

Research Article

Recruitment and Selection in LIC of India: A Study of Itanagar, Naharlagun and Pasighat Branches, India

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Abstract: Life Insurance Corporation of India (LIC) has been established under the provisions of Life Insurance Corporation Act, 1956. LIC of India is having a well defined recruitment and selection methods. The central government of India has prescribed a provision on this regards. The policies of recruitment and selection of LIC are laid down in the LIC of India (Staff) Regulations 1960, (Appointment and Promotion of Officers and Employees) and Staff Service Regulations of the LIC, under section 49 of LIC Act 1956. Therefore, LIC of India has to follows the constitutional directives and principles. Further, it has to adhere to Central and State Government directives, notifications and circulars in the matter of recruitment and selection. So far recruitment and selection of Study Units is concern, the present study reveals that, LIC of India is using mostly an external methods of recruitment for recruitment of new employees for the corporation. The weekly 'Employment News' is found to be a major source of information for prospective candidates who apply for job in LIC of India. The study also revealed that, the recruitment sources used by LIC of India for recruiting various categories of employees are good enough to attract mass prospective candidates. Further, the study revealed that majority of the employees working in the Study Units has rated the sources of recruitment of LIC as highly attractive. With this background, the present research paper makes an attempt to study the process of Recruitment and Selection procedure maintained by LIC of India in Itanagar, Naharlagun and Pasighat branches. Further, it endeavors to examine the relation between uses of proper recruitment sources and mass attraction of prospective candidates towards various vacant posts of LIC of India in the Study Units.

Keywords: Arunachal Pradesh; East Siang; Life Insurance Corporation; Papum Pare; Recruitment; Selection

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INTRODUCTION

Life Insurance Corporation of India (LIC) has been established under the provision of Life insurance Corporation Act 1956. Therefore, all the functions of LIC are governed by the provision of LIC Act 1956. The central government and staff service regulation of India are treated as supreme authority of LIC. So, all the rules and regulations are framed and amended by them from time to time. The rules, regulations and directions relating to various functions of LIC of India are framed and notified by the central government. Accordingly, LIC of India abides by the same. LIC of India performs various recruitment functions.

The foremost function of LIC of India under recruitment process is to do a Job Analysis. It is a systematic process of determining the various skills, knowledge and other required qualities which shall be needed to perform assigned job in an organization. For

the purpose of job analysis of LIC of India, central government has prescribed a certain criteria with regard to education qualifications and other essential requirement for the recruitment of officer's cadre, clerical and subordinate staffs separately. LIC of India is bound to follow the same during the time of recruitment process. As per the classification of employees is concern, the staffs of LIC of India are divided into officers and other employees. For the purpose to differentiate the rank of the employees, LIC of has divided their employees into class I, II, III and IV. Employees which come under class I and II are considered as officers of the organization. Class I officer includes Divisional Manager, Branch Manager or Senior Manager while, class II officers are the various development officers of the LIC of India. The employees of LIC which falls under class III category are the supervisory and other clerical staffs of the organization. Employees who are from class IV category are the supporting subordinate of the

organization like, messenger, sweeper, drivers, security guard etc. Thus, the job analysis and the job classification of LIC of India are depending upon the nature and responsibility of job which are likely to be assigned to the employees.

Also, the second recruitment function of LIC of India is to prepare a HR Planning. HR planning is the process of evaluating present HR strengths of an organization so as to forecast possible human resource requirement in the coming future. The main purpose of HRM is to have a balance HR in the organization by placing right person in right job with a right cost. It has been noticed that LIC of India does not have a separate HR planning department. Therefore, they are seen to adopt a short term planning for forecasting its manpower requirement. Generally, senior manager of personnel department at head office of LIC look after all the aspect relating to manpower planning of the organization. Manpower planning of LIC is entirely based on circular and guidelines issued by the Central Government from time to time. Central Government generally fixed manpower requirement of the various branches and offices of LIC by taking into account the size and business turnover on LIC and their branches. Accordingly, LIC of India carries on a systematic assessment on manpower requirement periodically in accordance with the guidelines and circulars issued by the Central Government in this regard. Thus, for filling up of any new posts a prior permission of Central Government is required.

LIC of India is having a well defined recruitment and selection methods. The central government has prescribed provisions on this regards. The policies of recruitment and selection in LIC are laid down in the LIC of India (Staff) Regulations 1960, (Appointment and Promotion of Officers and Employees) and Staff Service Regulations of the LIC, under section 49 of LIC Act 1956. Therefore, LIC of India has to follow the constitutional directives and principles as well as Central and State Government directives, notifications and circulars in the matter of recruitment and selection. The central government is also providing reservations in various jobs for candidates belonging schedule castes (SCs) and schedule tribes (STs), physically handicapped persons (PHQ, disabled persons etc. Also, the qualifications, age limit and other eligibility criteria as prescribed by the Central Government for various posts are taken into consideration while making recruitment and selection. As per the Central Government Rules, LIC can make recruitment for officers, Supervisory, Clerical and Subordinate staff posts from among eligible candidates residing within the state of India. For the purpose of direct recruitment through external sources, LIC of India used various sources of recruitment like, National dailies; employment news and also by placing the vacant posts in their websites. It enables the eligible candidates to apply for the posts which have been

advertised. The recruitment is generally followed by two stages i.e. the written test and the personal interview. In the first stage candidates have to qualify in the written test and in the second stage, out of those who are qualified in the written test based on the rank (marks) obtained in the written test, certain required number of candidates in the ratio 1: 3 or as decided by the corporation at the appropriate stage are called for interview for final selection.

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

Objectives of the Study

1. To examine the Recruitment and Selection procedures of LIC of India in the Study Units.
2. To analyze the relation between uses of Proper Recruitment Sources and Mass Attraction of Prospective Candidates.

Hypothesis of the Study

Ho: The use of proper recruitment sources do not lead to mass attraction of prospective candidates.

RESEARCH METHODOLOGY

- **Research Method and Tools:** While conducting the present study, efforts have been made to make the study empirical. The present study has been purely based on Field Survey. It is an Analytical and Descriptive Research in nature. During the study, Personal Interview, Telephonic Contacts and Observation Methods have been used to collect pertinent field data. Moreover, structured schedules, mobile phone and other stationeries have been widely used as research tools for the study.
- **Sources of Data:** During field survey, the data have been collected from both primary and secondary sources. The collection of primary data has been done through Personal interview. For the collection of primary data, a structured questionnaire has been framed, administered and collected after the interview and discussion. To study the Human Resource Management of LIC of India in context of Arunachal Pradesh, the researcher has consulted and collected information from various secondary sources. Secondary data

have been collected from LIC Journals, LIC of India Report, Year book of LIC, existing data from both the LIC offices of Papum Pare and East Siang Districts, books, journals, thesis, dissertations, published and unpublished sources. Beside, internet has been extensively used while collecting secondary information for the present study.

- **Universe of the Study:** The Universe of the present study encompasses all the employees who are presently working in Naharlagun, Itanagar and Pasighat branches of LIC of India hereafter, called as 'Study Units'. Moreover, the study has been carried across two districts of Arunachal Pradesh namely- Papum Pare and East Siang respectively. Henceforth, these two districts have been called hereafter, 'Study Area'.

- **Sampling Techniques and Size:** During the present study, Convenience Sampling under non-probability sampling technique has been used. For the present study, 60 permanent employees (both male & female) including subordinates, clerks and officers have been selected from Naharlagun, Itanagar and Pasighat LIC offices. Moreover, formal and informal discussions with the branch managers and other officials as well as other non-official staffs of Papum Pare and East Siang District offices of LIC of India have also been made to uncover some relevant and pertinent facts. Sample distribution and size of the study has been highlighted in Table 1.

Table 1: Sample Distribution

LIC Offices	Subordinate	Clerk	Officer	Total
Naharlagun	04	14	09	27
Itanagar	02	05	02	09
Pasighat	03	14	07	24
Total	09	33	18	60

Source: *Field Study, 2017*

- **Tools of Data Analysis:** For analysis of data, frequency distributions, pie chart, standard deviation, chi-square test etc., have been used to draw inferences on the Universe. Moreover, statistical packages like MS Excel and SPSS (21 Version) have been widely used to analyses field data as per need and requirements of the study.

of recruitment. However, almost 28 percent were found to be recruited through internal method i.e. basically through promotion. In case of recruitment of clerical staffs is concern, almost 82 percent of them were found to be recruited by LIC of India by using external method and the remaining from internal method. Further, the study found that around 56 percent of the sample respondents have been recruited through external method. While remaining 44 percent of the sample respondents have been recruited through internal method by the LIC of India. By considering the present data, it may be said that, the LIC of India is mostly using an external method of recruitment for the recruitment of new employees. The present data itself reveals that, out of total 60 samples, 75 percent of employees were recruited by LIC of India by using external method of recruitment. Thus, it may be assumed here that, LIC of India is mostly using an external method of recruitment for the recruitment of new employees for the corporation.

ANALYSIS AND INTERPRETATION OF DATA

- A. Recruitment Method used by LIC of India in the Study Units:** It is revealed from Table 2 that, out of the total 60 sample employees, 75 percent of them have been recruited through external method of recruitment by the LIC of India. However, remaining 25 percent of sample employees are found to have been recruited through using internal method of recruitment. During the present study, it is also found that, out of total 18 samples (officers), around 72 percent of them were recruited by LIC of India in their present post by using external method

Table 2: Recruitment Method used by LIC of India in the Study Units

Method of Recruitment	Subordinate	Clerical Staffs	Officers	Total
External Method	05(55.5)	27(81.8)	13(72.2)	45(75)
Internal Method	04(44.4)	06(18.2)	05(27.8)	15(25)
Total Respondent	09(100)	33(100)	18(100)	60(100)

Source: *Field Study, 2017*

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

- B. Sources of Information about Job Vacancies of LIC in the Study Units:** It is evident from Table 3 that, the majority of sample which constitute 76

percent of the total sample, have come to know about job vacancies in LIC of India through employment News. It is followed by LIC website

which shares 10 percent out of the total sample. Apart from the employment news and LIC website, 8.3 percent respondents also revealed that, they have come to know the vacancies in LIC through employees of LIC, friends, relatives and also from family members. Also, 5 percent of the respondents revealed that, they were made aware of the

vacancies through National dailies. Nevertheless, the contribution of local dailies is seen to be nil, as not a single respondent is found to have been informed through local dailies. Thus, it may be said that the employment news has been playing a remarkable role in recruitment of various employees in LIC of India from the study area.

Table 3: Sources of Information about Job Vacancies of LIC in the Study Units

Sources	No. of Respondent	No. of Respondent in Percent
LIC website	06	10
National dailies	03	5
Employment News	46	76.7
Local dailies	00	00
Any others	05	8.3
Total	60	100

Source: *Field Study, 2017*

C. Opinions on preference of Local Candidates in Selection by LIC of India: As per the opinion of sample employees on preference of local candidate in time of selection done by LIC of India is concern, around 70 percent of the respondents hold opinions that, there is no preference system for local candidates during the time of selection in the LIC of India. On the other side, it is unveiled from Table 4 that, 23 percent of the total respondent opined that, LIC of India is giving a preference to the local candidates during the time of selection.

To boot, 6 percent of the total sample respondent perceived that, they have no idea on the matter. It is also felt to note down here that, in the case of subordinate staff selection is concern; the present study found that, 57 percent of them hold opinions that, they got preferences during the time of selection as being a locality of the region or state. While, around 33 percent of the subordinate respondents have reported that they didn't get preference in the time of selection. Likewise, in case of clerical staff selection, it has been noticed

that, out of total 33 clerical sample employees, 72.7 percent of them are found to have felt that, the local candidate do not get preference at the time of selection. On the other side, 21.2 percent of them felt that they enjoyed preference being local candidates during the time of selection. Further, it is also observed that, in case of officer grade selection, out of total 18 sample officer respondents, around 11 percent of them have stated that there is a provision for preference of local candidates in the selection system of LIC of India. While 83.3 percent of them hold opinion that, there is no provision for preference of local candidate in the selection system of LIC of India. Thus, it is observed from Table 4 that, the local candidates are somehow getting a preference during the selection in the subordinate posts as 55.5 percent of the all three sample offices of the LIC employees under the subordinate categories respondents agree with the same. It is unveiled from Table 4 that, 72.7 percent and 83.3 percent of sample respondents under clerk and officer grade categories hold opinion that, there is no provision for preference of local candidates in this regard.

Table 4: Opinions on preference of Local Candidates in selection by LIC of India

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

Source: *Field Study, 2017*

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

D. Selection Methods used by LIC of India in the Study Units: It is evident from Table 5 that, 78 percent of the respondents hold views that LIC of India has adopted both written test and viva voice. No sample respondent is found to be selected by the LIC of India only through written test. While, 8.4 percent of the total sample respondents have been selected by the LIC of India by using only walk in interview. The study also reveals that,

around 13 percent of the total sample respondents have been selected by others means i.e. by considering their duration of time period spent in the LIC offices as either casual or part-time workers. Meanwhile, around 22 percent of the subordinate's respondents viewed that LIC of India has selected them through written test which is followed by viva-voice. Further, about 33 percent of respondents felt that walk in interview is the

method for selection for this group of employee. It is also noticed that, 44.5 percent of the respondents made observation that, apart from all above mention methods, there is other means of selection methods like recommendation from higher authority official, selection on seniority basis to those candidate who are already working as part-time staff, etc. The study also reveals that, 33 sample clerical employees hold opinion that, they were selected by LIC of India by following written test only. While almost 82 percent of them felt that, LIC of India has selected them by using written test

as well as viva-voice. As per the sample employees under officer grade respondents is concern, 100 percent of them have been selected by LIC of India by following both the written test and viva-voice. Thus, it may be inferred from Table 5 that, the LIC of India is generally using both the written test and viva-voice method for selecting their employees especially in the employee's categories of clerical staffs and officers posts. Also, in case of subordinate staff's selection, LIC of India is using multiple methods of selections.

Table 5: Selection Methods used by LIC of India in the Study Units

Method of selection	Subordinate Categories	Clerical Categories	Officers Categories	Total
Written Test Only	00(00)	00(00)	00(00)	00(00)
Written Test And Viva-Voice	02(22.2)	27(81.8)	18(100)	47(78.3)
Walk In Interview	03(33.3)	02(6.1)	00(00)	05(8.4)
Any Other Means	04(44.5)	04(12.1)	00(00)	08(13.3)
Total	09(100)	33(100)	18(100)	60(100)

Source: *Field Study, 2017*

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

E. Overall Attitude toward Recruitment and Selection of LIC of India: As per the overall attitude of sample employees toward recruitment and selection of LIC of India is concern, out of total 60 sample respondents, 50 percent of them perceived that the method and procedure used by LIC of India for recruitment and selection was excellent. Further, Table 6 shows that, 30 percent of the respondents viewed that it is very good. In addition, 18.3 percent of the sample respondents felt that it is good. However, 1.7 percent of the sample respondents hold view that, it is the average. By considering the present data given in Table 6, it is revealed that, out of total 9 sample subordinates respondents, around 33.3 percent has rated the recruitment and selection of LIC of India as very good and rest 66.7 percent as good. As per the view of sample clerical staffs is concern, it has been observed that, out of total 33 sample respondents, majority (69.7 percent) of them have rated the recruitment and

selection of LIC as excellent. Also 15.2 percent of them have rated it as very good. Further, 12.1 percent of the clerical respondents have stated that, the recruitment and selection method and system of LIC are good and 3 percent as average. As per the sample employees under officer grade respondents is concern, out of total 18 sample respondents, almost 39 percent of them have felt that recruitment and selection methods of LIC as excellent. Further, around 55 percent of them have opined it as very good. In addition, only one respondent is found to have rated the same as simply good. Thus, by considering the overall views of the sample respondents on recruitment and selection method of LIC of India, it may be inferred that, the recruitment and selection methods follow by LIC of India is well structured and systematic as most of the sample respondents (80 percent) are found to have rated the same as excellent and very good respectively.

Table 6: Overall Attitude toward Recruitment and Selection of LIC of India by the Sample Employees

Basis for Rating	Subordinates	Clerical Staff	Officers	Total
Excellent	00 (00)	23 (69.7)	07 (38.9)	30 (50)
Very good	03 (33.3)	05 (15.2)	10 (55.6)	18 (30)
Good	06 (66.7)	04 (12.1)	01 (5.5)	11 (18.3)
Average	00 (00)	01 (03)	00 (00)	01 (1.7)
Poor	00 (00)	00 (00)	00 (00)	00 (00)
No comment	00 (00)	00 (00)	00 (00)	00 (00)
Total	09(100)	33 (100)	18(100)	60 (100)

Source: *Field Study, 2017*

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

F. TESTING OF HYPOTHESIS: For the present study, a null hypothesis has been framed. Ho: The use of proper recruitment sources do not lead to mass attraction of prospective candidates. For the

purpose of testing the present hypothesis, 5 Points Likert Scales have been taken into consideration. Accordingly, 5 statements have been prepared namely- No comment; not attracted; moderately

attracted; highly attracted and; very highly attracted. The responses are commemorated into numerical values by giving weightages.

It is unveiled from Table 7 that, the employees of the study units have been highly attracted toward the recruitment sources used by the LIC of India. It is observed from Table 7 that 63 percent of them have rated the recruitment sources of LIC of India as very highly attracted and 25 percent as highly attractive. Almost 7 percent of the total sample respondents hold views that, the recruitment sources of LIC have just moderately attracted them. Further, 5 percent of the sample respondents have viewed that, they have no idea. Category wise analysis shows that, out of total 18 sample officer's employees, 85.7 percent of them hold view that, recruitment sources used by LIC of India during their time was very highly attractive that prompted them to apply for the post in LIC of India. The remaining 14.3 percent sample officers opined that, the same as highly attractive. So far clerical sample respondents is concern, out of total 33 sample

respondents, 69.7 percent of them hold view that, it is very highly attractive. Also, 21.2 percent as highly attractive and 9.1 percent as moderately attractive. Further, it has been noticed that, out of total 9 respondents, 23.1 percent and 46.2 percent of the subordinate staffs hold views that, the recruitment sources used by LIC of India is very highly attractive and highly attractive respectively. Under this category, 7.6 percent of the respondents stated that, recruitment sources used by the LIC of India are moderately attractive to them. However, 23.1 percent of the respondents under this category did not make any comment on the issue. So, it is imperative as revealed from Table 7 that, more than 88 percent of the sample employees have felt it to be very highly attractive.

Thus, it may be assumed that, the recruitment sources used by the LIC of India for recruiting various categories of employees are good enough to attract mass prospective candidates at the same time.

Table 7: Testing of Hypothesis

Rating Scale	Subordinate	Clerical Staffs	Officers	Total Respondents
Very highly attracted	03(23.1)	23(69.7)	12(85.7)	38(63.3)
Highly attracted	06(46.2)	07(21.2)	02(14.3)	15(25)
Moderately attracted	01(7.6)	03(9.1)	00(00)	04(6.7)
Not attracted	00(00)	00(00)	00(00)	00(00)
No Comment	03(23.1)	00(00)	00(00)	03(05)
Total	9(100)	33(100)	18(100)	60(100)

Source: Field Study, 2017

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

Table 8: Descriptive Statistics of the Statement

Statement	Numbers	Minimum	Maximum	Mean	Std. Deviation
The use of proper recruitment sources lead to mass attraction of prospective candidates	60	1	5	4.42	.996
Valid Number (list wise)	60				

Source: Field Study, 2017

Table 9: Frequencies of the Statement

Rating scale	Observed Number	Expected Number	Residual
No Comment	3	15.0	-12.0
Moderately Attracted	4	15.0	-11.0
Highly Attracted	15	15.0	.0
Very highly attracted	38	15.0	23.0
Total	60		

Source: Field Study, 2017

Table 10: Chi-Square Test for the testing of Hypothesis

Particular	Good Recruitment Sources lead to Mass Attraction of Prospective Candidates
Chi-Square	52.933
Degree of freedom	3

Source: Field Study, 2017

It is clear form Table 8 that, the calculated Mean Value of the statement is 4.42 with a positive

Standard Deviation of 0.996. Further, it is revealed from Table 10 that, the calculated Chi-Square Test

value of the statement is 52.933. Whereas, the Table Value at 0.05 level of significance is 7.81 (Degree of freedom= 3). The Calculated Value of Chi-Square is much greater than the Table Value.

Therefore, the present null hypothesis has been rejected. Thus, it is inferred that, the use of proper recruitment sources lead to mass attraction of prospective candidates.

CONCLUDING REMARKS

Life Insurance Corporation of India (LIC) has been established under the provisions of Life insurance Corporation Act, 1956. Therefore, all the functions of LIC are governed by the provisions of LIC Act, 1956. The Central Government and Staff Service Regulation of India are treated as supreme authority of LIC. So, all the rules and regulations are framed and amended by them from time to time. The rules and regulations as well as the directions relating to various functions of LIC of India are framed and notified by the Central Government and accordingly, LIC of India abide by the same. The activities related to recruitment and selections are done by LIC of India considering the various Rules and Regulations framed by the Central Government from time to time.

The present study reveals that, LIC of India is using mostly an external method of recruitment for the recruitment of new employees for the corporation. The weekly 'Employment News' is found to be a major source of information for prospective candidates who apply for job in LIC of India. Fascinatingly, the local candidates are somehow getting a preference during the selection in the subordinate posts only as being revealed by the present study. The present study also unearthed that, LIC of India is using mostly the written test and viva-voice methods for selecting their employees. It is also evident from the study that, the recruitment sources used by the LIC of India for recruiting various categories of employees are good enough to attract mass prospective candidates. Further, the study revealed that, majority of the employees working in the study area has rated the sources of recruitment of LIC as highly attractive. Thus, the present study revealed that, use of proper recruitment sources by the LIC of India has led to mass attraction of prospective candidates.

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