



Critical analysis of Recruitment and Selection process

(with reference to HDFC Bank, Prayagraj)

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Abstract

Effective Human Resource management depends largely upon sound recruitment and selection. Quality of arriving employees in an organization determines the effectiveness of several functions of human resource management, such as performance management, training and development etc. Recruitment positive by nature is a process to raise the number of applicants by circulating the information of the job requirement and vacant positions. On the other hand, selection, mainly negative by nature involves the identification of the applicant, most suitable matches with the job position requirements. An organization can select methods of recruitment and selection from the wide array of methods. There are several factors to be considered while determining the methods of recruitment and selection. So, to receive the best results at the end of both functions have been conducted. Some organizations have more progressive and advanced methods. Some have less, some perform in more vigilantly, while some are more casual to do so. The present study is to Analyse the recruitment and selection process of the organization with specific focus on HDFC bank, Prayagraj in a critical manner. The paper includes the probable recommendations as well as suggestions for the further progression of the methods used for recruitment and selection, additionally the raise in effectiveness of the same.

Key-word: Recruitment, Selection, Sources of Recruitment.

Objectives:

- To critically analyse the recruitment and selection process of the organization
- To come with the viable suggestions and recommendations

Introduction

Recruitment also known as manpower selection is the first step in the overall process of employment. All the organizations, irrespective of size, nature of ownership and functions, do involve in recruitment activity. Recruiting activity comprises of search for prospective employees, motivating them to apply for the vacant or available job positions in the organization. Recruitment is considered as the

very important function of human resource management, due to the fact that however effective sound policies, strong structure and rich base of other resources which an organization has, it will not be able to render effective results in absence of right mix of employees. Although there is a surplus of skilled and highly talented manpower in the market ready to be employed yet for an organization it is always a big challenge to procure right kind of talent. The success of recruitment programs depends on the presence of perfectly designed recruitment policy. Overall sources of recruitment are classified into two types viz. internal and external sources, each of them is advantageous and is preferred as per need. Looking at the selection, it is a procedure of series of steps to decide about the qualifying status as applicant and to evaluate and learn more about the requirements of the job. During the various series of selection, job specification and job applicant are correlated and compared to finalize the most suitable one.

Review of the Literature

Recruitment is nothing but the process of searching the prospective candidates for employment and then stimulating them to apply for jobs in the Banking sector (Edwin B Flippo, 1989).¹ It is the activity that links the employees and the job seekers (David A. De Cenzo & Stephen P. Robbins, 2005).² It is also defined as the process of finding and attracting capable applicants for employment. This process begins when recruits are sought and ends when their applications submitted. According to Costello (2006)³, recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the Banking sector can select each other in their own best short- and long-term interests.⁴ Jovanovic (2004) said recruitment is a process of attracting a pool of high-quality applicants so as to select the best among them. For this reason, top performing banks devoted considerable resources and energy to creating high quality selection systems.⁵

The focus of Employment along with selection structures is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. When a Banking sector makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Employees are more hard working when

¹ Flippo Edwin B. (1989), Personnel Management, Sixth Edition, Mc Graw Hill, New York, USA.

² David A. De Cenzo & Stephen P. Robbins (2005), Human Resource Management, Eight Edition, John Wiley & Sons, Inc., Singapore.

³ Costello, D. (2006), Leveraging the Employee Life Cycle, CRM Magazine, 10 (12), 48-48 Retrieved February 23, 2009, Academic Search Premier Database.

⁴ Jovanovic, Boyan (2004), Selection and the Evolution of Industry. *Econometrica*, 50(3): 649-670.

⁵ Montgomery (1995), *Employee Retention Strategy, How to Attract and Retain Top Performers*, Sada NY, Blue Boulder Internet Publishing.

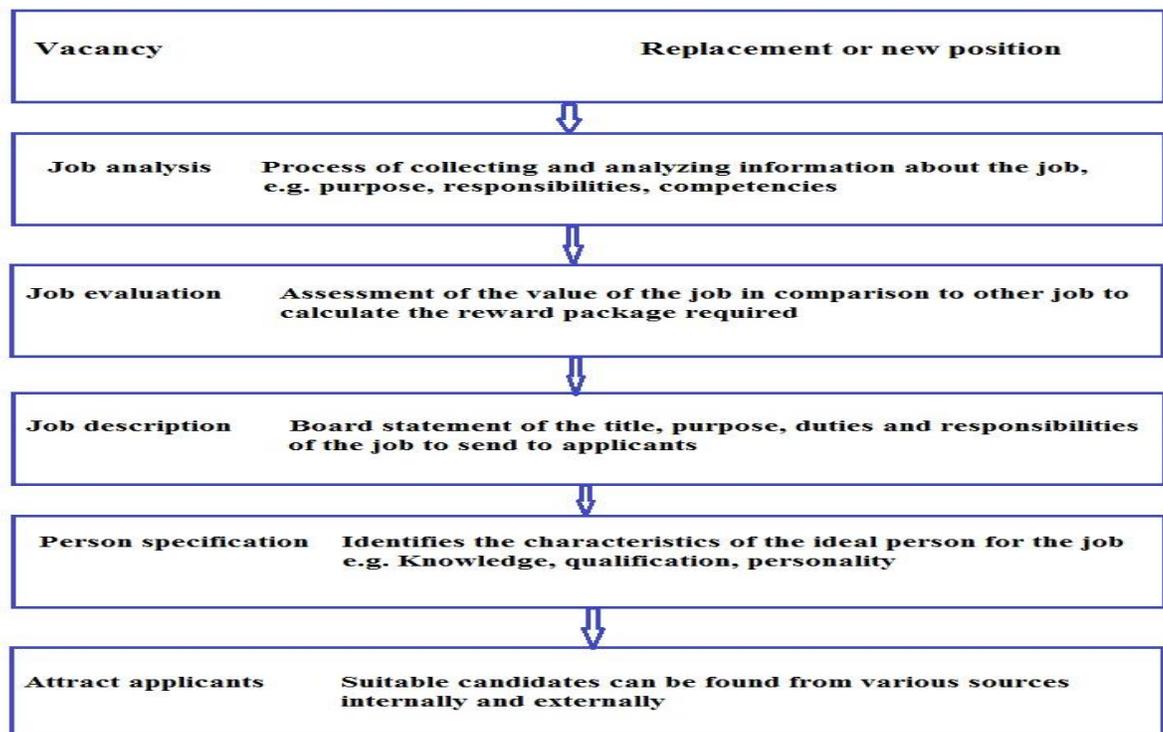
they have a good association with the organization (Daniel Cecil Sanjana, 2018).⁶ Once a job analysis has been conducted, the Banking sector has a clear indication of the particular requirements of the job, where that job fits into the overall Banking sector structure and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. Generally, banks maintain the following recruiting process:

Draw up a job analysis detailing the specific nature of the responsibilities, tasks, duties, accountability, competencies and training required for the post. This will provide the foundation for the recruitment process. Prepare a job evaluation which is an assessment of the value of the job in relation to other jobs, so that the rewards and remuneration can reflect its value and attract appropriate candidates.

Recruitment philosophy of HDFC bank, Prayagraj:

HDFC bank, Prayagraj usually follows internal recruitment but when the need arises, they go for external recruitment to fill up the vacancies. HDFC bank, Prayagraj always likes to hire people for long period of time, bank give more emphasis on them who wants to get promoted to mid-level positions. The corporate culture of HDFC bank, Prayagraj is to treat employees with extraordinary employee not general employee. Together they form a family and they have a close bond which motivates them to work as a team.

Figure 1: Recruitment process



Source: Sethi Naman, Recruitment and selection of HDFC bank, Jorunal of Research and Technology, Pg 12-21 Vol III, 2018.

⁶ Prateek, Sanjana, 2017, Employee Relations: A Major Antecedent in Employee Satisfaction (published in JMS Journal Vol. 3 Issue. II, October 2017 Pgs 5-11.

External sources of recruitment

Hiring from outside the Banking sector is known as external sources of recruitment. Many a time suitable candidate are not available from the internal sources; thus, every Banking sector has to tap external sources for various job positions. Many different external sources are available for recruitment. In the tight labour markets multiple sources and methods may be used to attract candidates for the variety of jobs available in the Banking sector. Some of the more prominent methods are highlighted below:

Employee referrals/Recommendations

Job advertising

Unsolicited applicants

Campus recruiting

Employment agencies

Employee leasing banks

Special recruitment events

Steps in recruitment process of HDFC bank, Prayagraj:

Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

The recruitment process of HDFC bank, Prayagraj consists of the following steps:

1. Recruitment process generally begins when the Human Resource division receives requisitions for recruitment from any department or any branch of the bank. The HR requisitions contain details about the position to be filled.
2. Locating and developing the sources (internal/external) of required number and type of employees.
3. Identifying the prospective employees with required characteristics
4. Communicating the information about the Banking sector, the job and the terms and conditions of service.
5. Encouraging the identified candidates to apply for jobs in the Banking sector.
6. Evaluating the effectiveness of recruitment process.

Critical Analysis of the Recruitment and selection process of HDFC Bank, Prayagraj

An analysis of the HDFC Bank's recruitment and selection function reveals clearly that bank is firmly focused to attract and hire the people who are qualified, talented exactly up to the requirement; additionally, inclined and interested to serve banking sector vision of the HDFC Bank of the said sector is to consider employees as its most valuable resource. Bank will seek to attract the best talent on the

basis of merit. Also, bank ensure the selection procedure to be conducted in professional, timely manner in compliance with employment laws. Bank is having provision of training and development of all those who are involved in the employment process, to keep them updated and advancement in selection functions equity and parity principal is embedded throughout the recruitment and selection to give fair, equal, justified treatment to the candidates. Selection structure and practices are continuously developed to include new approaches and concepts along with regular attention to cost effectiveness also. In usual course HDFC bank Prayagraj follows internal recruitment is need oriented. Bank insist to hire and retain employees for longer period and internal recruitment involves classical methods such as promotion, transfer, job posting, while external sources comprise of advertisements in print as well as electronic media. Selection procedure of HDFC bank is typical one begins with invitation of application succeeding to screening, written test, interview selection, medical examination and placement. Analysis of responses indicates bank rely most on advertisements in newspapers, while employee referral is second most preferred mode of external recruitment. It shows imbalance among the modes of external recruitment used by HDFC bank, as a result bank is unable to obtain desirable success from the recruitment activity. Another critical print that seems to be unfavourable is higher weightage to academic than the experience because experience is the value addition out of live experiences while academic qualification does not cast real picture of talent and wisdom all the time. Similarly, interaction and presentation of the candidate may be better assessment of the quality of applicant, if exercised in expertise manner. Study also reflects the shortcomings in recruitment and selection process responsible for the high rate of labour turnover, mess of the employees leave the organization, shortly after being placed on job. It simply turning the cost of recruitment, selection and induction into less use of employee referral as an internal source of recruitment, leaves scope for favouritism, some are employed without going through proper channel of selection. In a way all applicants do not get equal opportunity in selection and fair treatment. When favouritism and biases are embedded in the system.

Suggestions

The study has highlighted the recruitment and selection function of the HDFC bank in a critical manner, with prime focus on the problems faced in general during the suggestive measures to improve ongoing basis. Study also surfaced the fact that selection is of paramount importance for banking industry, a prominent service sector, therefore conduction of the selection process forever in need of corrections and rectifications. Major suggestions of the research study are-

1. To ensure parity principle is followed in full thrust to eradicate any sort of discrimination from the selection structure,
2. The ongoing updation and employee engagement programmes after placement will make the selection function effective.

3. Restructuring the recruitment and selection with periodic assessment will also help to weed out ineffectiveness of the function.
4. Inclusion of technology and electronic platforms of recruitment and selection can contribute to cut down the cost while providing wide pool of talent to be chosen.
5. More Aggressive ways to use to woo talent.

Conclusion

The findings of the study into the critical analysis of the recruitment and selection function in HDFC Bank Prayagraj indicate the importance of the function along with the points of concern in order to promote a sound and effective selection structure. Finding the right person for a job actually depend upon many factors which are external, internal, explicit and implicit to the organization. The study revealed over weightage of qualifications, favouritism, unfair advantages, job hoping, disparity and discrimination pose challenges of recruitment and selection in HDFC bank Prayagraj. Also, the use of technology and recruitment platforms is not a regular feature of the recruitment in an organization. With the suggestive measures of the study HDFC bank can do many hopeful changes in its recruitment and selection to make it more promising and result driven.
