

## **A Project on Recruitment and Selection at ICICI Bank**

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### **1. INTRODUCTION**

Today, in every organization personnel planning as an activity is necessary. It is an important part of an organization. Human Resource Planning is a vital ingredient for the success of the organization in the long run. There are certain ways that are to be followed by every organization, which ensures that it has right number and kind of people, at the right place and right time, so that organization can achieve its planned objective.

The objectives of Human Resource Department are Human Resource Planning, Recruitment and Selection, Training and Development, Career planning, Transfer and Promotion, Risk Management, Performance Appraisal and so on. Each objective needs special attention and proper planning and implementation.

For every organization it is important to have a right person on a right job. Recruitment and Selection plays a vital role in this situation. Shortage of skills and the use of new technology are putting considerable pressure on how employers go about Recruiting and Selecting staff. It is recommended to carry out a strategic analysis of Recruitment and Selection procedure.

With reference to this context, this project is been prepared to put a light on Recruitment and Selection process. This project includes Meaning and Definition of Recruitment and Selection, Need and Purpose of Recruitment, Evaluation of Recruitment Process, Recruitment Tips. Sources of Recruitment through which an Organisation gets suitable application. Scientific Recruitment and Selection, which an Organisation should follow for, right manpower. Job

Analysis, which gives an idea about the requirement of the job. Next is Selection process, which includes steps of Selection, Types of Test, Types of Interview, Common Interview Problems and their Solutions. Approaches to Selection, Scientific Selection Policy, Selection in India and problems.

Recruitment and Selection are simultaneous process and are incomplete without each other. They are important components of the organisation and are different from each other. Since all the aspect needs practical example and explanation this project includes Recruitment and selection Process of Infosys. And a practical case study. It also contains addresses of various and top placement consultants and the pricelist of advertisements in the magazine.

### **NEED FOR THE STUDY**

- Provide information about the Recruitment and selection process based on which decision HR Department are HRP, R&S, T&D, Career Planning, Transfer & promotion, Risk Management performance of Appraisal and so on.
- Provide feedback information about the level of achievement & behavior of subordinate this information helps to review the satisfaction of the subordinate, rectifying R&S deficiencies & to set new Standards of work, if necessary.

### **OBJECTIVES OF THE STUDY**

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- To study and analyze the recruitment practices at ICICI, Inc
- To project the role of HR on choosing right personnel
- To focus on the employee competencies on which the selection procedure is done to meet the organization needs
- To highlight the views and opinions of the hiring managers towards recruitment and selection process
- To determine the effectiveness of the recruitment process and find out whether the methodology implemented result in effective staffing

## SCOPE OF THE STUDY

The study aims to cover organization policy environment workforce and job related aspects which have a compass direction on the factors under consideration of the study via motivation, training ,human resource planning, career planning and development, recruitment source and quality of work life as the intimately connected with Recruitment and selection of employees.

## REASEARCH METHODOLOGY

The present study is a survey-cum-analytical and based on observation of experiment one. To elicit the primary data for the proposed study, a well-designed and structured questionnaire is used for executive and non executive respondents.

## SAMPLE SIZE:

The study was conducted with sample size of employees selected at random from both supervisory and management staff of "ICICI"

## DATA COLLECTION TOOLS:

To obtain the data for the purpose of present study the following tools are used;

## Primary data:

A detailed and well-structured questionnaire was presented to the staff at "ICICI" Copies of questionnaire

being disturbed to the employees at random to obtain their followed this.

Further discussions regarding the recruitment policies were held with the Manager to have an in-depth knowledge and future plans of the company for its effective implementation

## Secondary data:

Secondary data was gathered from academic texts and company profile from company's website

## SOURCE OF INFORMATION

Source of data is both primary and secondary data were gathered and utilized for the study of performance of Recruitment and Selection. To elicit the primary data for the proposed study a well-designed questionnaire is used for independence. The statements cover the aspects of R&S and associated issues. Personal interviews are taken with the respondents to strengthen the information.

## LIMITATIONS OF STUDY

The project has inherent limitations due to its potential scope

- 1) Eight weeks is too short to give shape to a new idea in an old set up like escorts.
- 2) Less importance to long term operational benefits.
- 3) Expenses for HR Departments are not viewed as investments.

Since Bank is a large organization with its strongly set business practices, so extensive efforts and change in organization thinking will be necessary in order HR Department.

## 2. DATA ANALYSIS AND INTERPRETATION

### 1) What made you join ICICI?

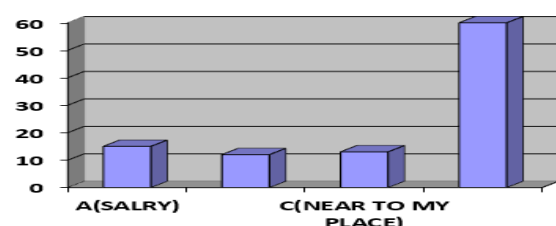


Figure 1: Reasons to join ICICI

**Interpretation:**

60% of the people joined the organization because of its good career prospects, 15% of the people joined for the salary, 12% of the people joined the company because it is near to their place and remaining people joined the company as they like forging industry. From the above observations it is clear that most of the people joined of its good career prospects.

**2) In your company through which of the following external source you are recruited**

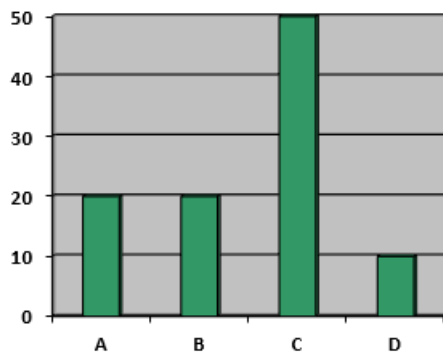


Figure 2: External Sources for ICICI Recruitment

**Interpretation:**

50% of the people are recruited through internal source, 20% of the people are recruited through advt, other 20% are recruited through consultants and remaining are recruited through some other external sources. The company is giving more importance to internal source of recruitment, though some people are recruited through advt. and consultants, more emphasis is laid on internal source of recruitment.

**3) In your company through following internal source recruitment is done?**

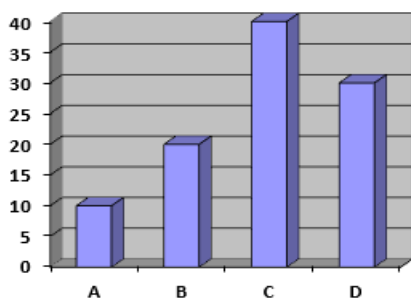


Figure 3: Internal Sources for ICICI Recruitment

**Interpretation:**

40% of people joined through known reference, 20% of the people through promotions, 10% through employee relatives. It is clear that most of the people joined through known reference, company is giving more importance to this method to build a good industrial relation.

**4) How do you describe the selection and recruitment process in ICICI LTD**

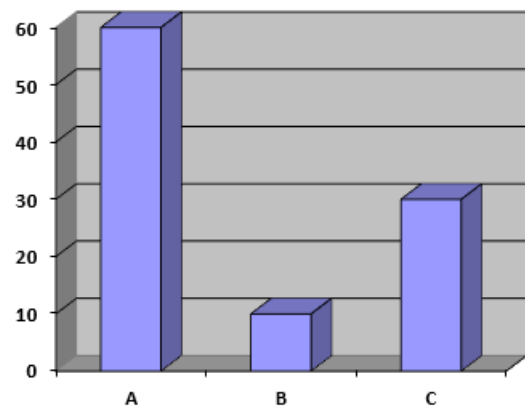


Figure 4: Selection & Recruitment of ICICI

**Interpretation:**

60% of the people described it as traditional, 30% described it as In-depth study remaining described it as modern. By the above observations it is clear that most of the employees are recruited through traditional method.

**5) The objective of recruitment policy at ICICI LTD is based on**

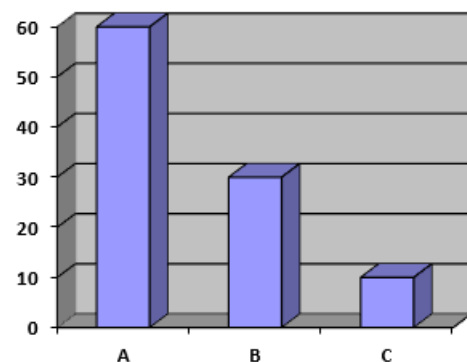


Figure 5: Recruitment policy of ICICI

**Interpretation:**

60% is to attract the best talent, 30% feel that it is on time recruitment and remaining feel to infuse fresh blood in the organization. It seems to be that the main objective of the recruitment policy in the company is to attract the best talent, Which helps the company to reach new heights.

**6) Should scientific procedure of recruitment and selection be adopted for employee employees at lower levels?**

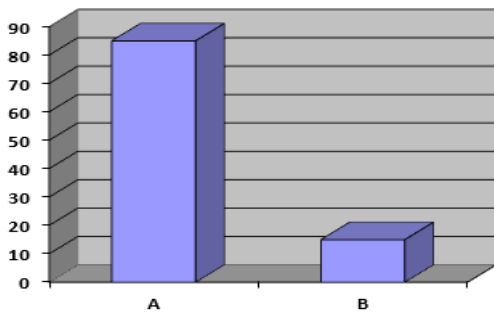


Figure 6: Methods of Recruitment

**Interpretation:**

85% of the people say that scientific procedure of recruitment and selection should not be adopted for employing employees at lower levels remaining people need scientific procedure at lower levels. Most of the people are not in favor of applying Scientific procedure of recruitment and selection for lower level employees/ employees

**7) According to you, the standards being followed for the process of recruitment and selection of an employee in the organization are**

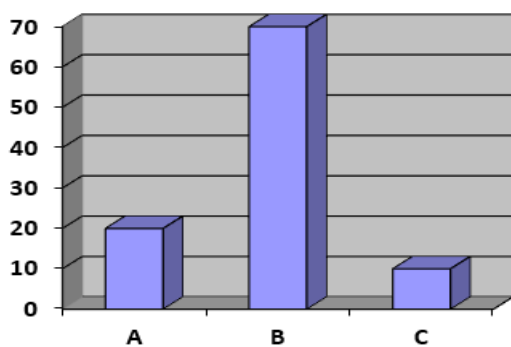


Figure 7: Standards of selection process

**Interpretation:**

70% of the people say that it is satisfactory, 20% of the people say that it is good remaining felt that it should be improved. Most of the people are just satisfied with the recruitment and selection process of employees.

**3. Findings & suggestions**

**FINDINGS**

These are the following observations and findings which are prevailing in ICICI. They are

- Mostly internal source of recruitment is going on in ICICI.
- Most of the people joined ICICI because of good carrier prospects.
- The standards being followed for recruitment and selection are just satisfactory.
- Employees are not aware of the modern methods of recruitment which company is using currently.
- Few employees felt that their exists some bias in selection procedure.
- Selection process is not so well designed that it can replace basic training.
- The present form of recruiting CEO and other top executives in the company is good.
- Man power planning is not up to the mark.
- Once employee is placed in to a particular job, HR department is giving proper employee orientation program.
- Industrial relations are very poor.
- The HR department is not maintaining employee databank.
- Recruitment and selection policy is according to theoretical concept.

**SUGGESTIONS**

- As the company is more of manufacturing mechanical engineering components and the function is production the manpower is expected to have thorough knowledge of production procedure, standard production skills, the man power planning in the company is not up the

mark, more skilled persons should be given preference while planning human resource.

- Presently it is observed that mostly internal source of recruitment is done, but in some levels where planning and other managerial skills are required it is suggested that external source are also to be considered.
- Regarding recruitment and selection policy, it is observed that most of the employees felt it is traditional, people are not aware of the companies modern process which it is existing currently. The line managers should take the responsibility to educate the consumed persons about the modern features involved in the selection process and how it benefits the employee and the company.
- Though most of the people said that selection policy is unbiased, but HR department should care of those people who felt that there is some bias. HR department should educate the employees and prove themselves that there no bias.
- Standards being followed for the process of recruitment and selection of an employee are not up to the mark, HR department is advised to improve it.
- HR department should organize workshops, seminars and meetings for the lower level employees stressing the need of scientific procedure of recruiting and change the mindset of the lower level employees, also HR department should gear up the lower level employees to face and prepare for a scientific interview and selection process. It should strive hard to increase the awareness of lower level employees in this aspect.
- While recruiting the top executives apart from experience, qualification, work minded, technical skills, communication abilities and patience should be taken in to consideration.
- Telephonic interview, communication ability tests, stress interviews ate some stops to be

added in the selection procedure.

- HR department is advised to maintain databank of employees.
- Lastly but more importantly the industrial relations in the company are very poor, it may lead to painful circumstances in the future. So HR department is advised to have good tools for the analysis of all disputes.

#### **4. CONCLUSION AND FUTURE SCOPE**

The ICICI Bank Ltd. was established in the year 2000 at dilsukhnager in Hyderabad. The unit is involved in the manufacture of high quality, Ferrous and Non-Ferrous Forge components with the basic objective of providing defect free products by applying innovative & latest techniques in their operations and to ensure continuous improvement in all areas i.e. quality, cost, delivery & services. It's a forging company there exists separate HR department to look after the needs of human resources.

Coming to my research Recruitment and selection procedure is well designed, but it showed to make some changes for effectiveness, like giving more preference to external recruitment, well designed selection procedure should be adopted etc.

Present form of recruiting top executives is good, overall recruitment and selection policy is satisfactory.

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**Web sites:**

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