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Recruitment and Selection in Banking Industry

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Abstract: Without a sound and effective banking system in India, it cannot have a healthy economy. The banking system of India should not only be hassle free but it should be able to meet new challenges posed by the technology and any other external and internal factors. For the past three decades India's banking system has several outstanding achievements to its credit. The most striking is its extensive reach. It is no longer confined to only metropolitans or cosmopolitans in India. In fact, Indian banking system has reached even to the remote corners of the country. This is one of the main reasons of India's growth process.

Key words: Banking, Recruitment and Selection

1. HISTORY OF BANKING IN INDIA

The first bank in India, though conservative, was established in 1786. From 1786 till today, the journey of Indian Banking System can be segregated into three distinct phases. They are as mentioned below:

- ❖ PHASE I - Early phase from 1786 to 1969 of Indian Banks
- ❖ PHASE II - Nationalization of Indian Banks and up to 1991
- ❖ PHASE III - Indian Financial & Banking Sector Reforms after 1991.

PHASE I: The General Bank of India was set up in the year 1786. Next came Bank of Hindustan and Bengal Bank.

The East India Company established

Bank of Bengal (1809), Bank of Bombay(1840) and Bank of Madras (1843) as independent units and called it **Presidency Banks**.

These three banks were amalgamated in 1920 and **Imperial Bank of India** was established which started as private shareholders banks, mostly Europeans shareholders. During the first phase the growth was very slow and banks also experienced periodic failures between 1913 and 1948. There were approximately

1100 banks, mostly small. To streamline the functioning and activities of commercial banks, the Government of India came up with The Banking Companies Act, 1949 which was later changed to Banking Regulation Act 1949 as per amending Act of 1965 (Act No.23 of 1965). Reserve Bank of India was vested with extensive powers for the supervision of banking in India as the Central Banking Authority. During those day's public has lesser confidence in the banks. As an aftermath deposit mobilization was slow. Abreast of it the savings bank facility provided by the Postal department was comparatively safer. Moreover, funds were largely given to the traders.

PHASE II: Government took major steps in this Indian Banking Sector Reform after independence. In 1955, it nationalized Imperial Bank of India with extensive banking facilities on a large scale especially in rural and semi-urban areas. Second phase of nationalization Indian Banking Sector Reform was carried out in 1980 with seven more banks. This step brought 80% of the banking segment in India under Government ownership.

The following are the steps taken by the Government of India to Regulate Banking Institutions in the Country:

- **1949:** Enactment of Banking Regulation Act.
- **1955:** Nationalization of State Bank of India.
- **1959:** Nationalization of SBI subsidiaries.
- **1961:** Insurance cover extended to deposits.
- **1969:** Nationalization of 14 major banks.
- **1971:** Creation of credit guarantee corporation.
- **1975:** Creation of regional rural banks.
- **1980:** Nationalization of seven banks with deposits over 200 crores.

After the nationalization of banks, the branches of the public sector bank India raised to approximately 800% in deposits and advances took a huge jump by 11,000%. Banking in the sunshine of Government ownership gave the public implicit faith and immense confidence about the sustainability of these institutions.

PHASE III: This phase has introduced many more products and facilities in the banking sector in its reforms measure. In 1991, under the chairmanship of M Narasimham, a committee was set up by his name which worked for the liberalization of banking practices.

The country is flooded with foreign banks and their ATM stations. Efforts are being put to give a satisfactory service to customers. Phone banking and net banking is introduced. The entire system became more convenient and swift. The financial system of India has shown a great deal of resilience. It is sheltered from any crisis triggered by any external macroeconomics shock as other East Asian Countries suffered. This is all due to a flexible exchange rate regime, the Foreign Reserves are high, the capital account is not yet fully convertible, and banks and their customers have limited foreign exchange exposure.

2. NATIONALISED BANKS IN INDIA

Banking System in India is dominated by nationalized banks. The nationalization of banks in India took place in 1969 by Mrs. Indira Gandhi the then prime minister. The major objective behind nationalization

was to spread banking infrastructure in rural areas and make available cheap finance to Indian farmers. Fourteen banks were nationalized in 1969.

Before 1969, State of India (SBI) was only public sector bank in India. SBI was nationalized in 1955 under the SBI Act of 1955. The second phase of nationalization of Indian banks took place in the year 1980. Seven more banks were nationalized with deposits over 200 crores.

3. PRIVATE BANKS

All the banks in India were earlier private banks. They were founded in the pre-independence era to cater to the banking needs of the people. But after nationalization of banks in 1969 public sector banks came to occupy dominant role in the banking structure. Private sector banking in India received a fillip in 1994 when Reserve Bank of India encouraged setting up to private banks as part of its policy of liberalization of the Indian Banking Industry. Housing Development Finance Corporation Limited (HDFC) was amongst the first to receive an 'In principle' approval from the Reserve Bank of India (RBI) to set up a bank in the private sector.

Private Banks have played a major role in the development of Indian banking industry. They have made banking more efficient and customer friendly. In the process they have jolted public sector banks out of complacency and forced them to become more competitive.

4. THEORETICAL BACKGROUND OF RECRUITMENT AND SELECTION

5.1. Meaning

Human resource Management is a management functions that helps the manager's to recruit, select, train & develop members of an organization for the organisation. Human Resource management is concerned with the people dimension in the organization. Human Resource Management (HRM) is coined as the core aspect of management because HRM encompasses of overall human related issues. The concept of human resource management defined as the planning, compensation, integration, maintenance and separation of human resource to the end individual.

The primary objective of Human Resource Management is to ensure the availability of a competent and willing work force to an organization.

5.2. Definition of HRM

- According to Dale Yoder "HRM is defined as "the management of human resources is viewed as a system in which participants seeks to attain both individual & group goals."
- Byars and Rue define HRM as "Human resources in compasses those activities design to provide for and coordinate the human resources of an organization".

5.3. Nature of HRM

- ✓ **Human resource management** is a process of bringing people & organisations together so that the goals of each are met. It tries to secure the best from people by winning their wholehearted cooperation. In short, it may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goal of an organisation in an effective and efficient manner.

- ✓ It has following features:
- ✓ **Pervasive force:** HRM is pervasive in nature. It is present in all organisations. It
- ✓ Permits all the levels of management in an organisation.
- ✓ **Action oriented:** HRM focuses attention on action, rather than on record keeping, or written procedure or rules.
- ✓ **Continuous process:** According to Terry, HRM is not a one short deal. It cannot be practised only by one hour each day or one day in a week. It requires a constant alertness and awareness of human relations and their importance in every day operations.
- ✓ **Future oriented:** Effective HRM helps an organisation to meet its goals in the future.
- ✓ **Comprehensive function:** HRM is to some extent concerned with any Organisational decision which has an impact on the workforce or the potential workforce.
- ✓ **Inter-disciplinary function:** HRM is a multi disciplinary activity, utilising knowledge and inputs drawn from, psychology, sociology, anthropology economics, etc.
- ✓ **Integrating mechanism:** HRM, tries to build and maintain cordial relationship between people working at various levels in the organisation.
- ✓ **Development oriented:** HRM, intend to develop the full potential of the employee. Employee are rotated in various jobs so that they experience and exposure.

5.4. Scope of HRM

The Indian Institute of Personal Management has specified the scope of HRM::

- ✓ **Personal aspect:** This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity, etc.
- ✓ **Welfare aspect:** It deals with the working condition and amenities such as canteen, rest, and lunch room, housing ,transport, medical assistance, education, health and safety, recreation facility, etc.
- ✓ **Industrial relations aspect:** This covers union –management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

5. **Objective of HRM:** The principal objectives of HRM may be listed thus:

- a) To help the organisation to reach its goals.
- b) To employ the skills and abilities of the workforce efficiently.
- c) To provide the organisation with well-trained and well- motivated employees.
- d) To increase to the fullest the employee's job satisfaction and actualisation.
- e) To develop & maintain the quality of work life.
- f) To communicate HR policies to the entire employee.
- g) To be ethically and socially responsive to the need of society.

6. REVIEW OF LITERATURE

Rod, D (1995) is of the opinion that many factors combine to make selection and recruitment practice and research a lively area and at the forefront now of the drive towards management excellence. As a body of knowledge, it has been strengthened by having to prove its usefulness during the 1960s and 1970s and now there is more realization that both excellence in recruitment and selection, along with training, appraisal systems, and organizational design/reengineering, together can contribute to strong organizations in the future.

Dora, S (2003) states that recruitment and selection experiences are part of a process of pre-entry organizational socialization, also known as anticipatory socialization. Graduates are susceptible to such effects as their socialization through exposure to professional employers begins during training. Employers' practices are thought to contribute to the formation of realistic career expectations and the initial psychological contract between graduates and employers. The present study found that students in traditional professions reported greater exposure to employers than students in an emerging profession through work activities, more proactive engagement in recruitment events, and more extensive experience of selection processes at similar stages of study. Greater activity, in turn, was related to career expectations, including varying levels of commitment to and interest in the profession and career clarity.

Lavigna, R. J, (et al) (2004) states that governments around the globe are facing unprecedented staffing challenges. At the time when governments need to be most adept at luring talent to public service, their ability to do so has rarely been so constrained and complicated by economic, social and organizational pressures. This article provides an overview of the types of recruitment and selection initiatives already in place in many nations that can help the world's governments attract and retain talent. Relying heavily upon examples from the United States and Western Europe, but also integrating experiences from a variety of both developed and less developed countries (LDCs), we describe a series of recruitment and selection "best practices."

Ume-Amen (2010) has done research on the factors which benefits organizations in outsourcing their recruitment and selection process. Based on the literature survey the factors were identified. These factors were cost savings; improve quality, time pressure, lack of internal staff, increased capacity, manpower availability, easy replacements, and pool of applicants and competence of applicants. The questionnaire designed for the study was based on the above factors. The sample size of the study was 10 organizations. The objective of this study was to determine different factors of outsourcing recruitment and selection process at workplace in banking sector. According to the respondents' opinions, 43% agree that retention ratio is higher when recruitment is done through outsourcing firms. 29% strongly agree and 29% strongly disagree that recruitment by outsourcing firms has an edge because of pools of applicants; skills and expertise. 57% of respondents agree that the recruitment by outsourcing firms has an edge because of quality and competence. 86% of respondents agree that the recruitment by outsourcing firms has an edge because of easy replacement. 43% respondents agree that improve quality is a factor of outsourcing the recruitment and selection process which had been rated high and 14% respondents agree that lack of internal staff capabilities are a factor of outsourcing the recruitment and selection process. This factor has been rated the lowest. All of the above factors, easy replacement was considered the highest most variable for the outsourcing firms and pools of applicants and skills the least one variable.

Zaharie, M (et al) (2013) states that job recruitment and selection practices represent a prerequisite for companies aiming for competitive and skilled employees. The purpose of this paper is to empirically explore and compare the employee recruitment and selection practices in small and medium organizations. An online quantitative survey was applied on 92 Romanian organizations (25 of small and 67 of medium size), based on a questionnaire which explored the recruitment methods, the employee selection practices and job screening criteria. The results show that while differences exist between these two categories of organizations, these are not that intense. When recruiting, small organizations focus on recommendations based methods. Medium organizations use more selection steps when hiring and render greater importance to the job selection criteria, especially to candidates' attitude, motivation and dedication to work, generic skills, lifelong learning, resistance to stress, and computer skills. The findings show that both the small and medium organizations use less valid employment practices, which imply lower short term costs, but may involve higher costs on the long run. The present research provides useful findings for the management of small and medium organizations, but also for higher education institutions and graduates.

Alka, R (2014) states that recruitment and selection is the important function of HRM. Proper recruitment and selection provide a strong basic structure/ foundation to an organization. Its basic objective is to attract and appoint a person with proper and adequate skills and qualification at the appropriate/ best fitted job. Modern era is techno savvy. Online recruitment and selection process help the organization to attract and manage the competent workforce. The main objective of this article is to understand the meaning and process of online recruitment and selection process. Many online recruitment agencies are also emerging as a popular and reliable source of recruitment. Some of them are discussed in the article. Special focus is given on the online recruitment and selection process adopted by IBPS. Use of information technology in recruitment and selection process provides benefits to both the recruiter and the job seekers in many ways.

Bagul, D B (2014) is states that research little attempt is made to see its satisfactory level. The recruitment activity is analyzed internally, that means from the view of the departmental heads, which are, involved in the process itself and externally that means from the candidates perspective. From the study of Recruitment and Selection at Rath, and by analyzing the process conclusion is drawn. The candidates are satisfied with the policy of Rath, but there is little scope to improve the satisfactory level of Recruitment and Selection process from the internal point of view that means among the departmental head. Recruitment activity is one of the prime activities of any growing organization; therefore, it is very necessary for any organization to check whether this process is going on smoothly or requires some change. As performance of the whole group is ultimately depends on the efficiency of the employees of the group. Therefore, to make sure the recruited candidate is a right candidate is the prime responsibility of the HR people. Recruitment has various impacts on other HR activity so it is very necessary to make it more effective. By providing little attention towards improving the communication between Departmental Head & H.R., will definitely help the organization to reach its goal in near future.

Rathore, N.S (2014) states that human resource management is the management of employee's skill, knowledge abilities, talent, aptitude, creativity, ability etc. different terms are used for denoting Human Resource Management. They are labor management, labor administration, labor management relationship, employee –employer relationship, industrial relationship, human capital management, human asset management etc. In simple sense, human resource management means employing people, developing their

resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements Human Resource Management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and HRM metrics and measurements to demonstrate value. Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company, and eventually decide whether they wish to work for it. A well-planned and well-managed recruiting effort will result in high quality applicants, whereas, a haphazard and piecemeal effort will result in mediocre ones. High-quality employees cannot be selected when better candidates do not know of job openings, are not interested in working for the company and do not apply. The recruitment and selection process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests, and generate enthusiasm among the best candidates so that they will apply for the vacant positions. In order to attract people for the jobs, the organization must communicate the position in such a way that job seekers respond. To be cost effective, the recruitment process should attract qualified applicants and provide enough information for unqualified persons to self-select themselves out.

7. STATEMENT OF THE PROBLEM

Human resource is a vital element of any company. The success of the company is depended on the quality of the human resource working in it. Therefore, to get the qualitative human recourse a good, practical and effective human recruitment and selection process is essential. This project is wholly done to study and understand the recruitment and the selection process.

8. OBJECTIVES OF THE STUDY

- ❖ To study the profile of the employees inducted through the recruitment process.
- ❖ To know the effective media that disseminates vacancy information.
- ❖ To study the effectiveness of interview technique in recruitment and selection process.

9. SCOPE OF THE STUDY

- ✓ This study provides opportunity for research and survey on recruitment and selection procedures for employees in solving troublesome structure of HRM.
- ✓ Innovation and creativity are blended with the organization culture through the study of attracting and obtaining applications.
- ✓ An effective approach to recruitment can help a company successfully compete for limited human resources.
- ✓ Recruitment lends itself as a potential source of competitive advantage to a firm.

- ✓ The study will play a vital role in identifying typical responses when recruitment fails to meet organizational needs for talent. The response will be like raise entry-level pay scales.
- ✓ The effectiveness of the recruitment process can play a major role in determining the resources that must be expended on other HR activities and their ultimate success.

10. RESEARCH METHODOLOGY

Research work follow the vast reading of literature, which is already available about the topic, which help to form a clear idea before the research starts, before starting the progress “Recruitment and Selection” reference were done to collect the information about the topic which helped immensely while doing the study. The details of what are discussed under the following heads namely.

- Purpose;
- Methodology;
- Conclusion.

Purpose: The first step of the research is literature survey. In literature survey the specific areas and issues upon what data has to be collected is decided based on the objectives of the study.

- To know the recent happening and trends in field of recruitment.
- To get more information from the previous studies.

Methodology

Adopting descriptive research method, for this both primary data and secondary data are collected. Primary data is collected by using questionnaire and personal interview, secondary data is collected from the brochures of the agency, magazines, books and websites has to be collected is decided based on the objectives of the study.

- To know the recent happening and trends in field of recruitment.
- To get more information from the previous studies

11. TYPE OF RESEARCH

The type of research adopted is Descriptive Research. Descriptive study is a fact-finding investigation with adequate interpretation. It has focus on particular as peels or dimensions of the problem studied. It is designed to gather description, information and provides information for formulating more sophisticated studies.

12. COLLECTION OF DATA

‘Data’ may be defined as the facts presented to the researcher from the study’s environment. This part of the report describes the specifics of gathering the data. Its contents depend on the selected design. Survey work generally uses a team with field and central supervision. In an experiment, we would want to know about subject assignment to groups, the use of standardized procedures and protocols, the administration of tests or observational forms, manipulation of the variables and so forth.

Typically, researcher would include a discussion on the relevance of secondary data that guided the decisions.

Primary data: Primary data collection forms the first hand information got from respondent itself and the information is collected through Question series, interview schedules and observations. Primary data are sought for their proximity to the truth and control over error. This data have been used to study and select the best source of recruitment in MSIL. The questionnaires have been prepared to study it and the sample size was 50.

Secondary data: This is a data collecting method through other sources than from respondents. It is of collecting information through personal documents, diaries, and abstracts for the purpose of present study. The investigator used primary method is collecting data through Questionnaires. Studies made by others for their own purpose represent secondary data.

Finally, data reflect their truthfulness by closeness to the phenomena. Secondary data have had at least one level of interpretation inserted between the event and its recording. Primary data are sought for their proximity to the truth and control over error. These cautions remind us to use care in designing data collection procedures and generalizing from results.

13. TOOLS USED FOR TESTING

Interviews using questionnaire.

14. ANALYTICAL TOOLS

14.1. Percentages

Percentages refer to a special kind of ratio. Percentages are used in making comparison between two or more series of data. Percentages are used to describe relationships between the series of data. Finding the relative differences becomes easier through percentages. It is expressed as

$$\text{Percentage} = \frac{\text{No. of respondents}}{\text{Total number of respondents}} * 100$$

15.2. Visual aid

- **Pie Diagram**

A Pie diagram is a pictorial representation of a statistical data with several subdivisions in a circular form. It consists of a circle sub-divided into several sectors by radius. The area of sector is proportional to the values of the components.

15. SAMPLE SIZE FOR THE STUDY

The researcher numbering 60 respondents for the purpose of study included all employees working in the organization.

16. INSTRUMENT- QUESTIONNAIRE TECHNIQUE

Questionnaires have been used to collect data from 60 personnel from the management cadre. It included open – ended questions and many other questions having multiple options as answers. The data collected

was classified and tabulated for the purpose of analysis. Simple statistical tools were used for analysis. Percentage was calculated for the purpose of generalization. Charts, graphs and diagrams have also been drawn based on the tabulation.

Inferences were drawn and conclusion made data has also been collected from the organization HR manual, website and journals.

17. LIMITATIONS OF THE STUDY

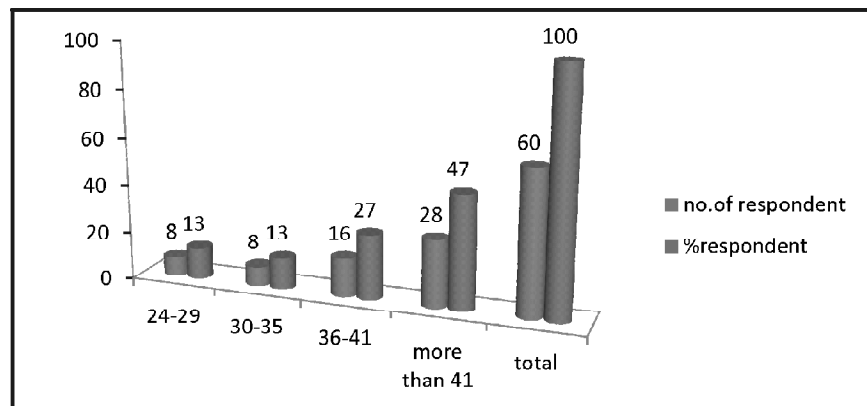
This topic is often handled with ambivalence. It is not ignored, feeling that mentioning limitations detracts from the impact of the study; this attitude is unprofessional and possibly unethical. The section is a thoughtful presentation of significant methodology or implementation problems. An even-handed approach is one of the hallmarks of an honest and competent investigator. All research studies have their limitations, and the readers need aid in judging the study's validity.

- The time of study is comparatively less.
- Workers are very busy, especially the top-level management personnel as they are busy, they didn't responded for investigation.
- Sample size may become very small when respondents are 50.
- The majority questions in the questionnaire were limited to the executives only.
- Time constraint is another limitation of the study.

18. DATA ANALYSIS AND INTERPRETATION

Table 1
Age group of the respondents

<i>Age group</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
24-29	8	13%
30-35	8	13%
36-41	16	27%
More than 41	28	47%
Total	60	100%



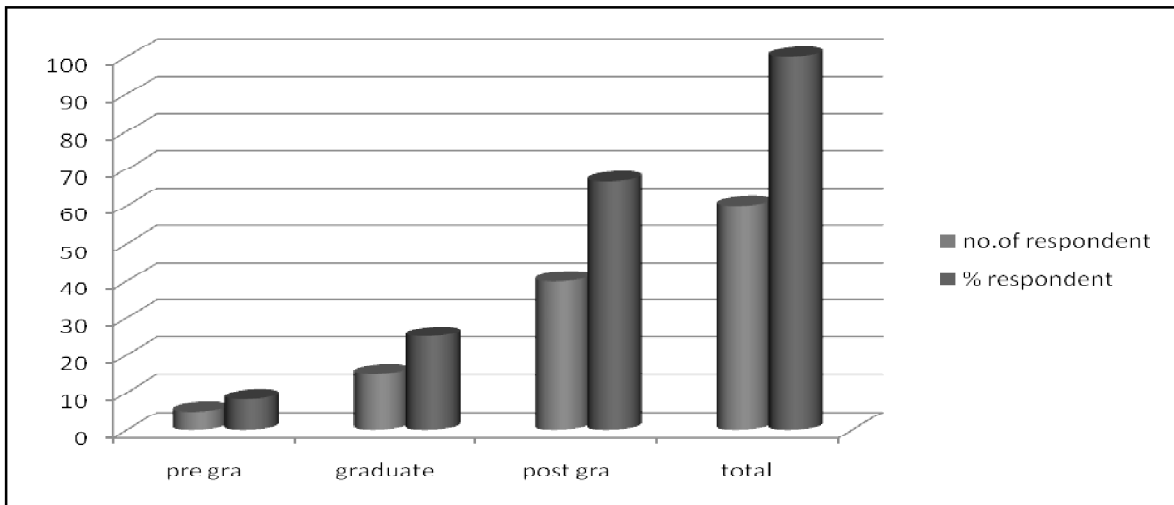
Graph 1: Age group of the respondent

Interpretation

From the above tabular and graphical(1) representation, its can be clearly seen that 13% of the respondents are between 24-29 years, 13% of the respondents are between 30 to 35 years, 27% of the respondents are between 36 to 41 years and 47% of the respondents are above 41 years. It is clear that more than 47% of the respondents are above 41 years.

Table 2
Educational qualification of the respondents:

<i>Education Qualification</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Pre-degree	5	8.3%
Graduate	15	25%
Post- graduate	40	66.7%
Total	60	100%



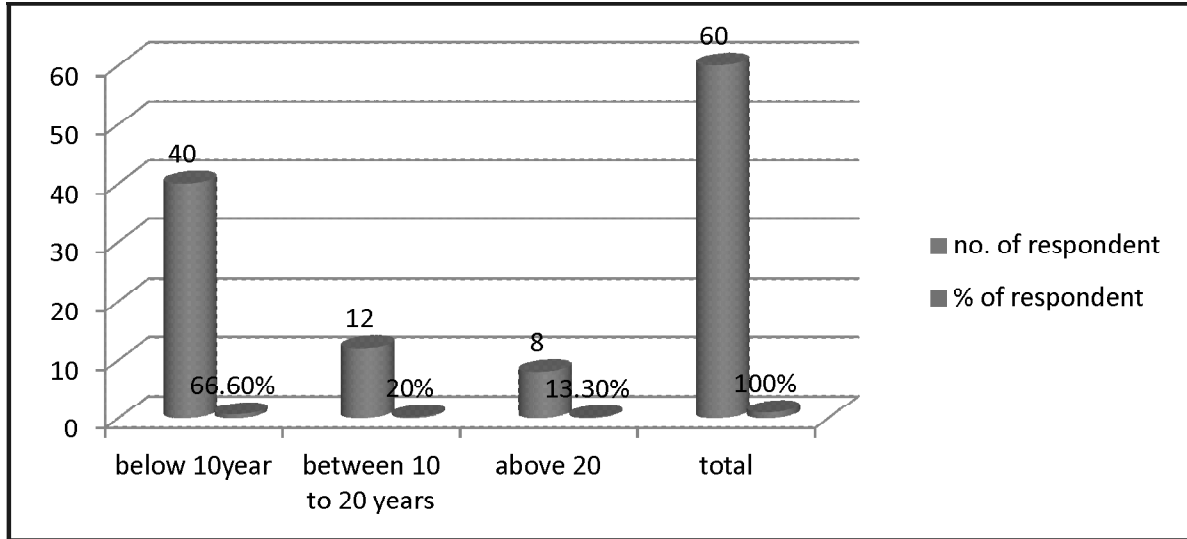
Graph 2: Education of respondents

Interpretation

From the above tabular and graphical (2) representation, it is clearly seen that 8.3% are pre-degree, 25% are Graduates, and 66.7% are postgraduates means the educational qualification of respondent is excellent. Respondent are highly qualified, hence there is no much problem in dealing with questionnaire.

Table 4.3
Work experience of the respondents

<i>Years of Experience</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Below 10	40	66.6%
Between 10 to 20	12	20%
Above 20	8	13.3%
Total	60	100%



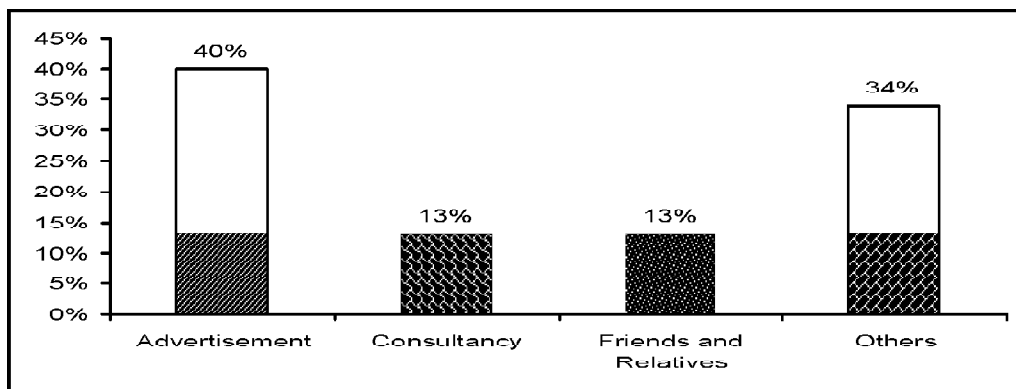
Graph 3: Work experience of the respondents

Interpretation

Tabular and graphical (3) representation of work experience of the respondent shows that the experience of the respondents who are in the senior post is above 20 years, which also means that apart from having quality education they also are very experienced and hence the views given by them are of high importance. From the above analysis it is clear that 13.3% of the employees are above 20 year experience and 66.6% are below 10 years experience.

Table 4.4
Different sources of knowing the job vacancy

Particulars	No. of Respondents	% of Respondents
Advertisement	24	40%
Consultancy	8	13%
Friends and Relatives	8	13%
Others	20	34%
Total	60	100%



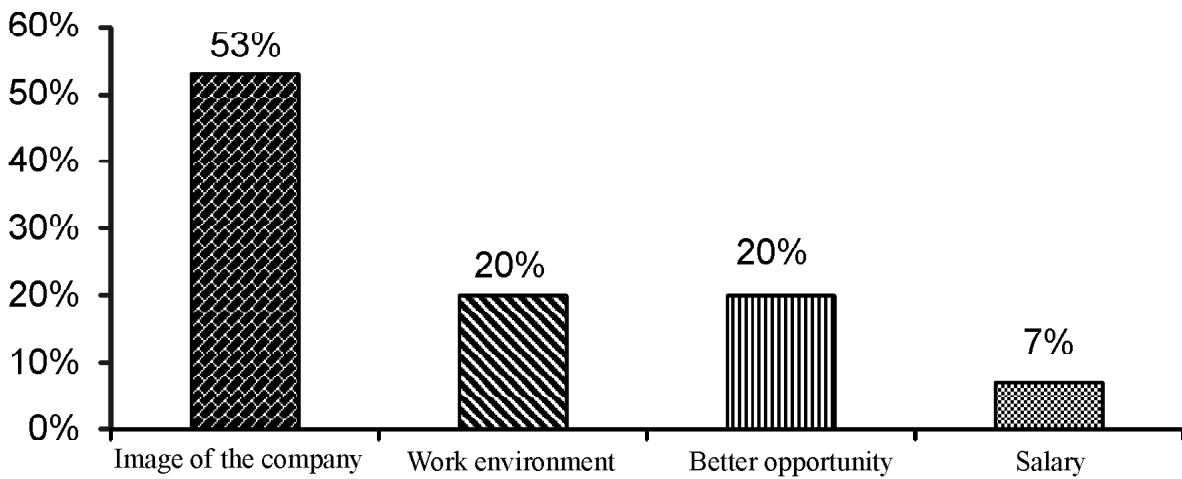
Graph 4: Different sources of knowing the job vacancy

Interpretation

Tabular and graphical (4) representation indicates 40% of employees come to know about the job opportunity through advertisement given by the company in the leading news papers. Consultants accounts to be 13%, 13% of them come to know about the job opportunities through friends and relatives and other like employments exchanges share percent of 34%.

Table 5
Source of better opportunities and work culture

Particulars	No. of Respondents	% of Respondents
Image of the company	32	53%
Work environment	12	20%
Better opportunity	12	20%
Salary	4	7%
Total	60	100%



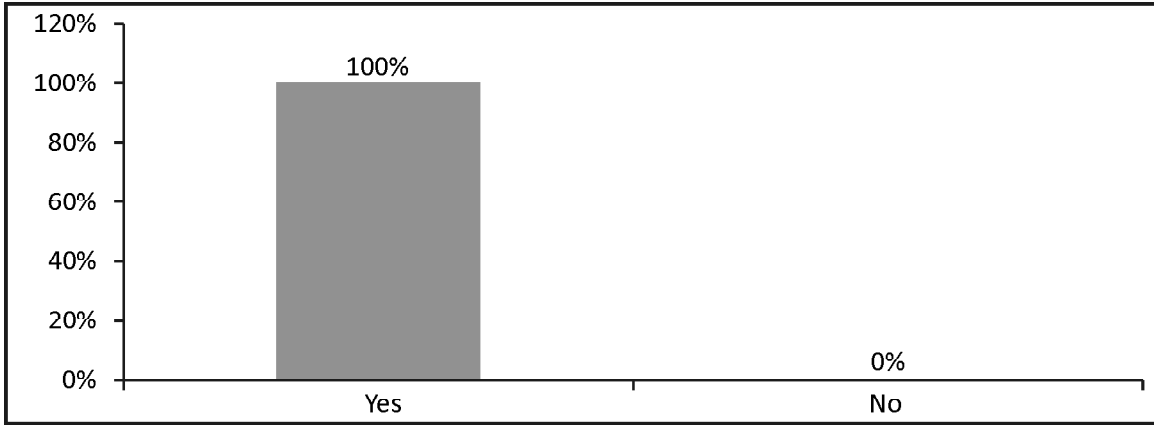
Graph 5: Source of better opportunities and work culture

Interpretation

Tabular and graphical (5) representation shows the position of the better opportunities of bank during the period of salary. 20% of the respondents depend upon the better opportunities, 53% of respondents under image of the company, 7% of the respondents depend upon the salary, and 20% of the respondents depend upon the work environment. According to analysis, most of the respondents working on the image of the company and better opportunity.

Table 6
Appointment information

Particulars	No. of Respondents	% of Respondents
Yes	60	100%
No	0	0%
Total	60	100%



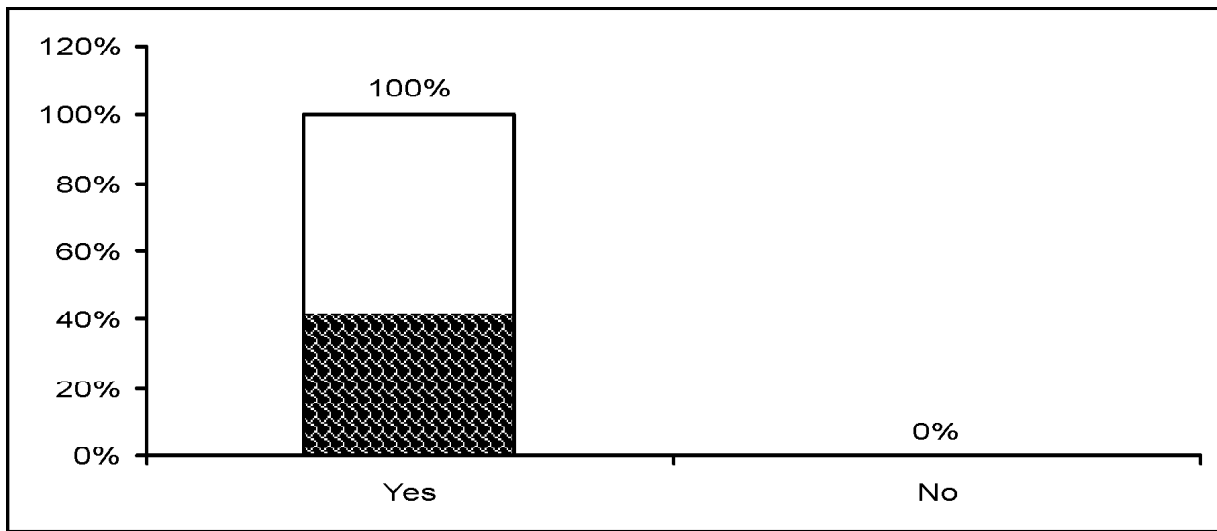
Graph 6: Appointment information

Interpretation

Tabular and graphical (6) representation shows the present position of selected respondents relative to details above their appointments, date, time, and other. All of them respondents are happy his appointment information. From the above analysis, it is very clear that all the respondents are happy with the appointment information.

Table 7
Relevance of questions in Interview

Particulars	No. of Respondents	% of Respondents
Yes	100	100%
No	0	0%
Total	100	100%



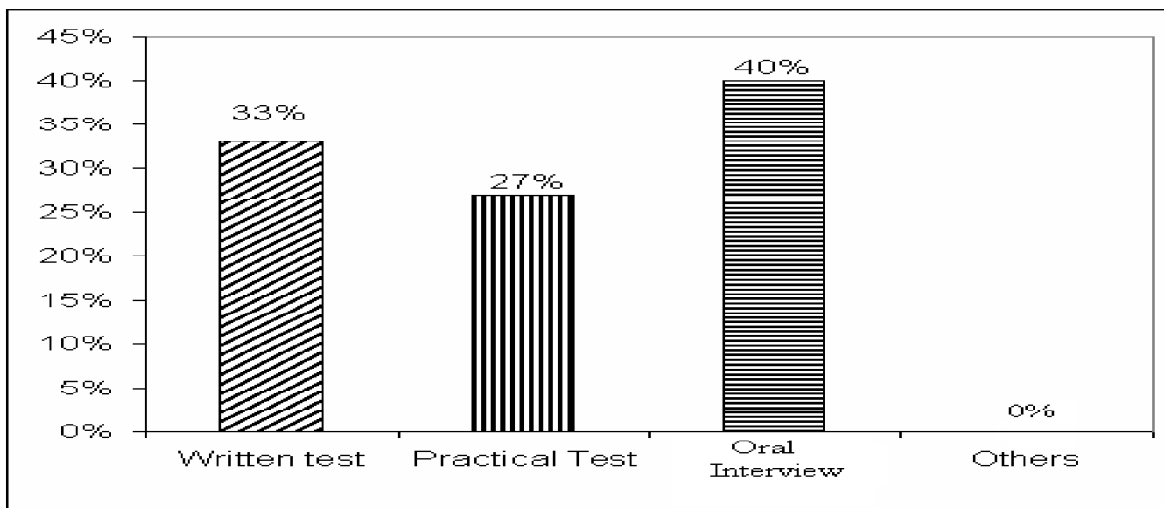
Graph 7: Graph showing the relevance of questions in interview

Interpretation

Tabular and graphical (7) representation reveals that most of them employee's i.e. 100% of them have told that the questions asked in the interview were relevant to job. From the above analysis, it is very clear that the question asked in the interview will be relevant to the job at bank.

Table 8
Types of Selection

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Written test	20	33%
Practical test	16	27%
Oral interview	24	40%
Others	0	0%
Total	60	100%



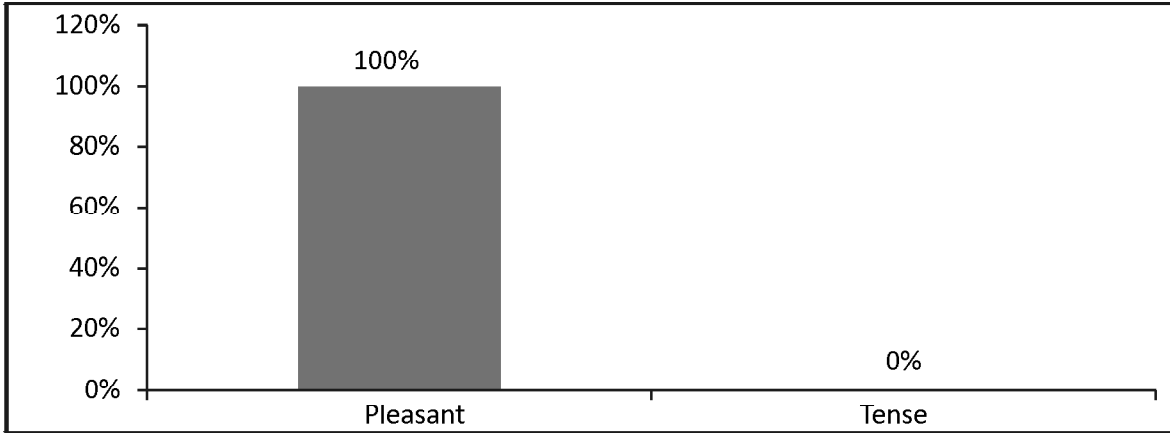
Graph 8: Types of Selection

Interpretation

Tabular and graphical (8) representation shows 40% of the respondents went through only viva & interview and 33% of them went through written test, 27% of them went through practical test and others. It could be said be most of the candidates who applied to bank faced viva and interview only, a few of them faced written test and practical test.

Table 9
Atmosphere during the interview

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Pleasant	60	100%
Tense	0	0%
Total	60	100%



Graph 9: Atmosphere during the interview

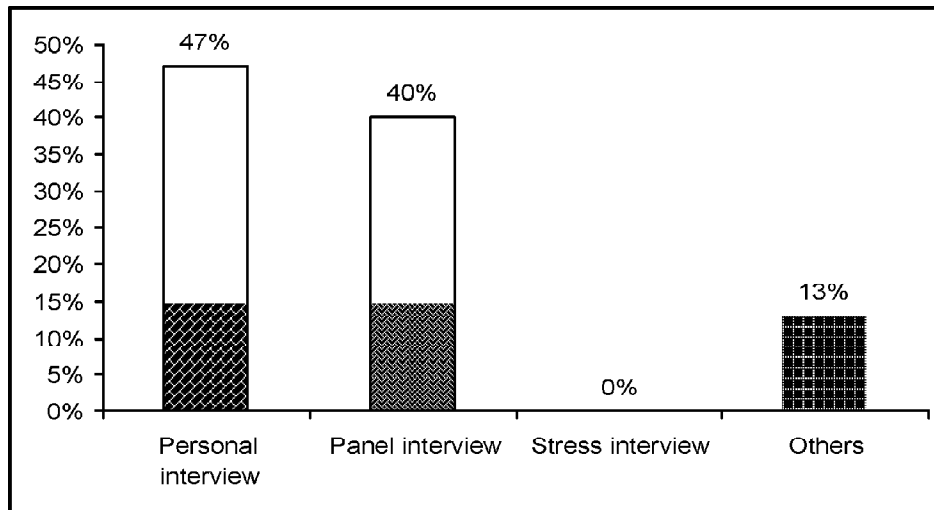
Interpretation

Tabular and graphical (9) representation reveals that 100% of the employee said that the atmosphere during the interview was pleasant.

Bank helps prospective employee to face interview in a very cool manner so they don't feel nervous and hesitation.

Table 10
Opinion about the type of interview

Particulars	No. of Respondents	% of Respondents
Personal interview	28	47%
Panel interview	24	40%
Stress interview	0	0%
Others	8	13%
Total	60	100%



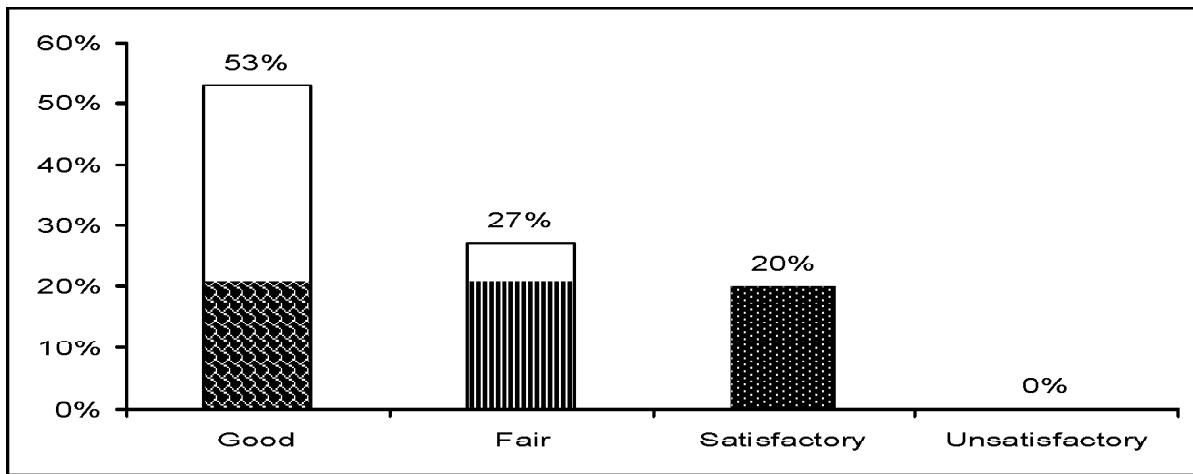
Graph 10: Opinion about the type of interview

Interpretation

Tabular and graphical (10) representation shows the 47% of employees of banks have gone through personal interview and 40% of them have gone through panel interview and others share 13%. Thus bank adopts both personal and panel interview technique to interview most of its candidates who apply for jobs.

Table 11
Opinion about the way of interview

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Good	32	53%
Fair	16	27%
Satisfactory	12	20%
Unsatisfactory	0	0%
Total	60	100%



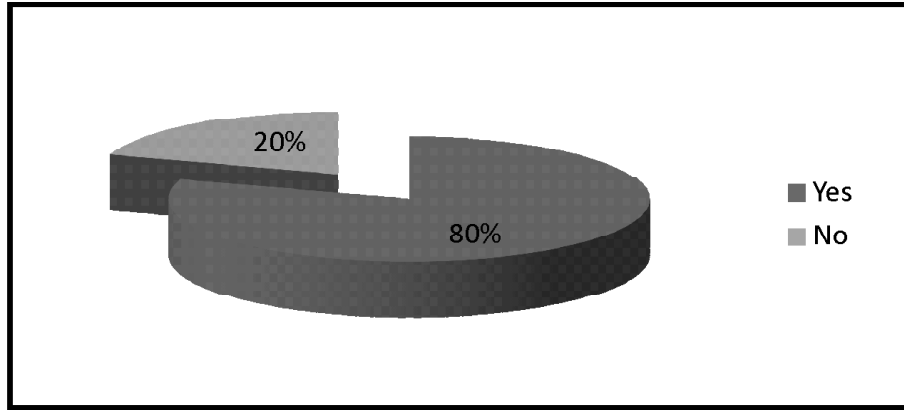
Graph 11: Opinion about the way of interview

Interpretation

Tabular and graphical (11) representation reveals that about 53% of the employees feel that the way in which the interview was conducted in a good manner, 27% of the employee feel that the interview was up to fair, 20% of the employee feel that the interview was up to satisfactory level, and nobody is unhappy with regard to conducting interview. It can be concluded that all employees of banks are satisfied with the way in which the interview have been conducted.

Table 12
Medical examination

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Yes	48	80%
No	12	20%
Total	60	100%



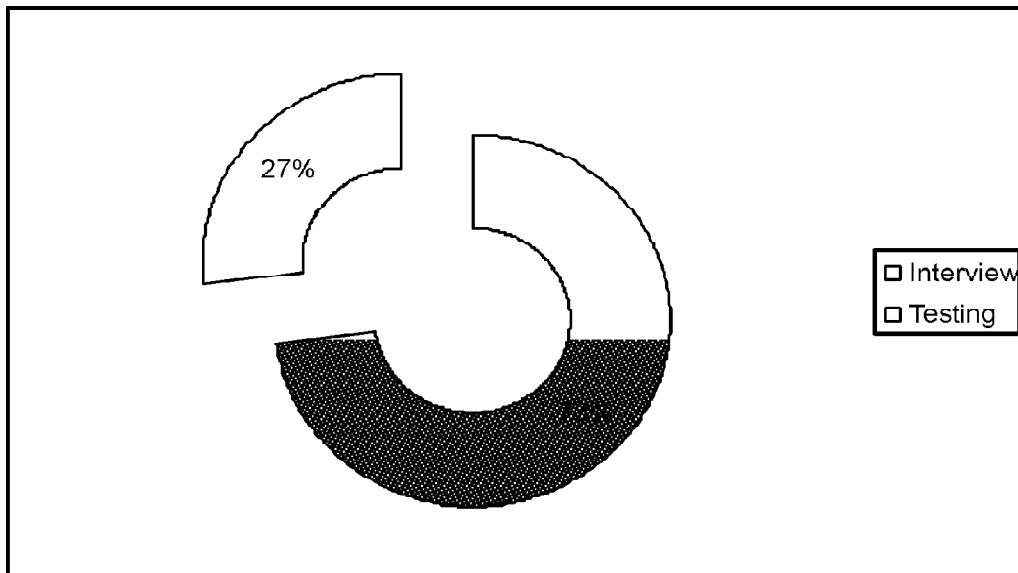
Graph 12: Medical examination

Interpretation

Tabular and graphical (12) representation reveals that 80% of the employees have undergone medical examination and only 20% of them have not faced medical examination. We can conclude that majority of the employees in banks have undergone the medical examination before joining the company.

Table 13
Selection process

Particulars	No. of Respondents	% of Respondents
Interview	44	73%
Testing	16	27%
Total	60	100%



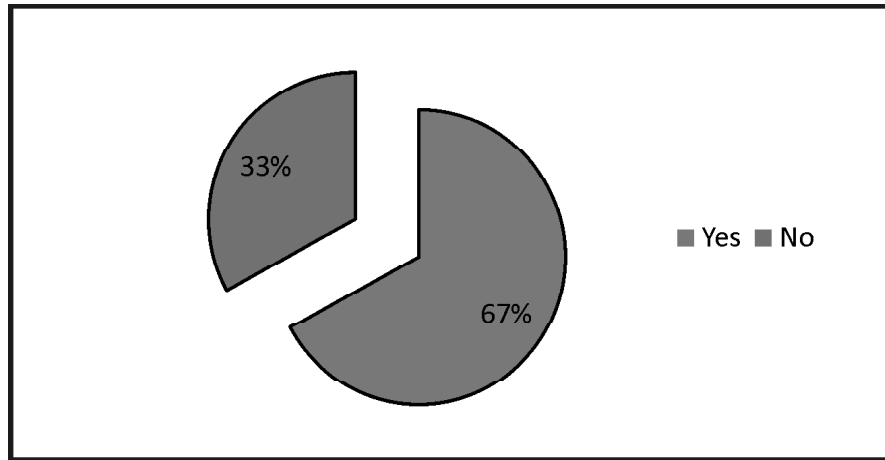
Graph 13: Graph showing the selection process

Interpretation

Tabular and graphical (13) representation reveals that 73% of the employees working in the banks have opinion that, interview was being well planned and administered and 27% of the employees had said that testing was being well planned and administered in selection process. From the above analysis it is very clear that interview method has been better planned and administered in the banks.

Table 4.14
Awareness of the selection process in bank

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Yes	40	67%
No	20	33%
Total	60	100%



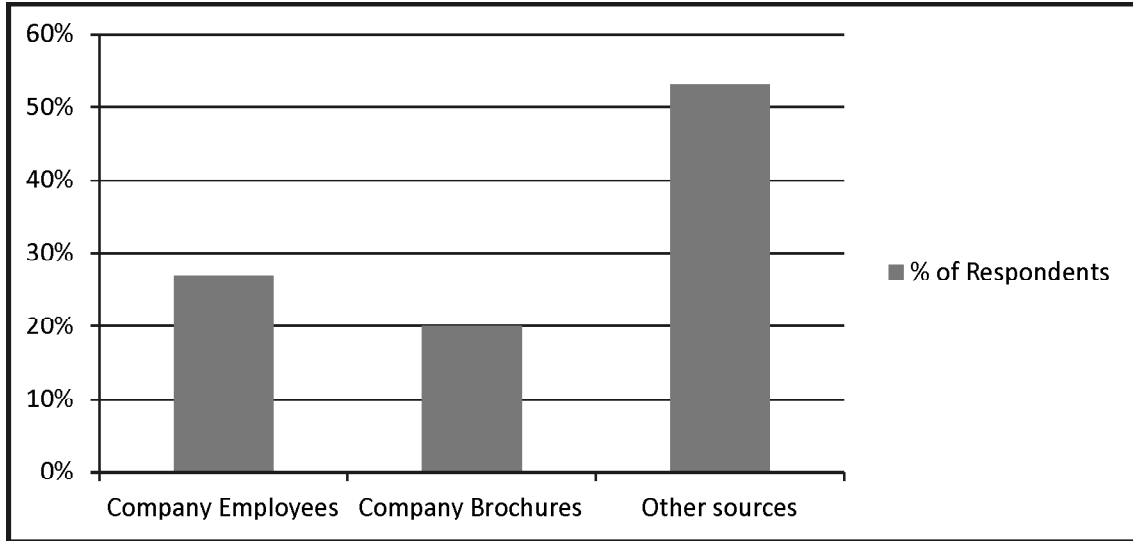
Graph 14: Awareness of the selection process in bank

Interpretation

Tabular and graphical (14) representation shows 67% of employees are aware of the selection process in banks and only 33% of employees do not know aware of the selection process in banks. We can conclude that more number of the employees in banks know the selection process.

Table 15
Sources from which respondent got this information

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Company Employees	16	27%
Company Brochures	12	20%
Other sources	32	53%
Total	60	100%



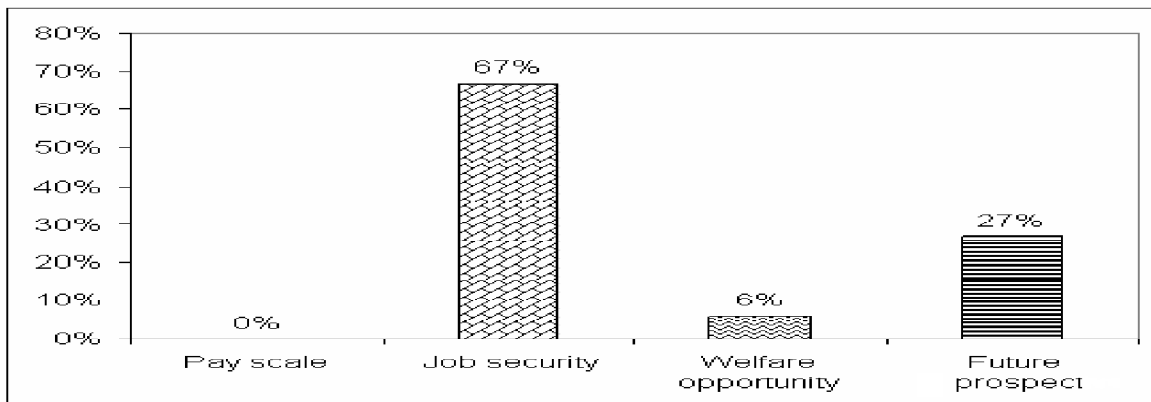
Graph 15: Sources from which respondent got this information

Interpretation

Tabular and graphical (15) representation shows 27% of employees got the information through company employees, 20% of employees got the information through company brochures, and 53% of employees got the information through other sources. We can conclude that most of employees got the information through other sources.

Table 16
Reasons for attractiveness of job

Particulars	No. of Respondents	% of Respondents
Pay Scale	0	0%
Job Security	40	67%
Welfare Opportunity	4	6%
Future Prospect	16	27%
Total	60	100%



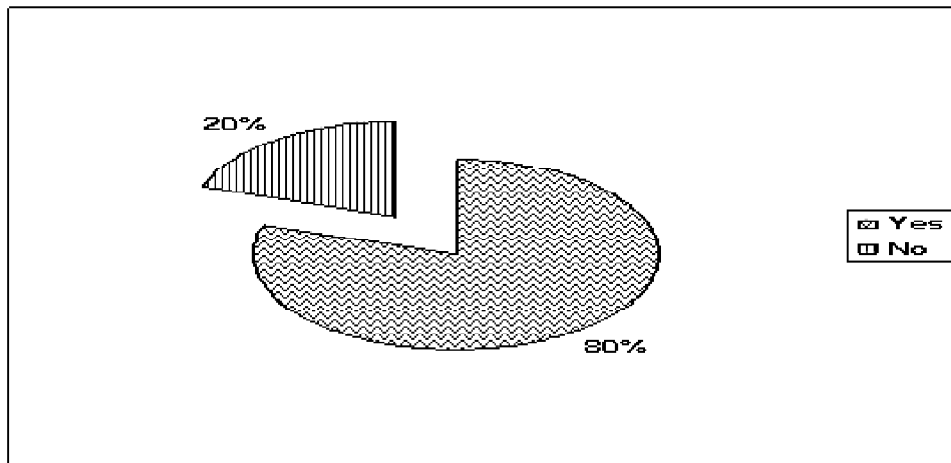
Graph 16: Reasons for attractiveness of job

Interpretation

Tabular and graphical (16) representation reveals that 67% of employees have joined this company because of job security, 27% of them for future prosperity and 6% of them for welfare opportunity. From the above analysis it is very clear that more number of employees have joined banks because of job security.

Table 17
Opinion of the respondents towards the presence of the pre-planned recruitment policy in the organization

<i>Opinion of Respondents</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Yes	48	80%
No	12	20%
Total	60	100%



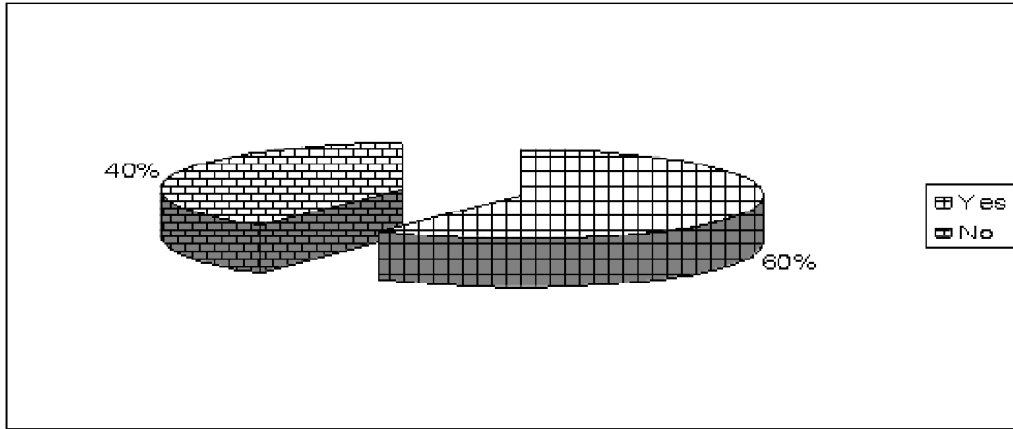
Graph 17: Percentage of presence of pre-planned recruitment policy in the organization

Interpretation

Tabular and graphical (17) representation reveals that, Banks are following pre-planned recruitment policy because 80% of respondents responded for the presence of the policy in the organization. This says that pre-planned recruitment policy based on corporate goals, may avoid hasty or ill-considered decision and may go a long way to man the organization with the right type of personnel.

Table 18
At time of selection are you aware of the job description

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Yes	36	60%
No	24	40%
Total	60	100%



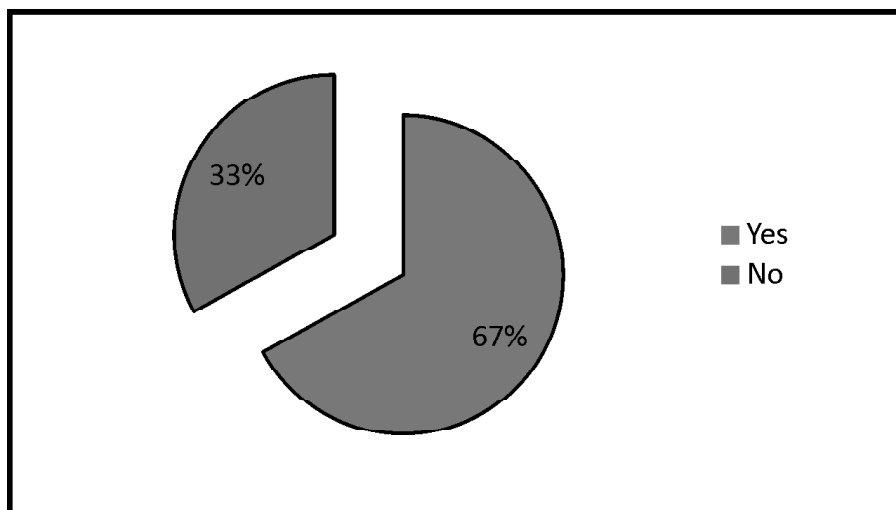
Graph 18: At time of selection is you aware of the job description

Interpretation

Tabular and graphical (18) representation shows 60% of employees aware of the job description at the time of selection, and 40% of employees do not aware of the job description at the time of selection. From the above analysis, it is very clear that more number of employees aware of the job description at the time of selection.

Table 19
Awareness of job specification

Particulars	No. of Respondents	% of Respondents
Yes	40	67%
No	20	33%
Total	60	100%



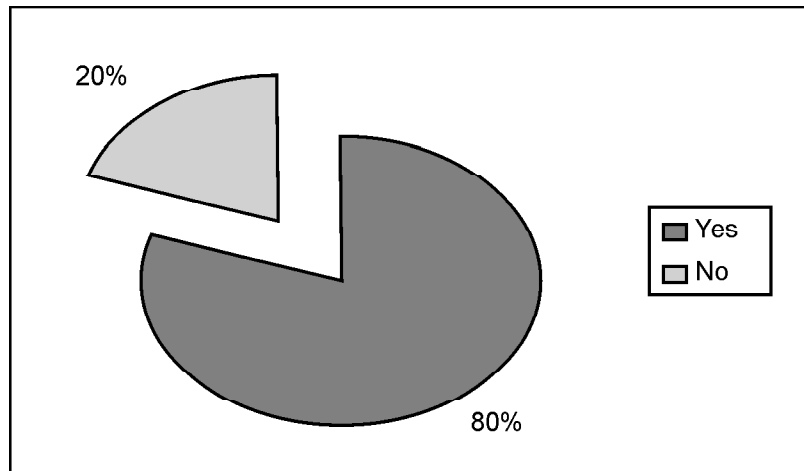
Graph- 19: Awareness of job specification

Interpretation

Tabular and graphical (19) representation shows 67% of employees aware of the job specification at the time of selection and 33% of employees do not aware of the job specification at the time of selection. From the above analysis, it is very clear that more number of employees are aware of the job specification at the time of selection.

Table 20
Implementing the reservation policy

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Yes	60	100%
No	0	0%
Total	60	100%



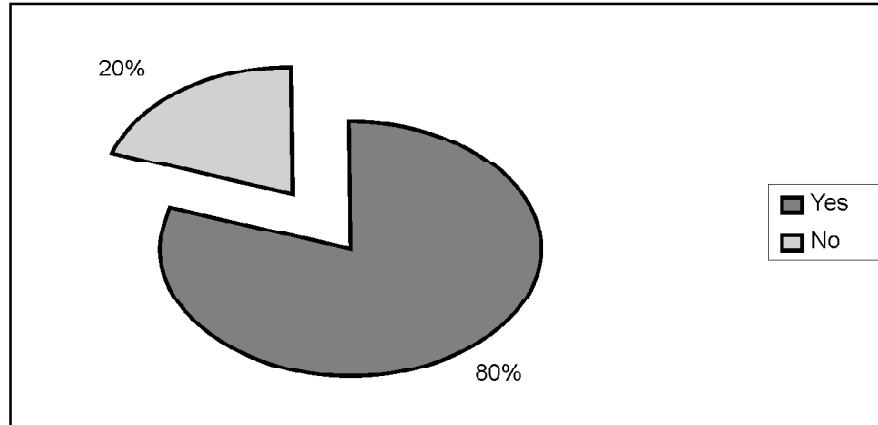
Graph 20: Knowledge about the reservation policy

Interpretation

Tabular and graphical (20) representation shows 80% of the employees know the reservation policy and 20% of the employees do not know the reservation policy. It can be concluded that most of the employees know the reservation policy.

Table 21
Reservation policy affecting the quality of recruitment and selection

<i>Particulars</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Yes	48	80%
No	12	20%
Total	60	100%



Graph 21: Reservation policy affecting the quality of recruitment and selection

Interpretation

Tabular and graphical (21) representation shows the 80% of employees said that reservation policy is affecting the quality of recruitment and selection and 20% of employees said that reservation policy is not affecting. Reservation policy is affecting the quality of recruitment and selection process.

Table 4.22
Rates of induct in efficiency in present recruitment policy of the Banks

<i>Opinion rates</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Highly	13	22%
Moderately	41	68%
Not at all	06	10%
Total	60	100%

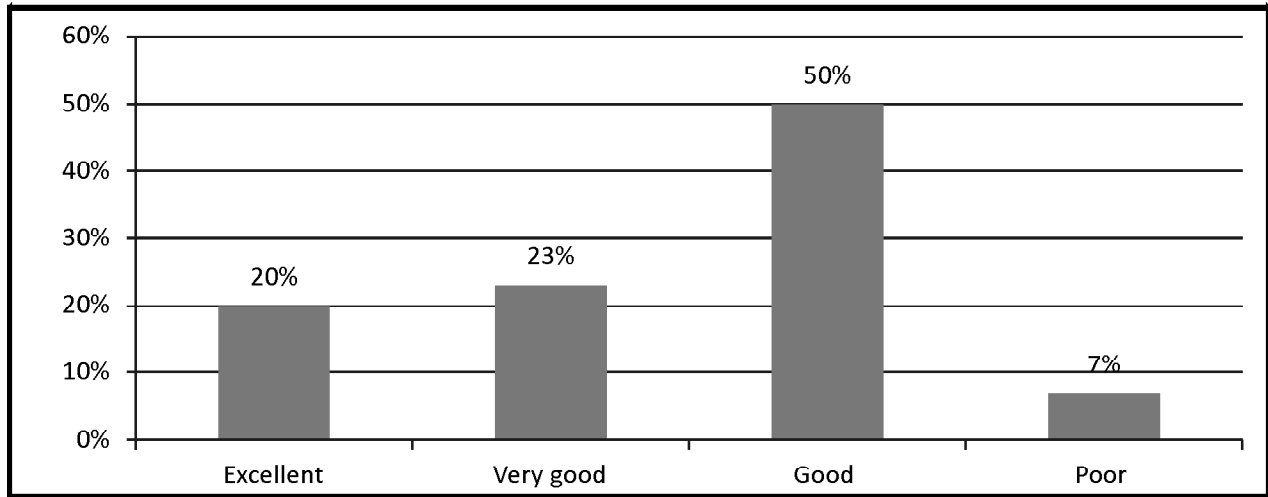
Graph 22: Rates of induct in efficiency in present recruitment policy of Banks

Interpretation

Tabular and graphical (22) representation reveals that 68% of the respondents have rated moderately as their opinion towards the increase in efficiency of the organization's present recruitment policy. That means the present recruitment policy is good but it still needs improvement.

Table 23
Rate of opinions of respondents regarding the avoidance of external influence in their recruitment process

<i>Opinion rates</i>	<i>No. of Respondents</i>	<i>% of Respondents</i>
Excellent	12	20%
Very good	14	23%
Good	30	50%
Poor	04	7%
Total	60	100%



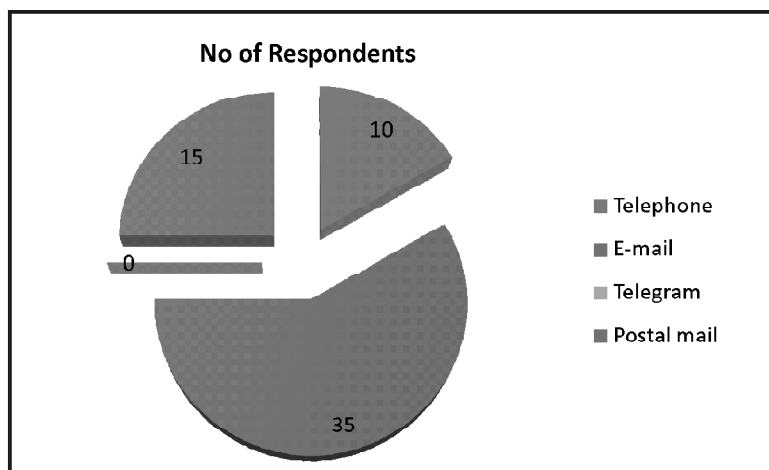
Graph 23: Rate of opinions of respondents regarding the avoidance of external influence in their recruitment process

Interpretation

Tabular and graphical (23) representation reveals that 50% of respondents are inclined towards the option good. It says that there is good avoidance of external influence in their recruitment process. External influence in their recruitment process is avoided.

Table 24
Means of communication

Particulars	No. of Respondents	% of Respondents
Telephone	10	16.66%
E-mail	35	58.3%
Telegram	0	0%
Postal mail	15	25%
Total	60	100%



Graph 24: Graph Means of communication

Interpretation

Tabular and graphical (24) representation show 25% of employees were intimated about their interview or selection through postal mail, 16.66% of employees were intimated about their interview or selection through telephone, and 0% of employees were intimated about their interview or selection through telegram. Most of the employees were intimated about the interview through E-mail.

FINDINGS

1. As per the survey, it is known that 47% of the respondents are above 41 years.
2. About 27% of respondents got the information through company employees and 53% of the employees got the information through other sources regarding recruitment.
3. About 73% of employees are graduates.
4. About 40% of respondents were having more than 20 years of experience in the working field.
5. From the survey, it is noted that 40% of respondents came to know about the vacancy through advertisement and 13% of respondents were through consultancy and 34% of respondents were through others agency.
6. The main reasons for prospective employees being attracted towards jobs with banks were image of the bank, good working environment and better opportunities for growth.
7. All of the respondents were happy with the job appointment information regarding interview date, time and mode of correspondence.
8. Most 100% of the employees has told that the questions asked in the interview were relevant to the job.
9. Most 73% of the employees said that both written test and oral interview was conducted for them. In selection process, most of the employees had gone through 2 stages.
10. Majority 100% of the employees said that the environment during the interview was pleasant.
11. Most 87% of the employee said that both Personal interview and Panel interview was conducted for them.
12. Majority of the employees i.e. 80% of the employees had undergone medical examination.
13. 73% of respondents had said that interview method is being well planned and administered in selection process.
14. Majority of the respondents have joined this company because of job security and 27% of respondents for future prosperity.
15. From the survey, it is noted 60% of the employees are aware of the job description at the time of selection.
16. Majority of the respondents are aware of the job specification at the time of selection.
17. Avoiding external influence in recruitment process in banks was good.
18. Majority of the employees were intimated about their interview or selection through E mail.

CONCLUSION

From this study on the effectiveness recruitment and selection process reveals that the banks are mainly going with wide distributions of advertisement for recruitment. Banks are getting right person to the right job to meet the organizations requirements and to retain the employees. It can be concluded that the recruitment procedure of the banks are satisfactory and effective. According to the job description and job specification, interview methods vary from job to job. Majority of the employees joined the banks just because job security and future prospective. To face the future challenges, banks should take steps to recruit talented young people.

RECOMMENDATIONS

- 1) Banks must view on both individual's and company's needs assessment while hiring people. This enables the employees to be more satisfied with their work.
- 2) Banks must hire candidates through external source of recruitment, so that there is a pump of new blood to the organization. This helps in improvement of company's creativity.
- 3) Banks should take into account the external factors of recruitment process. The external factors are demand and supply of specific skills, labour market, unemployment, legal and political considerations etc.
- 4) Banks should make efforts to effectively communicate to the employees, so that they are clear about the purpose / goal / objectives of the selection process when the respondents are recommended for recruitment.
- 5) To sustain in the competitive corporate world, the banks should also search for alternatives of recruitment, such as employee learning, out sourcing and temporary employment etc.
- 6) Banks should focus on e-recruitment for cost saving, speed enhancement and also time saving.
- 7) Evaluation of recruitment and selection must be done, to know the effectiveness of job analysis in the organization.

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