

A Study of Factors Affecting the Effectiveness of Recruitment and Selection Process: A Case of a Reputed Banking Institute in Sri Lanka

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Research on recruitment and selection supports the notion that factors affecting the effectiveness of the process may be the predictors which lead to different positive organizational outcomes in contemporary organizations. Extant studies stress that many different factors affect the effectiveness of the recruitment process and selection process separately. However, relatively a few studies have tested factors affecting to the effectiveness of the recruitment and selection process of an organization in a qualitative nature. As a result, this study is especially focused on the qualitative aspects of factors affecting to the effectiveness of recruitment and selection process. Accordingly, the main aims of the present study are to examine the recruitment and selection process of the bank and identify key factors affecting towards the effectiveness of the process. To advance the understanding of these, narrative writing method and common theme analysis were used to identify the key factors of the process by conducting interviews with twenty key HR personnel in the case company. The study found that recruitment policy, political-social-legal considerations, cost of filling jobs, size of the firm, HR planning, company image, competitors and job analysis are factors affecting to the effectiveness of the recruitment process. Similarly, speed of decision making, organizational hierarchy, nature of the business, applicant pool and permanent address of the applicant are the factors affecting to the effectiveness of the selection process. Yet, the labour market conditions which are evident from the previous research; have not affected surprisingly on the process of the present study. Based on the results, this study contributes several theoretical and managerial implications such as hiring the most suitable candidate after a proper job analysis; at the appropriate time for the relevant position to make recruitment and selection process a success in banking institutes.

Keywords: Recruitment, Selection, Banking institutes