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### EVALUATION OF EMPLOYEE SELECTION PROCESS AT SAMBA BANK

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#### **ABSTRACT:**

Numerous associations in Saudi Arabia have set up extensive recruitment programs for employees. However, most associations do not put resources into time and effort to improve the choice strategy that will benefit the association. Individual supervisors and human resource management (HRM) authorities can add to their association's prosperity by pursuing enhanced representative determination strategies. Therefore, this work was done to analyze employee selection process at SAMBA in Jeddah, Saudi Arabia. This work was conducted using quantitative and qualitative research method. The sample population of this work was 50 customers of SAMBA. Data collection was done based on survey method. In addition, two bank managers were interviewed. The finding of this work have shown that majority of the respondent have agreed that SAMBA employees are well qualified and trained. Furthermore, the results have shown that employees at SAMBA are helpful and hired in the right positions. The interview outcome has confirmed that SAMBA follows the international hiring processes while hiring employees. Therefore, it is deduced that SAMBA has practiced a viable recruitment and selection process for its employees.

#### **INTRODUCTION:**

Employee selection is a methodical technique used to employ people. Although the word may refer to all elements of the recruitment, the most popular definition is the choice of employees among potential candidates that has been filtered by an organization [1]. In this regard, chosen prospects are isolated from rejected candidates with the goal of picking the individual who

will be the best and make the most profitable commitments to the association. The method of selecting employees takes after system to accumulate information around an individual in order to analyze whether that individual could be useful for an organization [2]. The procedures utilized must be in consistence with the selection policies of an organization. In some cases, the advancement and implementation of such screening strategies is carried out by the human resource (HR) divisions; larger associations employ consultants or firms with practical experience in setting up work force frameworks [3]. Tests intended to determine a person's inclination to a specific position; organization or industry may be referred to as staff assessment tools. Such tests may help those accused of hiring a workforce to choose people for a contract and to set up new prosecutors in the suitable positions [4].

Dipboye and Dipboye [5] found that consistent determination indicators do not exactly consummate legitimacy and dissipating plots can assist to find these mix-ups during employee selection process. The cutoff rule is the point of isolation of successful and ineffective personnel, as indicated by the standard established by the contracting association [6]. According to Highhouse et al. [7] genuine positive candidates are linked to those though to prevail at work because they have breezed through the choice test and performed well. Genuine negatives depict individuals who have been precisely rejected as dependent on the measure because they would not be effective representatives [7]. False negatives occur when individuals are dismissed due to the determination of the test failure, but would have performed well at work in any case. In addition, false positives are linked to people who are chosen for having passed the choice measure, but who do not make effective representatives [7].

Truxillo et al. [8] found that when the viability of the worker's choice procedure is amplified, the association can have an incredible business result. This includes lower turnover cost investment funds as well as increased profits through improved profitability and consumer loyalty. Furthermore, recruitment is often overlooked in the pre-rent process. However, this is one of the most critical stages – the more candidates who participate in the recruitment process, the more opportunities the organization will have to fill open positions [8].

Villegas et al. [9] found that the most ideal approach to deciding whether an employee is fit for a specific job position is the adoption of a comprehensive assessment strategy and the estimation of three key regions – learning and capacity, significant work skills and, character and inspiration. The evaluation of only one area leaves different regions unrevealed. The use of the assortment of assessments provides a comprehensive way to deal with the examination and selection procedure [10]. Re-enactments or situational judgment tests assess work-related skills by placing applicants in situations that they expected to perform in job [11]. Noe et al. [12] stated that improving job interviews requires the process to be more guided than interpretive. The challenge is that associations regularly have different individuals conducting these job

interviews with different skill levels and different methodologies [12]. This can be improved by reducing the variation by implementing a steady interview procedure that incorporates an interview guide with standardized enquiries [12].

In Saudi Arabia, while many organizations have sophisticated selection programs in place, most organizations do not invest in time and effort to improve the selection methodology [13]. The result is too often that the best candidates are not recruited because there is excessive work politics, lack of rigor and lack of knowledge in the field of employee selection. Individual managers and human resource management (HRM) specialists can contribute to the success of their organization by advocating improved employee selection methods. SAMBA is one of the biggest and most famous financial services organizations in the region and globally recognized bank in Saudi Arabia. Thus, this work was done to examine the employee selection process at SAMBA in Jeddah, Saudi Arabia.

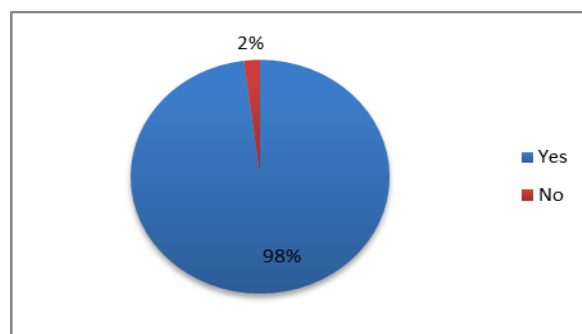
## METHODOLOGY

This study has adopted both quantitative and qualitative research method. The sample populations of this work are present customers of SAMBA at Jeddah, Saudi Arabia and the sample size was 50 customers. For this work, data collection was accomplished by the means of questionnaire. Fundamental statistical analysis was done using the collect data and results were presented in graphical form. Furthermore, one interview session was held with two branch managers. The results of these interviews are presented descriptively.

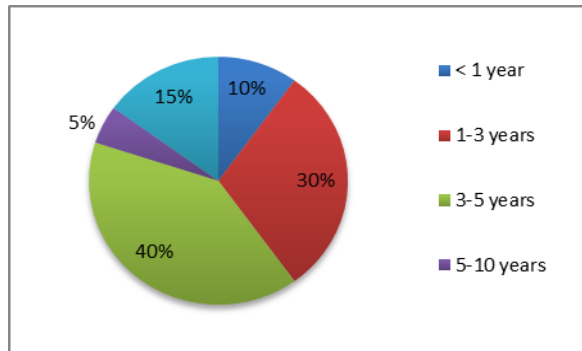
## RESULT AND DISCUSSION

### *Questionnaire Analysis*

The respondents were asked “Do you feel pride in banking with SAMBA?”. Based on Figure 1, 98 % of the respondents stated yes and 2 % of the respondents stated no. Next, the respondents were asked “How long have you been a customer of SAMBA?”. Based on Figure 2, 10 % of the respondents stated less than 1 year, 30 % of the respondents stated 1 to 3 years, 40 % stated 3 to 5 years, 5 % stated 5 to 10 years and 15 % stated 10 years and above.

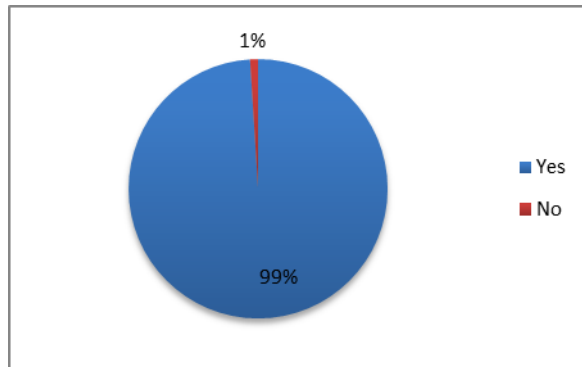


**Figure 1:** Customers feel pride in banking with SAMBA

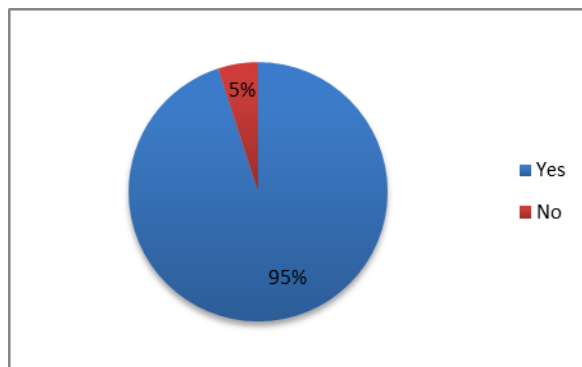


**Figure 2:** Customer duration at SAMBA

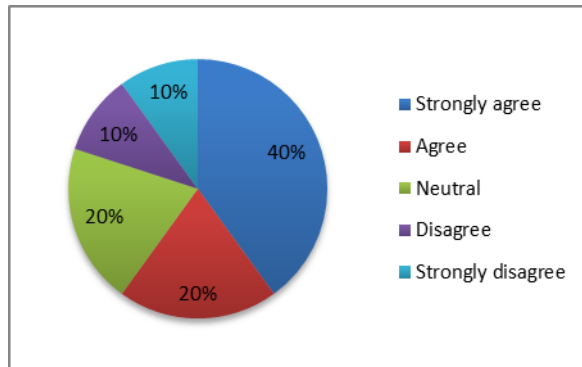
The respondents were asked “Do you think that SAMBA employees are well qualified and trained?”. Based on Figure 3, 99 % of the respondents stated yes and 1 % stated no. Following, the respondents were asked “Do you think the employees at SAMBA are helpful and hired in the right positions?”. Based on Figure 4, 95 % of the respondents stated yes and 5 % stated no. Subsequently, the respondents were asked “Do you think SAMBA should motivate its employees more?”. Based on Figure 5, 40 % of the respondents strongly agree, 20 % of the respondents agree, 20 % were neutral, 10 % of the respondents disagree, and 10 % strongly disagree.



**Figure 3:** SAMBA employees are well qualified and trained

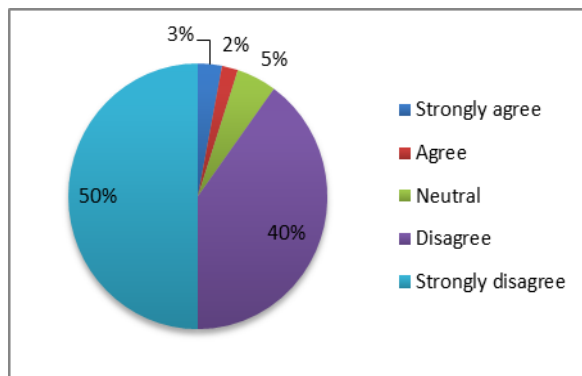


**Figure 4:** Employees at SAMBA are helpful and hired in the right positions

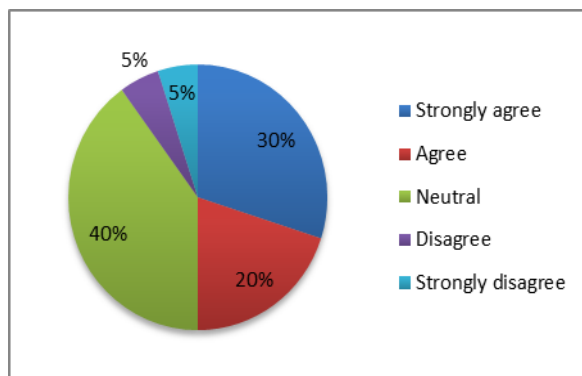


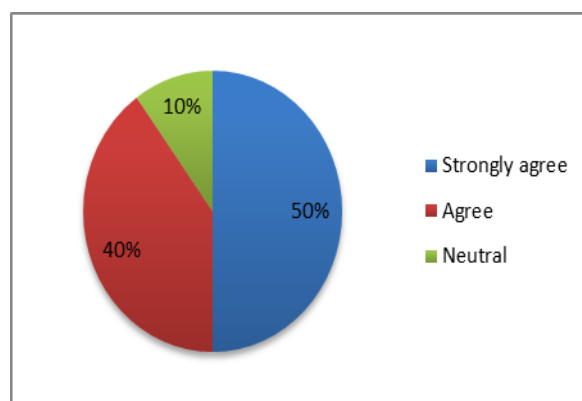
**Figure 5:** SAMBA should motivate its employees more

The respondents were asked “SAMBA employees are not hired in the right positions?”. Based on Figure 6, 3 % of the respondents strongly agree, 2 % of the respondents agree, 5 % were neutral, 40 % of the respondents disagree, and 50 % strongly disagree. Then, the respondents were asked “SAMBA employees need more training?”. Based on Figure 7, 30 % of the respondents strongly agree, 20 % of the respondents agree, 40 % were neutral, 5 % of the respondents disagree, and 5 % strongly disagree. In addition, the respondents were asked “SAMBA employees are well motivated”. Based on Figure 8, 50 % of the respondents strongly agree, 40 % of the respondents agree and 10 % were neutral.



**Figure 6:** SAMBA employees are not hired in the right positions



**Figure 7:** SAMBA employees need more training**Figure 8:** SAMBA employees are well motivated

### *Interview Analysis*

In this section, the outcome of the interview analysis is presented. The interview was done with two branch managers. The interviewees were asked “Are you and your employees satisfied with SAMBA’s recruitment and selection processes?”. Interviewee 1: Yes, SAMBA’s hiring processes are of high standards and competitive with other banks locally. Interviewee 2: Yes, SAMBA follows the international hiring processes while hiring employees whether Saudi nationals or expatriates. The quality of employees and their performance shows with the high level of customer service given to our clients. The interviewees were asked “Please describe the various hiring processes and steps used by SAMBA”. Both interviewee 1 and interviewee 2: SAMBA follows the SAMBA recruitment handbook and the policies and procedures listed therein. This handbook is updated every 5 years and is reviewed every year. The interviewees were asked “In your opinion, is there any drawback and lacks in the hiring process at SAMBA?”. Interviewee 1: No, SAMBA’s always practices high standard. Interviewee 2: No, This is because at SAMBA, high quality international standards of hiring employees are implemented. The interviewees were asked “Would you suggest any other forms of selection and recruitment criteria for SAMBA?”. Both interviewee 1 and interviewee 2: No, as SAMBA human resource department have performed exceptionally well in providing us with a highly qualified diligent team.

### *Overall Discussion*

The findings of this work have shown that SAMBA is involved in progressive recruitment and selection procedures. The HR officers of SAMBA are now expected to work beyond the scope of contracts and policies to contribute directly to the operation and success of the business. Furthermore, the results have shown that SAMBA has been successful in recruiting well-qualified candidates. In addition, the findings have confirmed that SAMBA customers are generally satisfied with the staff hired and working in the bank in different positions and departments, which shows that the recruitment and selection process is productive for the bank. The outcome of this work is in line with the

report of Winston [14] where it was stated that by hiring the suitable employees, the organization would benefit in terms of employees job performance and this will enhance the overall success of an organization. In addition, Fairlie and Mirandav [15] work has shown that the selection process for employees is very important and reflects the overall image of a company or organization. This is because the employee is the representative of the organization. The action of the employee will therefore directly reflect the action of the organization on the part of its consumers.

## **CONCLUSION**

This work was carried to examine the employee selection process at SAMBA in Jeddah, Saudi Arabia. Based on the key findings of this work, the outcomes have shown that all the employees in SAMBA were selected accordingly. The customers of SAMBA are highly satisfied with the services offered by SAMBA employees. Thus, this confirms that the employee selection process at SAMBA is performed efficiently. SAMBA Human Resources Management is always committed to building potential, developing quality and also meeting all the demands of the workforce and meeting the needs of its customers. It is evident that SAMBA has a very robust recruitment and selection process for employees.

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