

Process and Effectiveness of Recruitment Procedure Followed by the Banks

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Abstract

Recruitment defined as the process of publishing information about job vacancies in the organisations and inducing the prospective candidates to offer themselves for appointment in the organization. The recruitment includes identifying the vacancies in the organization, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization. In this paper light will be thrown on the concept, benefits, and problems of various sources of recruitment. It also focuses on the performance of HR department's in recruitment and effectiveness of E- recruitment.

Keywords

E-recruitment, Sources, Performance of HR Department, Process.

I. Introduction

The step after estimating manpower requirement is recruitment. Recruitment aims at stimulating and attracting job applicants for positions in the organization. It aims at attracting a number of candidates to apply for the given job. The higher the number of people who apply for job, the higher will be the possibility of getting a suitable employee.

Recruitment is the process of searching for prospective employees. It enables managers to select suitable and competent employees for the organization. The main objective of recruitment is to create a pool of the perspective job candidates. Both internal as well as external sources of recruitment can be used to fulfill the job vacancies in the organization.

When the existing employees fill vacancies in the organization, it is called recruitment using internal source. They leave their previous job and join new job in the same organization. All the firm cannot meet all their manpower recruitment from internal sources alone. Employees may resign. Vacancies thus created must be filled up. Therefore, recruitment from outside sources is necessary. When the organization meets its manpower recruitment from outside the organization then it is called external recruitment.

Internet is becoming a common source of recruitment. There are certain websites specifically designed for the purpose of providing information about job seekers and job providers. Various Companies now start using e-Recruitment to fulfil the vacancies in the organization as the online recruitment saves time.

II. Literature Review

Oonagh Leonard (2012) Study shows that organisations are using e-recruitment methods as a recruitment tool but relatively less than traditional recruitment methods. The most common e-recruitment tools used are the organizations corporate web page and jobsites this in turn has changed the way potential candidates apply for open positions. HR Managers must start taking e-recruitment serious and make it an integral part of the corporate strategy if they are to compete for talent. Swati Vispute (2013) study shows that recruitment process experience plays important role in influencing loyalty and turnover intention of

employees. Recruitment process which shows personableness, informativeness, credibility of the organization has positive influence on loyalty and the lack of it influences turnover intention among employees.

A research conducted by Neha Sharma (2014) on e- Recruitment study that there are range of e-Recruitment options available to make recruitment process effective. Her study also focus on developing new benchmark on practices and developing strategies to attract candidates and choosing the best candidates. Prabjot Kaur (2015) study shows that Traditional methods should not be replaced by the e-recruitment it should supplement. The loopholes of e-recruitment can be covered by the traditional methods and recruitment process will be faster, global due to e-Recruitment. After reading these papers it is observed that no research has been done on the performance of HR manager in banking sector. This paper discusses the sources of recruitment, E-recruitment, process of recruitment and performance of HR department in recruitment.

III. Research Objective

- To ascertain the meaning of recruitment
- To ascertain the process of recruitment
- To find out the sources of recruitment
- To ascertain the meaning of e-Recruitment
- To highlight the advantages and disadvantages of e-Recruitment
- To ascertain the performance of HR department in recruitment

IV. Research Methodology

Descriptive and Quantitative research approach is selected for this research and various research papers have been studied in this regard. Questionnaire survey method has been used to obtain data for the study which is most popular instrument in collecting data. Results obtained from the analysis is used to derive learning's and interventions for better employee recruitment practices.

A. Universe of the Study

The study is conducted in ROORKEE city in NORTH INDIA, located in UTTARAKHAND in the selected public sector bank, private sector bank, small finance bank and cooperative bank. HR manager and branch manager of various banks are considered as respondents.

B. Sampling Unit

It consists of HR manager and branch manager working in the selected thirteen banks. The sample consist of 13 respondents working in thirteen different banks. 6 belongs to public sector, 4 belongs to private sector, 1 belongs to small finance bank and 1 belongs to cooperative bank.

C. Procedure of Data Collection

Tools used for primary data collection was structured questionnaire. Data collection in all the thirteen banks began with approaching

various branches of these banks in the city of Roorkee located in Uttarakhand India. Descriptive analysis is used for analysis

D. Selected Banks for the Study

1. Public Sector Banks

- Indian Bank
- Allahabad Bank
- Indian Overseas Bank
- Syndicate Bank
- Vijaya Bank
- Karnataka Bank

2. Private Sector Banks

- HDFC Bank
- Kotak Mahindra Bank
- ICICI Bank
- Indusind Bank

3. Small Finance Bank

- Utkarsh Small Finance Bank

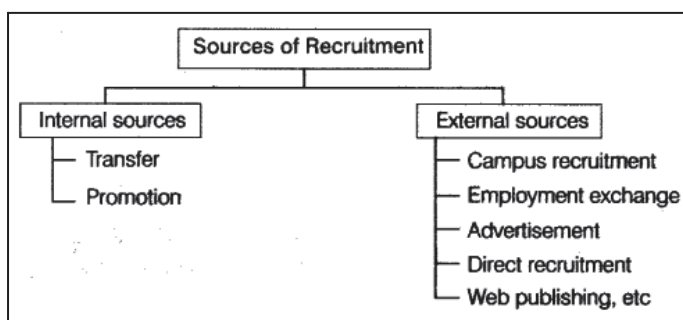
4. Cooperative Bank

- Almora Urban Cooperative Bank

V. Recruitment Process



VI. Sources of Recruitment



VII. E-recruitment

E-recruitment also known as online recruitment, is the practice of using technology and in practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel.

VIII. Advantages of E-recruitment

A. Reduced Time-to-hire

E-recruitment reduces the time to hire candidates as compare to the traditional sources of recruitment. Employers can post a job

in a little time on a career website and get a quick response from the candidate interested in a job.

B. Reduced cost-of- hire

The cost of posting jobs or searching of jobs by the candidates on job websites is much lower as compare to the traditional sources of recruitment such as publishing information related to job in newspaper is much costlier as compare to non- traditional sources of recruitment.

C. Wider Reach for Employers

E-recruitment has a wider reach for employers as compare to traditional sources of recruitment. Online recruitment can cover large number of employee so that the response will be in large numbers.

IX. Disadvantages of E-recruitment

A. Lack of Awareness of Internet

There is lack of awareness of internet in many locations as a result there is no wider reach and thus acts as a drawback .

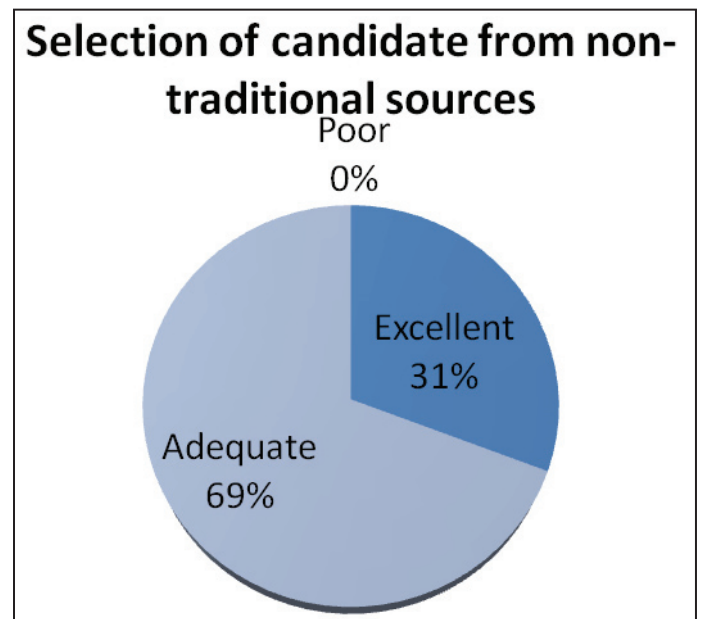
B. High Volume of Responses

There is a high volume of response in online recruitment as compare to traditional sources of recruitment. The person with internet access can easily apply to the job posting. As a result lots of time is required to avoid unwanted applications.

C. Poor Website

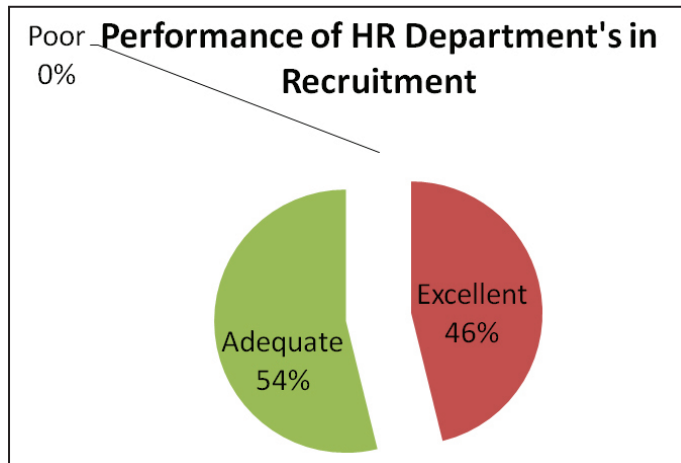
Candidates who are interested to apply for the job visit company website to gain additional information related to the company and if the website is poorly designed than candidate may not even bother to respond.

X. Selection of candidate from non-traditional sources



From the above pie-chart it is noticed that 69% of Adequate candidate and 31% of Excellent candidate had been selected from non-traditional sources of recruitment.

XI. Performance of HR Department's in Recruitment



From the above pie-chart it is noticed that 54% of HR Department shows adequate performance in recruitment whereas only 46% shows excellent performance.

XII. Experience Of HR Manager



Above pie-chart shoes that 62% HR Manager have 0-5 years of work experience, 15% have 5-10 years of work experience and 23% of HR Manager have More than 15 years of work experience.

XIII. Challenges of Recruitment

- Competition For Talent
- Underprepared Candidates
- Readiness And Retention
- 4A Quicker Process

XIV. Conclusion

Traditional methods should not be substitute by the e-recruitment, it should supplement. The limitation of e- recruitment can be overcome by the traditional methods and recruitment process will be quick due to e-recruitment. One method should not substitute the other. When there are less vacancies and the candidate applied for the vacancies are also less than in this case th4e company has a chance to go for a wider search for a suitable candidate. But on the other hand if for a fewer vacancy a company receive a numerous response thus in this case long screening process is not possible. In this case other recruitment methods such as internal recru44itment such as transfers and promotions and external recruitment such as campus recruitment, interview etc. is a better choice. But receiving application in hand, communicating with candidates becomes time consuming without internet. In order to make a000 recruitment process effective the performance of HR manager plays a vital

role in selecting qualified candidates thus HR manager should understand the needs of the organization and take a correct step related to the choice of method for recruitment.

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