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Factors Affecting Hiring Decision from Employers' Perspective in Commercial Bank of Butwal Sub-Metropolitan City

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Abstract

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Purpose: The study aims to investigate the most important factors for hiring decision from employer's perspective in Commercial Banks.

Methods: Data collection of employers' a simple random sampling technique, targeting 135 employers of commercial banks. The study utilized a self-administered questionnaire featuring a rigorous seven-point Likert scale. Analysis of research data was done using smart PLS 4 version and SPSS software.

Results: The findings revealed that percentage of marks and Internship Experiences are the major factors. The obtained results are very useful to identify the preferences or priorities given by the employers, which could be referred by the prospective job applicants in professional workplace.

Conclusion: from the result of research conducted, it can be concluded that if academic institution grows their students considering the factor then there is a higher possibility that good number of students can be hired in commercial bank.

Keywords: Percentage of marks, specialization subject, recommendation, internship experiences, hiring decision

I. Introduction

In today's competitive job market, employers must navigate numerous factors that influence their hiring decisions. One particularly intriguing challenge is the consideration of candidates with non-traditional backgrounds. Picture an applicant who, despite lacking conventional qualifications, compels employers to reassess their traditional hiring standards and recognize the untapped potential of unconventional candidates. Those who possess a combination of technical skills and a customer-focused approach are especially valued in this dynamic environment (Accenture, 2021). Nepal has entered a demographic phase where the majority of the population falls within the working-age group, resulting in a low dependency ratio.

Most job seekers and recent graduates understand that many factors influence an employer's hiring decision. However, there is little readily available information to help them determine which factors matter most. This lack of clarity makes the transition from student to employee more challenging (Heath & Mill). In the case of commercial banks, hiring decisions are

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especially important, as the success and growth of the bank largely depend on its employees, valuable asset, and the individuals hired contribute significantly to the overall effectiveness, efficiency, and reputation of an institution depend largely on its workforce. Many recent graduates entering the professional world are not fully prepared for the transition, as they often lack essential workplace skills beyond their technical or academic knowledge (Butler & Gheorghiu, 2010).

Hiring employees, especially in the banking sector, requires a highly skilled workforce with financial expertise, regulatory knowledge, and strong customer service skills. Since commercial banks operate in a complex and ever-changing industry, keeping up with evolving financial regulations is essential. As a result, finding candidates with the right mix of qualifications and experience can be a challenging process.

To address hiring challenges, organizations must adopt a well-rounded approach, including thorough candidate evaluations, diverse hiring panels, and data-driven recruitment strategies. Additionally, providing regular training for hiring teams on unconscious bias and fostering an inclusive workplace culture are essential in ensuring fair and well-informed hiring decisions that align with the organization's values and objectives.

The hiring decisions made by a commercial bank have a significant impact on its overall success and growth. Recruiting the right talent fosters innovation, ensures compliance with regulations, strengthens customer relationships, and boosts financial performance. On the other hand, poor hiring choices can result in operational inefficiencies, reputational risks, and financial instability. Therefore, adopting strategic and well-planned hiring practices is crucial for a commercial bank to remain competitive in an ever-evolving financial sector.

In today's highly competitive business world, an organization's success is closely tied to the creativity, innovation, and efficiency of its workforce. Employees play a vital role in maintaining productivity and developing innovative solutions, making them one of the most valuable assets of any organization.

From an employer's standpoint, hiring in the banking industry is a crucial and detailed process that involves carefully assessing candidates' qualifications, skills, and suitability for the organization. Banks often prioritize individuals with strong educational backgrounds in finance, accounting, or related disciplines. A study conducted in 2021 by the Institute of Banking Personnel Selection (IBPS) found that academic qualifications significantly influence employers' perceptions of candidates, as they serve as a foundation for understanding complex financial concepts and regulatory requirements.

There is a notable lack of understanding regarding the various factors that influence recruitment processes within the banking sector. Additionally, this research gap extends to the growing role of technology in bank hiring practices. As artificial intelligence and data analytics become more integrated into recruitment, there is a need for studies examining their impact on employers' decision-making. Gaining insight into how banks use technology to evaluate candidates, reduce biases, and predict job performance can offer valuable perspectives on the changing dynamics of hiring in the industry.

Additionally, employers place significant value on relevant experience in banking or related financial roles, as it provides valuable insights and practical knowledge to the organization. A research report prepared in 2022 by Deloitte highlighted that employers prefer candidates with a proven history of success in financial institutions, as they can quickly adapt to the fast-paced and ever-changing banking environment. This emphasis on experience helps employers reduce the training period and ensures that new hires can make meaningful contributions from the start.

Objectives of the study are mentioned below:

- To assess the differences among gender, age, marital status, qualification with regard to percentage of marks, specialization subject, Recommendation, internship experiences

hiring decision.

- To measure the relationship between percentage of marks, specialization subject, recommendation, internship experiences among hiring decision.
- To examine the effect of percentage of marks, specialization subject, recommendation, internship experiences and hiring decision.

II. Reviews

This section deals with the theoretical and Empirical review of the study which are mentioned below:

Theoretical Review

Human Capital Theory suggests that employers prioritize candidates who possess valuable skills, education, and experience that enhance organizational productivity. Research by Becker (1964) highlights the importance of investing in employees' human capital to improve workforce efficiency and strengthen competitiveness.

Social Exchange Theory, This emphasizes the mutual relationship between employers and employees. Blau (1964) suggested that hiring decisions are shaped by the perceived benefits and costs of each candidate. Employers look for individuals who not only possess skills and expertise but also fit with the organization's values and culture, contributing to a positive work environment..

Signaling Theory, This theory focuses on how job applicants use signals to demonstrate their qualifications and suitability for a specific role. Employers commonly rely on signals like education, work experience, and references to evaluate an applicant's abilities and potential for success within the organization (Spence, 1973). It suggests that hiring decisions are influenced not just by the candidate's actual qualifications, but also by the perceived signals of competence and fit they convey.

Transactional Theory of Stress and Coping (Lazarus & Folkman, 1984): This theory focuses on how stress is interactive, meaning people constantly assess and manage the pressures around them. During the hiring process, candidates face various stressors, like interviews, tests, and uncertainty about their chances. Lazarus and Folkman's theory suggests that individuals use coping strategies to manage these stresses and adapt to the process, which can ultimately influence their decision to accept or decline a job offer (Lazarus & Folkman, 1984).

Person-Environment Fit Theory This theory highlights the importance of aligning individuals with their work environment. It suggests that hiring decisions should focus on matching candidates' traits, values, and skills with the needs and culture of the organization (Kristof-Brown et al., 2005).

Empirical Review

Finch et al. (2013) found that when hiring fresh graduates, employers place more value on general skills than on the reputation of their academic institutions. Employers highly value a graduate's ability and willingness to learn new things, as well as their open-mindedness. Additionally, academic performance or grade points still play a significant role in their employability (Hodges & Burchell, 2003; Runes et al., 1997). Job ads in each field also require specific transferable personal skills, along with essential technical skills (Bennett, 2006).

Hamburg and Velden (2015) pointed out that employers' hiring decisions are influenced by graduates' professional expertise, interpersonal skills, and strong job-specific skills, which are crucial for passing an interview. However, these are not the only factors affecting employers' recruitment choices. There are also hidden or external factors that impact their decisions when selecting candidates based on qualifications, skills, and internship experience.

Wilton (2014) found that, in addition to employability skills, employers often use unpredictable, changing, and subjective selection criteria. These can lead to unintentional discrimination based on factors like social class, recommendations, personality, networks, and cultural background. Such factors make the recruitment and selection process more complex and challenging to fully understand, especially when hiring new graduates.

The Hypothesis of the study are as follows:

H₁ : There is a significant effect of percentage of marks on Hiring decision.

H₂: There is a significant effect of Specialization subject on Hiring decision.

H₃: There is a significant effect of Recommendation on Hiring decision.

H₄: There is a significant effect of Internship Experiences on Hiring decision.

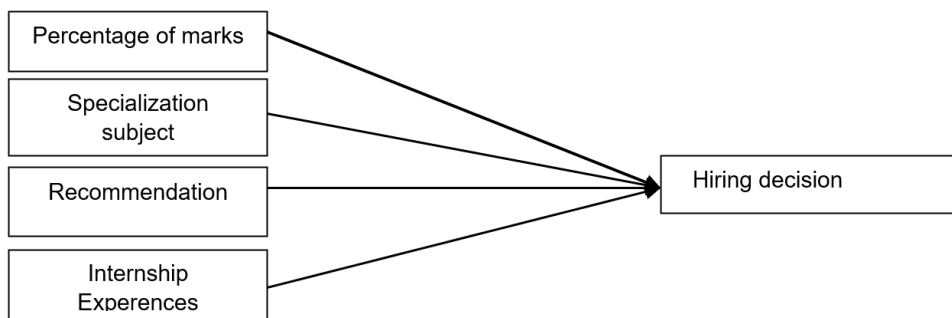
The theoretical framework of the study is as presented below. A theoretical framework is a set of concepts, assumptions, and principles that underpin a particular research study or discipline. It provides the foundation for understanding the research problem, identifying relevant variables, and establishing relationships between them. Theoretical frameworks can be drawn from existing theories, models, or conceptual frameworks or they can be developed specifically for a particular research study.

Figure 1

Research framework

Independent variables

Dependent variable



Note. Adopted from *Saeed et al, (2013)*

III. Methodology

This section incorporates research design, population, sample size, nature and sources of data, instrument for data collection and method for data analysis.

Research Design

This study utilized a descriptive research design, which aims to characterize or define a subject by developing a profile of issues, individuals, or events. This is achieved through data collection and the analysis of variable frequencies or their interactions, as noted by Cooper and Schindler (2003). This approach is suitable for the study as it enables an accurate depiction of existing conditions without altering variables. Additionally, a causal-comparative design has been employed to examine relationships between independent and dependent variables after an event or action has already taken place.

Population, Sample Size

The research area for the study is Butwal Sub-Metropolitan City. Since there is no HR office, I have considered the manager as the employer. There is a total of 20 commercial banks in Butwal Sub-Metropolitan City. The total manager in these 20 commercial banks is 177 based on the field survey, 2024. Therefore the population of the study is 177. The total sample size for the study has obtained using the formula developed by Yamane (1967). In case of population size is known, Yamane formula for determine the sample size.

Where, $n = \frac{N}{1 + Ne^2}$, n = sample size, N = Population size, and e = Margin of error (MOE), $e=0.05$ based on research condition based on research condition thus, the sample size is $n=135$. The sample was selected by using sample random sampling method since the scope of the study was limited to commercial banks and there are limited numbers of commercial banks, specifically in Butwal sub-metropolitan city.

Sampling Technique

Quantitative data for the study were collected through a primary source. A self-structure. Questionnaire was prepared based on conceptual knowledge obtained from previous literature. The questionnaire employs a 7-point Likert scale (7=Strongly Agree, 6=Agree, 5=slightly agree, 4=Neutral, 3=slightly disagree, 2=Disagree, and 1=Strongly Disagree) to gather responses from the participants.

In the initial stage, key practices and constructs related to the selected variable were identified. Within this framework, two variables were incorporated: the employer's perspective as the independent variable and the hiring decision as the dependent variable. Five constructs were selected under the independent variable, i.e., the employer's perspective. Accordingly, a set of questions was developed for both the independent and dependent variables. Finally, a pilot test of the questionnaire was conducted by distributing it to a sample of 30 respondents to minimize errors and ambiguities. Out of the total 135 questionnaires distributed, all were completed in full.

Statistical tools

The study utilized Smart PLS and SPSS version 20, licensed by LBC, to process the collected data. Various statistical tools were applied based on the suitability of the data. Descriptive statistics, such as mean and standard deviation (SD), were calculated to evaluate and interpret customer responses. Furthermore, a reliability test was performed to determine the consistency of the research instrument.

A Normality test, specifically the K-S test, was employed to check the normal distribution of the data. Following the assessment of data normality, parametric and non-parametric tests were utilized in inferential statistics. Furthermore, a Correlation tool was employed to measure the relationship between variables, and a Regression tool was used to examine the effect of independent variables on the dependent variable.

IV. Result and Discussion

This Section deals with the analysis and results of the paper. The data collected have been analyzed using Smart PLS and SPSS software and the results obtained have been incorporated into this section. The chapter comprises four sections. Section one deals with the demographic profile of the study.

Table 1*Measurement Item and Construct Assessment*

Variables	Items	Loadings	VIF	Mean	SD	Mean of construct	SD of construct
Hiring decision	Hd1	0.910	3.236	5.726	1.432	5.36125	1.67875
	Hd2	0.919	3.585	5.378	1.677		
	Hd3	0.781	2.009	5.156	1.716		
	Hd4	0.893	2.820	5.185	1.890		
	Ie1	0.814	2.756	4.570	1.991		
Internship Experience	Ie2	0.801	2.754	4.904	1.920	4.4134	1.9658
	Ie3	0.909	4.263	4.237	1.890		
	Ie4	0.880	3.522	4.178	2.029		
	Ie5	0.843	2.004	4.178	1.999		
	Pm1	0.740	1.641	5.141	1.773		
Percentage of marks	Pm2	0.891	3.506	5.237	1.545	5.086	1.667
	Pm3	0.817	2.690	4.941	1.733		
	Pm4	0.866	2.615	5.222	1.509		
	Pm5	0.732	1.708	4.889	1.775		
	R1	0.919	3.891	4.674	1.999		
Recommendation	R2	0.910	4.385	4.244	1.991	4.2664	1.6232
	R3	0.855	2.791	4.296	2.101		
	R4	0.821	2.469	3.911	1.987		
	R5	0.922	4.469	4.207	2.037		
	Ss1	0.902	3.628	2.763	1.545		
Specialization subject	Ss2	0.834	2.689	3.059	1.733	2.9096	1.6346
	Ss3	0.896	3.272	2.778	1.509		
	Ss4	0.701	1.562	3.111	1.775		
	Ss5	0.872	2.913	2.837	1.611		

Table 1 displays the mean value of all the variables in tables. The mean value Of Hiring decisions 4.41, which is close to 5, indicating that employer's responses are Somewhat agreement regarding Hiring decisions. This suggests a positive attitude among employers toward the organization. Similarly, the standard deviation value for Hiring decisions shown in Table 1 is 1.678, indicating that the mean value may deviate by1.678. It shows that the VIF of all variables is less than 10 and the Tolerance value of all the variables are more than0.1 indicating that the independent variables are not highly Correlated with each other. Therefore, it can be concluded that there is no multicollinearity among the variables. The cut off value for tolerance is 0.10, and VIF should not exceed 10 (Pallant, 2010).

Table 2*Construct Validity and Reliability Assessment*

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Hiring decision	0.901	0.93	0.93	0.77
Internship Experience	0.908	0.989	0.929	0.723
Percentage of marks	0.869	0.873	0.906	0.659
Recommendation	0.932	0.946	0.948	0.786
Specialization subject	0.897	0.903	0.925	0.712

Table 2 presents the internal reliability and validity of the constructs used in this study. The Cronbach's Alpha values for all constructs exceed the standard threshold of 0.705 (Bland & Altman, 1997), confirming strong internal consistency and the reliability of the measurement scale. Additionally, the Composite Reliability (CR) values, including rho_a and rho_c, are above 0.70, further indicating the reliability and validity of the constructs (Saari et al., 2021; Hair et al., 2022). Moreover, the Average Variance Extracted (AVE) values surpass the 0.50 threshold, demonstrating that convergent validity is achieved (Hair et al., 2022). Therefore, the results in the table meet all quality criteria standards.

Table 3*One-Sample Kolmogorov-Smirnov Test*

Variables	Specialization subject	Percentage of marks	Recommendation	Hiring decision	Internship Experience
Kolmogorov-Smirnov Z	1.603	1.526	1.380	2.543	1.442
Asymp. Sig. (2-tailed)	0.108	0.127	0.167	.000	0.149

Based on table the Z values for hiring decision do not fall within the range of -1.96 to +1.96,

and the p value for this variable is less than 0.05. This indicates that these variables do not follow a normal distribution. However, the Z-value of Specialization Subject, Percentage of Marks, Recommendation, Internship Experience falls within this range, suggesting it follows a normal distribution.

As a result, Specialization Subject, Percentage of Marks, Recommendation, Internship Experience, Parametric tests are applied Specifically an independent t-test is used for two categorical variables while a one-way ANOVA is applied for more than two categorical variables.

In contrast, for Hiring decision, non-parametric tests are used. The Mann-Whitney U test is used for two categorical groups, while the Kruskal-Wallis test is used for more than two categorical variables.

Table 4

Independent Sample t-test

Variables	Gender of respondent	N	Mean	T- value	P value
Specialization subject	Male	99	2.8788	-.840	.402
	Female	36	3.1044		
Percentage of marks	Male	99	5.1131	.387	.699
	Female	36	5.0111		
Recommendation	Male	99	4.4081	1.521	.131
	Female	36	3.8778		
Internship Experience	Male	99	5.5328	-.998	.320
	Female	36	4.8889		

The table shows that the p-value for Specialization Subject is 0.402, which is greater than 0.05. Therefore, the alternative hypothesis (H2) is rejected at the 5% significance level. This indicates that male and female employers share similar opinions on specialization subjects. The mean values for both groups suggest that their perspectives on hiring decisions are alike, likely due to their similar levels of exposure to specialization subjects.

Similarly, the p-value for Percentage of Marks is 0.699, which is also above 0.05, leading to the rejection of the alternative hypothesis (H2) at the 5% significance level. This means male and female employers have similar views on hiring decisions regarding percentage of marks. To accept the alternative hypothesis, the p-value must be 0.05 or lower; if it exceeds this threshold, the null hypothesis is accepted.

Additionally, the p-value for Recommendation is 0.131, which is above 0.05, resulting in the rejection of the alternative hypothesis (H2) at the 5% significance level and the acceptance of the null hypothesis. Similarly, the p-value for Internship Experience is 0.320, which is also above 0.05, leading to the rejection of the alternative hypothesis (H2) at the same significance level.

Table 5

Independent Sample t-Test

Variables	Marital status	N	Mean	T-value	P-value
Specialization subject	Married	98	2.9282	.196	.658
	Unmarried	37	2.9676		
Percentage of marks	Married	98	5.0980	.041	.840
	Unmarried	37	5.0541		
Recommendation	Married	98	4.2857	.077	.782
	Unmarried	37	4.2162		
Internship Experience	Married	98	4.2041	.076	.783
	Unmarried	37	4.3459		

The table indicates that the p-value for Specialization Subject is 0.658, which is greater than 0.05. Therefore, the alternative hypothesis (H2) is rejected at the 5% significance level. This suggests that married and unmarried employers have similar opinions on specialization subjects. The mean values for both groups also indicate that their perspectives align, possibly due to similar levels of exposure to specialization subjects.

Similarly, the p-value for Percentage of Marks is 0.840, which is also above 0.05, leading to the rejection of the alternative hypothesis (H2) at the 5% significance level. This implies that married and unmarried employers have comparable views on responsiveness. The mean values further confirm that their opinions on percentage of marks are similar. To accept the alternative hypothesis, the p-value must be 0.05 or lower; if it exceeds this threshold, the null hypothesis is accepted.

Additionally, the p-value for Recommendation is 0.782, which is above 0.05, resulting in the rejection of the alternative hypothesis at the 5% significance level. Likewise, the p-value for Internship Experience is also above 0.05, leading to the rejection of the alternative hypothesis. This suggests that married and unmarried employers share similar opinions on internship experience.

Table 6

One-way Anova

	Variables Age	N	Mean	F value	P-value
Specialization subject	20 to 30	22	3.0000	1.013	.389
	30 to 40	69	3.0881		
	40 to 50	28	2.7929		
	50 above	16	2.4675		
	Total	135	2.9390		
Percentage of marks	20 to 30	22	5.1545	1.015	.388
	30 to 40	69	4.9043		
	40 to 50	28	5.2643		
	50 above	16	5.4625		
	Total	135	5.0859		
Recommendation	20 to 30	22	4.6273	1.027	.383
	30 to 40	69	4.2928		
	40 to 50	28	3.7929		
	50 above	16	4.4875		
	Total	135	4.2667		
Hiring decision	20 to 30	22	5.0909	.724	.539
	30 to 40	69	5.3333		
	40 to 50	28	5.5357		
	50 above	16	5.5469		
	Total	135	5.3611		

The table shows that the p-value for Percentage of Marks is 0.388, which is greater than 5%. Therefore, the alternative hypothesis (H2) is rejected at the 5% significance level. This indicates that employers across different age groups share similar opinions regarding percentage of marks. The mean values also suggest that their views align, possibly due to the organization fostering a supportive environment within the commercial bank.

Similarly, the p-value for Recommendation is 0.772, which is also above 5%, leading to the rejection of the alternative hypothesis (H2) at the same significance level. This means that employers from different age groups have similar perspectives on recommendations. The mean values further confirm this, likely because the organization maintains a positive and consistent work environment in the commercial bank.

Table 7*One-way Anova*

Variable	Qualification	N	Mean	F-value	P value
Specialization subject	+2	3	3.0000	.374	.772
	Bachelor	21	2.9638		
	Master	101	2.9762		
	above master	10	2.4920		
	Total	135	2.9390		
Percentage of marks	+2	3	5.0000	.222	.881
	Bachelor	21	5.0857		
	Master	101	5.0554		
	above master	10	5.4200		
	Total	135	5.0859		
Recommendation	+2	3	2.2000	2.218	.089
	Bachelor	21	3.7905		
	Master	101	4.3822		
	above master	10	4.7200		
	Total	135	4.2667		
Internship Experience	+2	3	4.5833	.929	.429
	Bachelor	21	5.3333		
	Master	101	5.3663		
	above master	10	5.6000		
	Total	135	5.3611		

The table indicates that the p-value for Percentage of Marks is 0.772, which exceeds 5%. As a result, the alternative hypothesis (H2) is rejected at the 5% significance level. This suggests that employers across different age groups share similar views on percentage of marks. The mean values further confirm this similarity, which may be attributed to the organization's efforts in maintaining a supportive and consistent work environment within the commercial bank.

Table 8*Mann Whitney U test*

Variables	Gender of respondent	N	Mean Rank	Z value	P value
Hiring decision	Male	99	71.74	1.851	0.064
	Female	36	57.72		
	Total	135			

The table shows that the p-value for Hiring Decision is 0.646, which is greater than 0.05. Therefore, the alternative hypothesis (H2) is rejected at the 5% significance level. This indicates that male and female employers have similar opinions regarding employee hiring decisions. The mean values further support this similarity, which may be due to the organization aligning its employees with its goals and strategic objectives, fostering a unified perspective among male and female employers.

Table 9*Mann Whitney U test*

Variables	Marital status	N	Mean Rank	Z value	P-value
Hiring decision	Married	98	67.37	.305	.760
	Unmarried	37	69.66		
	Total	135			

The table shows that the p-value for Hiring Decision is 0.760, which is greater than 0.05. As a result, the alternative hypothesis (H2) is rejected at the 5% significance level. This indicates that respondents from different age groups share similar opinions on hiring decisions. The mean values further support this similarity, which may be due to the organization's efforts to align its employers with its goals and strategic objectives, fostering a unified perspective across different age groups.

Table 10*Kruskal-Wallis H Test*

Variables	Age of respondent	N	Chi Square	P-value
Hiring decision	20 to 30	22	.708	.871
	30 to 40	69		
	40 to 50	28		
	50 above	16		
	Total	135		

Since the P value is greater than 0.05 the null hypothesis is not rejected at 5% level with regarding hiring decision. Hence, there is no significant difference between age of customers below 30, and 30 to 40 with respect to Hiring decision. . Based on mean rank as shown in the above table, it is found that the age of Employer's below 30 has better opinion. This may be because employer's with a higher number of age are more emotionally attached and connected to the commercial bank.

Table 11*Kruskal-Wallis H Test*

Variables	Qualification of respondent	N	Mean Rank	Chi-square	P value
Hiring decision	+2	3	64.00	.255	.968
	Bachelor	21	65.33		
	Master	101	68.98		
	above master	10	64.95		
	Total	135			

Since the P value is greater than 0.05 the null hypothesis is not rejected at 5% level with regard hiring decision. Hence, there is no significant difference between qualification of respondent employer's below 12 and bachelor with respect to hiring decision. Based on mean rank as shown in the above table, it is found that the age of employer's above master has better opinion. This may be because employers with a higher number of age are more emotionally attached and connected to the commercial bank leading to an increase in their performance.

Table 12*Correlations*

Variables	Specialization subject	Percentage of marks	Recommendation	Internship Experience	Hiring decision
Specialization subject	1	-.967**	-.331**	.326**	.607**
Percentage of marks		1	.339**	-.343**	.623**
Recommendation			1	-.825**	.402**
Internship Experience				1	.296**
Hiring decision					1

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 12 shows that the value of r with respect to percentage of marks , Specialization subject, recommendation, internship experiences and hiring decision are 0.607 0.623, 0.402, .000, 0.135, and 0.296 respectively which means there is strong positive relationship between independent variable and Dependent variable Thus, it can be said that hypothesis H1, H2, H3, H4 and H5 are accepted.

Figure 2

Structure Model Assessment (Path Diagram)

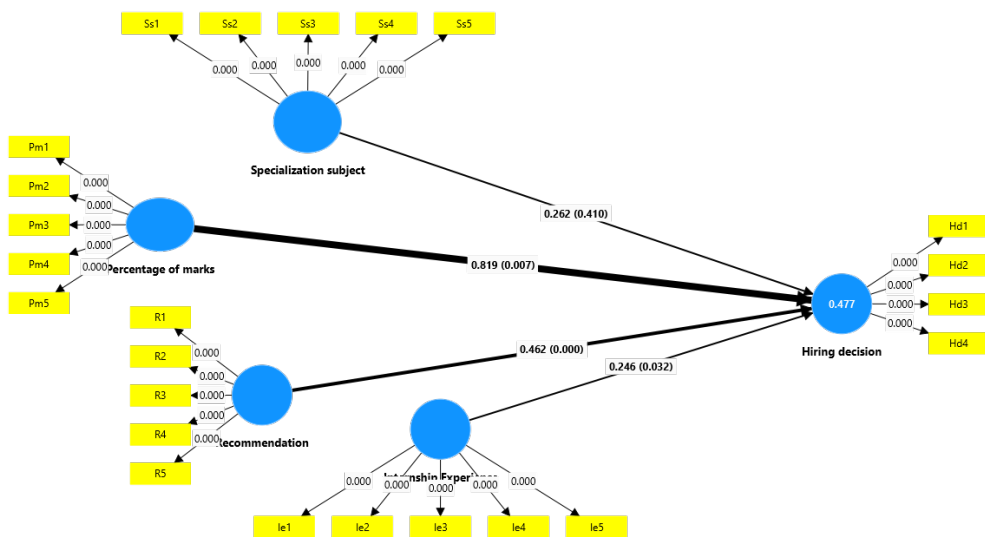


Table 14

Hypothesis Testing

Hypothesis	B	Mean	(STDEV)	T statistics	P values	Decision
H1: Internship Experience -> Hiring decision	0.246	0.245	0.115	2.139	0.032	Accept
H2: Percentage of marks -> Hiring decision	0.819	0.807	0.301	2.722	0.007	Accept
H3 : Recommendation -> Hiring decision	0.462	0.461	0.124	3.714	0	Accept
H4: Specialization subject -> Hiring decision	0.262	0.247	0.318	0.824	0.41	Reject

The figure and table present the bootstrapping results based on 5,000 subsamples and the decisions regarding the hypotheses. All hypotheses H1, H2, and H3 are accepted at a significance level of 0.05. Therefore, internship experience has a positive and significant impact on hiring decisions ($\beta=0.246$; $p<0.05$). Similarly, the percentage of marks also has a positive and significant impact on hiring decisions. R Square = 0.477 Adjusted Rsquare = 0.461 The Rsquare value of hiring decision is 47.77 and the adjusted Rsquare is 0.461 which both indices moderate predictive power (Hair et al., 2013).

Discussion

The findings of this study are consistent with existing literature, which helps to confirm and contextualize the results. This study demonstrates that the percentage of marks positively impacts hiring decisions in the banking sector, aligning with McMurray et al. (2016), who found that academic performance significantly influences employers' decisions to hire or reject fresh graduates. Additionally, internship experience supports the work of Kulkarni & Chachadi (2014), who noted that employers prioritize human skills over professional, communication,

and technical skills. However, the findings on specialization subjects slightly contradict Wilton's (2014) research, which suggests that aside from employability skills, there are various subjective and shifting criteria—such as recommendations, personality, associations, and culture—that may lead to incidental discrimination. These factors complicate the hiring process and make it difficult to fully understand how new graduates are selected.

V. Conclusion and implication

The findings show that the percentage of marks and internship experience have the highest influence on hiring decisions. Therefore, it can be concluded that if academic institutions focus on these aspects while preparing their students, there is a greater chance that many students will be hired by commercial banks.

This study seeks to provide valuable insights for students, academicians, education policymakers, and curriculum designers. The findings highlight the significance and ranking of key factors that influence the selection of fresh graduates, as identified by employers in the commercial banking sector. Additionally, the study can help organizations better prepare final-year students to approach employers and job interviews with confidence and readiness.

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