

A comparative study on innovative recruitment and selection practices adopted for officers in Public Sector Banks

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ABSTRACT

This paper attempts to analyse the recruitment and selection practices adopted for specialist officer and probationary offices of Public sector banks (PSB). The Common Written Examination (CWE) for specialist and probationary officer posts is conducted every year by Institute of Banking Personnel Selection (IBPS). Secondary data pertaining to recruitment of specialist and probationary officer in public sector banks were collected from different websites of Institute of Banking and Personnel Selection (IBPS), Banking Exams India and RBI. Common written examination (CWE) and personal interview method were conducted to recruit and select various officers' post in PSBs. In case of probationary officers' examination, majority of candidates scored Total Weighted Standard Score (TWSS) in the range of 126 to 155. Very less number of candidates scored TWSS above 180. A paradigm shift is taking place from traditional to online method of recruitment and selection process in PSBs. Almost all the process of recruitment and selection was done by online method except personal interview method. Identifying high performing and quality human resources are challenging task faced by HR executives, since volume of candidates appearing for the examinations are in higher side. When compared to the traditional method of recruitment conducted by IBPS, online process of recruitment method enhanced the speed and merit in selection process.

KEY WORDS : Public sector banks, Common Innovative recruitment, TWSS

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Banking sector in India is one of the major employment providers in the financial sector. Attrition rates in banking sector is becoming alarming (30%) among newly recruited staff because of sub optimal pay package, increased work load, deputing away from native state and poor working conditions. Opening up of new branches in rural and semi urban areas by PSBs had created huge demand for talents. Massive retirements, increased attrition rate, improper employee mix, talent acquisition in specialised areas

and opening up of new branches created huge talent gap. It further stressed the need for urgent recruitment in large number. In order to fill the vacant posts, there is a need for innovative recruitment process in PSBs.

Recruitment is one of the most important human resource management practices adopted by different banks. Recruitment process not only helps the bank to expand but also brings human resource knowledge and skills to improve the efficiency of the bank. Selecting right person for the right job will not only yield the business growth but also restricting the wrong person (negligent hiring) entry into banks. Banks are hiring large number of employees in the coming years.

Earlier, in the year 1978, Banking Services Recruitment Board (BSRB) was established to have a uniform standards and eligibility criteria for recruitment of personnel. There were 15 BSRBs covered one or more states and were assigned to recruit both officers and clerks in all over India. However,

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