Between 1996 and 2001, the number of foreign patients seeking treatment in India as people took to the idea of receiving treatment or diagnosis in with a holiday included. West Asia for example has avoided the US and Europe for medical treatment after the 911 terrorist's attacks opting for India instead. Also value-added service such as transfers from the airport. special food for foreigner and translators for patients who cannot speak English and buoyed travel for the same reason.

[https://www.competitionreview.in/blogs/2022/05/24/india-as-a-tourist-destination-2/]

Apart from this, government has taken a few other measures for the advancement of tourism A multi-pronged approach has embraced advancement of coordinates tourism circuits and rustic goals, extraordinary capacity building in the unorganized neighbourliness segment and modern showcasing technique. The viewpoint for travel industry in India looks greatly bright.

TOURISM AND HOTEL INDUSTRY IN INDIA

The hotel industry comprises a major part of the tourism industry Historically seen as an industry giving an extravagance benefit profitable to the economy as it were as a remote trade worker, the industry nowadays contributes straightforwardly to business and by implication encourages tourism and commerce. Earlier to the 1980s, the Indian inn industry was a moderate- developing industry, comprising basically of moderately inactive, single-hotel companies. Be that as it may. the Asiad, held in Unused Delhi in 1982, and the ensuing halfway liberalization of the Indian economy produced tourism intrigued in India, with noteworthy benefits collecting to the inn and tourism division, in terms of made strides request designs. Development in request for lodgings was especially tall amid the early 1990s taking after the activities taken to liberalize the Indian economy in FY1991, as per the proposals of the universal money related support (IMF). The euphoria of the early 1990s prompted major chains, new entrants and international chain to chalk out ambitious capacity additions, especially in the metropolitan cities. However, most of these endeavors were coordinated towards the commerce voyagers and remote clientele. The tourism and hospitality industry being the largest service sector in the country, adds around 6.23 per cent to the national GDP and 8.78 per cent of the total employment in the country. During the month of September 20111, the total number of Foreign Tourist Arrivals (FTAs) was 401.000 as compared to FTAs of 369.000 during the month of September, 2010 and 331,000 in August, 2009. There has been a development of 8.7 per cent in September, 2011 over September, 2010 as compared to a development of 11.6 per cent enlisted in September 2010 over September, 2009. The development of 8.7 per cent in September 20111 is higher than 5.3 per cent in Admirable, 2011. In a report by the service of outside undertakings, the Indian neighbourliness division is anticipating a anticipated venture of US$ 12 billion inside the following two a long time along with a number of industry activities as of now in advance.

[https://www.ibef.org/industry/tourism-hospitality-india]

1.7.2 TOURISM IN KERALA

Kerala, a state situated on the tropical Malabar Coast of south western India is one of the most popular tourism destinations in the country. Named as one of the ten paradises of the world by the National Geographic Travellers, Kerala is famous especially for its ecotourism initiatives Its culture and traditions, coupled with its varied demography, has made Kerala one of the most popular tourismı destinations in the world. Today, growing at a rate of 1331%, Kerala is one of the most visited tourism destinations in India. [https://en.wikipedia.org/wiki/Tourism_in_Kerala]

Until the early 1980's, Kerala was a hitherto unknown destination, with most tourism circuits concentrated around the north of the country, in 1986, recognizing in its importance. Kerala pronounced tourism as an industry to be considered a centre division for need improvement and to be given the status and concessions qualified for other mechanical ventures Kerala tourism hence received the tagline 'God's claim Nation" in its promotion campaigns. Forceful advancement in print and electronic media was able to welcome a sizable speculation in the neighbourliness industry.

By the early 2000s, tourism had grown into a fully-fledged, multi-billion-dollar industry in the state. The state was able to carve a niche place for itself in the world tourism industry, thus becoming one of the places with 'highest brand recall. In 2006, Kerala attracted 8.5 million tourists- an increase of 23.68% in foreign tourist arrivals compared to the previous year, thus making it one of the fastest growing tourism destinations in the world.

From hardly 50000 foreign tourist arrivals and 0.13 billion rupees as foreign exchange in 1986, it has reached a status of 0.6 million foreign tourist arrivals and 37.97 billion rupees as foreign exchange in 2010. Total business created from tourism is assessed as 1.2 million.

An examination of final decade remote visitor entries to Kerala appears that it has enlisted normal yearly development rate of 12%. During 2010, the state received 6.5lakhs foreign tourists and it is estimated that 26lakhs foreign tourist arrivals by 2021. In the year 2010 state received 86lakhs domestic tourists and it is estimated that 180lakhs domestic tourists by 2021.The current source markets for Kerala as per the tourist statistics 2010 are UK [23.7%]. USA [10.8%), France [9.8%]. Germany

[7.6%], and Australia [5.6% Markets like USA Scandinavia, Russia, China and Malaysia have tremendous potential among the emerging markets for Kerala. The major domestic markets for Kerala include Tamil Nadu, Karnataka and Andhra Pradesh.

Kerala, often referred to as "God's Own Country," is a state in the southern part of India renowned for its diverse and picturesque landscapes, rich cultural heritage, and vibrant traditions. Tourism in Kerala is a vital sector, attracting millions of visitors each year, both domestic and international. The state's unique combination of natural beauty, cultural richness, and well-developed infrastructure makes it a popular destination for various types of tourism.

Tourism in Kerala offers a diverse array of experiences, from exploring its serene backwaters and lush hill stations to immersing in its rich cultural traditions and vibrant festivals. The state's commitment to sustainable tourism and its focus on preserving its natural and cultural heritage make it a compelling destination for travelers seeking both relaxation and adventure. As Kerala continues to enhance its tourism infrastructure and promote new attractions, it remains a standout destination in India's tourism landscape.

This beautiful state of India is globally famous for its breathtaking backwaters, serene beaches, picturesque hill stations, exotic wildlife parks and sanctuaries, rejuvenating ayurveda therapy, rich culture and heritage charm etc. all these wonderful attractions have greatly helped in the boom of Kerala Tourism that attracts tourists that attracts tourists not only from India, but from all over the world. Kerala name is also listed in the 50 must see destination in the world by National Geographic Traveller, and is also a 'partner state' to the World Tourism and Travel Council.

Major Attractions

1. Beaches
   Flanked on the western coast by the Middle eastern Ocean, Kerala has a long coastline of 580km.Kovalam beach near Thiruvananthapuram was among the first beaches in Kerala to attract tourist. It is the most visited beach in the state and other popular beaches are:

- o Alappuzha beach
- o Nattika beach
- o Vadanappilly beach
- o Cherai beach
- o Kappad beach
- o Marari beach
- o Fort Kochi beach
- o Varkala beach
- o Backwaters

i. Backwaters

The backwaters in Kerala are a chain of brackish tidal ponds and lying parallel to the Middle eastern Ocean coast. Kettuvallam [Kerala houseboats) in the backwaters are one of the noticeable visitor attractions in Kerala. Alleppey, known as the "Venice of East" has a large network of canals that meander through the town. The Vallam Kali [the snake boat race held every year in August is a major sporting attraction. The backwater network includes five large -including AshtamudiKayal and VembanadKayal] linked by 1500km of canals, both manmade and natural, fed by 38 rivers, and extending virtually the entire length of Kerala state.

ii. Hill Stations

Eastern Kerala comprises of arrive infringed upon by the Western Ghats, the locale hence incorporates tall mountains, gorges and deep-cut valleys. The most out of control lands are secured with thick forests whereas other locales lie beneath tea and coffee plantations or other frame of cultivation. The Western Ghats rises on average to 1500m elevation above sea level. Popular hill stations in the region include Devikulam, Munnar, Nelliyamapathi. Peermade, Ponmudi. Vagamon, Wayanad and Kottancheri hills.

iii. Wildlife

Most of Kerala, whose native habitat consists of wet evergreen rainforests at lower elevations and highland deciduous and semi-evergreen forests in the east. is subject to a humid tropical climate. However, critical varieties in

21

territory and height have brought about in a arrive whose biodiversity registers as among the world most critical Most of Kerala's altogether bio assorted tracts of wild lie in the evergreen forests of its easternmost locale. Kerala too has two of the world's Ramsar Convention-listed wetlands Lake Sasthamkotta and the Vembanad-Kol wetlands are famous as being wetlands of universal importance. There are also numerous protected conservation areas, the forests play host to such major fauna as Asian Elephant, Bengal Tiger, NilgiriTahr and Grizzled Giant Squirrel. Most remote preserves, including silent valley national park in the Kundalı hills, harbour endangered species such as lion-tailed macaque. India sloth bear and gaur. Most common species include Indian porcupine, chital, sambar, gray langur, flying squirrel, swamp lynx, boar, a variety of catarrhine old world monkey species, gray wolf and common palm civet. Silent valley national stop in palakkad is domestic to the biggest populace of lion-tailed macaque. They are among the world rarest and most threatened primates

iv.   Festivals

The major festival in Kerala is Onam. Kerala has a number of religious festivals. Thrissur pooram and chettikulangarabharanı are the major temple festivals in Kerala.

v.   Ecotourism

Kerala's ecotourism initiatives focus on sustainable and responsible travel. Programs in places like Thenmala and Gavi promote eco-friendly tourism activities that involve local communities and minimize environmental impact. These initiatives aim to preserve the natural environment while providing authentic experiences for tourists.

vi.   Ayurveda

Medical tourism, promoted by traditional system of medicine like Ayurveda and Siddha are widely popular in the state, and draws increasing numbers of tourists. A combination of many factors has led to the increase in popularity of medical tourism high costs of healthcare in industrialized nations, case and affordability of international travel. improving technology and standards of care

vii.   Culture

Kerala's culture is primarily Dravidian in root, inferring from a more prominent Tamil-heritage locale known as Tamilakam. Later, Kerala's culture was elaborated on through centuries of contact with overseas cultures Native performing arts inelude Koodiyattom. Kathakali, and its offshoot Kerala Natanam, Koothu, Mohhniaattam, Thullal, Padayani and Theyyam. Other arts are more religion-and tribal-themed. These include Chavittunadakom. Oppana, which combines dance, rhythmic hand clapping, and ishal vocalizations. [https://en.wikipedia.org/wiki/Tourism_in_Kerala]

Threats to the tourism industry

With increasing industrialization and pollution cause many damages to the environment. The increasing threats posed by global warming and changing weather patterns, it is feared that much of Kerala's low-lying areas might be susceptible to beach crosions and coastal flooding The differing monsoon patterns also suggest possible tropical cyclones in the Future.

1.7.3 STRUCTURE OF THE INDUSTRY

Hotels in India are broadly classified into 7 categories (five star deluxe, five-star, four-star, three-star, two star, one-star and heritage hotels) by the ministry of tourism, Government of India based on the general features and facilities offered. The ratings are reviewed every five years.

A. Premium and Luxury segment

Hotels in India are broadly classified into 7 categories (five star select, five-star, four-star, three-star, two star, one-star and legacy lodgings) by the service of tourism, Government of India based on the common highlights and offices advertised. The evaluations are checked on each five a long time. A. Premium and Extravagance fragment This section comprises the high-end 5-star select and 5-star lodgings, which basically cater to the commerce and up advertise outside recreation voyagers and offer a tall quality and run of administrations.

B. Mid-market segment

This portion moreover caters to the center level commerce voyagers since it offers most of the fundamental administrations of extravagance lodgings without the tall costs since the charge component of this section are lower compared with the premium segment

C. Budget segment

These comprise 1- and 2-star hotels referred to as "Budget Hotels' These categories do not offer as numerous offices as the other segments but give reasonable accommodation to the highly price-conscious section of the domestic and outside leisure Travellers.

D. Heritage Hotels

In the past four decades, certain architecturally particular properties such as palaces and forts, built earlier to 1950, have been changed over into hotels. The ministry of tourism has classified these hotels as legacy hotels

E. Others

At any point in time, applications for classification are ordinarily pending with the service of tourism since of which such properties stay unclassified.

[https://tourism.gov.in/sites/default/files/2020-04/IndiaTourismStatics2013_2.pdf]

Tourism policy

In arrange to create tourism in India in a precise way, position it as a major engine of financial growth and to harness its coordinate and multiplier impacts for employment and poverty eradication in an environmentally sustainable manner, the National tourism policy was formulated in the year 2002 Broadly, the "Policy" attempts to:

- Position tourism as a major engine of economic growth
- Harness the direct and multiplier effects of tourism for employment generation, economic development and providing impetus to rural tourism
- Focus on domestic tourism as a major driver of tourism growth
- Position India as a global brand to take advantage of the burgeoning global travel trade and the vast untapped potential of India as a destination
- Acknowledges the critical role private sector with government working as a pro-acuve facilitator and catalyst
- Create and develop integrated tourism circuits based on India's unique civilization, heritage, and culture in partnership with states, private sector and other agencies.

The Government's major policy initiatives include:

- o Liberalization in aviation sector
- o Pricing policy for aviation turbine fuel which influence internal air fares
- o Rationalization in tax rates in the hospitality sector
- o Tourist friendly visa regime
- o Immigration services
- o Procedural changes in making available land for construction of hotel
- o Allowing setting up of Guest Houses

Government's Open skies policy

The government's open skies policy, permission for domestic airlines too commence international flights, start-up of various low-cost carriers, and fleet expansion by domestic players has created a huge incentive for domestic travellers to explore far-off destinations within and outside India The booming aviation business is bringing an ever-increasing number of travelers to India, and pulling Indians out of their homes

and into expanding number of passengers to India, and pulling Indians out of their homes and into hotels. Other Government activities Government has undertaken taking after activities to attract both inbound and outbound tourists:

Incredible India- under this program the government promotes India through various integrated marketing programs.

- o Atithredevobhava [guests are equal to God] - under this program the government creates awareness among Indian people who come in contact with the tourist.
- o Various infrastructure building initiatives.
- o Encourage religious tourism for instance promotes various places in India as Buddhist abodes
- o Other projects are the 5,400 million for national highways development project, the 5.846 km golden quadrilateral and the 7,300 km north-south and east-west corridors. Sagarmala extend which extreme to make a arrange of seaports, which will alter the way individuals find and experience genuine India.

1.8 COMPANY PROFILE

In the 1960s and even in the early 1970s, India was not in the international tourists' agenda and much less known to tourists was the southernmost state of Kerala. The prince of the erstwhile state of Travancore; H.H. Col. Goda Varma Raja was the first to recognize the tourism potential of the area and created the company Kerala Tours Ltd. which began the work of creating tourist infrastructure in the main potential tourist spots. After the princely state of Travancore became the state of Travancore-Cochin after Independence and further became the state of Kerala in 1956, key tourist company; Kerala Tours Ltd. (KTL) became a private enterprise belonging to the erstwhile royal family of Travancore. For nearly two decades after independence, the Kerala Government did not give much importance to tourism nor was there much done to develop the Tourism department. It was only after the victory of KTL which had by then created Kovalam and put it firmly on the tourist outline with the help of Thomas Cook, that the government saw the require to make a modern body that would advance tourism in the state. The KTDC or Kerala Tourism Development Corporation was thus made in 1966 which started as the tourist department of the government and became a particular business entity in the 1970.

Even though tourism was declared as an industry in Kerala way back in 1986, effective marketing and promotional measures were undertaken by different agencies and organisations to attract tourists and to highlight Kerala as a distinct destination. With this aim, on 1 April 1966 a concern named Kerala Tourism Development Corporation (KTDC) came into existences. The Corporation is concentrating on innovative tourism and high standard service and various well researched tour packages with a good measure of action, excitement and adventure with an array of prime properties set in the finest spots of Kerala's theme destinations, KTDC presents exotic ways to experience the State with its perfection. Designed to allow a feeling of the heritage of neighborliness, the Kerala Tourism Advancement Enterprise is advertising a marvelous see of the State's common magnificence and the tastes of its spicy richness with a inconspicuous mix of traditional and luxurious properties. The largest hotel chain in Kerala, KTDC has over sixty properties across the state which includes a range of luxury and budget hotels as well as Yatri Nivasses and motels to make tourist stay an exciting experience. Almost all these exclusive properties are set

in exotic theme locales across the State and all the properties have multi cuisine restaurants, bars and cafeterias.

Apart from the exclusive array of day tours and holiday packages the Central Reservation Cell of KTDC takes care of tourist onward journey reservations and bookings in selected hotels across India Kerala Tourism Development Corporation thereby plays a significant role in the development of tourism in the State A large number of foreign as well as domestic tourists are catered by KIDC every year and the tourists approved the services rendered to them by the corporation.

KTDC Hotels and Resort limited [KTDC) was incorporated on 29 December 1965 as a private limited company under the provisions of the companies Act, 1956. The Registered/Corporate office of the corporation is situated at Mascot Square. Thiruvananthapuram The introductory title of the company was Kerala tourist and handicrafts corporation private limited. The name was changed Kerala Tourism Development Corporation limited from 15 July 1970 and later as KTDC Hotels and Resorts limited from 07 October 2010. KTDC has been playing a key role in the development of infrastructure facilities required by the rapidly growing tourist traffic into the state of Kerala and has been the prime mover in the progressive development, promotion and expansion of tourism in the state: Apart from development the largest hotel chain in Kerala, KTDC offers tourism related facilities like conducted tours, boating, tourist reception centres, centralized/online reservations, conventional services, and customized tour packages. KTDC, the state's premier destination developer, own over 60 properties across the state. [https://en.wikipedia.org/wiki/Kerala_Tourism_Development_Corporation]

The authorized share capital of the corporation is rs 85crore and the paid-up capital as on 31-03-2011 was 75 70crore the entire paid-up capital of the corporation is held by government of Kerala. Working on the philosophy of public sector KTDC succeeded in accomplishing its goals by promoting the biggest hotel chain in the state and providing all tourist services.

KTDC commenced business from 01-04-1966 by taking over Mascot Hotel-Thiruvananthapuram, Kovalam beach house, AranyaNivas- Thekkady. Periyar house-Thekkady and Edappalayam tourist bungalow KTDC has membership in prestigious international and national organizations like WTO, TAAI and FHRAI.

Key objective of KTDC

- To be a major player in the development of tourism infrastructure in the state.
- To promote Kerala as a leading tourist destination
- To identify key tourist destinations within Kerala and promote it outside
- To provide auxiliary support in developing key tourist destinations
- To provide highest quality hospitality services to tourists
- To act as one-source destination for various informations regarding tourist destinations and other related information.
- To ensure higher returns to government, through financial and social viable projects, and thereby provide employment
- To treat the tourists as our guests [Adhidhi DevoBhava] and ensure customer delight by providing value for money.
- To provide elegant accommodation and better-quality services in KTDC Hotels and Restaurants.
- Achieve high levels of productivity of its employees by way of better training. motivation and HRD techniques.
- To empower the host population through responsible tourism.
- To promote and market the products at national and international level and thereby making Kerala as a premier global tourism destination.
- To promote sustainable and eco-friendly tourism in the state based on the carrying capacity of the destinations.
- To conserve, preserve the art, culture and heritage of the state.
- To provide transport, entertainment, shopping, convention and recreational services.
- To render consultancy and managerial services in the hospitality industry.
- To undertake pioneering efforts for destination development.
- To play an active role in association with the state tourism department in conceptualizing and execution of tourism projects, publicity, promotion and training.

Functions

The Kerala Tourism Development Corporation has a diversity of hotels, from the most luxurious to the most economical and from small motel to world-class resorts, providing something for every taste and budget The corporation operates 18 hotels, 14 Tamarind hotels. 12 Motels Aarams, 25 Restaurants and beer parlours and I boat club in addition KTDC is having one centre reservation department, 4 tourist reception centres. I Transport Division and a water sport centre at Veli. TVM Moreover KTDC is having a shopping complex at Cochin.

KTDC conducts food festivals mainly at Mascot hotel. Thiruvananthapuram and occasionally at other centers. KTDC is one of the participants in India international trade fair held at pragathi Mandan, New Delhi every year They also operate pilgrim's shelter at sabarimala every year and full-fledged restaurants operated at pamba which serves lakhs of pilgrims the corporation provides a verity of tour packages within and outside kerala.

KTDC definitely play a significant role in the development of tourism in the state A large number of domestic as well as foreign tourists are received by KTDC every year They also conduct many programs for tourists which help to attract a large number of tourists. The premium properties of this largest hotel chain in the state are located in the most picturesque theme destinations of Kerala KTDC also offer ayurveda centres, culture entertainment and the best of Kerala's cuisine at all its major establishment. Collecting information and factors and analysing information. Analysing customer complaints and to take preventive action against recurrence of similar complaints. Informing the customers about the service and product offered by KTDC, through press release, ads, etc. Developing new tour packages and renewing existing packages in accordance with the customers.

1.8.1 BRANDS & PRODUCTS

Premium properties-restaurants/bar/banquet

1. Samudra, Kovalam
2. Mascot hotel, Thiruvananthapuram
3. Lake palace, Thekkady
4. Aranya Nivas, Thekkady
5. Water Scapes, Kumarakam
6. Bolgatty palace and island resort, Kochi
7. Tea county, Munnar

Budget properties

1. Golden Peak, Ponmudi
2. Grand Chaithram, Trivandrum
3. Ripple Land, Alappuzha
4. Kumarakom Gateway, Alappuzha
5. Periyar House, Thekkady
6. Nandhanam, Guruvayoor
7. Loom Land, Kannur
8. Garden House, Malampuzha
9. Pepper Grove, Wayanad
10. Rain Drops, Chennai
11. Aqua Land, Kollam
12. Folk Land, Parasinikadavu

Economy/Tamarind properties

1. Tamarind Neyyar
2. Tamarind Changancherry
3. Tamarind Peermedu
4. Tamarind Thrissur
5. Tamarind Mannarkkad
6. Tamarind Kondotty

7. Tamarind Nilambur

8. Tamarind Thriunelly

Motels

1. Motel Araam. Kottarakkara

2. Motel Araam, Palaruvi

3. Motel Araam, Punalur.

4. Motel Araam, Kayamkulam.

5. Motel Araam, Alappuzha

6. Motel Araam. Vaikom

7. Motel Araam. Athirappally.

8. Motel Araam, Erumayur.

9. Motel Araam, Vadakara.

10. Motel Araam. Kuttipuram.

11. Motel Araam, Kannur.

Restaurants

1. KTDC Restaurant, Veli, Thiruvananthapuram.

2. KTDC Restaurant, Museum, Thiruvananthapuram.

3. Anantha Restaurant, New Delhi.

Others

1. Central Reservation Centre, Thiruvananthapuram.

2. Tourist Reception Centre. Thiruvananthapuram.

3. Tourist reception Centre, Ernakulam.

4. Shopping Complex, Shanmugam Road, Ernakulam.

5. Watersports, Veli.

Restaurant & Beer Parlours

1. Karamana. Thiruvananthapuram.

2. Peyad. Thiruvananthapuram.

3. Statue, Thiruvananthapuram.

4. Balaramapuram.

5. Kazhakuttam

6. Varkala

7. Attingal

8. Harippad..

9. Karukachal

10. Muvattupuzha.

11. Kanjikode, Palakkad.

12. Kozhinjampara, Palakkad.

13. Ramanattukara

14. Changaramkulam

15. Koyilandy

16. Payyannur.

17. Kanhangad, Kazarcode.

18. Kannur

1.8.2 KTDC PROPERTIES

Premium properties-restaurants/bar/banquet

1. Samudra, Kovalam

Kovalam – A Destination for All Times

Situated in Thiruvananthapuram, also referred to as Trivandrum, the capital city of Kerala, Kovalam is made up of three breathtakingly gorgeous coves surrounded by palm trees. Kovalam is an essential part of the Kerala experience because of its stunning lighthouse, swinging palms, rugged cliffs, and pristine beaches, to name a few.

SAMUDRA – The Beach Garden Hotel

This beach resort, which gets its name from the word "the ocean," is the perfect site to take in all of Kovalam's splendor. Kovalam is a charming beach destination. Every room in the hotel, which is situated in a setting that inspires, has a view of the ocean or the expansive lawn that leads to the beach. It embodies the spirit of the sun, sand, and sea in its very layout, setting, and atmosphere. Tourists can enjoy some of the best seafood dishes, surf the waves, or just relax and let the tranquility of the deep blue sea wash over them.

2. Mascot hotel, Thiruvananthapuram

Thiruvananthapuram - A City Steeped in History

Thiruvananthapuram, the capital city of Kerala, popularly known as Trivandrum exudes a splendour that arises from its regal history. Heritage, culture and sovereignty go hand in hand in this city that is known for its temples, royal residences, museums, displays and craftsmanship celebrations. Near to Kovalam beach, Thiruvananthapuram is moreover the administrative middle of the State.

MASCOT HOTEL – Were Heritage Leads to Hospitality

An exclusive heritage business hotel, Mascot was initially built to house the officers of the Royal British Army during the World War I. Today it offers travellers the perfect blend of heritage, luxury and business in the heart of Thiruvananthapuram city. Wonderfully outfitted rooms, richly outlined surroundings and a calm environment in a sprawling landscape amidst the city make it a favorite withdraw for travelers. It is the only heritage business hotel in Trivandrum. It is also a center for those who seek to investigate the city, the encompassing towns and tourist attractions.

3. Lake palace, Thekkady

Thekkady – An Eco-tourism Paradise

The name Thekkady is synonymous with wildlife and forests. It is the central point of the tourism zone of the Periyar Tiger Reserve which is one of the best-managed tiger reserves in India. This is the as it were tiger reserve where one can observe animals at near quarters from a boat. The normal sightings are elephant, bison, sambar deer, barking deer, wild boar and a variety of birds. If you are fortunate sufficient, you may see tiger, leopard, bear, wild dog etc. whereas on trekking. If you love wildlife and experience, welcome to this wildlife haven. Thekkady can offer you all these, and more. The wealthy greenery and fauna here is a treat for your senses. This is a perfect location for wildlife tourism and ecotourism. The inviting rich greenery and the peaceful waters of the Periyar Lake would be an unwinding affair.

LAKE PALACE – Be Part of a Royal Legacy

Lake Palace, a previous summer palace of the King of Travancore, is situated on an island in the center of the Periyar Lake - 20 minutes by watercraft from the mainland. Located inside the Periyar Tiger Reserve, this is where the British Viceroys and Governor-Generals used to take time off from the world to listen to the call of the wild. This lakeside jungle resort with 6 rooms and antique interiors inside the Periyar Tiger Reserve is perfect for guests to observe elephant groups playing by the lakeside or take a journey over the jungle in the path of the grand tiger. Life couldn't get any more royal than this.

4. Aranya Nivas, Thekkady

Thekkady – It Just Can't Get Wilder Than This

The name Thekkady is synonymous with wildlife and forests. It is the central point of the tourism zone of the Periyar Tiger Reserve which is one of the best-managed tiger reserves in India. This is the only tiger reserve where one can watch animals at close quarters from a boat. The normal sightings are elephant, bison, sambar deer, barking deer, wild boar and a variety of birds. If you are lucky enough, you may see tiger, leopard, bear, wild dog etc while on trekking. If you love wildlife and adventure, welcome to this wildlife haven. Thekkady can offer you all these, and more. The rich flora and fauna here is a treat for your senses. This is an ideal location for wildlife tourism and eco-tourism. The inviting lush greenery and the tranquil waters of the Periyar Lake would be a relaxing affair.

ARANYA NIVAS – An Authentic Jungle Lodge

Aranya Nivas by the side of the peaceful Periyar Lake is a veritable destination for wildlife devotees and eco-tourists. Located interior the Periyar Wildlife Sanctuary, this is a bona fide jungle lodge. This was opened by Pandit Jawaharlal Nehru, the to begin with Prime Serve of India.

5. Water Scapes, Kumarakam

Kumarakom – Endless Backwater Charm

The backwater village of Kumarakom in Kottayam district shot into fame with Arundhati Roy's Booker prize winning book - The God of Small Things. Kumarakom offers one of the most unforgettable experiences for travellers. Houseboats, picture-book villages, disconnected coves, tidal ponds and the wealthy greenery and fauna of the mangrove environment in the extremely popular Kumarakom Fowl Asylum make it a truly particular goal.

WATERSCAPES – Tune into the Backwater Lullaby

Waters capes - this outlandish backwater resort, on the shores of Vembanad Lake is found interior the Kumarakom Bird Sanctuary, which draws transitory birds from as distant absent as Siberia. It is the only resort in the destination located interior the bird sanctuary and is famous for its independent hovels that stand on stilts and is a put teeming with mangrove vegetation. It offers its guests continuous access to the backwater life of Kumarakom. It is also an interesting location for eco tourists who are interested in mangrove ecosystem and birds related ecosystem.

The property is part of the original Kavanattinkara estate once owned by Alfred George Baker. It is also widely popular among the "honeymooners".

6. Bolgatty palace and island resort, Kochi

Kochi – A Gateway for Travelers to Kerala

Kochi, the noticeable travel destination of Kerala, India, has continuously been an extraordinary location in a traveler's not-to-be-missed list. The sea, backwaters, monuments, heritage; Kochi has all that would keep a traveller engrossed. With many architectural, cultural and natural splendours, Kochi, which is also the commercial hub of Kerala will never cease to enthral you. Just off the Kochi Marine Drive is the Bolgatty Island. It is an island of calm right in the middle of the bustling City of Kochi. Located on this interesting island is the shocking property of KTDC - Bolgatty Royal residence and Island Resort. The other middle of attraction in this property is Kochi Worldwide Marina and Bolgatty Event Centre.

Bolgatty Palace and Island Resort - a well-preserved legacy Amid this picturesque island of Bolgatty is the beautiful Bolgatty Palace, the exclusive mansion with four palatial rooms, provides the travellers with world class amenities and wonderful holidaying options. Originally built by Dutch traders in 1744, it is the most seasoned of its kind that exists exterior Holland.

The resort is perfectly tucked among giant umbrellas of refreshing green and is sure to allow an extraordinary island experience in Bolgatty. The resort has a primary piece, a house square, which houses the palace rooms and a marina piece which faces the

marina. The Marina piece has marina on the one side and the golf course on the other side. There are six lake view cottages moreover in the resort. The resort is encircled by a 9-hole golf course established in 1925.

Bolgatty Event Centre

Overlooking the backwater, Cochin seaport, Vallarpadam holder terminal and the Arabian Ocean is the Bolgatty Event Centre. The venue, with its greenery and romantic ambience, can be effortlessly gotten to from the heart of Kochi city. The venue is ideal for conducting international conferences, Conventions, Exhibitions, Meetings, Wedding receptions and Theme dinners. The centre is regarded as one of the exotic locations in Kochi/Ernakulam.

Kochi International Marina is found on the eastern coast of Bolgatty Island is the " Kochi Worldwide Marina" - the to begin with full-fledged marina of universal measures in India. The marina gives berthing office for 34 yachts and too offers administrations like water, power and sewage pump-outs etc. The Marina House, built in the conventional Kerala building fashion, serves as a station for vessels to refuel and to renew their stores.

7. Tea county, Munnar

MUNNAR – Enchanting Mist Clad Hills

Quaint cottages, fragrant tea gardens and mist-draped mornings are trademarks of Munnar. For years the cool and picturesque town of Munnar was the summer retreat of the British and it still retains the charm of a colonial past. The destination is home to the only sandalwood forest in Kerala and is moreover popular for its extraordinary greenery and fauna. The Nilgiri tahr (mountain goat), the grizzled giant squirrel and the once-in-twelve-year blooming wonder - Neelakurinji flower (Strobilantheskunthiana) are special to Munnar.

TEA COUNTY – Host Numero Uno in Munnar

Costly settled right in the center of two hills is Tea County, your official has in Munnar. Here, every room offers mesmerizing views. You can appreciate the fog rolling down in the warmth of lavishly outfitted rooms. And it is literally a honeymooner's paradise. Those who want to venture out may bicycle down mountain

trails, paraglide over the valleys, go trekking, climb rocks, try to catch a rainbow trout or spend a day in a tea plantation. This is to a vital location for ecotourism exercises especially centered around Eravikulam National Park, Chinnar Wildlife Sanctuary and shola forests like Pampadum Shola National Stop and the newly created Neelakurinji Sanctuary. There are opportunities to locate wild animals particularly Nilgiri tahr (mountain goat), elephant, buffalo etc. [https://www.ktdc.com/]
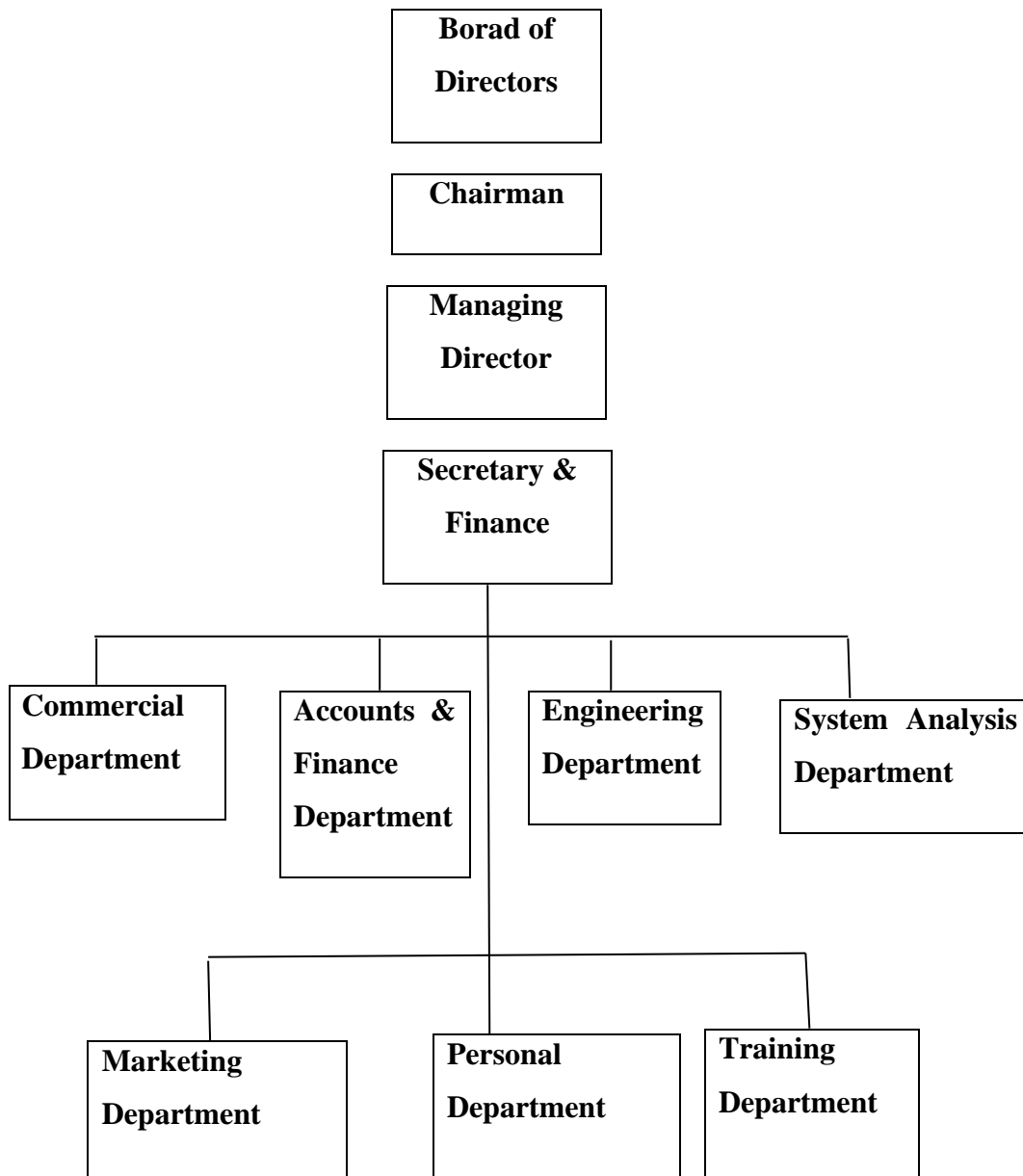
1.8.3 WORKING STRUCTURE OF KTDC

The official host to God's own country. Kerala Tourism Development Corporation brings its extensive understanding of Kerala to offer the most comprehensive tourism network in the State from reservation to transit, houseboat cruises to heritage tours, motels to information centres, holiday packages to nice holidays, spice tours to worldwide safaris and more. In order to make the organisation functioning smoothly, KTDC has built a very conformable functional organisational structure.

Kerala Tourism Development Corporation Limited following functional organization structure. Each part has a functional purpose with regards to helping its internal or external customer. Viewing the organisational chart on the hierarchical manner we can understand that KTDCs organisational structure is traditional one where a clearly defined boundary exists between management and employees. The boundary exists because mangers have to be seen as the top of a hierarchy as if the decision- making process is most important task for an organisation whereas employees are kept at the bottom as if their work is less important than managers.

KTDC is divided into Centralised and Decentralised units. The centralised units are controlled by the three regional offices of North, South and Central zones of the State located at Calicut, Thiruvananthapuram and Kochi respectively. Under the Central Reservation Cell there are four Tourist Reservation Centres functioning at Thiruvananthapuram, Kochi, Chennai and Delhi. The Decentralised units consist of large number of units such as luxury hotels. premium hotels, budgeted hotels, motels etc. These independently functioning units have their own administrative and office personnel to look after the day-to-day operations. They utilise allocated funds for the day-to-day commercial functions of the units concerned. The Working Structure of Kerala Tourism Development Corporation consists of mainly seven departments which can be viewed in the form of an organisational chart as shown:

Fig 1.1: Organisational Chart

```
                    ┌─────────────┐
                    │  Borad of   │
                    │  Directors  │
                    └─────────────┘

                    ┌─────────────┐
                    │  Chairman   │
                    └─────────────┘

                    ┌─────────────┐
                    │  Managing   │
                    │  Director   │
                    └─────────────┘

                    ┌─────────────┐
                    │ Secretary & │
                    │  Finance    │
                    └─────────────┘
```

Commercial Department	Accounts & Finance Department	Engineering Department	System Analysis Department

Marketing Department	Personal Department	Training Department

1.8.4 SWOT ANALYSIS

In order to understand the strengths, weakness and opportunities of the Corporation, its structure, overall operations and marketing functions of the Corporation, it seems paramount important to have SWOT Analysis. The following are the major strengths, weaknesses, opportunities and threats of the organisation identified through the analysis.

Strengths:

- The largest hotels and resorts networks in the State.
- The official host to the God's own country.
- The first Government agency to promote tourism in the State.
- 45 years' experience in tourism promotional efforts and tourism infrastructural developments in the State
- Very good reputation.
- High quality Tourism Products.
- Strong brand positioning (Global super brand).
- Good range of quality visitor attractions offering a multitude of different tourism experiences and environments.
- It has over 70 units located across the length and width of the state.
- Large number of quality and attractive tour packages and conducted tours.
- Rich cultural heritage and tradition.
- High repeat visitation and customer retention.
- Good communication links giving access to a large catchment area.
- Tremendous government and political support.
- Public support and acceptance.
- Systematically organised, attractive, informative and user-friendly website.
- Supported with a dedicated team of employees by which the goals of the organisation can easily be achieved.
- Large number of tourism information centres and tourist reception centres.
- Well-structured and well-equipped high tech central reservation cell.
- Possess highly skilled and professional managers at top level.
- Large number of massage centres and houseboat accommodation facilitations.

- Scientific and systematic organisation of the employees on a well-designed organisational structure.
- Local community cooperative, hospitable, kind, tourist-friendly and perceived with warmth and welcome.
- Professionally skilled marketing personnel with a strong front-line sales team.

Weaknesses:

- Lack of adequate number of professionally and technically skilled manpower
- Lack of proper planning and implementation of projects and plans.
- Unaffordable pricing strategies for common man
- Differential pricing strategies and price discrimination.
- Absence of clear and well - defined policies.
- Inadequate infrastructure for matching the expectations.
- Lack of clarity in quality matters.
- Lack of vision and mission connectivity
- Organisation does not follow a professional management system and hence efficient decision-making is not easily possible.
- Proper channel of communication is not maintained within the organisation
- Absence of public relations department and officer (PRO) in the organisation structure
- Marketing efforts undertaken by the Corporation seems to be insufficient at international level.
- Improper maintenance of funds may impair the functioning of the Corporation.
- The centralised attitude of the superiors inside the organisation.
- Employees feel that the work is mechanical and monotonous.
- Lack of trained personnel in information centres.
- Insufficiency of the scientific tourism development
- Poor tourism promotional strategies and techniques.
- Limited number of tour packages to attract international tourists.
- Level of customer care and professionalism need improvement.
- Lack of serviced accommodation at highest quality level, i.e. five - star hotel accommodation.
- Insufficient funds for tourism promotion and infrastructure developments.

Opportunities:

- Tourism is one of the fastest growing industries in the world with new products in its arson, which is becoming more and more popular and entering into new and existing markets by offering new opportunities.

- The awareness and attitude of people towards tourism is very much conductive to the growth of the tourism industry in the State and development of the Corporation.

- The State's special features like high literacy rate, high life expectancy, high position in human development index etc. offers sufficient opportunities for the development of KTDC

- Vast and untapped potential on heritage tourism, backwater tourism, beach tourism, eco- friendly tourism, health tourism, farm tourism and pilgrimage tourism etc

- Brand image of God's Own Country for achieving the targeted high spending tourists.

- Tourism policy issued by the state provides opportunities for the development of the corporation by inviting private investments which may result in the rapid growth of the industry.

- The Corporation has well-qualified and experienced human resources which can be effectively utilised for tapping the opportunities.

- The promotion of eco-tourism, farm tourism, hill station tourism, Ayurveda tourism and backwater tourism.

- The existence of available areas for investments.

- The ability of the Corporation to appeal to the various market segments by providing accommodation, packages, products and services in order to compete effectively with other organisations

- Growing interest in local distinctiveness, packages, accommodation and attractions, which have not become over-developed.

- The competitiveness of the Corporation in terms of value - based quality delivered for the price paid by the visitor; and the marketing effectiveness in attracting visitors to the products and services offered by the Corporation.

- Partnerships with private industry, government and stakeholders.

- Development of the new infrastructures and wayside amenities.

- Increasing opportunities for Ayurveda Packages.

- Opportunities for restaurants and beer parlours.

- Transportation facilities by improved air connectivity with the introduction of low-cost airlines.

- Development of activity - based tourism.

- Development of more five - star hotels and other forms of accommodation.

Threats:

- Competition from the private sector

- Various social organisations do not support tourism development due to the fear that it will disturb the environmental balance and cultural heritage of the State.

- Existence of unethical traders and unlicensed agencies in and around tourism centres.

- Undesirable attitude of public towards tourism.

- Exploitation of natural resources, environmental pollution, ecological hazards and cultural degradation etc.

- Changes in the economic policies by the Government adversely affect the tourism industry in the State

- Customs, culture and tradition of tourists

- Seasonal changes and demands

- Environmental pollution caused by backwater tourism

- Product development pattern in the recent past are against the principles of sustainable tourism development.

- Political instability, safety and security situation

- Lack of resources compared with some competing private agencies

- Failure to keep abreast of IT developments in marketing communications

- Relying on government input and funding.

CHAPTER II

REVIEW OF LITERATURE AND THEORETICAL FRAMEWORK

2.1 LITERATURE REVIEW

Suresh, C., & Parthasarathi, S. (2024) investigate to an examination of employees' perspectives regarding the recruitment and selection procedures in IT sector. In order to fulfil the objectives of this study, a total of 250 questionnaires were administered to employees working in the IT sector. It is recommended that the policy and process undergo a thorough revision. This revision is necessary in order to ensure that the policy and process are up to date and aligned with current best practices. By revising the policy and process, potential areas for improvement can be identified and addressed, leading to enhanced efficiency and effectiveness. It is important to engage relevant stakeholders in this revision process the current approach that has been employed thus far has demonstrated a certain degree of efficacy. However, in order to align with the evolving circumstances, it is imperative to reassess and modify the process based on the findings of the investigation.

S, Divya. M., & B, Ravisha. (2021) of this study has been carried out to examine the NGO employees' perception towards recruitment and selection in Dakshina Kannada district. A total of 264 sample size has been randomly chosen from selected NGOs. For the study purpose a structured questionnaire has been used consisting of a five-point Likert scale with statements related to recruitment and selection. The overall perception regarding recruitment and selection procedure is drawn by averaging the six items under study that has been presented. Overall, the respondents strongly agree that the existing recruitment and selection procedure in NGOs (small and big) is very good. In comparison, the recruitment and selection procedure is better in big NGOs than in small NGOs.

Organizations are using serious games, game-inspired design, game-like simulations, and gamification to support recruitment and selection activities and we examine the academic literature on the role of game-thinking for recruitment and selection of employees. Based on our review of 35 articles on game-thinking for recruitment and determination, we depict the state of investigate related to game-thinking for recruitment and choice, including theoretical establishments, focused on results, and diversion plan components inspected or examined within this literature. Based on our precise review of the writing, we recognize opportunities for future research related to game-thinking in recruitment and selection. [Bina, S., Mullins, J., & Petter, S. (2021)]

This study examines the factors that influence how social networks affect hiring decisions in Kosovar businesses, concluding that information quality, financial benefits, and timeliness have a major role. The competitive advantages social networks offer in terms of successfully recruiting qualified individuals to recruit through their unified data processing speed is another aspect of great relevance. The managers who were questioned for this study gave proof that social network recruitment is quicker than traditional techniques. Social networks give businesses instant, low-cost access to applicants from all over the world. Social media platforms provide in-depth dialogues to comprehend the perspectives and ideas of both parties in the hiring process. Social networks are a key tool for recruiting because they provide information about the personal and professional lives of possible job candidates. [Dr. Blerim Dragusha & Dr. Vlora Prenaj (2021)]

This research is fundamentally to get it the viability of the recruitment and selection process an organizational level support for the proper knowledge management process. Effectiveness of recruitment and selection process is dynamically well known as a most effective way to progress organizational development. Through this empirical research researcher needs to investigate the effectiveness of recruitment and selection process in IT organizations. [Yadav, P., Singh, B., & Mishra, P. (2021)]

Within the last few years, social media norm has been increasing for recruitment procedure with many corporations and occupation hunters taking up it for this persistence. The first objective of this study is to investigate the effect of social organizing destinations in the staffing procedure and its impact on workstation combination in offices companies in Pakistan. In this proposal, we too attempt to clarify why social media impacts are noticeable as a recruitment instrument as compared to the obsolete method of recruitment (like print media advertisements) has controlled to an intensification in workstation assortment in facilities providers in Pakistan. This thesis presents a nonaligned writing appraisal of various authors depicting the different perspectives of both social media and work environment diversity. Once gathering some research, we conclude that the quantities methodology is used in this thesis and for quantitative methodology is assumed through the help of questionnaires. The accused of the surveys were offices suppliers and to contain the most recent graduates in Pakistan. [Zehra, A. (2020)]

Employers use social media to search for and connect with prospective employees. However, they confront a few challenges when they utilize social media for recruitment processes. To enable employers to overcome these challenges, an efficient survey was received to recognize boundaries for to utilize of social media by recruiters. Sixteen articles were included in the study. The study proposed five primary basic victory variables to overcome the challenges employers face when utilizing social media for employment purposes: creating a human resource social media approach for recruiting applicants; compliance with existing laws; training the human resources personnel on how to use social media for recruitment purposes; identifying a social media champion in the organisation; and developing and implementing approaches for social media recruitment in the organization. There is a need for proceeded support from administration to guarantee that the Human Asset Office employments social media accurately to recognize and recruit graduates for vacancies in the organization. [Murire, O., Chinyamurindi, W., & Cilliers, L. (2020)]

Research is based on the pure and practical facts which the HR personnel's deal with in their daily work routine, Either it is regarding to salary issues, Personal issues or regarding any form of change in the top staff own contract or anything regarding to job and organization requirement, better recruitment and selection strategy's result in improved organizational Outcomes with reference to this context, the research paper entitled recruitment and selection has been arranged to put a light on recruitment and selection process. The primary objective is to recognize common practices that organizations utilize to recruit and select employee and to decide how the recruitment selection practices impact organizational result at Genting Lanco Power plant in Krishna district AP India. Successful recruitment and selection practice study to focus its consideration to determine how the recruitment and selection practices influence organizational results and provide a few recommendations that can help. [Kusu, R., & Balaji, S. (2020)]

Sharma & Singh (2018) explored that digital life has opened up new responsibilities and changed Ways of exchanging information. It brings demand and supply in recruitment and selection. The reason for this exploratory investigation was to evaluate how managers can make the most of its Digital life as part of recruitment. This research determined which phases were most appropriate for finding new employment data that can help meet enrolment goals and how they are Used

48

businesses and candidates. In particular, this article analysed the perceived contrast between Digital life and its impact on enrolment improvement. They studied what life is like on the Internet Used as the main impact of e-recruitment and on which sites candidates apply and where they appear Be drawn closer.

Continuous monitoring of embryos via time-lapse (TL) provides more information on embryo kinetics and morphology compared to standard daily evaluation. Embryo selection by TL could support single embryo transfer (SET). With SET multiple gestations are avoided and perinatal outcome is improved. The time-lapse score based on morphologic and kinetic parameters was significantly higher for blastocysts that implanted vs. those that did not (14.5 ± 1.8 vs. 12.1 ± 2.9, $p = 0.0001$). There were no adverse effects of the intervention. Selection of a single blastocyst based on information derived from time-lapse monitoring can aid embryo selection for SET. [Peter Kovacs, Szabolcs Matyas, Vince Forgacs, Attila Sajgo, Laszlo Molnar, Csaba Pribenszky (2019)]

Recruitment and selection, general seen as a human resource management function, plays a great role in impacting critically on the performance of an organization in terms of achieving its ultimate goal (Costello, 2006). The purpose of this study is to have an understanding of employee recruitment and selection practices and to the organization performance in a few private division companies in Erbil (North of Iraq). The selected companies that were used to represent the other companies include; two telecommunication companies; Korek and Asia cell Telekom and Darin Group Company. The aim of this research study was to measure the level of viability and effectiveness of the recruitment and selection process and organizational performance. This is since the research needs to examine if the recruitment and selection prepare is adequate to increase organizational performance of the private sector in Erbil in the best possible manner without waste of valuable time and effort. The study also reviews literature on recruitment and selection and equally organizational performance. A total of 363 employees shared their opinions in questionnaires; the data obtained from the survey was analysed with the use of SPSS (Statistical Package for the Social Sciences). [Harky, Y. F. M. (2018)]

Recruitment process has been evolved along with emerging technological innovations. The process of seeking and applying job now can be conduct in two

ways, through traditional and through the modern system. In traditional recruitment, applicants are using physical sources and worth of mouth as a source to find vacancies and applied their resume directly to the company. While in modern or what also called e-recruitment applicants could find the information of job descriptions in the internet and applied their resume through the online system as well, such as corporate website and email. This research aims to analyze on the employees€™ perception of traditional and modern recruitment. This research is using qualitative research to gain a deeper understanding about the topic and the type of this research is exploratory research. Population in this research are all elements that can be respondent which are the employees which believes had the experiences of seeking and applying for job. The result of this research shows that traditional recruitment is more effective from the employees€™ perspective because it brings them higher opportunities get a position in the applied company. Researcher recommend for the organization to provide exact and certain process in their online system. [Indira Wardhani Kaharuddin, Sifrid S. Pangemanan, Farlane S. Rumokoy (2018)]

Abhishek Venkteshwar, Nishesh Agarwal and Nilesh Singhvee (2017) Research in the field of Recruitment and Selection have become a dynamic study area over the past few decades and is likely to become even more so as the importance of human resource management is rapidly gaining momentum. Therefore, understanding the different recruitment methods will be seen as progressively important. The global-economy has experienced an exceptional alter over the final few years. Globalization, privatization, liberalization all contribute to this change. The global-economy has scaled awesome statures, but in the recent-past recession has been a major street block. There are several consequences to recession, but the major one has been job-cuts. Securing a work nowadays is a challenging and complicated errand and to include to the complexity, the recruitment strategy has changed totally over the years. This article points at analyzing the effectiveness and efficiency of graduate-recruitment methods in today's world by using broad literature survey and secondary research.

Zattara, E. E., Turlington, K. W., & Bely, A. E. (2016) describe a new method for long-duration time-lapse imaging of adults of the small freshwater annelid Pristina leidyi and use this method to investigate its regenerative processes. Specimens are immobilized with tetrodotoxin, resulting in irreversible paralysis yet apparently

normal regeneration, and mounted in agarose surrounded by culture water or halocarbon oil, to prevent dehydration but allowing gas exchange. Using this method, worms can be imaged continuously and at high spatial-temporal resolution for up to 5 days, spanning the entire regeneration process. We performed a fine-scale analysis of regeneration growth rate and characterized cell migration dynamics during early regeneration. Our studies reveal the migration of several putative cell types, including one strongly resembling published descriptions of annelid neoblasts, a cell type suggested to be migratory based on "still-shot" studies and long hypothesized to be linked to regenerative success in annelids.

Wei et al. (2016) found that online portal attracts talent by communicating information through hyperlinks, text (i.e. job opening information), graphic images etc. Recruitment websites provide a lot of information about the organization, different job offers or the organizational culture (Allen et al., 2007).

The beginning of this paintings stems from the reality that there may be a call for to look how statistics generation agencies are maximizing the ability function of social media in recruitment and selection. This takes a look at discovered positive convincing insights into the use of social media withinside the recruitment process. A pattern of a hundred twenty-five human useful resource experts participated withinside the take a look at, and the use of foremost issue analysis, this analysed the effect elements in 3 wide areas, particularly pre recruitment screening, recruitment sports and social media advantages perceived in recruitment and selection. The look at resulted withinside the emergence of 8 wonderful latent elements, particularly the social media involvement, revel in and expertise, achievements and endorsements, candidate quality, profile match, efficacy and reachability, goal putting and branding. How the groups employ social media isn't but explored and this look at objectives at accumulating the enterprise practices and the elements influencing the adoption of social media. [Pramod, D., & Bharathi, S. V. (2016)]

The article considers the arguments that have been made in defence of social media screening as well as issues that arise and may effectively erode the reliability and utility of such data for employers. First, the authors consider existing lawful systems and rules that are show in the UK and the USA, as well as the ensuing moral concerns that emerge when managers get to and utilize social organizing substance for business

purposes. Moment, several contentions in support of to utilize of social organizing substance are made, each of which is considered from a few points, counting concerns around impression administration, bias and discrimination, data protection and security. Ultimately, the current state of information does not give a clear reply whether data from social systems is supportive in recruitment and selection. [Jeske, D., & Shultz, K. S. (2016)]

Unadkat (2015) defined that the internet has made recruitment effective and efficient. Organization Are turning into virtual organizations thanks to the widespread Internet. Job portals and career Options on the organization's website are two types of E-Recruitment engagement. Primary a Secondary data is used by the author for data collection.

This study investigates the impact of recruitment and selection criteria on performance using Fidelity Bank Plc, Lagos Nigeria as focal point. The investigations of 130 substantial responses gotten through a questionnaire that was managed to randomly chosen respondents uncovered that recruitment and selection criteria have significant impact on organization's performance. One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vit al to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. As revealed in 2012 this scenario lends credence to the increasing attention being paid to the people aspect of organizational wealth. This is so because the development of individuals, their competencies, and the process development of the total organization are the support of human resource management. However, most recruitment and selection processes have elements of subjective judgment characteristic in them. But treating work candidates in a proficient and positive way is more likely to leave them, whether they are effective or not, with a positive see of the organization. and how it has dealt with the applicants. [Ekwoaba, J. O., & Ufoma, N. (2015)]

Imam Musfiq Shuvo (2015) have done the best I can to identify the hiring and selection practices Square Toiletries Ltd. uses in this report. What do they look for in candidates and how do they choose who to hire? Simply applying what you learned in

your HR course to this report, while making an effort to follow the company's methods, procedures, and systems.

Bissola and Imperatori (2014) found that social media as an enlistment strategy advertised engaging and profitable openings to draw in and lock in gifted youthful people and offer assistance to maintain both applicant pool quality and quantity.

The goal of the study is to analyse the recruiting and selection process used by the organizations and to solicit comments regarding how to prioritize different factors that affect the recruitment and selection process. The approach details the procedures for gathering both primary and secondary data. Interviews, questionnaires, and secondary data from the company's website, journals, documents, books, and other sources were used to gather primary data, which was then evaluated and interpreted. [Maddali Harika Reddy (2014)]

Louw (2013) explored the critical key information for expanding competitiveness utilizing official Recruitment. The fundamental intention was to decide whether focusing on associations have out Methods for basic exploratory investigation. Exploration discoveries could give society Pioneers and their human asset functionaries with a hypothetical indicator comparable to recruitment and determination bends within the area that could drive successively successful capabilities. The fundamental intention was to decide whether focusing on associations have out Methods for basic exploratory investigation. Exploration discoveries could give society Pioneers and their human asset functionaries with a hypothetical indicator comparable to recruitment and determination bends within the area that could drive successively successful capabilities.

Hiltrop (2009) was successful in demonstrating the relationship between the HRM practices, HRM-organizational strategies as well as organizational performance. He conducted his research on HR manager and company authorities of 319 companies in Europe with respect to HR hones and approaches of their particular companies and found that business security, preparing and advancement programs, enlistment and determination, cooperation, representative cooperation, and finally, staff arranging are the most basic hones (Hiltrop 1999). As a matter of reality, the essential part of HR is to create, control, oversee, prompt, and accomplish the commitment of the workers. The discoveries of Hiltrop's (1996) work moreover appeared that specifically

enlisting has a positive effect on organizational execution, and in turn gives a considerable down to earth knowledge for officials and authorities included. Besides, staffing and determination remains to be a range of significant intrigued. With enrollment and choice methods for effective contracting choices, tall performing companies are most likely to spend more time in giving preparing especially on communication and team-work aptitudes (Hiltrop 1999). In addition, the finding that there is a positive association existing between firm exhibitions and preparing is coherent with the human capital point of view. Consequently, Hiltrop (1996) proposes the directors require creating HR hones that are more centered on preparing in arrange to accomplish competitive benefits.

First, we distinguish various approaches used by economists to assess the impact of human resource management practices on productivity and then we briefly review and illustrate studies that represent different approaches. In the primary part of the paper, we outline the econometric case consider strategy, by utilizing modern information to dissect a case from retail exchange and by imitating an approach used in an earlier study. Consistent with hypothesis we discover that when representatives have openings to take part, and to get suitable data and relevant rewards, a one standard deviation increment of the first vital component score would increment efficiency by 1 percent. Our discoveries suggest that there are benefits to imaginative work hones, indeed in settings where representatives do straightforward assignments and workers are generally low-skilled. Since our discoveries are comparative to those contained in a past think about, our comes about to demonstrate the esteem of replication considers. This paper is based totally on an evaluation of literature performed via way of means of practitioners and researchers withinside the subject of Human Resource management. Various researchers have contributed to the sphere of HRM, and feature supplied extensive and profound understanding at the branches of HRM consisting of medical recruitment and choice, Manpower control, Job evaluation, Need and cause of Recruitment, and so on. [Jones, D. C., Kalmi, P., & Kauhanen, A. (2006)]

The study reported in this paper examined the relationship between 5 recruiting sources (college placement offices, newspaper advertisements, employee referrals, direct applicants, and job fairs) and several important but neglected pre-hire outcomes (e.g., percentage of qualified applicants generated, percentage of applicants who were hired). As hypothesized, applicants who applied directly for jobs and those who were

referred by current employees were more likely to receive job offers and to become employees than were applicants recruited via other sources. Unexpectedly, recruiting sources were not related to the measures of applicant quality used in this study. [James A. Breaugh, Leslie A. Greising, James W. Taggart, Helen Chen (2006)]

Human Resource Planning is, by far, an essential ingredient for the success of any organization in the long run. There are a number of techniques that need to be followed by every organization that guarantees that it possesses the right number and type of people, at the right time and right place, so as to enable the organization to achieve its planned objectives. This paper is an attempt to identify a relationship between recruitment and selection in the process of engaging employees in the organization. A primary survey is conducted at Mathrubhumi Printing & Publishing Co.Ltd to establish this relationship. A sample study is conducted to determine the relationship between employee engagement and recruitment /selection. Recruitment function in the organization plays a pivotal role. Selection in the organization is a time-consuming activity and care should be taken to see that the right kind of people are hired in the organization. [Shailashri, V., & Shenoy, S. (2016)]

Recruitment is a critical function of the HR department and serves as a foundational step in gaining a competitive advantage for organizations. A study utilizing a quantitative approach was conducted to explore recruitment and selection procedures within Telecommunication Companies in Erbil-Kurdistan. Researchers distributed questionnaires to 80 employees, receiving 60 complete responses. The study aimed to evaluate the impact of qualifications, certificates, and various criteria (such as gender, race, and culture) on the recruitment process. Data were analyzed using the Statistical Package for Social Sciences (SPSS) version 23, with descriptive statistics employed for interpretation. Findings revealed no significant differences in internal promotion based on candidates' race or gender. Additionally, the majority of participants regarded selection methods (including application forms, assessment centers, psychometric tests, interviews, CV data, references, and group interviews) as crucial in the recruitment process. [Hamza, P. A., Othman, B. J., Gardi, B., Sorguli, S., Aziz, H. M., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Ali, B. J., & Anwar, G. (2021)]

Rathee, R., & Bhuntel, R. (2017) found the success or the failure of an organization is dependent upon the caliber of the employee working in the organization. Without

creative work and positive contribution of the employees, organization cannot progress. For this, dedicated workers need to be recruited. Recruitment means the right person, for the right job, at right time, at right post, according to their skills and qualification for the selection. Nowadays, organizations are shifting from traditional recruitment to e-recruitment. The present study focuses on the benefits and challenges of e-recruitment and its impact on the employees and the organization. An extensive literature review has been done and the data has been collected from different journal, research papers, online articles, etc. It was found in the study that e-recruitment is beneficial as it saves time and makes the process faster. The main challenge of e-recruitment is the judgmental error during the process which can make it less reliable. It was also found, that e-recruitment has an impact on the performance and satisfaction level of the employees. Moreover, it lowers the cost and improves efficiency of the organizations.

The findings of Mustafa, Munauwar and Ghazali, Zahiruddin and Kassim, Mohd Shah and Hasan, Hasnizam (2000) emphasizes the importance of current employees as a source to fill up vacancies at the supervisory level since other than newspaper advertising all sources are from the internal recruitment. No significant difference in terms of sizes and types of ownership was found among these most frequently used methods. However, this study also finds that manufacturing companies in Malaysia do use other sources to recruit supervisors even though collectively the usage percentages are low. These sources include internship or practical training, publicly funded employment agencies, private employment agencies, former employees, walk-ins or unsolicited applications, customers, campus visit, suppliers and also trade unions. Another important finding of this study is that only 25.6 percent of the organizations do maintain a record on time-lapse data i.e. the average time that elapses between points of decision making for each recruitment source used and only 24.2 percent of the organizations do maintain a record on yield ratio i.e. the ratio of applicants to hires at each step in the recruitment process. The two findings above tell a lot about the efficiency of the practices of the firm's human resource managers. It is quite safe to say that their ratings were only based on their perceptions and were not based on any empirical evidence because only 25.6 percent and 24.2 percent of them conducted the time-lapse and yield and yield ratio study. These finding expose weakness in the practice of staffing among the companies in Malaysia because

without these data, it is very hard for any practitioners to do the human resource planning and staffing effectively and efficiently. However, in terms of the training aspect for the recruiters, majority of the organizations do provide some training on the process of recruitment before they were given a recruitment assignment, do not give a recruitment assignment to their recruiters before they fully understand the knowledge, skills, abilities, and experience required for the vacant jobs and do not give a recruitment assignment to their recruiters before they fully comprehend the values and goals of the organization. These findings reveal quite a good sign of concerned of the human resource managers towards the quality of hiring even though they did not maintain any record on the time-lapse data and yield ratio.

The effectiveness of different recruitment sources for new employees has been the topic of speculation and research for over 50 years. Effectiveness has primarily been assessed by examining turnover/job survival rates and job performance. As reported in most narrative reviews and all five quantitative reviews, referrals by current personnel, in-house job postings, and the re-hiring of former employees are the most effective sources. Walk-ins have been slightly less effective, and the least effective sources are newspaper ads, school placement services, and employment agencies (government/private). Over these 50 years, six explanations for this pattern have been offered. They are summarized and evaluated here. The practical usefulness of recruiting from effective sources is estimated, based on the effect sizes from our meta-analysis. Finally, suggestions for future research are made. [Michael A Zottoli, John P Wanous (2000)

The focus of this study was mainly to analyse the effectiveness of the fair recruitment and selection procedures in the public sector universities of Azad Jammu & Kashmir and Pakistan. The cautious attention was given in information collection and was collected through by and by managed survey from heads of the educating division who are really working academic divisions and are a vital part of recruitment and selection. Data was analysed through SPSS by applying regression analysis and some needed descriptive statistics. The consider found that organizational politics and line management have the greater impact on the viability of fair recruitment and selection procedures. Besides, fairness of recruitment and selection methods demonstrated interconnected and interrelated. Finally, based on the discussion in detail, the authors have jotted down brief conclusion and recommendations followed by future

directions, which authors believe will not only help the researchers to conducts future research but too specialists in the significant recruitment and selection segment can take the benefits from this research. [Nabi, G., Wei, S., Husheng, X., Shabbir, M., Altaf, M., & Zhao, S. (n.d.)]

The focus of this research is upon human resource management and recruitment and selection practices in the Taiwanese cultural context. The tests were basically focused upon manufacturing industry in Taiwan. The postal questionnaire was chosen for data collection. The 500 manufacturing companies randomly selected for this research were sent two questionnaire each. The questionnaire on HRM and recruitment and selection (HRMRS) were addressed to HR manager whereas the questionnaire on work-related values of national culture was addressed to non-managerial employee. The research results indicate that there is a general desire among HR professionals in manufacturing organizations that HRM polices are integrated with corporate strategies and that HRM should be involved in decision making at board level. Evidence was moreover gotten that a few HRM choices are shared between line management and HR specialists and that line directors had a especially influential role in choices with respect to recruitment and selection, training and development, and workforce expansion/reduction There was moreover a few prove supporting a declaration that certain recruitment and choice hones were socially delicate and this was backed by prove of affiliation between hone and country of ownership. [Hsu, Y.-R. (1999)]

Human Resource Management theories emphasize on strategies of recruitment and choice and description the advantages of Interviews, evaluation and psychometric examinations as worker choice procedure. They similarly said that recruitment procedure can be inner or outside or will also be performed online. Typically, this procedure is primarily based totally at the stages of recruitment guidelines, activity postings and details, advertising, activity software and interviewing procedure, evaluation, choice making, formal choice and training. [Saini, S. (n.d.)]

According to Pandey, A. (n.d.) Human Resource Management in a Business Context, officially defines recruitment and choice because the system of retrieving and attracting capin a position programs for the reason of employment. He states that the system of recruitment isn't always an easy choice system, even as it desires control

58

choice making and extensive making plans with a view to employ the maximum suitable guy power. Their current opposition amongst enterprise establishments for recruiting the maximum capability people in at the pathway toward growing innovations, with control choice making and employers trying to lease best the excellent candidates who will be the excellent healthy for the company way of life and ethics particular to the corporation (Price 2007). This might mirror the reality that the control might especially shortlist capin a position applicant who're they'll prepared with the necessities of the placement they may be making use of for, consisting of crew paintings. Since owning characteristics of being a crew participant might be critical in any control position.

Pereiro, J. A. (1992) needed to carry out yield-per-recruit (YPR) analysis are examined in order to provide an in-depth interpretation of this method. The following conclusions are reached. (a) When used for management purposes, YPR computations implicitly set a relationship between spawning stock biomass (SSB) and recruitment (R), and yield per recruit is transformed, perhaps unwittingly, into a biological model of a renewable resource. (b) If used for management, YPR assumes that the ratio R/SSB should increase rapidly following increases in fishing mortality (F), to the extent that R/SSB could increase 50 times or more in situations that can be present in some well-known fisheries, (c) We find that F specifies the biological productivity of the stock in a very precise way i.e. is the productivity the stock uses to compensate for deaths attributable to fishing and is, at the same time, our way to define F. (d) Owing to the very high stochasticity implicit in the recruitment process, a link between recruitment and SSB should exist in the long term; compensatory mechanisms acting during the planktonic phase are very improbable; other mechanisms acting on egg production during the fishable phase of the lifespan of the fish should be investigated. (e) It is suggested that some stocks are being managed in an overoptimistic way.

Roper S. (1988) examines the relationship between recruitment methods and vacancy duration, as published in the Scottish Journal of Political Economy. Roper's research highlights how different recruitment strategies influence the time it takes to fill job vacancies. The study provides a detailed analysis of various recruitment methods, such as newspaper advertising and recruitment agencies, and their effectiveness in reducing the time positions remain unfilled. By using empirical data and statistical analysis, he demonstrates that more targeted recruitment approaches can significantly

decrease vacancy durations. His findings suggest that employing strategic methods tailored to specific job roles and organizational needs can enhance the efficiency of the recruitment process. This work underscores the importance of selecting appropriate recruitment methods to not only attract qualified candidates but also to expedite the hiring process, ultimately benefiting organizational performance.

2.2 THEORETICAL FRAMEWORK

2.2.1 Recruitment

Recruitment is a fundamental function of human resource management that involves the process of attracting, selecting, and appointing suitable candidates for jobs within an organization. The primary goal of recruitment is to identify and hire individuals who possess the necessary skills, qualifications, and cultural fit to contribute to the organization's success. Recruitment is a systematic process within human resource management that involves identifying, attracting, assessing, and ultimately selecting candidates for job vacancies within an organization. It begins with workforce planning to determine staffing needs based on organizational goals and then progresses through job analysis to define the specific requirements and responsibilities of each position. Recruitment strategies include sourcing candidates through various channels such as job boards, social media, referrals, and recruitment agencies. The process entails screening applications, conducting interviews, and possibly administering tests to evaluate candidates' qualifications, skills, and suitability for the role. Effective recruitment aims to not only fill vacancies promptly but also to attract and retain individuals who align with the organization's culture and contribute positively to its success. This involves maintaining fairness, transparency, and compliance with legal and ethical standards throughout the recruitment journey to ensure a diverse and talented workforce is acquired.

It is a strategic process that aims to ensure the right individuals with the appropriate skills and attributes are hired to meet organizational goals and objectives effectively. The recruitment process typically begins with identifying staffing needs through workforce planning or in response to turnover, expansion, or new projects. It encompasses several methods to reach and engage potential candidates: Job Advertisements**,** Job Advertisements**,** Employee Referrals, Direct Applications, Social Media Recruitment, Internships and Campus Recruitment Agencies**,** Headhunting and Executive Search.

2.2.2 DIFFERENT RECRUITMENT METHODS

1. Public Service Commission (PSC)

Public Service Commissions (PSCs) are governmental bodies responsible for recruiting civil servants and government employees in various sectors. PSC recruitment is a structured and highly regulated process designed to ensure transparency, fairness, and meritocracy. The process typically involves several stages, including the publication of job vacancies, application submission, written examinations, interviews, and sometimes practical tests. These commissions operate at both national and state levels, with each commission catering to specific geographical regions or governmental departments. The selection criteria are often stringent, focusing on candidates' educational qualifications, professional experience, and performance in competitive exams. PSC recruitment is known for its rigorous and standardized procedures aimed at selecting the most competent individuals for public service roles.

The recruitment process through PSCs is characterized by its formal and methodical nature, which minimizes biases and ensures equal opportunities for all applicants. These commissions often use a comprehensive testing framework that assesses candidates' knowledge, skills, and aptitude relevant to the public sector. Successful candidates are placed on a merit list based on their performance, and appointments are made accordingly. This method is crucial for maintaining the integrity and efficiency of public administration, as it helps in hiring individuals who are not only qualified but also demonstrate the potential to uphold the values and responsibilities of public service. Furthermore, PSC recruitment plays a vital role in fostering public trust in governmental hiring processes, as it adheres to principles of impartiality and accountability.

2. Employment Exchange

Employment exchanges are government-established agencies that facilitate employment opportunities by connecting job seekers with employers. These exchanges operate as intermediaries, collecting and maintaining databases of job vacancies and registered job seekers. Job seekers typically register with their local employment exchange, providing details about their qualifications, skills, and work

preferences. Employers, in turn, notify the exchanges about available positions, specifying the required qualifications and experience. The employment exchange then matches job seekers with suitable vacancies based on their profiles and refers eligible candidates to employers for further selection processes such as interviews or tests.

Employment exchange recruitment is particularly beneficial for job seekers from economically weaker sections and those residing in rural or remote areas, as it provides accessible job opportunities without the need for extensive job search efforts. This method also aids employers, especially small and medium-sized enterprises, by offering a streamlined and cost-effective recruitment process. Additionally, employment exchanges often provide career counseling, training programs, and vocational guidance to enhance the employability of registered job seekers. By fostering a more inclusive job market, employment exchanges contribute to reducing unemployment and underemployment, promoting workforce development, and supporting regional economic growth.

3. Direct Recruitment

Direct recruitment is a straightforward approach to hiring where organizations directly advertise job vacancies and manage the entire recruitment process internally. This method involves the HR department or hiring managers overseeing all stages from job posting to final selection and appointment of candidates. The process typically begins with identifying the need for a new position within the organization based on workforce planning or specific project requirements. Once the job vacancy is identified, HR prepares a detailed job description outlining the roles, responsibilities, qualifications, and skills required for the position. The job advertisement is then posted on the company's website, job boards, social media platforms, and other relevant channels to attract potential candidates.

Candidates interested in the position submit their applications directly to the organization through designated channels specified in the job advertisement. The HR team reviews applications to shortlist candidates who meet the minimum qualifications and criteria outlined in the job description. Shortlisted candidates are usually contacted for further assessments, which may include interviews, technical tests, or presentations, depending on the nature of the role. The final selection is made based on the candidates' performance in these assessments and their overall fit with

the organization's culture and values. Direct recruitment offers several advantages, including greater control over the recruitment process, direct communication with candidates, and the ability to tailor recruitment strategies to meet specific organizational needs and objectives. It allows organizations to build their employer brand and reputation directly among job seekers, showcasing their culture, values, and career opportunities. However, direct recruitment may require significant resources in terms of time, effort, and expertise from internal HR teams to manage the entire process effectively and ensure a positive candidate experience throughout.

4. Job Portals

Job portals are online platforms where employers post job vacancies and candidates can apply. These portals are widely used due to their extensive reach and ability to attract a large number of applicants quickly. Websites like Indeed, Monster, and LinkedIn offer features such as resume databases and job alerts, which help employers find suitable candidates efficiently. Job portals often provide filtering tools that allow recruiters to sift through applications based on specific criteria, thus saving time and effort. Additionally, these platforms often support employer branding through company profiles and employee reviews, enhancing their appeal to job seekers.

5. Employee Referrals

Employee referrals involve current employees recommending potential candidates from their professional networks. This method is highly effective because employees tend to refer individuals who they believe are qualified and will fit well within the company culture. Referrals often lead to quicker hiring processes and higher retention rates since referred candidates are pre-screened by the referring employees. This method also tends to reduce recruitment costs, as it minimizes the need for extensive advertising and external recruitment fees. Furthermore, referral programs often incentivize employees with bonuses or other rewards, encouraging them to actively participate in the recruitment process.

6. Campus Recruitment

Campus recruitment targets recent graduates and interns from universities and colleges. Organizations collaborate with educational institutions to conduct on-

campus interviews, career fairs, and information sessions. This method is beneficial for attracting young, fresh talent who can bring new ideas and perspectives to the company. Campus recruitment allows companies to build relationships with educational institutions, ensuring a steady pipeline of qualified candidates. Additionally, it helps organizations brand themselves as desirable employers among the student community, which can be advantageous for long-term talent acquisition.

7. Social Media Recruitment

Social media recruitment leverages platforms like LinkedIn, Facebook, Twitter, and Instagram to attract candidates. LinkedIn, in particular, is popular for professional networking and job searches. Companies use these platforms to post job openings, share company culture, and engage with potential candidates. Social media recruitment is effective for reaching passive job seekers who may not actively be looking for a job but could be persuaded to apply if they see an appealing opportunity. This method also allows for targeted advertising, where job ads can be directed to specific demographics based on users' profiles and interests, increasing the likelihood of reaching suitable candidates.

8. Recruitment Agencies

Recruitment agencies, also known as staffing agencies or head hunters, specialize in finding and placing candidates for specific roles. These agencies have extensive networks and databases of potential candidates, which they use to match job openings with suitable applicants. Recruitment agencies can be particularly useful for filling specialized or high-level positions that require specific expertise. They handle the initial stages of the recruitment process, including sourcing, screening, and preliminary interviewing, thereby reducing the workload for the company's HR department. Although using recruitment agencies can be more costly due to agency fees, they often provide a faster and more efficient route to hiring top talent.

9. Internal Recruitment

Internal recruitment involves filling job vacancies with current employees from within the organization. This method includes promotions, transfers, and internal job postings. Internal recruitment is beneficial as it boosts employee morale and motivation by providing career advancement opportunities. It also reduces the time

and costs associated with hiring since current employees are already familiar with the company culture and processes. Additionally, it lowers the risk of bad hires, as internal candidates have proven track records within the organization. This method fosters a sense of loyalty and commitment among employees, contributing to higher retention rates.

10. Job Fairs and Networking Events

Job fairs and networking events are gatherings where employers and job seekers meet in person. These events can be industry-specific or general and are often organized by universities, professional associations, or recruitment firms. Job fairs provide a platform for companies to showcase their brand and meet a large number of candidates in a short period. Networking events allow for more informal interactions, where recruiters can engage with potential candidates and discuss opportunities. These methods are effective for building personal connections and gaining insights into candidates' interpersonal skills and cultural fit, which might not be as evident through online applications.

11. Headhunting

Headhunting is a targeted recruitment method where recruiters identify and approach highly skilled individuals who are not actively seeking new job opportunities. This method is often used for executive or specialized roles and involves direct communication to persuade candidates to consider new opportunities.

12. Direct Applications

Organizations often allow candidates to apply directly through their official websites. This method involves maintaining a career page where job listings are updated, and candidates can submit their applications. Direct applications are convenient for both the organization and the candidates and facilitate efficient data management through Applicant Tracking Systems (ATS).

2.2.3 RECRUITMENT THEORIES

Human Capital Theory: Suggests that the quality of employees, acquired through effective recruitment, significantly impacts organizational performance. This theory underpins the need for KTDC to invest in effective recruitment methods to enhance its human capital. Human capital theory posits that individuals' skills, knowledge, and abilities are valuable assets that enhance organizational performance. Effective recruitment is essential to build and maintain a high-quality workforce. Application of the theories is to by evaluating recruitment methods, KTDC can optimize the acquisition of human capital, thereby improving overall productivity and competitive advantage. [Becker, G. S. (1964). Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education. University of Chicago Press.]

Recruitment and Selection Theory: Recruitment involves identifying, attracting, and selecting candidates for employment. Effective recruitment ensures the best possible talent is brought into the organization. Relevance of this theory underpins the study by focusing on the strategies and processes KTDC uses to recruit employees, which directly impacts organizational performance. [Breaugh, J. A., & Starke, M. (2000). "Research on Employee Recruitment: So Many Studies, So Many Remaining Questions." Journal of Management, 26(3), 405-434.]

Attraction-Selection-Attrition (ASA) Framework: This framework suggests that organizations attract individuals who fit their culture, select those who align best with organizational values, and retain those who continue to fit well. Application is to assessing which recruitment methods yield the best cultural fit and highest retention rates can help KTDC enhance its workforce stability and cohesion. This model posits that organizations attract individuals who fit their culture, select those who are perceived to fit best, and retain employees who align with the organizational environment. This theory is crucial for understanding how KTDC's recruitment methods align with its organizational culture and goals. [Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). "The ASA Framework: An Update." Personnel Psychology, 48(4), 747-773.]

Resource-Based View (RBV): RBV emphasizes that competitive advantage is gained by acquiring and managing valuable, rare, inimitable, and non-substitutable resources, including human talent. Application is to effective recruitment methods are critical for KTDC to acquire and retain high-caliber employees who contribute to sustained competitive advantage. [Wernerfelt, B. (1984). "A Resource-Based View of the Firm." Strategic Management Journal, 5(2), 171-180.]

2.2.4 DIFFERENCE BETWEEN TRADITIONAL AND MODERN RECRUITMENT METHODS

Traditional Recruitment Methods

Traditional recruitment methods refer to conventional approaches that have been used historically by organizations to attract and select candidates for job vacancies. These methods are often characterized by their reliance on offline channels and interpersonal interactions.

➤ Print Advertising: Traditional methods include posting job advertisements in newspapers, trade journals, and industry-specific magazines. This approach targets a broad audience but lacks the targeted reach and immediacy of modern digital methods.

➤ Walk-ins and Job Fairs: Organizations traditionally participated in job fairs and career expos to interact directly with potential candidates. This method allows for face-to-face interactions but can be limited in scope and reach compared to digital platforms.

➤ Internal Promotions and Referrals: Referrals and internal promotions are traditional methods where existing employees recommend or are promoted to higher positions within the organization. This method fosters employee loyalty and morale but may limit diversity and external talent acquisition.

➤ Recruitment Agencies: Employing recruitment agencies to source and screen candidates is a traditional method used to fill specialized or senior-level positions. Agencies have established networks but can be costly and time-consuming.

Modern Recruitment Methods

Modern recruitment methods leverage digital technology and online platforms to reach a broader and more diverse pool of candidates efficiently.

➢ Online Job Portals: Platforms like LinkedIn, indeed, and company websites allow organizations to post job vacancies and reach millions of potential candidates globally. This method offers real-time updates, targeted searches, and applicant tracking systems to streamline the hiring process.

➢ Social Media Recruitment: Utilizing social media platforms such as Facebook, Twitter, and Instagram to advertise job openings and engage with passive job seekers. Social media enhances employer branding and allows organizations to showcase their culture and values.

➢ Mobile Recruitment: Mobile-optimized job applications and recruitment platforms cater to the increasing number of job seekers using smartphones and tablets. This method provides flexibility and accessibility, enabling candidates to apply on the go.

➢ Data-Driven Recruitment: Using analytics and data mining techniques to analyze candidate profiles and predict job fit based on past recruitment data. This method enhances decision-making and improves the quality of hires.

➢ Virtual Interviews: Conducting video interviews via platforms like Zoom or Skype eliminates geographical barriers and reduces costs associated with in-person interviews. This method accelerates the hiring process and allows for more efficient candidate evaluation.

Comparison and Advantages

➢ Reach and Accessibility: Modern methods have a broader reach and are accessible to a larger audience globally compared to traditional methods that may be limited to specific geographic areas.

➢ Speed and Efficiency: Digital platforms enable faster candidate sourcing, application processing, and hiring decisions, reducing time-to-fill positions compared to traditional methods that rely on slower manual processes.

- ➢ Cost-Effectiveness: Modern methods often require lower investment in print media and physical infrastructure, reducing recruitment costs associated with advertising and logistics.
- ➢ Candidate Experience: Digital methods provide a more user-friendly and engaging candidate experience through intuitive interfaces, personalized communication, and faster response times compared to traditional methods that may lack interactivity and responsiveness.

While traditional recruitment methods emphasize personal interactions and established networks, modern methods leverage technology to enhance efficiency, reach, and candidate engagement. Organizations today often adopt a blend of both traditional and modern approaches to optimize recruitment outcomes and meet diverse hiring needs effectively in a competitive global market.

2.2.5 Effectiveness of Recruitment Methods

Yield Ratios: This metric evaluates the effectiveness of recruitment methods by comparing the number of candidates who progress through various stages of the foremost objective of this study is to explore the impact of social networking sites in the staffing procedure and its influence on workstation assortment in facilities companies in Pakistan. In this thesis, we also try to explain why social media effects are prominent as a recruitment tool as compared to the outdated method of recruitment. Yield ratios measure the efficiency of recruitment methods by comparing the number of candidates who progress through each stage of the recruitment process. Relevance of this metric helps in understanding the effectiveness of different recruitment methods used by KTDC in converting applicants into hires. If you have data on candidates sourced from various methods (e.g., direct recruitment, PSC, and Employment Exchange), you can calculate the yield ratio for each method at different stages (e.g., from application to interview, interview to offer). [Mustafa, Munauwar and Ghazali, Zahiruddin and Kassim, Mohd Shah and Hasan, Hasnizam (2000)]

Time Lapse Data: This metric measures the time taken to fill positions. Shorter time lapses generally indicate more efficient recruitment processes. Time lapse data measures the duration taken to fill a position from the job posting to the final hiring

decision. Relevance of this metric indicates the efficiency of recruitment methods in terms of speed, helping KTDC identify methods that reduce the time to hire. [Peter Kovacs, Szabolcs Matyas, Vince Forgacs, Attila Sajgo, Laszlo Molnar, Csaba Pribenszky (2019)]

Cost-Effectiveness: Evaluates the cost incurred for each recruitment method relative to the quality and quantity of hires. Cost-effective methods provide high-quality candidates at lower costs.

Perception of Employees

Employee Satisfaction and Engagement: Theories related to job satisfaction and employee engagement, such as Herzberg's Two-Factor Theory and the Job Characteristics Model, can be used to understand how employees perceive the recruitment process and its impact on their engagement and satisfaction.

Organizational Commitment: Meyer and Allen's Three-Component Model of Commitment can help assess how recruitment methods influence employees' affective, continuance, and normative commitment to KTDC.

CHAPTER III

DATA ANALYSIS AND INTERPRETATION OF DATA

3.1 DATA ANALYSIS AND INTERPRETATION

The Data Analysis and Interpretation chapter serves as a pivotal segment of this study, providing an in-depth examination of the effective recruitment method. The objective of this chapter is to transform raw data into meaningful information that can inform decision-making and strategic improvements. This analysis not only enhances understanding of the current recruitment methods but also provides a foundation for developing more efficient, transparent, and supportive recruitment processes, ultimately contributing to improved organizational outcomes and candidate experiences.

In this chapter, we delve into the specific metrics and perceptions associated with each recruitment method. Through a series of tables and charts, we illustrate the respondents' experiences and perceptions, providing a comprehensive view of how each method performs in key areas such as time efficiency, communication, and overall candidate satisfaction. The interpretation of this data highlights the effectiveness of different recruitment approaches, identifying both best practices and critical gaps. This section aims to present a comprehensive overview of the effectiveness, efficiency, and candidate perceptions associated with each recruitment strategy. By understanding these dynamics, the organization can better align its recruitment efforts with the needs and expectations of potential hires, ultimately leading to more efficient and satisfying recruitment outcomes.

3.2 TOOLS USED FOR THE DATA ANALYSIS

Percentage Analysis

Percentage analysis is a statistical tool used to describe the proportion of a specific category relative to the whole, expressed as a percentage. It is useful for summarizing and comparing the characteristics of different recruitment methods.

Percentage Analysis provides a quantitative assessment of the recruitment process by evaluating various metrics through the lens of percentage distributions. This method offers a clear and concise understanding of the respondents' perceptions across different recruitment methods. By converting raw data into percentage terms, we can more effectively compare and contrast the efectiveness of Direct Recruitment, Employment Exchange, and PSC in areas such as satisfaction, transparency,

professionalism, and support during onboarding. This approach not only highlights the trends and outliers within the dataset but also facilitates the identification of key areas for improvement and strategic focus.

$$\text{Percentage of the respondents} = \frac{\text{No.of respondent}}{\text{Total respondents}} \text{X}100$$

Yield Ratio

Yield ratio measures the effectiveness of each recruitment method by comparing the number of candidates who successfully move from one stage of the recruitment process to the next. If you have data on candidates sourced from various methods (e.g., direct recruitment, PSC, and Employment Exchange), you can calculate the yield ratio for each method at different stages (e.g., from application to interview, interview to offer). The purpose is to evaluate the efficiency of different recruitment methods in advancing candidates through the recruitment pipeline and to identify the most effective recruitment methods in terms of producing qualified candidates.

The yield ratio is calculated as follows:

$$\text{Yield Ratio} = \frac{\text{Number of candidates Joined}}{\text{Number of Applications Received}}$$

Time Lapse Data

Time lapse data measures the time taken at each stage of the recruitment process, from the job posting to the hiring decision. It measures the time taken to complete each stage of the recruitment process, from the initial job posting to the final hiring decision. It helps in assessing the efficiency and speed of different recruitment methods. Measure the time taken from posting the job advertisement to receiving applications, from application receipt to interview scheduling, from interview to offer, and from offer acceptance to joining.

$$\text{Time Lapse Data} = \text{Date of Application Received} - \text{Date of Job Posting}$$

Table 3.1: Recruitment method used in the job

Recruitment method	No. of Respondents	Percentage
PSC	44	40
Employment Exchange	32	30
Direct Recruitment	32	30
Total	108	100

**Figure 3.1: Recruitment method used in the job**
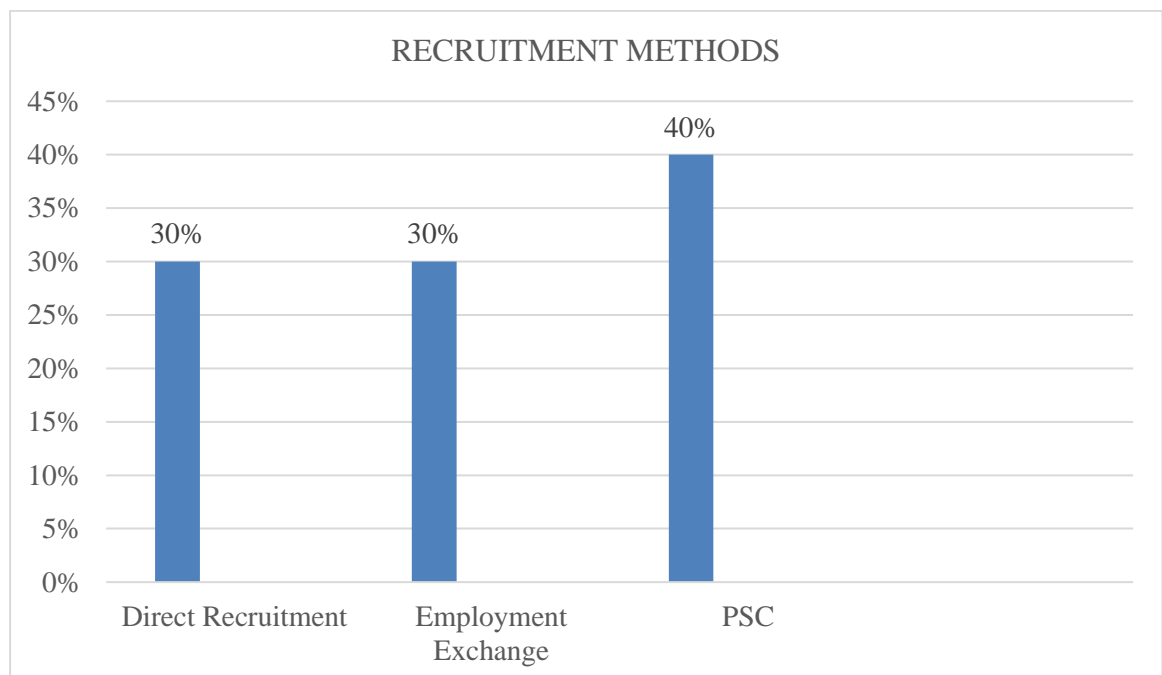
INTERPRETATION:

This chart shows that the majority, 44 respondents (40.74%), were recruited through the Public Service Commission (PSC). Both Employment Exchange and Direct Recruitment methods account for an equal number of respondents, 32 each (29.63%). This indicates that the PSC is the most common recruitment method among the respondents, while Employment Exchange and Direct Recruitment are equally utilized but less prevalent compared to PSC.

Table 3.2: Satisfaction with recruitment process

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Highly Satisfied	28	7	22	12	38	9	20
Satisfied	39	10	31	11	34	18	41
Neutral	28	12	38	4	13	12	27
Dissatisfied	10	3	9	4	12	3	7
Highly Dissatisfied	3	0	0	1	3	2	5
Total	108	32	100	32	100	44	100

Figure 3.2: Satisfaction with recruitment process
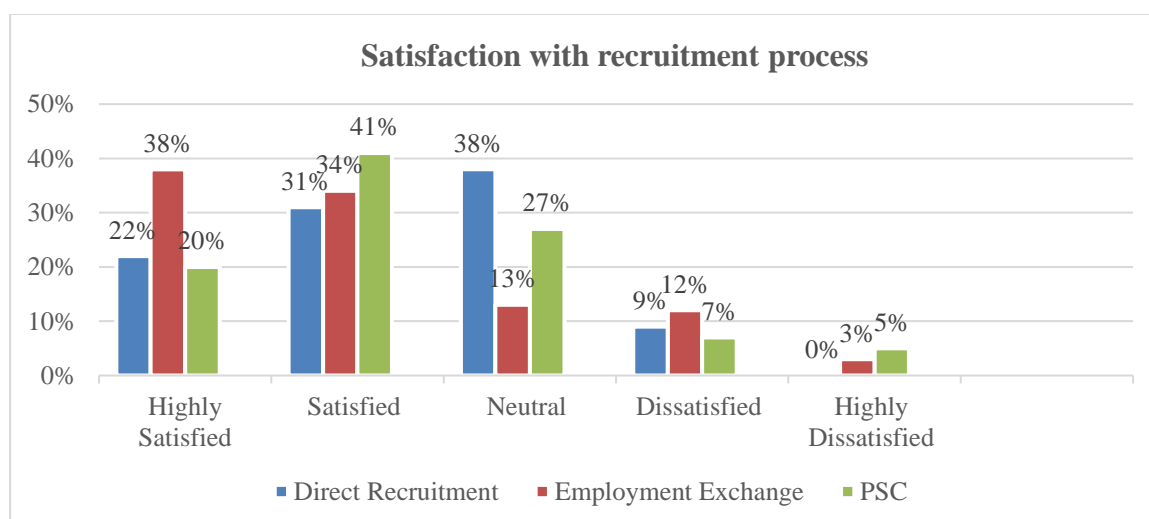
INTERPRETATION:

This chart shows that the respondents are satisfied with the recruitment process reveals that a significant portion of respondents are Satisfied with the recruitment methods. Employment Exchange has the highest proportion of satisfied respondents, with 72% Satisfied, indicating a generally positive perception. Direct Recruitment also shows favorable satisfaction levels, with 53% Satisfied. PSC has a notable number of satisfied respondents, though it also has the highest percentage with 61% Satisfied. All methods suggest that there is room for improvement to enhance overall satisfaction and address any concerns leading to dissatisfaction.

Table 3.3: Transparency of recruitment process

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Very Transparent	22	10	31	5	16	7	16
Transparent	33	6	19	7	22	20	45
Neutral	37	12	38	13	40	12	27
Opaque	12	3	9	6	19	3	7
Very Opaque	4	1	3	1	3	2	5
Total	108	32	100	32	100	44	100

Figure 3.3: Transparency of recruitment process
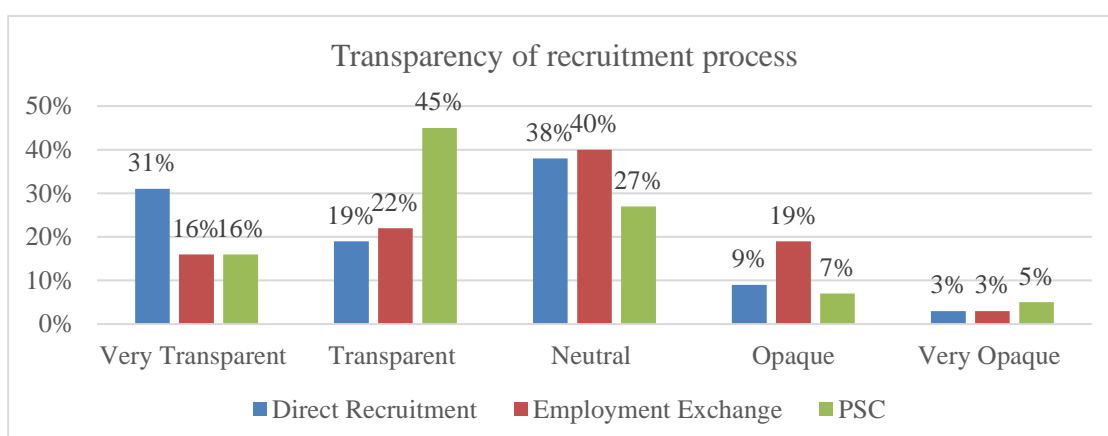
INTERPRETATION:

The chart illustrates the perceptions of transparency among 108 respondents. PSC is perceived most positively, with 61% rating it as Transparent or Very Transparent. Direct Recruitment is seen as Transparent by 50% of the respondents, indicating a generally favorable perception. Employment Exchange is viewed positively by 38% of respondents, showing a moderate level of transparency. However, a significant number of Neutral responses, especially in Direct Recruitment and Employment Exchange, suggest that many respondents are ambivalent or uncertain about the transparency of these methods. In Employment Exchange, highlights areas where transparency could be improved to enhance the overall perception of the recruitment process.

Table 3.4: Time taken from application to interview

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
3-6 Months	31	19	59	9	28	3	7
6-9 Months	28	4	13	19	60	5	11
9-12 Months	19	4	13	3	9	12	27
More than 12 Months	30	5	15	1	3	24	55
Total	108	32	100	32	100	44	100

Figure 3.4: Time taken from application to interview
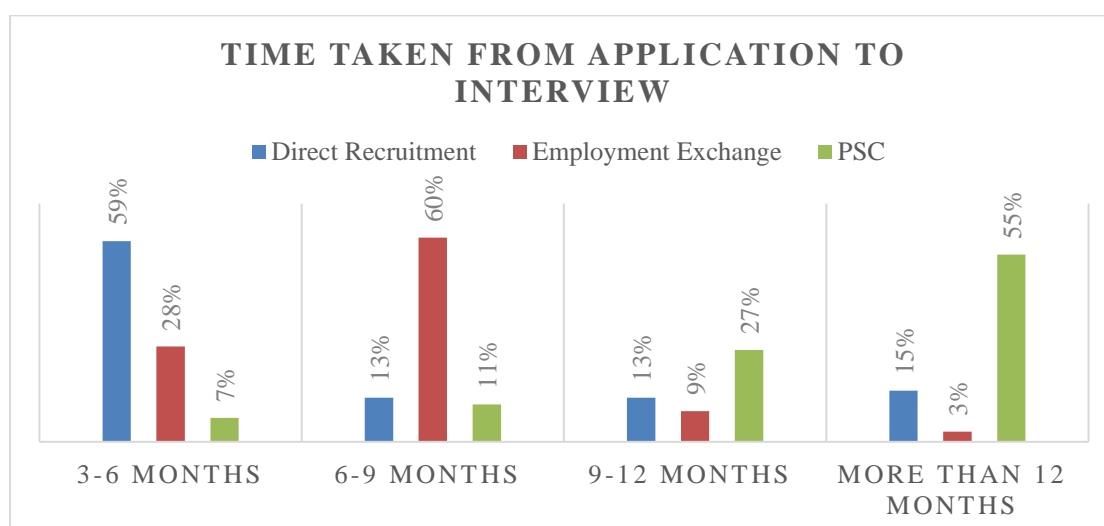
INTERPRETATION:

The chart provides insights on the time taken from application to interview reveals significant differences across recruitment methods. Direct Recruitment is relatively efficient, with the majority 59% of respondents are experiencing a timeframe of 3-6 months. Employment Exchange, with 60% of respondents are within the 6–9-month range, indicating the duration for the process. PSC, however, is notably slower, with a significant portion of 55% of respondents waiting more than 12 months for an interview. This highlights that while Direct Recruitment tends to be the quickest method, PSC is the slowest, suggesting the need for process improvements to reduce the lengthy waiting periods associated with PSC.

Table 3.5: Recruitment process in terms of professionalism

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Excellent	20	9	28	6	19	5	11
Good	47	11	35	12	38	24	55
Neutral	33	9	28	11	34	13	30
Poor	5	1	3	2	6	2	4
Very Poor	3	2	6	1	3	0	0
Total	108	32	100	32	100	44	100

Figure 3.5: Recruitment process in terms of professionalism
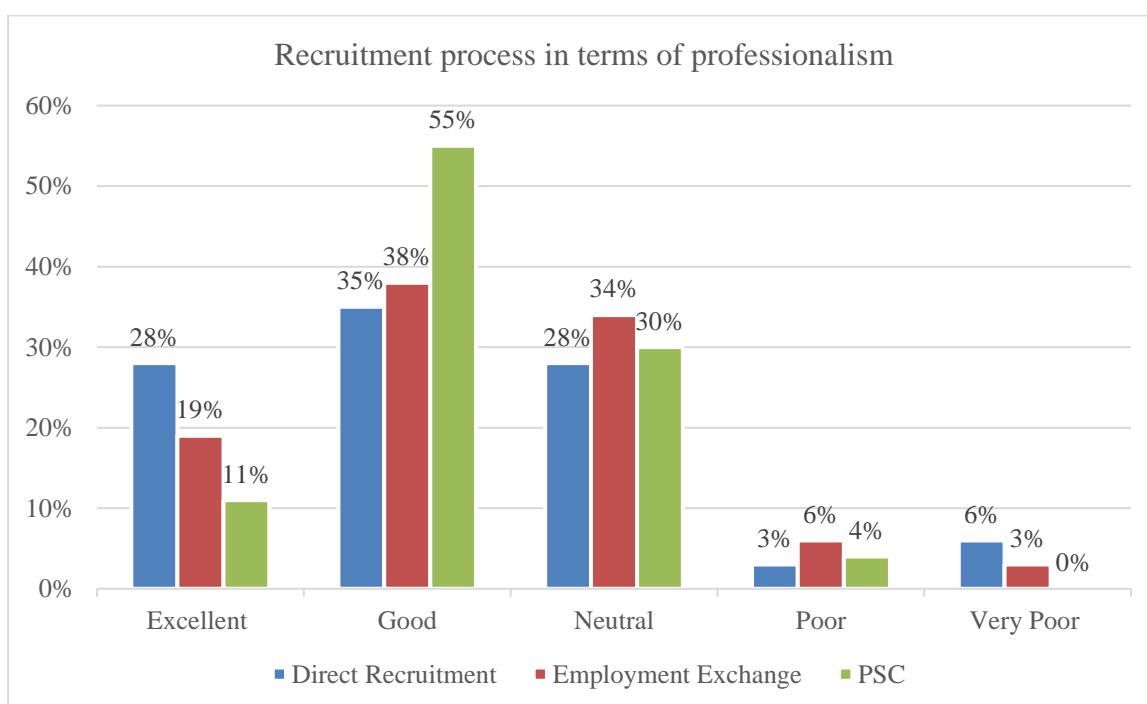
INTERPRETATION:

The chart evaluates on the professionalism of the recruitment process shows a generally positive perception among respondents. Direct Recruitment and PSC are particularly well-regarded, with a combined 63% and 66% respectively rating the professionalism as Good. Employment Exchange also receives positive feedback, though slightly lower, with 57% rating it as Good. The presence of Poor ratings, especially in Direct Recruitment and Employment Exchange, highlights areas where improvements are needed to enhance the professionalism of the recruitment process.

Table 3.6: Support during on boarding process

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Very Supportive	13	5	16	6	19	2	12
Supportive	49	20	62	13	41	16	45
Neutral	36	6	19	11	34	19	33
Unsupportive	8	1	3	1	3	6	8
Very Unsupportive	2	0	0	1	3	1	2
Total	108	32	100	32	100	44	100

Figure 3.6: Support during on boarding process
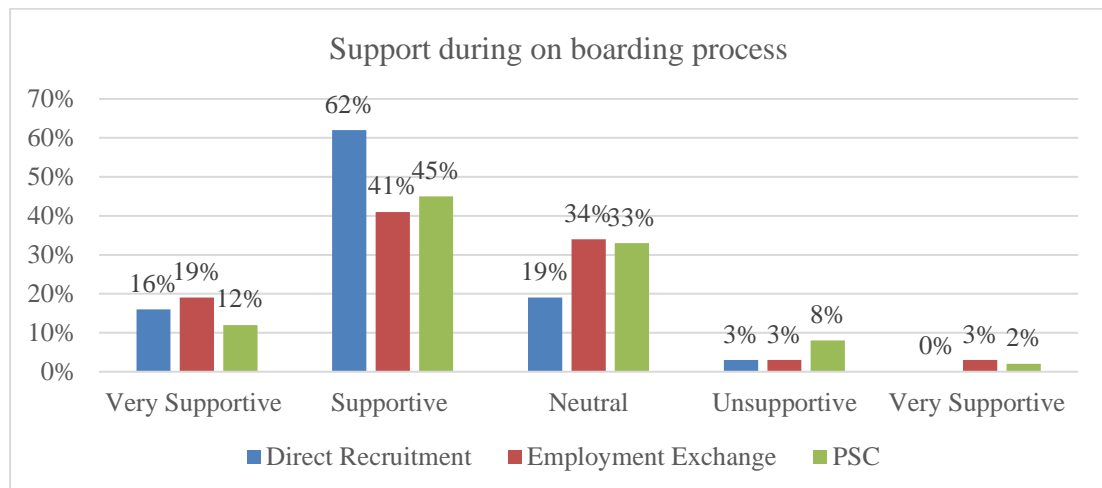
INTERPRETATION:

The chart shows on support during the onboarding process shows a majority of 78% Direct Recruitment respondents found it Supportive generally positive experience. Employment Exchange also receives positive feedback, though to a slightly lesser extent, with a significant portion of 60% respondents finding it supportive. PSC, while still viewed positively, has fewer 57% of respondents rating it as Supportive but maintains a solid proportion finding it Supportive. The presence of Unsupportive and Very Unsupportive ratings, especially in PSC, highlights areas where improvements in support during the onboarding process are needed.

Table 3.7: Updates provided during recruitment process

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Very Frequently	20	6	19	5	16	9	20
Frequently	45	17	53	13	41	15	34
Occasionally	36	8	25	11	34	17	39
Rarely	5	1	3	1	3	3	7
Never	2	0	0	2	6	0	0
Total	108	32	100	32	100	44	100

Figure 3.7: Updates provided during recruitment process
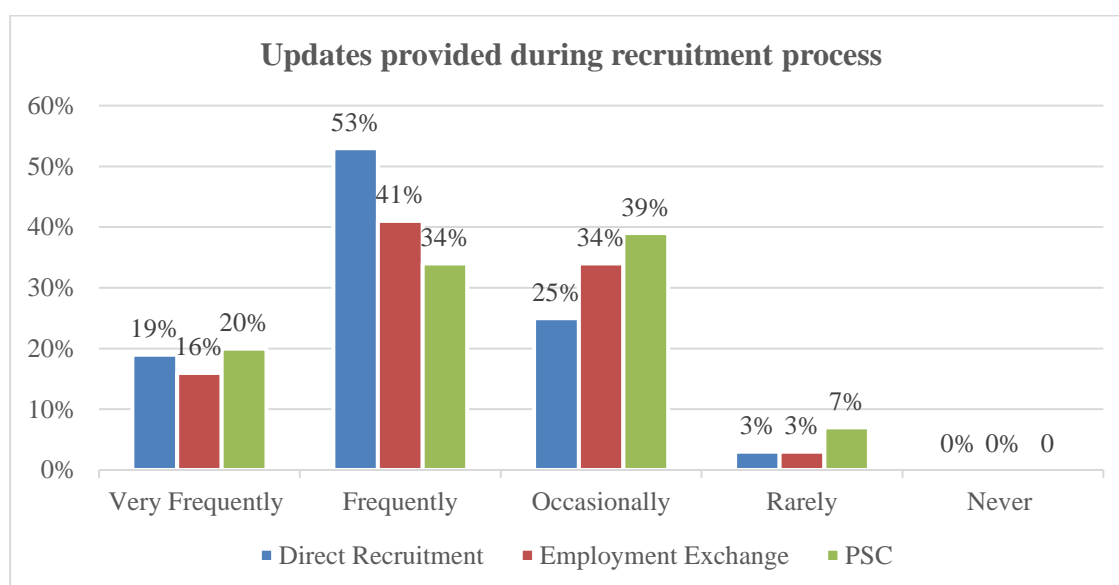
INTERPRETATION:

The chart shows on the frequency of updates provided during the recruitment process shows a generally positive trend, with the majority of respondents reporting that Direct Recruitment with a 72% of respondents indicating high frequency of updates, reflecting an effective communication strategy. Employment Exchange also performs well, with 57% of respondents receiving updates frequently. PSC shows the most variability, with a 54% receiving updates frequently. Overall, while the communication during the recruitment process is viewed positively, particularly in Direct Recruitment, there is room for enhancing consistency, especially in PSC and Employment Exchange.

Table 3.8: Information about the job opening

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Advertisement	27	21	66	0	0	6	14
Notification	57	3	9	26	81	28	63
Referral	18	5	16	6	19	7	16
Other	6	3	9	0	0	3	7
Total	108	32	100	32	100	44	100

Figure 3.8: Information about the job opening
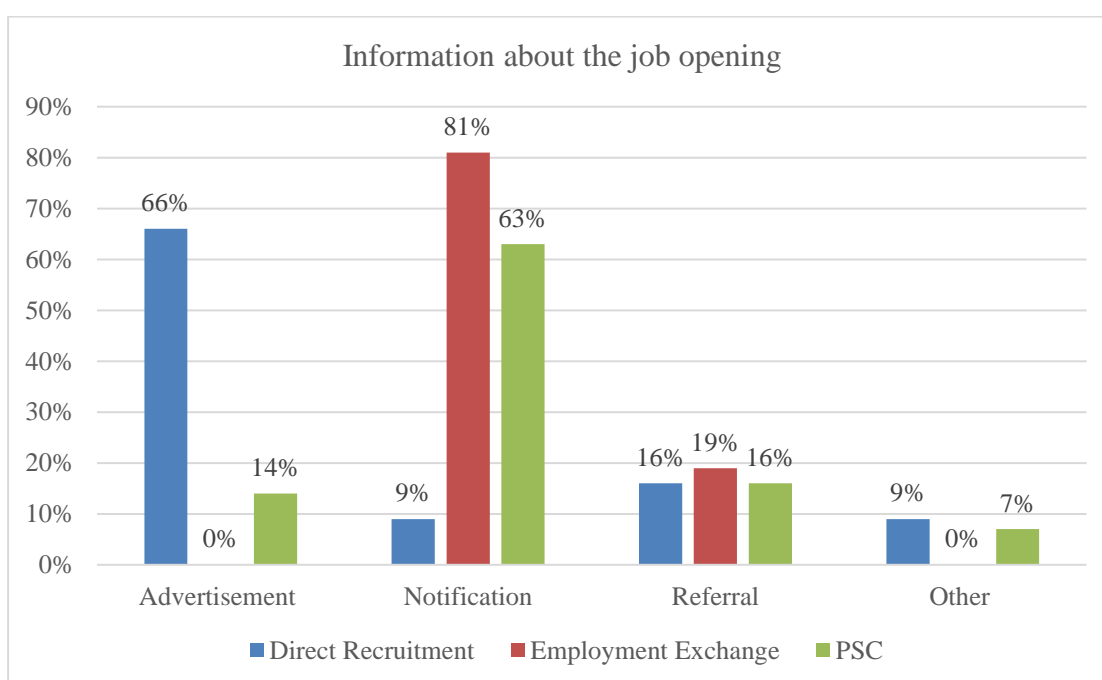
INTERPRETATION:

The chart presents how respondents became aware of job openings among across different recruitment methods. Direct Recruitment relies majority on Advertisements, with 66% of respondents citing it as their primary source of job information Employment Exchange uses Notifications, with a significant 81% of respondents receiving job information this way. PSC also favors Notifications, with 63% of respondents being informed through this method. Notifications are the most commonly used and effective method for aware about job information, especially for Employment Exchange and PSC, while Advertisements are most effective for Direct Recruitment.

Table 3.9: Clarity of job description

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Very Clear	18	4	13	5	16	9	21
Clear	55	17	53	19	59	19	43
Neutral	28	8	25	5	16	15	34
Unclear	5	2	6	2	6	1	2
Very Unclear	2	1	3	1	3	0	0
Total	108	32	100	32	100	44	100

Figure 3.9: Clarity of job description
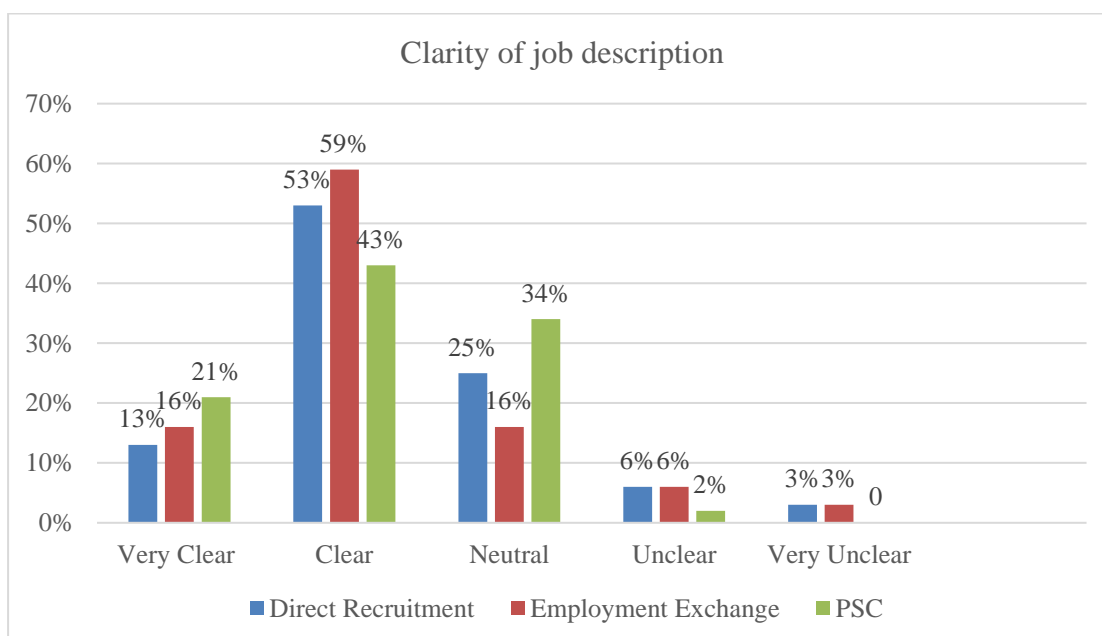
INTERPRETATION:

The chart shows respondents' perceptions about clarity of job descriptions among 108 individuals. The data on job description clarity reveals a generally positive perception among respondents, with 75% rating descriptions as Clear particularly in Employment Exchange. In Direct Recruitment and PSC are both has a positive response with a combined 66% and 64% respectively finding job descriptions are Clear. This data underscores the importance of maintaining clear and transparent job descriptions across all recruitment methods to ensure alignment and understanding among potential hires.

Table 3.10: Description of interview process

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Very Structured	25	10	31	6	19	9	20
Structured	42	10	31	13	41	19	43
Neutral	36	11	35	11	34	14	32
Unstructured	5	1	3	2	6	2	5
Very Unstructured	0	0	0	0	0	0	0
Total	108	32	100	32	100	44	100

Figure 3.10: Description of interview process
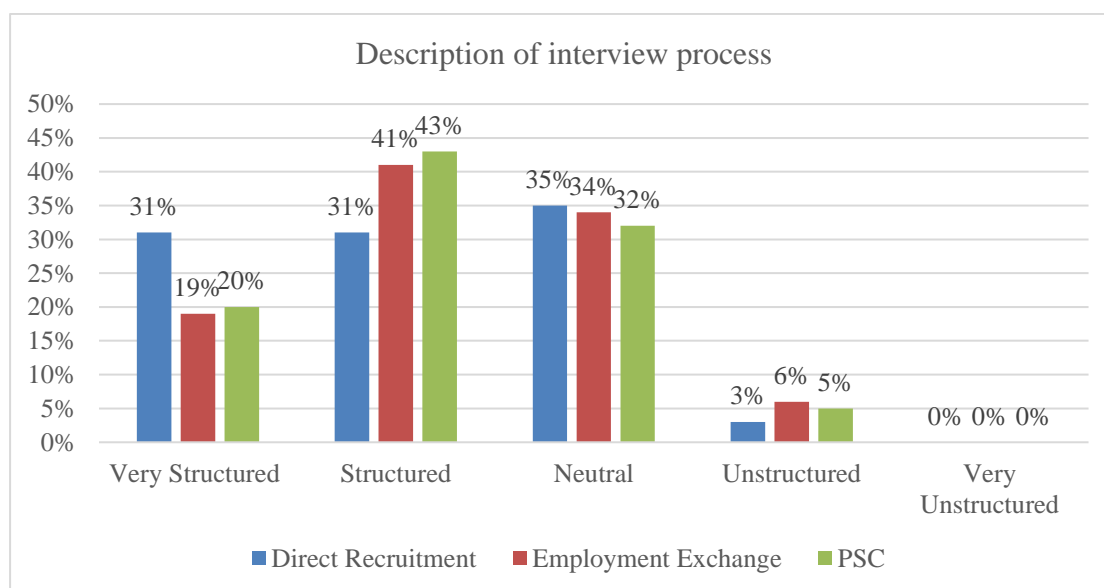
INTERPRETATION:

The chart shows respondents' perceptions on interview structure indicates Direct Recruitment is viewed as 62% of respondents rating the process as Structured. Employment Exchange also shows favorable perceptions, with 60% of respondents rating the process as Structured. PSC follows closely with 63% of respondents indicating similar views. The majority of respondents see the interview process positively, improving structure and consistency, particularly in less organized methods, could enhance the overall candidate experience.

Table 3.11: Overall experience about recruitment process

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Very Positive	20	10	31	5	16	5	11
Positive	48	14	44	15	47	19	43
Neutral	30	6	19	9	28	15	34
Negative	8	1	3	2	6	5	12
Very Negative	2	1	3	1	3	0	0
Total	108	32	100	32	100	44	100

Figure 3.11: Overall experience about recruitment process
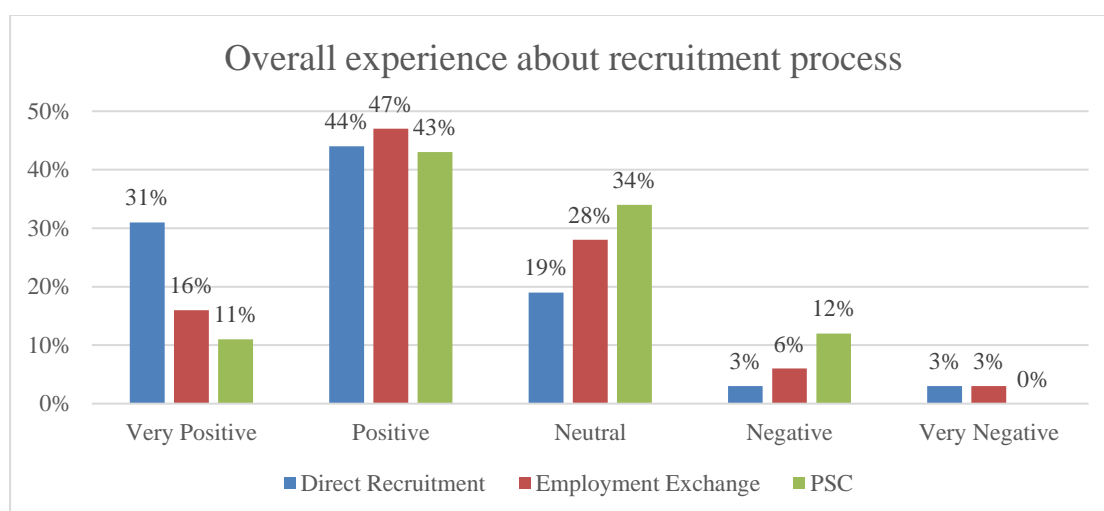
INTERPRETATION:

The chart shows that the insights into respondents' overall experiences with the recruitment process indicates a positive perception among respondents of Direct Recruitment with 75% rating their experience as Positive. Employment Exchange follows 63% showcasing similarly favorable feedback, while PSC also has 54% positive responses, though to a slightly lesser extent. Most respondents report positive experiences, there remains an opportunity for enhancing the recruitment process further, especially in areas identified by those expressing neutrality or dissatisfaction that leads to enhancing the overall recruitment experience could improve satisfaction further.

Table 3.12: Encounter any issues during recruitment

	No. of Respondents	Direct Recruitment	%	Employment Exchange	%	PSC	%
Yes	45	9	28	16	50	20	45
No	63	23	72	16	50	24	55
Total	108	32	100	32	100	44	100

Figure 3.12: Encounter any issues during recruitment
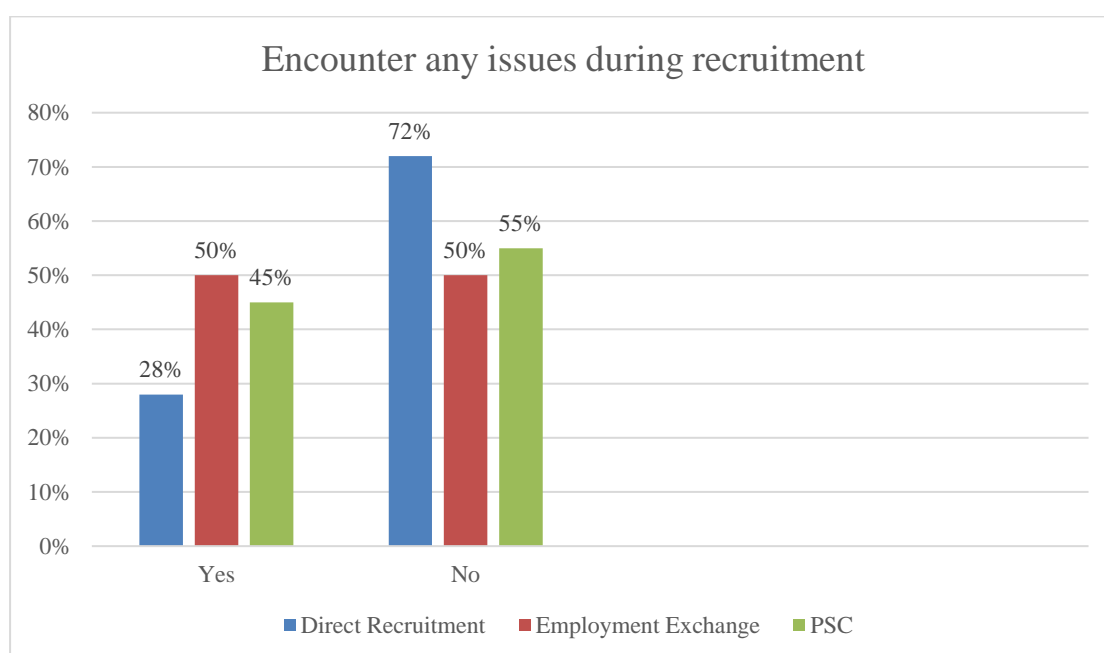
INTERPRETATION:

The chart illustrates whether respondents encountered any issues during the recruitment process among 108 individuals. A majority report not facing any issues, particularly within Direct Recruitment, which shows a high percentage of respondents indicating a smooth process, in Employment Exchange and PSC reveal a higher proportion of respondents who encountered problems, with nearly half of those involved in PSC reporting issues. This suggests that while Direct Recruitment is generally effective, Employment Exchange and PSC may require improvements to address the challenges faced by candidates. The findings underscore the importance of identifying and mitigating issues within the recruitment process to enhance candidate experiences across all methods.

To identify most effective recruitment methods based on Yield Ratio

Table 3.13: Direct Recruitment

Year	Applicants	Join	Average
2019	67	4	6%
2020	255	7	3%
2021	20	4	20%
2022	63	3	5%
2023	-	-	-
Total	405	18	4.4%

Figure 3.13: Direct Recruitment
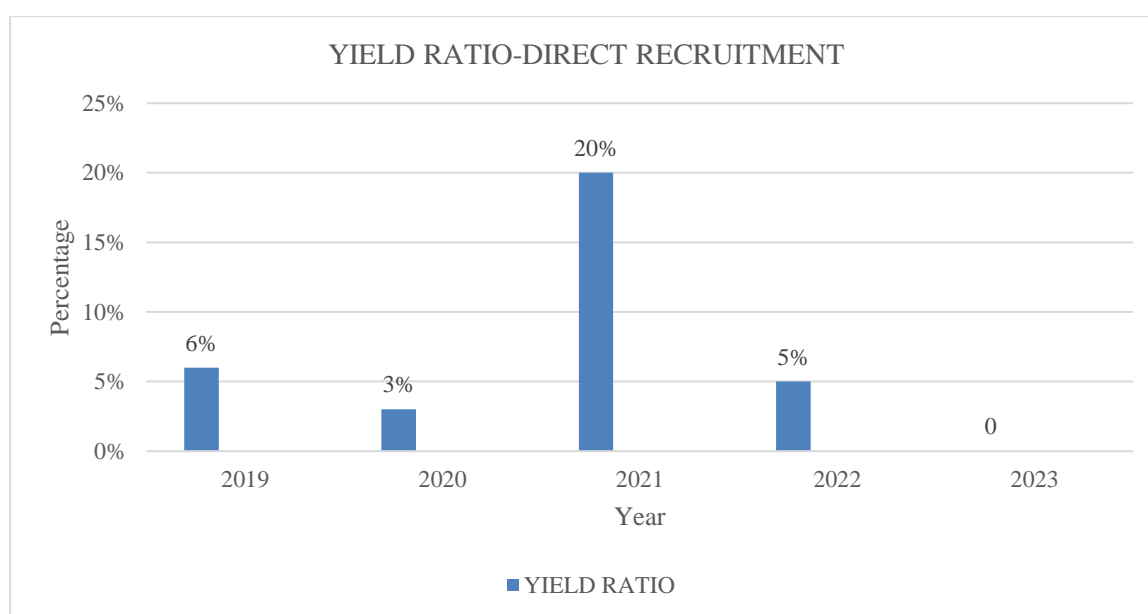
INTERPRETATION:

The chart shows on Direct Recruitment from 2019 to 2022 shows varying yield ratios, with an overall average yield ratio of 4.4%. The year 2021 stands out with a high yield ratio of 20%, indicating a particularly effective recruitment period. However, lower ratio 3%, suggesting inconsistencies in recruitment efficiency. The absence of data for 2023 prevents a complete analysis for that year. Overall, while there are instances of high efficiency, the average yield ratio suggests there is room for improvement in the Direct Recruitment process to achieve more consistent results.

To identify most effective recruitment methods based on Yield Ratio

Table 3.14: Employment Exchange

Year	Applicants	Join	Average
2019	128	14	11%
2020	83	4	5%
2021	15	1	6.7%
2022	33	3	9%
2023	55	4	7.3%
Total	314	26	8.28%

Figure 3.14: Employment Exchange
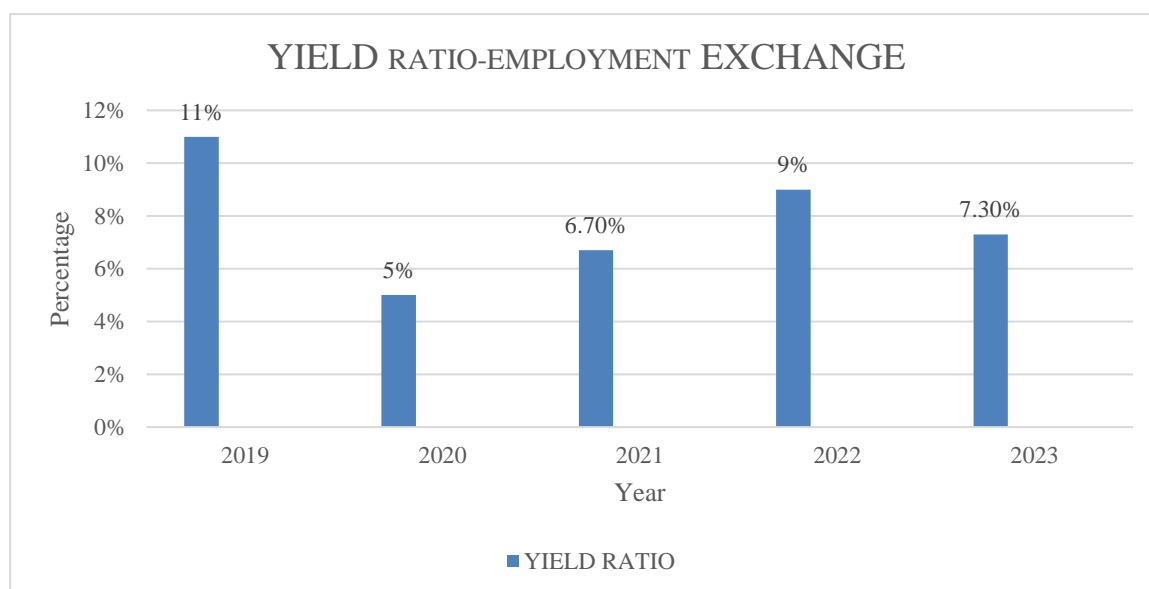
INTERPRETATION:

The chart shows on Employment Exchange recruitment from 2019 to 2023 reveals an overall average yield ratio of 8.28%, indicating relatively higher efficiency compared to Direct Recruitment. The year 2019 shows the highest yield ratio at 11%, reflecting effective recruitment during that period. In 2020, it demonstrates lower yield ratios, with 5%, consistency suggests that the Employment Exchange method generally performs well in converting applicants into hires. Despite some fluctuations, the overall average indicates a more effective and stable recruitment process compared to Direct Recruitment.

To identify most effective recruitment methods based on Yield Ratio

Table 3.15: Yearly Yield Ratio

Year	Direct Recruitment	Employment Exchange
2019	6%	11%
2020	3%	5%
2021	20%	6.7%
2022	5%	9%
2023	-	7.3%
Total	4.4%	8.28%

Figure 3.15: Yearly Yield Ratio
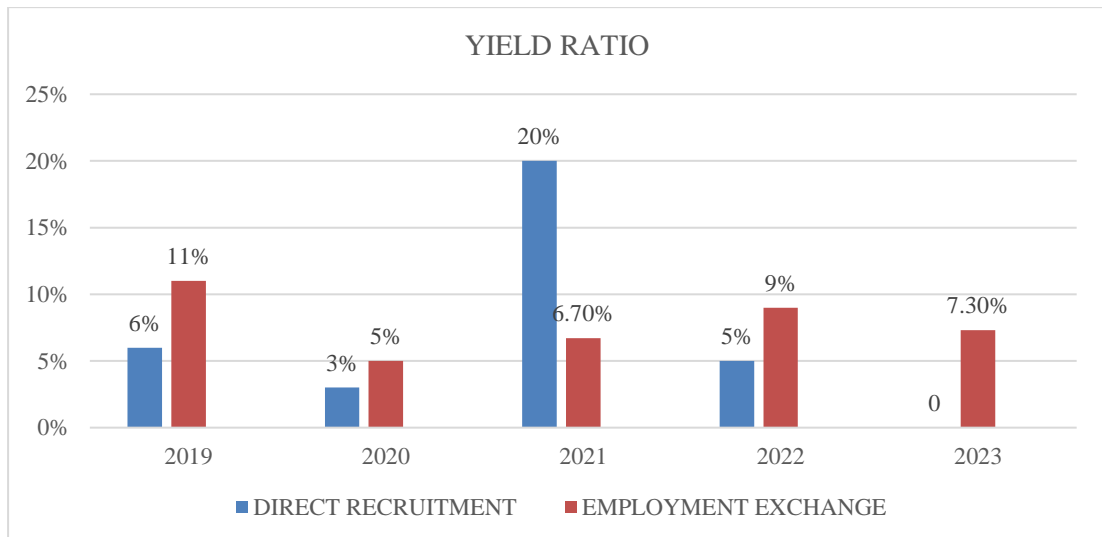
INTERPRETATION:

The chart shows comparison of yearly yield ratios between Direct Recruitment and Employment Exchange from 2019 to 2023 indicates that Employment Exchange is the more effective recruitment method, with an average yield ratio of 8.28% compared to 4.4% for Direct Recruitment. Employment Exchange consistently outperforms Direct Recruitment in most years, particularly in 2019 with a notable yield ratio of 11% and in 2020 with 5%. Direct Recruitment only surpassed Employment Exchange in 2021 with a significant yield ratio of 20%. These findings suggest that while Direct Recruitment had a standout year in 2021, Employment Exchange offers a more stable and generally higher yield in converting applicants to hires over the evaluated period.

To identify most effective recruitment methods based on Yield Ratio

Table 3.16: Average Yield Ratio

| Recruitment Methods	Average
Direct Recruitment	4.4%
Employment Exchange	8.28%

Figure 3.16: Average Yield Ratio
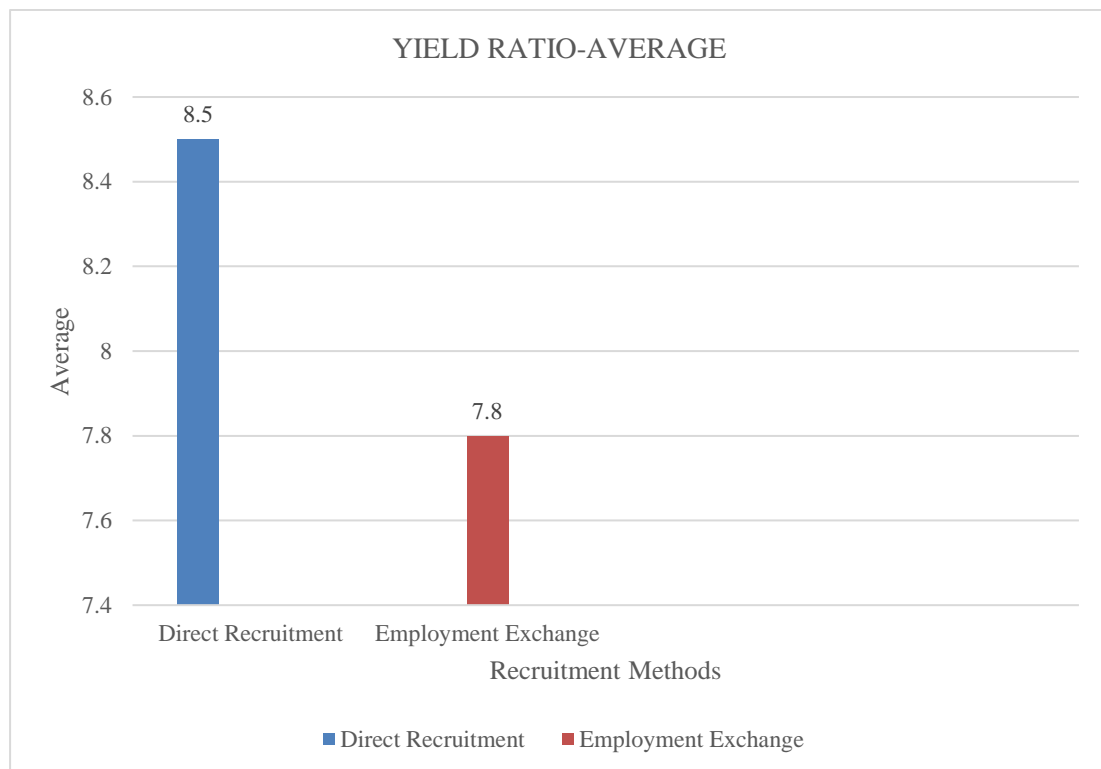
INTERPRETATION:

The average yield ratios for recruitment methods indicate that Employment Exchange 8.28% is nearly twice as efficient as Direct Recruitment 4.4% in converting applicants into hires. This suggests that Employment Exchange is a more effective method for filling positions, potentially due to better candidate-job matching or more streamlined processes. Organizations may benefit from focusing more on Employment Exchange to improve their hiring efficiency. This indicates that Employment Exchange is more successful at converting applicants into hires, nearly doubling the efficiency of Direct Recruitment.

To identify most effective recruitment methods based on Time Lapse Data

Table 3.17: Direct Recruitment

Year	Total days
2019	302
2020	361
2021	553
2022	189
2023	0
Average	**1405/4= 351.25**

Figure 3.17: Direct Recruitment
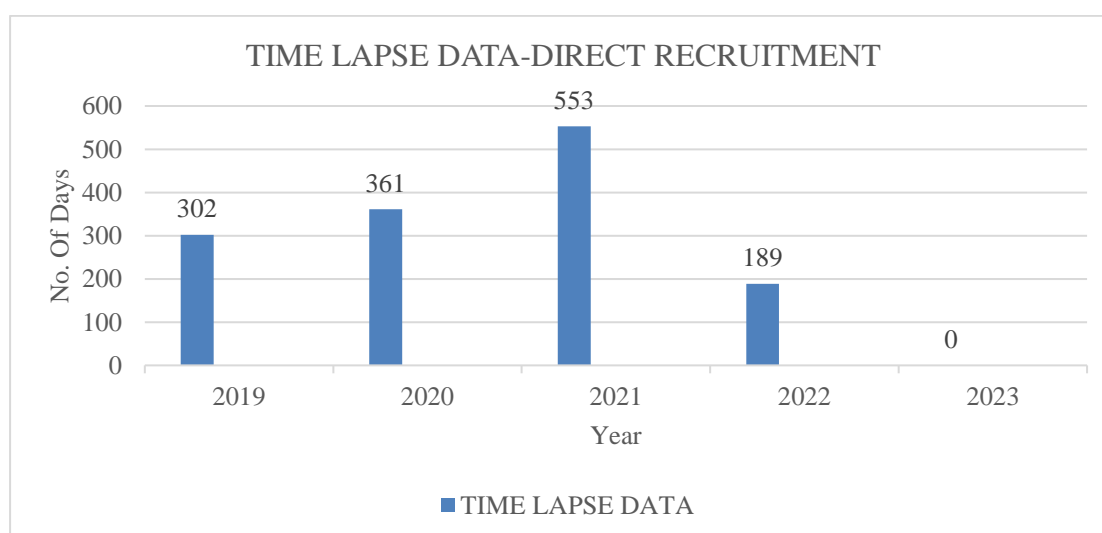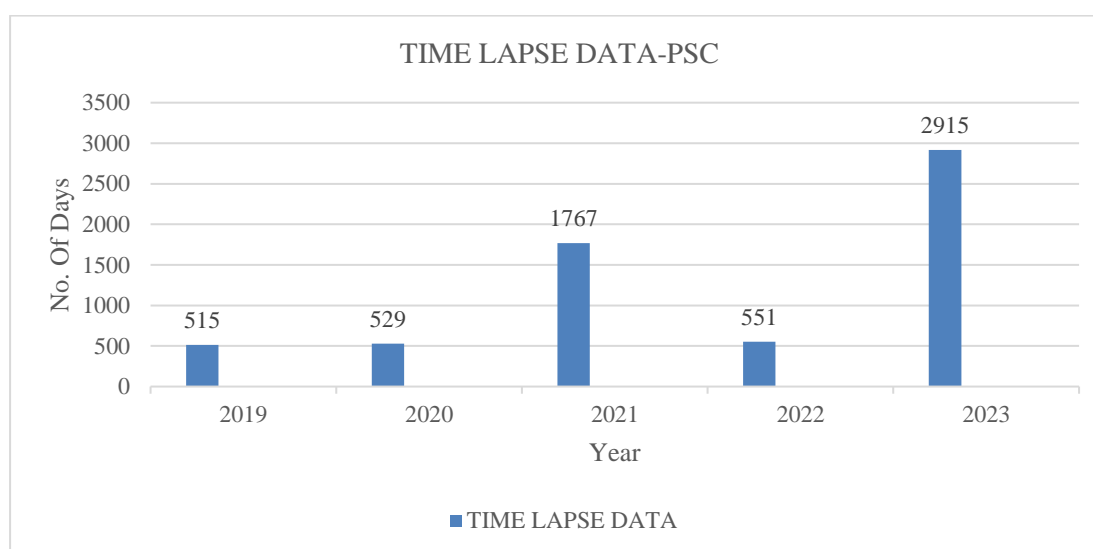

INTERPRETATION:

The time lapse data for Direct Recruitment shows considerable variation in the total days taken to complete the recruitment process across different years. The average time taken for Direct Recruitment over the four years (2019-2022) is 351.25 days. This relatively long duration indicates potential inefficiencies and delays in the recruitment process. Particularly noteworthy is the year 2021, with 553 days, which significantly skews the average upward. Streamlining and optimizing the recruitment procedures could help reduce this time lapse, making Direct Recruitment is more efficient method.

To identify most effective recruitment methods based on Time Lapse Data

Table 3.18: PSC (Public Service Commission)

Year	Total days
2019	515
2020	529
2021	1767
2022	551
2023	2915
Average	**6277/5=1255.4**

Figure 3.18: PSC (Public Service Commission)
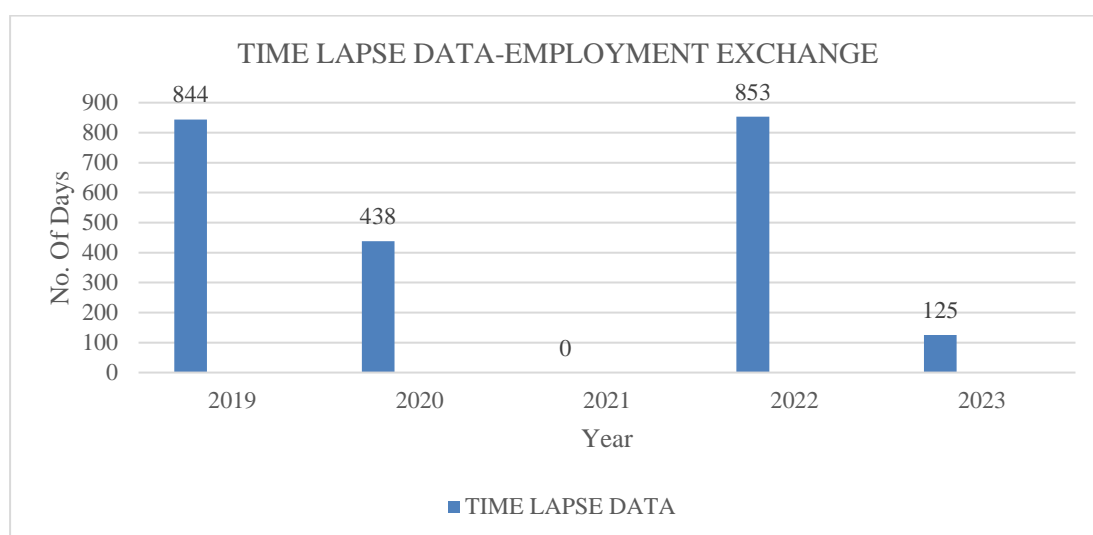

INTERPRETATION:

The time lapse data for PSC (Public Service Commission) recruitment reveals an extensive duration for completing the recruitment process, with an average of 1,255.4 days over the five years 2019-2023. The data shows significant variability, with the highest time lapse recorded in 2023 at 2,915 days, which substantially raises the average. Such lengthy recruitment periods highlight inefficiencies and potential delays within the PSC method, making it less effective in terms of time efficiency compared to other methods. Addressing these delays is crucial for improving the overall effectiveness and attractiveness of PSC as a recruitment method.

To identify most effective recruitment methods based on Time Lapse Data

Table 3.19: Employment Exchange

year	Total days
2019	844
2020	438
2021	0
2022	853
2023	125
Average	**2260/4=565**

**Figure 3.19: Employment Exchange**

INTERPRETATION:

The time lapse data for Employment Exchange recruitment shows a moderate duration for completing the recruitment process, with an average of 565 days over the four years (2019-2023). The data indicates some variability, with a notably high time lapse in 2022 (853 days), contrasting with significantly lower durations in 2023 (125 days). The absence of data for 2021 suggests that no recruitments were processed through this method that year. Overall, while the Employment Exchange method demonstrates a more efficient recruitment timeline compared to PSC, the high variability indicates room for improving consistency and further reducing the time lapse to enhance its effectiveness.

To identify most effective recruitment methods based on Time Lapse Data

Table 3.20: Yearly Time Lapse Data

Year	Direct Recruitment	Employment Exchange	PSC
2019	302	844	515
2020	361	438	529
2021	553	0	1767
2022	189	853	551
2023	0	125	2915
Total Average	1405/4= 351.25	2260/4=565	6277/5=1255.4

Figure 3.20: Yearly Time Lapse Data
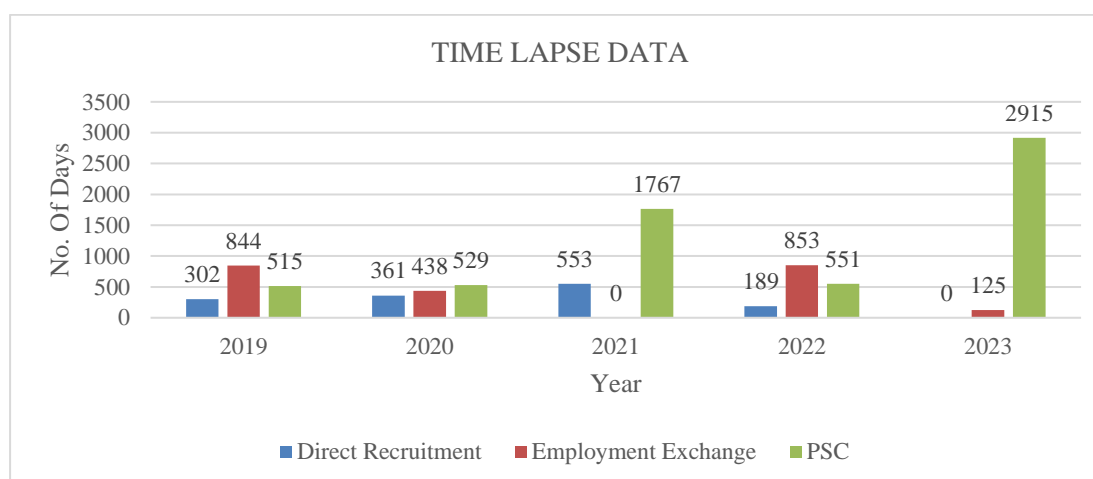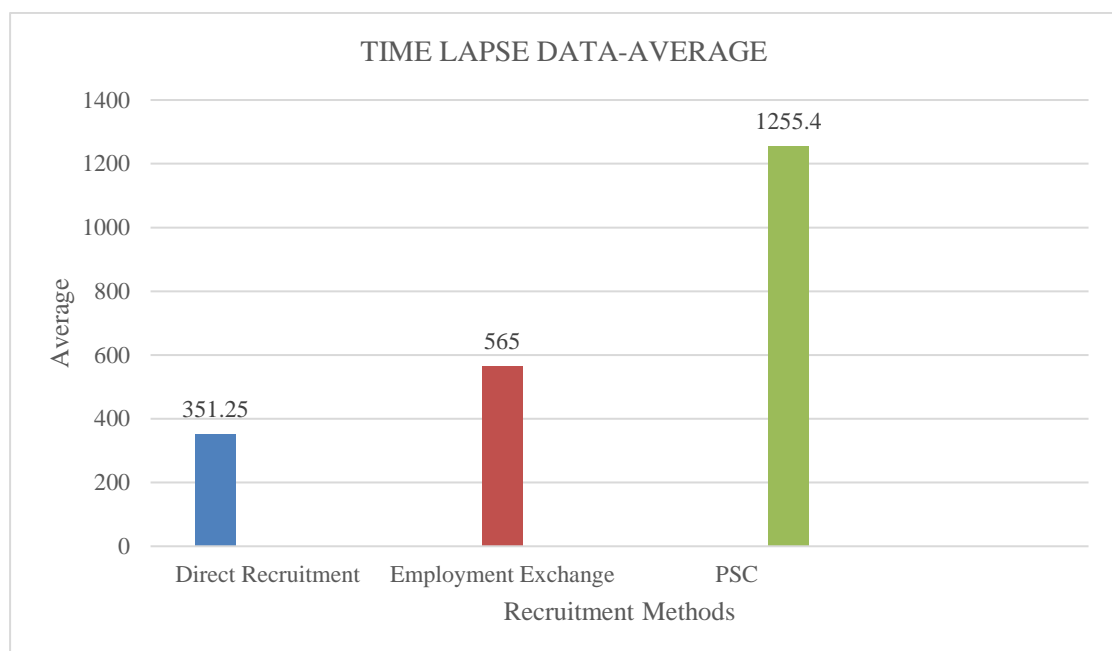

INTERPRETATION:

The yearly time lapse data for recruitment methods reveals significant differences in efficiency. Direct Recruitment has the shortest average recruitment time, with an average of 351.25 days, indicating it is the most efficient method. Employment Exchange follows with an average of 565 days, showing a moderate level of efficiency but with considerable variability across years. PSC has the longest average time lapse at 1255.4 days, indicating it is the least efficient method, with particularly lengthy processes in 2023. Overall, Direct Recruitment stands out as the most time-efficient method, while PSC requires substantial improvements to reduce the time taken for recruitment.

To identify most effective recruitment methods based on Time Lapse Data

Table 3.21: Average Time Lapse Data

Recruitment Methods	Average
Direct Recruitment	351.25
Employment Exchange	565
PSC	1255.4

Figure 3.21: Average Time Lapse Data

INTERPRETATION:

The average time lapse data for different recruitment methods shows a clear disparity in efficiency. Direct Recruitment has the shortest average time lapse at 351.25 days, indicating it is the most efficient method in terms of speed. Employment Exchange has a longer average time lapse of 565 days, suggesting it takes significantly more time to complete the recruitment process. PSC is the least efficient, with an average time lapse of 1255.4 days, indicating a lengthy and potentially cumbersome process. These figures highlight the need for streamlining processes in Employment Exchange and PSC to match the efficiency of Direct Recruitment.

CHAPTER IV

FINDINGS, RECOMMENDATIONS AND SUMMARY

4.1 FINDINGS

1. The study indicates that the Public Service Commission (PSC) is the main recruitment method, reflecting its broad use among respondents. but in case of, Employment Exchange and Direct Recruitment are equally favored, highlighting a balanced approach in utilizing these methods. This suggests a strong dependence on PSC for recruitment, complemented by a significant but balanced preference for Employment Exchange and Direct Recruitment among the other respondents.

2. The analysis indicates that a substantial number of respondents express satisfaction with the recruitment processes, particularly highlighting Employment Exchange as the most favorable method. Direct Recruitment and PSC also receive positive feedback, though there are noticeable areas for improvement. The satisfaction levels are encouraging, addressing the concerns of those who are less satisfied could significantly enhance the recruitment experience across all methods.

3. The data reveals that a majority of respondents rating that PSC is perceived most positively as transparent. Direct Recruitment also enjoys a generally favorable perception of transparency, while Employment Exchange shows a moderate level of transparency. However, the significant number of neutral responses, particularly in Direct Recruitment and Employment Exchange, indicates ambivalence or uncertainty among respondents. This suggests there is room for improvement in these methods to enhance transparency and improve the overall perception of the recruitment process.

4. The data indicates notable differences in the efficiency of recruitment methods regarding the time taken from application to interview. Direct Recruitment emerges as the most efficient, with a majority of respondents experiencing a relatively short waiting period. Employment Exchange shows a moderate duration, with most respondents falling within a mid-range timeframe. In contrast, PSC is significantly slower, with a large portion of respondents facing extended waiting periods. This suggests that while Direct Recruitment is the quickest method, PSC requires substantial process improvements to reduce lengthy delays and enhance overall efficiency.

5. The evaluation of the professionalism in the recruitment process reveals a predominantly positive perception among respondents. Both Direct Recruitment and PSC are highly regarded, with a significant majority rating the professionalism as Good. Employment Exchange also garners favorable feedback, albeit slightly less than the other two methods. However, the presence of Poor ratings, particularly in Direct Recruitment and Employment Exchange, indicates specific areas needing improvement to further enhance the overall professionalism of the recruitment process.

6. The chart indicates that the onboarding process is generally viewed positively across all recruitment methods. Direct Recruitment stands out with the majority of respondents finding the process supportive. Employment Exchange also receives favorable feedback, albeit to a slightly lesser degree. PSC, while maintaining a solid level of support, shows room for improvement. The presence of some negative ratings, particularly in PSC, underscores the need for enhancements in the support provided during the onboarding process to ensure a consistently positive experience for all new hires.

7. The data indicates that communication during the recruitment process is generally well-regarded, particularly in Direct Recruitment, where the majority of respondents receive frequent updates. Employment Exchange also performs adequately in this area, though to a slightly lesser extent. PSC, while still showing a positive trend, displays more variability in the frequency of updates. These findings suggest that while communication is a strength in Direct Recruitment, there is an opportunity to improve consistency in providing updates, especially within PSC and Employment Exchange, to enhance the overall recruitment experience.

8. The data suggests that different recruitment methods rely on varied strategies for informing potential candidates about job openings. Direct Recruitment predominantly uses advertisements, making it the most effective channel for this method. Employment Exchange and PSC, on the other hand, heavily rely on notifications, which are highly effective for these methods. These findings highlight the importance of tailored communication strategies in recruitment, emphasizing the need to leverage the most effective channels—advertisements for Direct Recruitment and notifications for Employment Exchange and PSC—to ensure candidates are well-informed about job opportunities.

9. The data on job description clarity reveals a generally positive perception among respondents, particularly with Employment Exchange, where the majority found the descriptions clear. Direct Recruitment and PSC also received favorable feedback, with substantial proportions of respondents rating job descriptions as clear. These findings highlight the critical role of maintaining clear and transparent job descriptions across all recruitment methods to ensure potential hires have a good understanding of the roles they are applying for, thereby improving overall recruitment effectiveness and candidate satisfaction.

10. The data on respondents' perceptions of the interview structure indicates a generally positive view across all recruitment methods. Direct Recruitment and PSC both receive favorable ratings, with the majority of respondents finding the process structured. Employment Exchange also shows a positive perception, closely aligning with the other methods. These findings suggest that while the interview processes are generally well-regarded, further improvements in structure and consistency, particularly in methods perceived as less organized, could enhance the overall candidate experience.

11. The data on respondents' overall experiences with the recruitment process indicates a predominantly positive perception across all methods. Direct Recruitment receives the highest positive feedback, followed by Employment Exchange and PSC. Despite these favorable ratings, there is still room for improvement, particularly in addressing the concerns of those who expressed neutrality or dissatisfaction. Enhancing the recruitment process in these areas could further elevate overall satisfaction and improve the recruitment experience for all candidates.

12. The data reveals that most respondents had a positive experience during the recruitment process, especially with Direct Recruitment, which is perceived as effective and smooth. In contrast, Employment Exchange and PSC face more challenges, with a notable number of candidates reporting issues. This highlights the need for improvements in these methods to better address the difficulties encountered by candidates. Overall, identifying and resolving these issues is essential for enhancing the recruitment experience across all methods.

13. The study on Direct Recruitment from 2019 to 2022 reveals fluctuations in yield ratios, with 2021 showing a high efficiency. However, inconsistencies in other

years suggest variability in the recruitment process. The overall average yield ratio indicates there is significant room for improvement to achieve more consistent and effective recruitment outcomes. Comparatively, Employment Exchange, with its higher average yield ratio, demonstrates greater efficiency in converting applicants to hires.

14. The analysis on Employment Exchange recruitment from 2019 to 2023 demonstrates a relatively high and consistent yield ratio, with an overall average indicating greater efficiency compared to Direct Recruitment. Despite some fluctuations, particularly in 2020, the method generally shows effective conversion of applicants into hires. The highest yield ratio in 2019 underscores a period of particularly effective recruitment. In terms of yield ratio, Employment Exchange proves to be more efficient than Direct Recruitment.

15. The comparison of yearly yield ratios between Direct Recruitment and Employment Exchange from 2019 to 2023 highlights Employment Exchange as the more effective recruitment method. Employment Exchange consistently demonstrates higher and more stable yield ratios across most years, suggesting better efficiency in converting applicants into hires. Although Direct Recruitment had a notably high yield ratio in 2021, Employment Exchange's overall performance is more reliable and effective over the evaluated period. Therefore, in terms of yield ratio, Employment Exchange is the more efficient recruitment method.

16. The average yield ratios reveal that Employment Exchange is significantly more efficient than Direct Recruitment in converting applicants into hires. This suggests that Employment Exchange may offer better candidate-job matching or more streamlined processes, making it a more effective method for filling positions. Organizations could enhance their hiring efficiency by prioritizing Employment Exchange. In terms of yield ratio, Employment Exchange clearly outperforms Direct Recruitment, demonstrating nearly double the efficiency.

17. The time lapse data for Direct Recruitment indicates significant variability in the time taken to complete the recruitment process across different years, with an average duration of 351.25 days. This extended timeframe highlights potential

inefficiencies and delays, particularly evident in the year 2021, which considerably skews the average. Streamlining and optimizing recruitment procedures could reduce this time lapse, improving overall efficiency. In terms of time lapse data, Direct Recruitment is more efficient compared to Employment Exchange and PSC, but there remains considerable room for further improvement to minimize delays.

18. The time lapse data for PSC recruitment indicates significant inefficiencies, with an average duration of 1,255.4 days, reflecting considerable delays in the process. The highest time lapse recorded in 2023 further emphasizes the need for improvements within the PSC method. These prolonged recruitment periods make PSC less effective in terms of time efficiency compared to other methods. Direct Recruitment, with its relatively shorter average duration, proves to be more efficient in terms of time lapse data, suggesting a more streamlined process that could serve as a model for improving PSC timelines.

19. The time lapse data for Employment Exchange recruitment reveals a moderate average duration of 565 days, showing a more efficient process compared to PSC. However, the variability, with high durations like in 2022 and much lower ones in 2023, points to inconsistencies that need addressing. Despite the absence of data for 2021, the Employment Exchange method still demonstrates better efficiency in recruitment timelines compared to PSC. Direct Recruitment, with its average duration of 351.25 days, remains the most efficient method in terms of time lapse data, indicating a more streamlined and consistent recruitment process overall.

20. The yearly time lapse data highlights clear disparities in recruitment efficiency among the methods. Direct Recruitment emerges as the most time-efficient approach, significantly outpacing the other methods in terms of average duration. Employment Exchange shows moderate efficiency but suffers from variability, indicating potential areas for improvement. In contrast, PSC is identified as the least efficient method, with excessively long recruitment times that need urgent attention. Direct Recruitment is the most efficient in terms of time lapse data, suggesting it offers a more streamlined process for hiring.

21. The analysis of average time lapse data shows significant differences in efficiency among recruitment methods. Direct Recruitment stands out as the fastest and most efficient approach, completing the process in a much shorter time frame compared to the other methods. Employment Exchange, while more efficient than PSC, still takes considerably longer, indicating room for improvement. PSC is highlighted as the least efficient, with notably lengthy recruitment periods that require urgent attention. Overall, Direct Recruitment is the most efficient method in terms of time lapse data, emphasizing its effectiveness in expediting the hiring process.

4.2 RECOMMENDATION

- Regardless of the method used, enhancing transparency in recruitment processes and maintaining clear communication with candidates can improve overall satisfaction and perception of the organization among applicants.

- Prioritize direct recruitment because its relatively quicker average time lapse (351.25 days), organizations should consider prioritizing Direct Recruitment for filling positions that require prompt staffing solutions. This method proves efficient in swiftly processing candidates compared to others.

- Recognizing the longer average time lapse (1255.4 days) and significant variability in PSC recruitment, organizations involved in public service should streamline procedures, improve coordination, and leverage technology to expedite processes and minimize delays.

- Continuously monitor and evaluate recruitment methods across all methods to align with organizational needs and operational priorities. This includes adjusting processes based on efficiency metrics, applicant volumes, and market conditions.

- Utilize technology tools and platforms to streamline administrative tasks, improve data management, and enhance the efficiency of recruitment processes across all methods.

- Invest in training and development programs for recruitment personnel to ensure they are equipped with the skills and knowledge necessary to navigate complex recruitment challenges and optimize efficiency.

4.3 SUMMARY

The study on the effectiveness of recruitment methods at KTDC aimed to assess various recruitment methods employed by the organization and their impact on key metrics such as time taken to fill positions, yield ratios, and employee perceptions. The research utilized a quantitative approach, collecting data through questionnaire and internal records to evaluate different recruitment methods including direct recruitment, PSC (Public Service Commission), and Employment Exchange.

The study underscored the critical role of effective recruitment methods in shaping organizational success at KTDC. By analysing metrics such as time to hire and yield ratios, the research provided insights into which methods were most efficient in meeting the organization's staffing needs promptly and effectively. Employee perceptions towards recruitment methods highlighted the importance of transparency, fairness, and communication during the hiring process. Positive employee perceptions correlated with higher satisfaction levels and increased engagement with the organization. Employee perceptions towards recruitment methods emerged as a significant factor influencing overall job satisfaction and organizational commitment. Strategies that prioritize clear communication, fairness, and candidate experience were identified as crucial for enhancing recruitment effectiveness and fostering a positive employer brand.

This study evaluates the effectiveness of various recruitment methods, including Direct Recruitment, Employment Exchange, and the Public Service Commission (PSC), by analyzing key metrics such as yield ratios, time lapses, employee perceptions of clarity and professionalism. The findings indicate that Employment Exchange emerges as the most effective method in terms of yield ratio, consistently outperforming Direct Recruitment. While Direct Recruitment shows moments of high efficiency, particularly in specific years, its overall average yield ratio suggests the need for improvement in converting applicants to hires.

In terms of time lapse data, Direct Recruitment is identified as the most efficient method, with significantly shorter average recruitment periods compared to Employment Exchange and PSC. PSC exhibits the longest and most variable recruitment durations, indicating substantial inefficiencies within its processes.

employee perceptions of clarity further support these findings, as respondents generally express positive views about their recruitment experiences, particularly with Direct Recruitment. However, areas for improvement remain, especially concerning transparency, communication, and the overall candidate experience across all methods. In conclusion, the study provided actionable insights that can guide KTDC and similar organizations in refining their recruitment practices to achieve better outcomes and strengthen their workforce capabilities.

BIBILOGRAPHY

1. Allen, D. G., Mahto, R. V., & Otondo, R. F. (2007). Web-based recruitment: Effects of information, organizational brand, and attitudes toward a Web site on applicant attraction. Journal of Applied Psychology, 92(6), 1696–1708. https://doi.org/10.1037/0021-9010.92.6.1696

2. Bina, S., Mullins, J., & Petter, S. (2021). Examining Game-Thinking in Human Resources Recruitment and Selection: A Literature Review and Research Agenda. Hawaii International Conference on System Sciences 2021 (HICSS-54). https://aisel.aisnet.org/hicss-54/da/gamification/4/

3. Bissola, R., & Imperatori, B. (2014). The unexpected side of relational e-HRM. Employee Relations, 36(4), 376–397. https://doi.org/10.1108/er-07-2013-0078

4. Dragusha, B., & Prenaj, V. (2021). The Role of Social Networks as a Tool for an Effective Recruitment Process in the Enterprises in Kosovo. Journal of Eastern European and Central Asian Research (JEECAR), 8(3), 384–388. https://doi.org/10.15549/jeecar.v8i3.696

5. Ekwoaba, J. O., & Ufoma, N. (2015). The Impact of Recruitment and Selection Criteria on Organizational Performance. Global Journal of Human Resource Management, 3(2), 22–33. https://www.eajournals.org

6. Hamza, P. A., Othman, B. J., Gardi, B., Sorguli, S., Aziz, H. M., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Ali, B. J., & Anwar, G. (2021). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance. International Journal of Engineering, Business and Management, 5(3), 1–13. Researchgate. https://doi.org/10.22161/ijebm.5.3.1

7. Harky, Y. F. M. (2018). The Significance of Recruitment and Selection on Organizational Performance: The Case of Private owned Organizations in Erbil,

North of Iraq. International Journal of Contemporary Research and Review, 9(02). https://doi.org/10.15520/ijcrr/2018/9/02/422

8. Hiltrop J.M. (2009). Recruitment and selection process.

9. Hsu, Y.-R. (2019). RECRUITMENT AND SELECTION AND HUMAN RESOURCE MANAGEMENT IN THE TAIWANESE CULTURAL CONTEXT. https://core.ac.uk/download/pdf/29818879.pdf

10. Imam Musfiq Shuvo. (2015). Recruitment & selection process of SQUARE Toiletries Ltd. Handle.net. https://doi.org/ID%2011104086

11. Indira Wardhani Kaharuddin, Sifrid S. Pangemanan, & Farlane S. Rumokoy. (2018). ANALYZING EMPLOYEESâ€TM PERCEPTION OF TRADITIONAL AND MODERN RECRUITMENT. Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi, 6(4).

     https://doi.org/10.35794/emba.6.4.2018.21664

12. Jeske, D., & Shultz, K. S. (2015). Using Social Media Content for Screening in Recruitment and Selection: Pros and Cons. Work, Employment and Society, 30(3), 535–546.

13. Jones, D. C., Kalmi, P., & Kauhanen, A. (2006). Human Resource Managem ent Policies and Productivity: New Evidence from An Econometric Case Study. Oxford Review of Economic Policy, 22(4), 526–538.

     https://doi.org/https://doi.org /10.1093/oxrep /grj031

14. Kusu, R., & Balaji, S. (2020). A study on recruitment and selection. Malaya Journal of Matematik.

15. Louw, G. J. (2013). Exploring recruitment and selection trends in the Eastern Cape. SA Journal of Human Resource Management, 11(1).

     https://doi.org/10.4102/sajhrm.v11i1.319

16. Maddali, H. R. (2014). A Project Report on Recruitment and Selection.

17. Murire, O., Chinyamurindi, W., & Cilliers, L. (2020). Challenges faced by employers when using social media for recruitment and selection purposes. 2020 Conference on Information Communications Technology and Society (ICTAS). https://doi.org/10.1109/ictas47918.2020.233997

18. Mustafa, M., Ghazali, Z., Kassim, M. S., & Hasan, H. (2024). Recruitment sources for supervisors in the manufacturing sector in Malaysia - UUM Repository. Uum.edu.my. https://repo.uum.edu.my/id/eprint/6350/1/Mun.pdf

19. Nabi, G., Wei, S., Husheng, X., Shabbir, M., Altaf, M., & Zhao, S. (2014). Effective Recruitment and Selection Procedures: an Analytical Study Based on Public Sector Universities of Pakistan.

    https://core.ac.uk/download/pdf/234669311.pdf

20. Pandey, A. (2020). Recruitment And Selection. IRE Journals, 3(9), 82–83. https://www.irejournals.com/paper-details/1701996

21. Pereiro, J. A. (1992). Some conceptual remarks on yield per recruit. Fisheries Research, 13(4), 423–428. https://doi.org/10.1016/0165-7836(92)90062-x

22. Pramod, D., & Bharathi, S. V. (2016). Social Media Impact on the Recruitment and Selection Process in the Information Technology Industry. International Journal of Human Capital and Information Technology Professionals, 7(2), 36–52. https://doi.org/10.4018/ijhcitp.2016040103

23. Rathee, R., & Bhuntel, R. (2017, July). (PDF) Benefits, Challenges and Impact of e-Recruitment. ResearchGate.

    https://www.researchgate.net/publication/351089467_Benefits_Challenges_and_Impact_of_e-Recruitment

24. Roper, S. (1988). RECRUITMENT METHODS AND VACANCY DURATION. Scottish Journal of Political Economy, 35(1), 51–64. https://doi.org/10.1111/j.1467-9485.1988.tb01029.x

25. S, D. M., & B, R. (2021, October 1). A Study of NGO Employees' Perception Towards Recruitment and Selection in Dakshina Kannada District. | IUP Journal of Management Research | EBSCOhost. Openurl.ebsco.com. https://openurl.ebsco.com/EPDB%3Agcd%3A2%3A13381154/detailv2?sid=ebsco%3Aplink%3Ascholar&id=ebsco%3Agcd%3A154466363&crl=c

26. Saini, S. (n.d.). Work by Korsten. Www.academia.edu. Retrieved September 5, 2022, from https://www.academia.edu/23731140/Work_by_Korsten

27. Shailashri, V., & Shenoy, S. (2016). STUDY TO IDENTIFY THE RELATIONSHIP BETWEEN RECRUITMENT, SELECTION TOWARDS EMPLOYEE ENGAGEMENT. International Journal of Scientific Research and Modern Education (IJSRME) ISSN (Online, I(II), 2455–5630. https://ijsrme.rdmodernresearch.com/wp-content/uploads/2016/12/133.pdf

28. Sharma, S., & Verma, H. V. (2018). Social Media Marketing: Evolution and Change. Social Media Marketing, 19–36. https://doi.org/10.1007/978-981-10-5323-8_2

29. Suresh, C., & Parthasarathi, S. (2024). Employees Perception On Recruitment And Selection Process In It Industry. Theory and Practice, 2024(2), 1126–1133. https://doi.org/10.53555/kuey.v30i2.5003

30. Unadkat, P. (2015). The impact of internet on recruitment: Effectiveness and efficiency of e-recruitment. International Journal of Advanced Research in Management and Social Sciences, 4(5), 116–124.

31. Venkteshwar, A., Agarwal, N., & Singhvee, N. (2017). The Effectiveness and Efficiency of the Various Graduate Recruitment Methods. IOSR Journal of Business and Management, 19(01), 26–31. https://doi.org/10.9790/487x-1901012631

32. Yadav, P., Singh, B., BhagyaLakshmi.K, Mishra, P., & N, R. (2021). The Impact of Effective Recruitment & Selection Process on Organizational Development: An Empirical Study. Annals of the Romanian Society for Cell Biology, 25(6), 693–703. http://annalsofrscb.ro/index.php/journal/article/view/5482

33. Zattara, E. E., Turlington, K. W., & Bely, A. E. (2016). Long-term time-lapse live imaging reveals extensive cell migration during annelid regeneration. BMC Developmental Biology, 16(1). https://doi.org/10.1186/s12861-016-0104-2

34. Zehra, A. (2020). Impact of Social Media on Recruitment Process. Indus Journal of Management Sciences (IJMS).

     https://www.indus.edu.pk/pdf/issue1%20/2.pdf

35. Zottoli, M. A., & Wanous, J. P. (2000). Recruitment Source Research: Current Status and Future Directions. Human Resource Management Review, 10(4), 353–382. https://doi.org/10.1016/s1053-4822(00)00032-2

WEBSITE

- https://www.ktdc.com/
- https://en.wikipedia.org/wiki/Tourism_in_Kerala
- https://repo.uum.edu.my/id/eprint/6350
- http://hdl.handle.net/20.500.12066/1360
- https://doi.org/10.1111/j.1559-1816.2003.tb01884.x
- https://doi.org/10.1016/j.ejogrb.2018.12.011
- https://doi.org/10.1016/S1053-4822(00)00032-2

APPENDICES

QUESTINNAIRE

A STUDY ON EFFECTIVENESS OF RECRUITMENT METHODS WITH SPECIAL REFERENCE TO KERALA TOURISM DEVELOPMENT CORPORATION (KTDC), THIRUVANATHAPURAM

Sir/ Madam,

I am ANUMOL JOY, pursuing MBA at "Naipunnya Business School, Pongam, Koratty, Thrissur", doing a project, as a part of my curriculum at Kerala Tourism Development Corporation (KTDC) on the topic, "**A STUDY ON EFFECTIVENESS OF RECRUITMENT METHODS WITH SPECIAL REFERENCE TO KERALA TOURISM DEVELOPMENT CORPORATION (KTDC), THIRUVANATHAPURAM",** please feel free to answer the questions. Your answer will be used only for academic purposes.

1. Which recruitment method is used in the job?
   - ☐ PSC
   - ☐ Employment Exchange
   - ☐ Direct Recruitment

2. How satisfied are you with the recruitment process through PSC/ employment exchange/ direct recruitment?
   - ☐ Very Satisfied
   - ☐ Satisfied
   - ☐ Neutral
   - ☐ Dissatisfied
   - ☐ Very Dissatisfied

3. How transparent did you find the PSC/ employment exchange/ direct recruitment process?
   - ☐ Very Transparent
   - ☐ Transparent
   - ☐ Neutral
   - ☐ Opaque
   - ☐ Very Opaque

4. How long did the PSC/ employment exchange/ direct recruitment process take from application to hiring?

☐ Less than 3 months

☐ 3-6 months

☐ 6-9 months

☐ 9-12 months

☐ More than 12 months

5. How would you rate the PSC / employment exchange/ direct recruitment process in terms of professionalism?

☐ Excellent

☐ Good

☐ Neutral

☐ Poor

☐ Very Poor

6. How supportive was PSC/ employment exchange/ direct recruitment during your on boarding process?

☐ Very Supportive

☐ Supportive

☐ Neutral

☐ Unsupportive

☐ Very Unsupportive

7. How often were updates provided during the PSC / employment exchange/ direct recruitment process?

☐ Very Frequently

☐ Frequently

☐ Occasionally

☐ Rarely

☐ Never

8. I was informed about job opening through PSC/ employment exchange/ direct recruitment?

☐ Advertisement

☐ Notification

☐ Referral

☐ Other

9. How do you rate the clarity of the job description provided by PSC/ employment exchange/ direct recruitment?

☐ Very Clear

☐ Clear

☐ Neutral

☐ Unclear

☐ Very Unclear

10. How would you describe the interview process conducted by PSC/ employment exchange/ direct recruitment?

☐ Very Structured

☐ Structured

☐ Neutral

☐ Unstructured

☐ Very Unstructured

11. What was your overall experience with the PSC / employment exchange/ direct recruitment process?

☐ Very Positive

☐ Positive

☐ Neutral

☐ Negative

☐ Very Negative

12. Did you encounter any issues during the PSC / employment exchange/ direct recruitment process?

☐ Yes

☐ No