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## CRITICAL EVALUATION OF THE RECRUITMENT PROCESS OF BUSINESS DEVELOPMENT EXECUTIVE AT PRIVATE SECTOR BANK, PUNE

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### ABSTRACT

*The report is to study the effectiveness of the recruitment and selection process followed in a Private Bank. The primary objective of the study was to understand the satisfaction of the level of the HR and the B.D.Es towards the recruitment process followed in the bank. The secondary objectives were to understand the selection criteria for B.D.Es and to identify the areas of improvements in the selection process for them. The researcher has used descriptive research and has used questionnaires as a tool from B.D.Es and schedules from HRs for primary data collection and various magazines and booklets of the bank for secondary data collection. The researcher has found that the recruitment process of the bank for B.D.Es is very cost ineffective. It is spending a lot of money in recruitment as it interviews much more people as compared to the number of vacancies. Even the back out percentage after being offered the job is quite high. The researcher also observed a number of loop holes in the recruitment process followed in the bank which includes: no pre determination of the interview panel, HR and the B.D.Es are having different opinion towards the recruitment policy followed in the organization, back out percentage after being offered the job is very high. The researcher has recommended some measures to improve the recruitment process like considering the location preference, and improvement in recruiting process etc.*

### KEYWORDS

Pune, recruitment process, business development executive, private sector banks.

### INTRODUCTION

**R**ecruitment means the process of attracting more and more candidates and convincing them to apply for a particular job. This can be done in two ways: either through internal sources (like: promotion, transfer, recall, etc.) or through external sources (like: advertisements, campus recruitment, placement agencies, etc.). It is considered as a positive process because it involves attracting more and more candidates to apply for a particular job.

On the other hand Selection is the process of picking individuals who have relevant qualification and competencies to fill jobs in an organization. The basic purpose is to choose the individuals who can most successfully perform the job from the pool of qualified candidates. It is considered as a negative process because it involves rejecting the unsuitable candidates.

The purpose of the study is to evaluate the effectiveness of the recruitment process for B.D.Es in a private bank. It includes the evaluation of the whole recruitment process till the induction program. The report includes the evaluation of the recruitment process starting from the short listing of the resumes of the candidates till their induction in the organization.

The report will help the bank to understand the loop holes in the recruitment process and to take the corrective actions. This will help the researcher to get an understanding about the recruitment process being followed by the bank and hence in getting a practical exposure of all the recruitment activities. This report would help any third person doing research on the recruitment process of any organization as a reference.

The report has identified a number of loop holes in the recruitment process of the bank and the researcher has also made some recommendations which could help the bank to take corrective actions against these loop holes.

### REVIEW OF LITERATURE

**Edwin B. Flippo** (Personnel Management, McGraw-Hill Inc.,US; International 2 Revised edition, 1984) defined recruitment as “the process of searching for prospective employees and stimulating them to apply for jobs in the organization.” Recruitment is a ‘linking function’-joining together those with jobs to fill and those seeking jobs. It is a ‘joining process’ in that it tries to bring together job seekers and employer with a view to encourage the former to apply for a job with the latter.

**Pravin Durai** (Human Resource Management, Pearson Education India, 2010). “Selection is the process by which candidates for employment are divided into two classes—those who will be offered employment and those who will not.”—Dale Yoder

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. The basic purpose is to choose the individual who can most successfully perform the job from the pool of qualified candidates. It is the process of putting the right person on the right job. It is considered as a negative process because it involves rejecting the unsuitable candidates.

The purpose of selection is to pick up the most suitable candidate who would meet the requirements of the job in an organization best, to find out which job applicant will be successful, if hired. To meet this goal, the company obtains and assesses information about the applicants in terms of age, qualifications, skills, experience, etc. the needs of the job are matched with the profile of candidates. The most suitable person is then picked up after eliminating the unsuitable applicants through successive stages of selection process. How well an employee is matched to a job is very important because it is directly affects the amount and quality of employee’s work. Any mismatched in this regard can cost an organization a great deal of money, time and trouble, especially, in terms of training and operating costs. In course of time, the employee may find the job distasteful and leave in frustration. He may even circulate negative information about the company, causing incalculable harm to the company in the long run.

The overall aim of the recruitment and selection process is to obtain the number and quality of employees that are required in order for the business to achieve its objectives.

### OBJECTIVES

#### PRIMARY OBJECTIVES

- a) To study the effectiveness of the recruitment process for B.D.Es.
- b) To understand the satisfaction of the HR executives towards the recruitment process followed by them in the organization
- c) To understand the satisfaction level of the employees towards the recruitment process they have undergone.

**SECONDARY OBJECTIVES**

- To understand the recruitment procedure of B.D.Es in the bank.
- To study about the selection criteria and procedure for hiring B.D.Es.
- To find out the areas of improvement in the recruitment and selection procedure.

**RESEARCH METHODOLOGY**

The research design used for the study of recruitment procedure is descriptive in nature because the study involves a combination of both secondary data in the form of induction booklet of the bank, various articles on recruitment and also the primary data in the form of information collected by conducting interview with the HR executives of the bank. It is not explorative because explorative research involves the collection of data only through secondary source.

**SAMPLING****POPULATION**

- The population includes the all the HR professionals of the bank i.e., 10 personnel.
- The new recruited 700 Business Development Executives (BDE).

**SAMPLE SIZE**

- 10 HR professional
- 700 BDEs

**SAMPLING TECHNIQUE**

- For HR professional the population and sample is same, so the sampling technique is population census because the population and the sample size both are same.
- For BDE's the sampling technique is probabilistic random convenient sampling because the researcher has identified the sample according to his own convenience without using any scientific method.

**METHOD OF ANALYSIS**

Statistical tools like charts, graphs and tables were used to represent and interpret the data.

**DATA COLLECTION METHODS**

Data collection is a process of obtaining valuable and reliable information for the purpose of research.

The data was collected mainly by the following methods:

**1. PRIMARY DATA****a. Questionnaire**

Questionnaire method was used to take information from the BDEs, to understand their satisfaction level from the recruitment process.

**b. Schedule**

Schedules were used to collect the first hand information about the satisfaction level of the HR personnel of the bank.

**2. SECONDARY DATA**

- Various booklets of the banks, like induction booklet etc.
- Internet.
- Magazines.
- Journals.
- Various books on recruitment.

**RESULT AND DISCUSSION****1) Source of Recruitment****TABLE 1**

Source	No. of Candidates (in %)
Campus	10
Consultancies	30
Advertisements	40
Job Portal	Nil
Employee Referral	20

Source: Internal Data with HR

**Interpretation**

Both employees and the HR executives are of the opinion that the most preferred source of recruitment is through the advertisements for the position of BDEs. The source of recruitment which is not used to recruit BDEs is by using the job portals.

**II) Intimation about interview venue and time****TABLE 2**

Option	No. of Employees (in %)
Yes	34
No	66

Source: Internal Data with HR

**Interpretation**

Majority of the respondents did not get a timely intimation about the venue and the timing of the interview while there are some who did get the timely intimation, which shows that there is some communication gap because some candidates get the information while other did not get the timely information about the interview.

**III) Number of rounds undergone by B.D.Es****TABLE 3**

No. of Rounds Involved	No. of Candidates (in %)
One	54
Two	32
Three	16
More than Three	Nil

Source: Internal Data with HR

**Interpretation**

Majority of the respondents went through a single round before being offered the offer letter but there are some people who went through two and even three rounds before they were being hired. The HR personnel are of the opinion that the selection process of BDEs is done in one round only. So, it is observed that panel does not follow the selection process of one round of interview for all the candidates.

## IV) Written test Conducted or Not

TABLE 4

Option	No. of Candidates (in %)
Yes	34
No	66

Source: Internal Data with HR

**Interpretation**

Majority of the respondents did not go through written test; they give only interview while there were some respondents who went for a written test. The HR says that they do not conduct any written test for the post of BDE but they conduct test for those candidates who come from the consultancies. So, it is observed that the same types of selection criteria are not used for all the candidates.

## V) Type of Interview technique used

TABLE 5

Technique	No. of Candidates (in %)
One-to-One	74
Panel	18
Conference	8

Source: Internal Data with HR

**Interpretation**

The interviewing technique which was used for majority of the respondents was one-to-one but for some panel interview was also taken and for some conference was used. HR says that they conduct one-to-one interview for BDEs but they use conference when they go for campus placements. So, the process of interview varies when there is recruitment at office premises and at campus.

## VI) Type of interview method used

TABLE 6

Method	No. of Candidates (in %)
Structured	Nil
Unstructured	78
Combination of Structured and Unstructured	22

Source: Internal Data with HR

**Interpretation**

Majority of the respondents are of the opinion that the method for interview was unstructured but a few respondents said that the interview method used for interviewing them was a combination of structured and unstructured. HR are of the opinion that the interviewing method used for interviewing BDEs is a combination of structured and unstructured. So, it can be concluded that even the interview process is different and many interviewers are not following the right interview method.

## VII) Location Preference considered or not

TABLE 7

Option	No. of Candidates (in %)
Yes	28
No	72

Source: Internal Data with HR

**Interpretation**

Candidates applying for the job position were not given location preference. This can be one of the reasons why many good candidates might not be accepting the offer.

## VIII) Background Verification Check conducted for the B.D.Es or not

TABLE 8

Option	No. of Candidates (in %)
Yes	Nil
No	100

Source: Internal Data with HR

**Interpretation**

Background verification Check (BGV) is not conducted for the post of BDEs. The candidates are hired without any referral check, which can be a problem for the bank because it can result into hiring a wrong person.

## IX) Duration of the probation period

TABLE 9

Time Period	No. of Candidates (in %)
6 Months	100
1 Year	Nil
More than 1 Year	Nil

Source: Internal Data with HR

**Interpretation**

The probation period for the BDEs is 6 months and after the completion of this period, the employees becomes a permanent employee of the bank and after completion of next 6 months, the BDE becomes eligible for promotions. It can be inferred that the policy of probation and norms of permanent employees were clearly informed to the employees.

## X) Duration of the Induction Program

TABLE 10

Duration	No. of Candidates
1 Day	43
1 Week	7
1 Month	Nil

Source: Internal Data with HR

**Interpretation**

For majority of candidates the induction program was just one day affair but there are some respondents who had one week long induction. HR said that a full one week induction program is conducted for the employees. There is difference in the duration of the induction program because in some cases it was dependent on the workload at each location.

## XI) The type of Induction Program

TABLE 11

Type of Induction	No. of Employees
Structured and Formal	3
Unstructured and Informal	47

Source: Internal Data with HR

**Interpretation**

The induction program is unstructured and informal which again points out that the induction program is not given much importance in the bank but some candidates were of the opinion that the induction was structured and formal. HR also said that the induction program is structured and formal. So from the above data it can be inferred that the type of induction program was dependent on the duration of the program.

**XII) Negotiation on Salary**

The HR does not negotiate on salary for the B.D.Es. The salary is pre fixed depending upon the branch location and the designation (here designation is B.D.E). Same salary is paid to all the B.D.Es working in the same branch irrespective of their experience or qualification.

**FINDINGS**

- For hiring BDEs the sources of recruitment used is through advertisements mainly and other sources are employee referrals, campus placement, consultancies and the source which is not used is job portal.
- There is a difference between the opinion of the HR and some of the BDEs because some of the candidates went through two rounds before they were finally selected but HR are of the opinion that only one round selection process is used. With different rounds of interview happening the quality of candidates may differ.
- Majority of the respondents did not went through written test, they give only interview while there were some respondents who went for a written test but HR say that they do not conduct any written test for the post of BDE but they conduct test for those candidates who come from the consultancies.
- The interviewing technique which was used for majority of the respondents was one-to-one but for some panel interview was also taken and for some conference was used. HR says that they conduct one-to-one interview for BDEs but they use conference when they go for campus placements and they do not use panel interview for BDEs which again shows that there is some difference between the opinion of HR and some respondents.
- There is difference between what the HR says about the interview method used and what majority of the candidates think about it. The HR says that the interview method used is a combination of structured and unstructured but majority of respondents said that the interview method was entirely unstructured.
- Background verification Check (BGV) is not conducted for the post of BDEs. The candidates are hired without any referral check, which can be a problem for the bank because it can result into hiring a wrong person.
- The probation period for the BDEs is 6 months and after the completion of this period, the employees becomes a permanent employee of the bank and after completion of 6 months, the BDE becomes eligible for promotions.
- For majority of candidates the induction programme was just one day affair but there are some respondents who had one week long induction. HR said that a full one week induction programme is conducted for the employees.
- The induction programme given to BDEs is unstructured and informal but this thing is not in the notice of the HR because according to them the induction programme is structured and formal which shows that the HR do not pay proper attention towards the induction programme of the BDEs.
- The back out percentage of candidates after being offered the job is very high in the organization.
- No negotiation is done on the basis of salary or location.

**OBSERVATIONS**

- The HR and the B.D.Es are having different opinion towards the recruitment policy followed in the organization. The policy which is framed most of the time is not followed.
- The induction program is not given much importance in the bank it is done for the sake of doing.
- Location preference was not given importance.
- Proper panel for taking interview were not prepared in advance.
- Due to last minute preparation the seriousness of the recruitment was not there.
- The interview panel is not decided before taking the interviews, any person is asked to take the interview according to the availability.
- No particular time or dates are fixed for taking interviews of the BDEs, it's more like walk-ins every time and every day, which results in problem in scheduling the interviews.
- No proper record is maintained regarding the total number of vacancies and the actual people recruited for a particular branch.
- The induction program is not done formally and only the legal formalities are completed during it.

**RECOMMENDATIONS**

- A proper interview panel should be formed to conduct the interview, which should also involve an HR executive because this will help to reduce probability of hiring a wrong person.
- The interview should be structured well in advance before the date of interview.
- BGV should be conducted for the BDEs because this will help in checking the background of the employees and this will help in reducing the chances of hiring a wrong person in the organization.
- The induction program should not be less than a week because this much time is required by the employees to get a better understanding of the bank.
- The job posting and the salary should be informed to the candidates well in advance which will help in reducing the back out percentage of candidates after offering the job to them.
- Proper scheduling of the interviews should be done, i.e., dates and time should be fixed.
- HR should consider the location preference and the salary expectation of the candidate.
- A proper database of the selected candidates and the actual requirement for new hires should be maintained and be checked time and again.
- Salary should be differentiated on the basis of the qualification and the previous work experience of the candidate which will reduce the level of dissatisfaction of the selected candidate.

**CONCLUSION**

From the study the researcher can conclude that there is a lot of difference in what the HR feels and what the employee feels about the recruitment process. Proper alignment of policy with correct action is required to hire the candidates. Policy should not be just a document but should be practiced in organization. Recruitment has direct bearing on other HR functions. If the organization is able to make its recruitment process efficient and effective then only it will be able to prosper and remain competitive in the market

**LIMITATIONS**

- 1) Sample size was limited to Pune circle, thus the results cannot be generalized to other circle.
- 2) The study is limited to a small time frame of 45 days and hence the results may be biased.
- 3) Some of the respondents were reluctant to part with certain information on the text of sensitivity of the information and also, in some case the policy of the company came in the way for a free revelation of the desired input.
- 4) Some of the employees were not candid enough to divulge all the required information.
- 5) The magnitude of the influence of these limiting factors can have a bearing on the report, but is too little to alter the basic objectives of the report.

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