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A study of recruitment and selection process with special reference to HDFC Standard Life Insurance Company Limited at Patna

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Abstract :

The project deals with recruitment and selection process at HDFC Std. Life, Patna. Hypotheses have been formed about sources of recruitment, their importance, procedures followed at the organization and their effectiveness. The finding at the end of the study give information about most preferred source of recruitment for all levels of management, the different sources of recruitment and how the selection process is organized and carried out at the organization.

The organization could improve on transparency of the process and consider more of external sources for recruiting top and middle level managers.

Keywords : Requisition, Screening, Parichay, HAT – HDFC Aptitude Test, HAF – HDFC Application Form.

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Introduction :

It is very important for any organisation to be adequately staffed. Systematic steps have to be taken to ensure that the right type of persons are available in right numbers. In a country like India which suffers from large-scale unemployment in urban areas and under-employment in rural areas, numbers may not pose a big problem; but it will surely take sometime and attention to find out persons who are not merely willing to work but are also suitable for the positions lying vacant. It goes without saying that the management should, to begin with, attempt to make an estimate of the requirements of labour in different departments.

The term recruitment applies to the process of attracting potential employees to the company. The various sources of recruitment can be broadly classified into two categories:

- (a) Internal Recruitment
- (b) External Recruitment

Selection is the process of carefully screening the candidates who offer themselves for appointment so as to choose the most suitable persons for the jobs that are to be filled. It is the process of matching the qualifications of candidates with the requirements of jobs to be filled. Selection process divides the candidates into two categories – those who will be offered employment and those who will not be. This process could also be called ‘rejection’ because more candidates may be turned away than hired. It is a process of weeding out unsuitable candidates. It is for this reason that selection is often described as a negative process in contrast to the positive nature of recruitment.

Objectives :

The main purpose of the research was to have a thorough understanding of the theoretical concepts and their practical application by being placed in the actual work environment. So the main objectives were: -

- (i) To gain a deep insight into the Recruitment & Selection Procedures at HDFC Life.
- (ii) To identify the various Sources of Recruitment at HDFC Life.
- (iii) To collect information about the various Selection Tests at HDFC Life in details.
- (iv) To evaluate the Recruitment and selection procedures.

Hypotheses of the Study :

The hypothesis of the study reflects the basic assumption or the beliefs upon which the entire study is based. And the basic assumptions upon

which the present research was done at HDFC Life are as follows:

- (a) Different managerial levels require different sources of recruitment.
- (b) HDFC Life attaches equal importance to the various sources of recruitment.
- (c) HDFC Aptitude Test and HDFC Application Form are effective in screening the applicants.
- (d) The Recruitment & Selection Procedures at HDFC Life are hassle free.

Methodology adopted :

Any project must follow a methodological line of action in terms of a disciplined methodology. There are two techniques of collecting data and they are:

- (a) Primary Data: It was gathered on the basis of;
 - Schedule seeking information from the executive and non-executive personnel of HR Department.
 - Observation of the data given by the respondent.
- b) Secondary Data : Some information was gathered from the research work done by scholars in the universities and institutions and from text books as well.

Major findings of the Research :

- Findings of Age Wise dissemination of the Employees

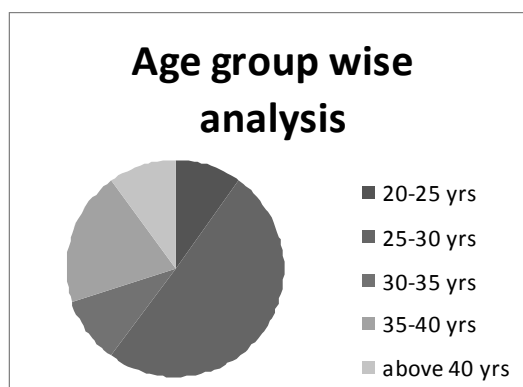


Chart – 1

The above data represents the employees working in various age groups at the HDFC Bank. Out of 30 respondents 3 are of 20-25 years, 15 of 25-30 years, 3 of 30-35 years, 6 of 35-40 years and 3 are above 40 years.

• Findings of educational Qualification wise distribution of the employees

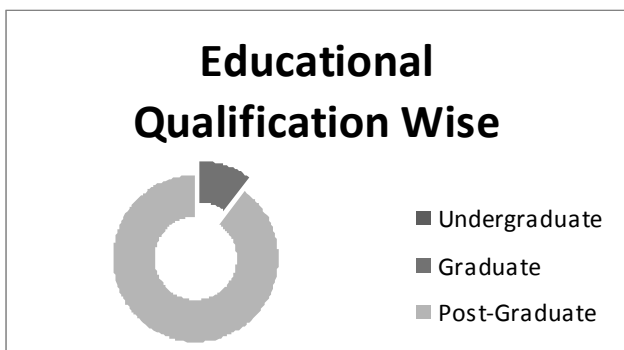


Chart – 2

The above data shows the number of employees working in HDFC Bank grouped according to their educational qualification. Out of 30 respondents, 3 were graduate, 27 were post-graduate.

• Findings of the various sources of Recruitment

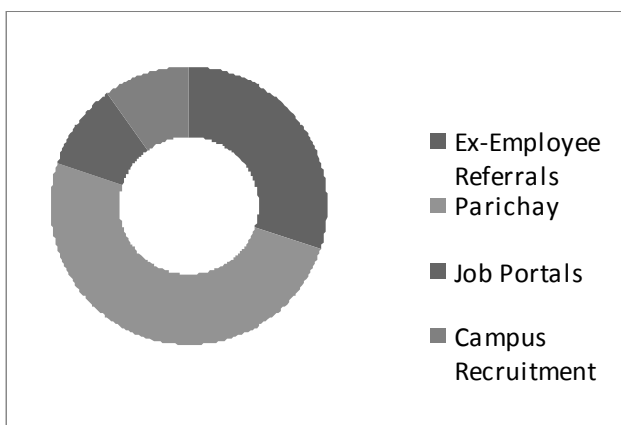


Chart – 3

The above chart represents the various sources of recruitment at HDFC Bank. From the data collection it is very clear that from 30

employees 9 are recruited through ex-employees referrals, 15 through parichay, 3 through Job Portals and the rest 3 through Campus Recruitment.

• Findings of the views about HAT

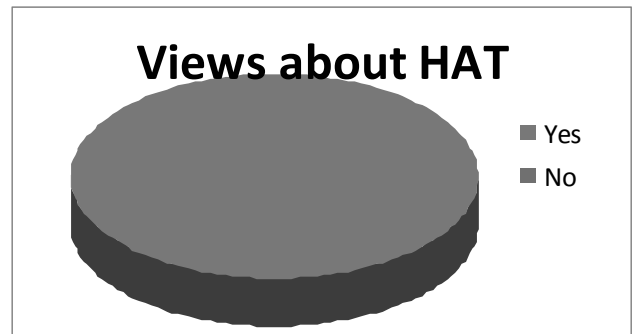


Chart – 4

The above data represents the views of the employees for the HAT in order to get potential candidates. From the data collection, it can be clearly analysed that there was a unanimous response of the employees as 100% of the respondents have a positive view of HAT for getting potential candidates.

• Findings of the necessity of the HAT Assessment



Chart – 5

The above data table shows the necessity of the HAT assessment. The collection of data when analysed again gives an unanimous response in this view and by this it is very clear that the HAT assessment is of course a necessity.

- Findings regarding the satisfaction with the three rounds of interview

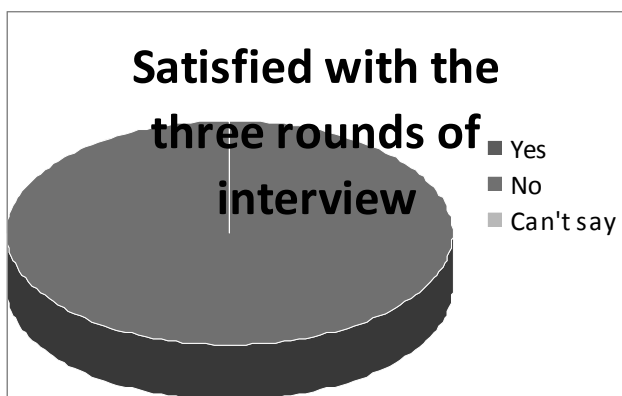


Chart – 6

The above data indicates the satisfaction level of respondents with the three rounds of interview. From the findings it was analysed that out of 30 respondents no one was satisfied with the levels of interview, leaving leading to a unanimous response again.

- Findings of the rating given to the whole Recruitment & Selection Procedures

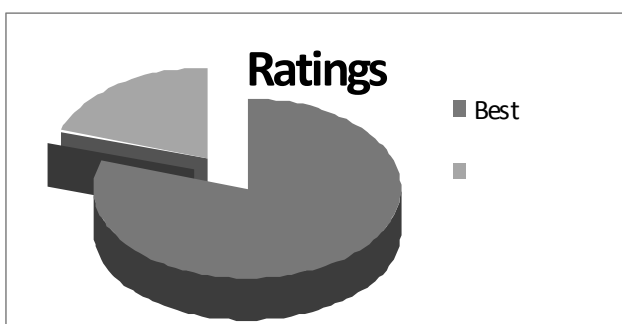


Chart – 7

The above data shows the rating given to the whole recruitment and selection procedures. From the data collection, it was found that out of 30 respondents 27 rate the whole recruitment and selection procedures at HDFC Bank as the best while the other 3 rated it satisfactory.

- Findings of the preferred sources of recruitment

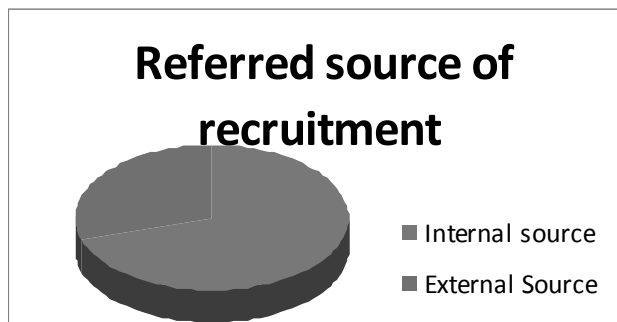


Chart – 8

The above data shows the preferred sources of recruitment at HDFC Bank. From the data collection, it was analysed that out of 30 respondents; 21 prefer the internal sources while the rest 9 prefer external sources over internal.

- Findings regarding the requirement of different sources of recruitment for different managerial levels

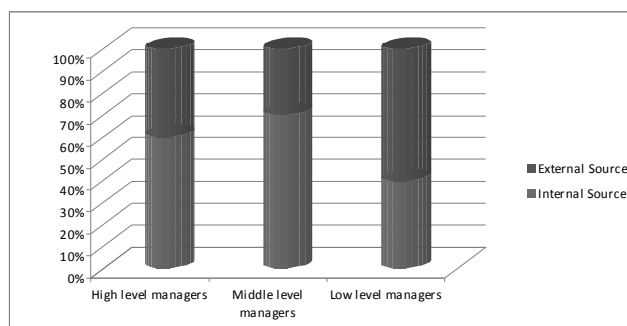


Chart – 9

The above table represents the requirement of different sources of recruitment for different managerial levels. We find that majority of the high and middle level managers are recruited through internal sources whereas most of the low level managers are recruited through external sources. Hence, both the sources of recruitment are required.

Impressions:

This study points towards the various sources of getting the potential candidates and the various selection tests as well as the requirement and selection procedures.

A major finding is that “Parichay” is the most preferred source of recruitment for all the three levels of management and other sources like Job Portals, Ex-Employee Referrals and First Advantage Programme are less preferred compared to it.

It was also found that the HDFC Aptitude Test and the HDFC Application Form assessment were very important in screening the applicants.

Thus, the entire study reflects the different sources of recruitment used, the selection procedure starts with the online test followed by the application forms and finally the interviews. It also states that the recruitment and selection procedure is the most appropriate in the organizational setup as majority of the employees rated it as the best in the industry.

Suggestions:

HDFC should consider other sources like E-recruitment as well. External sources should be considered more for recruiting the Top and Middle level managers. Selection procedures should be made more transparent.

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