

# A Study On Recruitment And Selection Process In The Banking Sector With Special Reference To Quess Corp Ltd

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**Abstract-** This study examines the recruitment and selection process in the banking sector with special reference to Quess Corp Limited, a leading workforce management company in India. The study analyses the effectiveness of existing recruitment practices, identifies key strengths and challenges in the hiring process, and evaluates their impact on organizational performance. Using a structured questionnaire administered to 108 respondents across departments — Banking, Payroll, Recruitment, and Staffing — the study employs percentage analysis, Chi-Square test, and Pearson's Correlation Coefficient as statistical tools. Findings indicate that recruitment efficiency (74%), communication effectiveness (77%), and timeliness (70%) are strong areas, while talent attraction (53%) and selection accuracy (59%) require improvement. The study recommends adopting AI-powered applicant tracking systems, structured competency-based interviews, and diversified sourcing channels to enhance recruitment effectiveness.

**Keywords:** Recruitment, Selection Process, Banking Sector, Quess Corp Limited, Employee Performance, Human Resource Management, Staffing, Workforce Management

## I. INTRODUCTION

Human resources play a vital role in the success and growth of every organization. Among all organizational resources, employees are considered the most valuable asset because they contribute directly to productivity, efficiency, innovation, and customer satisfaction. Recruitment and selection are two important functions of Human Resource Management that ensure the right people are hired for the right jobs at the right time.

Recruitment refers to the process of identifying, attracting, and encouraging qualified candidates to apply for job vacancies within an organization. Selection is the process of evaluating applicants and choosing the most suitable candidate based on the job requirements and organizational needs. An effective recruitment and selection process helps organizations improve employee performance, reduce

turnover, enhance productivity, and maintain a competitive advantage.

The banking sector is one of the most important contributors to economic development. In recent years, the banking industry has undergone significant changes due to technological advancements, digital banking services, and increasing customer expectations. These changes have increased the demand for skilled employees who possess technical knowledge, communication skills, and adaptability.

This study focuses on the recruitment and selection process in the banking sector with special reference to Quess Corp Limited. It aims to examine the effectiveness of existing recruitment practices, identify strengths and challenges in the hiring process, and understand their impact on organizational performance.

## II. INDUSTRY AND COMPANY PROFILE

The Indian banking sector is broadly classified into Public Sector Banks, Private Sector Banks, Foreign Banks, Regional Rural Banks, and Cooperative Banks. With the growth of digitalization, banks are increasingly offering online services such as internet banking, mobile banking, and digital payments. This transformation has improved customer convenience but has increased the need for skilled employees who can handle both technology and customer service effectively.

Quess Corp Limited is one of India's leading business services and workforce management companies. Established in 2007 and headquartered in Bengaluru, the company provides staffing, recruitment, facility management, technology solutions, and other support services. In the banking sector, the company supports bulk hiring for entry-level positions, recruitment of skilled professionals, screening and background verification, and temporary and contract staffing. Key current trends in banking recruitment include use of online portals, AI-driven screening, skill-based hiring, and outsourcing to staffing agencies.

### III. OBJECTIVES OF THE STUDY

The main objectives of this study are:

- To study the existing recruitment and selection process followed in the banking sector through Qess Corp Limited.
- To identify the sources of recruitment used for attracting suitable candidates for various job positions.
- To examine the procedures involved in screening, shortlisting, interviewing, and selecting candidates.
- To evaluate the effectiveness of the recruitment and selection process in identifying qualified and suitable employees.
- To understand employee opinions and satisfaction regarding the present recruitment process.
- To identify the challenges faced during recruitment and selection in the banking sector.
- To suggest suitable measures for improving the efficiency and effectiveness of the recruitment and selection process.

### IV. RESEARCH METHODOLOGY

**Research Design:** Descriptive research design.

**Population:** Employees of Qess Corp Limited across Banking, Payroll, Recruitment, and Staffing departments.

**Sample Size:** 108 respondents selected using purposive sampling method.

**Data Collection:** Primary data was collected using a structured questionnaire with 24 questions on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Secondary data was sourced from journals, books, and websites.

**Statistical Tools Used:** Percentage Analysis, Chi-Square Test, and Karl Pearson's Correlation Coefficient.

**Reliability:** Cronbach's Alpha was computed to verify internal consistency of the instrument.

### V. DATA ANALYSIS AND INTERPRETATION

**Table 1: Department-wise Distribution of Respondents**

Department	No. of Respondents	Percentage (%)
Banking	30	27.8
Payroll	20	18.5
Recruitment	30	27.8
Staffing	28	25.9
<b>Total</b>	<b>108</b>	<b>100.0</b>

From Table 1, it is observed that 27.8% of respondents belong to both Banking and Recruitment departments, 25.9% to Staffing, and 18.5% to Payroll.

**Table 2: Summary of Key Recruitment Effectiveness Parameters**

Parameter	Agree + Strongly Agree (%)	Neutral (%)	Disagree + Strongly Disagree (%)
Overall Efficiency	74	16	10
Communication Effectiveness	77	13	10
Timeliness of Process	70	18	12
Sourcing Effectiveness	69	20	11
Process Structure	68	21	11
Screening Effectiveness	66	19	15
Cost Effectiveness	59	24	17
Selection Accuracy	59	23	18
Talent Attraction	53	32	15

#### 5.1 Chi-Square Test: Department vs. Recruitment Effectiveness

**H<sub>0</sub>:** There is no significant association between department and perception of recruitment process effectiveness.

**H<sub>1</sub>:** There is a significant association between department and perception of recruitment process effectiveness.

Test Statistic	Value	df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	25.814	12	0.011
Likelihood Ratio	28.937	12	0.004
N of Valid Cases	108	-	-

Inference: The Pearson Chi-Square value is 25.814 (df = 12, p = 0.011 < 0.05). Therefore, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. There is a significant association between the department of respondents and their perception of the effectiveness of the recruitment process.

#### 5.2 Pearson Correlation: Recruitment Source Effectiveness vs. Communication Effectiveness

Karl Pearson's Correlation Coefficient was applied to examine the relationship between Q14 (Recruitment sources used are effective in finding skilled candidates) and Q16 (Effectiveness of communication during the recruitment process).

	Pearson r	Sig. (2-tailed)	N
Q14 vs Q16	0.122	0.208	108

Inference: r = 0.122 indicates a weak positive correlation. The significance value (p = 0.208) is greater than 0.05; hence H<sub>0</sub> is

accepted. The correlation is not statistically significant at the 5% level, though the positive direction suggests a mild tendency for both parameters to improve together.

## VI. FINDINGS

- The recruitment process demonstrates strong operational efficiency: 74% of respondents rated it positively, with only 9% disagreement.
- Communication is the standout strength: 77% find recruitment communication effective, with only 10% dissatisfaction.
- Timeliness (70%) and sourcing effectiveness (69%) also receive strong approval.
- Process structure is rated positively by 68%, though 21% remain neutral, indicating inconsistencies across departments.
- Screening effectiveness (66%) and cost-efficiency (59%) receive moderate approval, with significant neutral responses suggesting limited stakeholder awareness.
- Talent attraction (53%) and selection accuracy (59%) are the weakest areas, indicating scope for strategic improvement.
- A consistently high neutral response rate (18–32%) across parameters points to the need for greater process transparency.

## VII. SUGGESTIONS

- Strengthen employer branding and talent attraction through social media, alumni networks, employee referral programs, and campus recruitment drives.
- Introduce structured, competency-based interviews, psychometric assessments, and standardized scoring rubrics to improve selection accuracy.
- Adopt AI-powered Applicant Tracking Systems (ATS) and skill-based pre-screening tools to improve shortlisting quality.
- Diversify sourcing channels beyond conventional portals to include LinkedIn, niche job boards, and internal mobility programs.
- Define SLAs for each recruitment stage — screening, interviewing, and offer rollout — to maintain and improve timeliness.
- Improve cost transparency by documenting recruitment budgets, cost-per-hire metrics, and resource allocation.
- Conduct periodic recruitment audits and collect post-hiring candidate feedback to continuously improve the process.

- Standardize the recruitment process across all departments through a unified policy, process manuals, and mandatory training for hiring managers

## VIII. CONCLUSION

The study concludes that the organization's recruitment process is generally effective, with strong performance in overall operational efficiency (74%), communication effectiveness (77%), and process timeliness (70%), indicating a well-managed recruitment system. However, areas such as talent attraction (53%), selection accuracy (59%), and screening quality (66%) require improvement, which may affect the organization's ability to consistently recruit the most suitable candidates. Additionally, the high proportion of neutral responses suggests a need for greater transparency and stakeholder involvement throughout the recruitment process.

To enhance recruitment effectiveness and achieve long-term organizational goals, the organization should focus on strengthening sourcing strategies, improving selection and screening methods, standardizing recruitment procedures, and adopting data-driven decision-making practices. These improvements can help transform recruitment into a strategic function that supports organizational growth, workforce quality, and sustained competitive advantage.

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