

Technological Advancements in Recruitment and Selection: A Case Study of SBI Bank in Bharuch District

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Abstract

This study examines the influence of technology improvements on recruiting and selection processes in the banking sector, with a specific emphasis on SBI Bank in the Bharuch District. The research employed a mixed-methods approach, involving key stakeholders such as HR professionals and managers, through structured interviews and questionnaires to collect qualitative and quantitative data. The results indicated that technology markedly improves recruitment efficiency, cost-effectiveness, and transparency, while simultaneously introducing issues associated with discriminatory behaviours and the management of a high volume of online applications. A correlation was observed between effective recruitment methods and organisational performance, underscoring the need for HR practices to evolve with technology advancements. The research highlights the necessity of clearly articulated recruiting rules to reduce hiring risks and stresses the relevance of ongoing enhancement in technology integration within HR operations, especially in the context of a swiftly digitalising economy. These insights enhance comprehension of the ways in which technology transforms human resource management within the banking sector.

Keywords: Human Resource Management (HRM), Electronic-Human Resource Management (e-HRM), Technology, Recruitment, Selection, Banking Industry

INTRODUCTION

Organisational Human Resources Management (HRM) is a crucial element that focusses on the most valuable and fundamental resource of an organisation: its human capital. Recent years have seen a substantial integration of several technical innovations in the field of Human Resource Management, aiming to improve its effectiveness and adjust to changes in the surrounding environment [3]. The discipline of human resource management (HRM) is currently experiencing substantial and revolutionary changes as a result of the implications associated with internet-based enterprises. Electronic Human Resources Management (e-HRM) is the widely used phrase to describe the integration of information technology and intranet services into Human Resource Management (HRM). A key goal of Electronic Human Resource Management (E-HRM) is to use sophisticated technology solutions to enhance the accuracy and efficiency of transformative and operational actions in the field of Human Resource Management (HRM).

In the framework of a firm, the significance of the human element is often recognised as the most paramount contribution. The performance of a company is closely correlated with the degree of competence and efficiency exhibited by its personnel in managerial roles [8]. Hence, the development and manufacturing of reliable and superior products for clients require the deliberate expansion of a skilled and efficient workforce inside an organisation. This is an essential and prominent managerial position. The field of Human Resource Management (HRM) has experienced significant growth in modern organisations. It functions as a strategic tool for the effective distribution of resources and the management of internal activities, with the ultimate goal of delivering customers with high-quality and technologically sophisticated products. Human Resource Management (HRM) is a complex and multidimensional process. Organisational governance encompasses the continuous development of policies and the execution of procedures and practices within the organisational structure. These procedures have been specifically designed to streamline several essential work processes associated with human resources (HR), including recruitment, training, motivation, compensation, and employee retention.

The present study undertakes a meticulous examination of the impact of technology on the recruiting and selection procedures in the banking industry, focussing particularly on the renowned SBI Bank located in Bharuch District. An in-depth analysis of the complex dynamics of technology-driven human resources (HR) practices in a leading banking institution is the objective of this study. The aim of this study is to reveal the results, difficulties, and possible benefits that arise from the incorporation of contemporary technological instruments in the procedures of recruiting and selecting. Through a comprehensive investigation of the dynamic interplay between technology and human resources (HR) operational operations, this study aims to reveal the significant impact that technology may have on enhancing recruiting

and selection processes in the banking industry. Its purpose is to capture the viewpoints and experiences of important stakeholders within SBI Bank, including HR professionals, managers, and employees, in order to find best techniques, overcome hurdles, and improve the successful deployment of technology in talent acquisition. In conclusion, the results of this study have the potential to enhance the existing information on human resource management (HRM) practices in the banking industry. The research findings described here have the capacity to provide profound insights for businesses as they negotiate the complex interaction between technology and personnel management [2].

The banking industry functions under a dynamic market framework characterised by swift technical progress and changing customer trends. In this particular setting, it is of utmost importance for financial institutions to be able to attract, recognise, and retain persons with outstanding skills in order to effectively maintain their competitive advantage. In order to enhance the efficiency of their recruiting and selection processes, banking institutions are progressively incorporating technology innovations such as artificial intelligence (AI), data analytics, and automation. The incorporation of these technological interventions has the potential to improve the effectiveness, precision, and equity of talent acquisition procedures, therefore strengthening organisational performance and adaptability in a changing market environment. An adequate setting for analysing the influence of technology on recruitment and selection procedures is provided by the case study of SBI Bank in Bharuch District. Owing to its well-established and significant position as a financial institution in India, SBI Bank functions within a highly competitive landscape. Hence, the bank should give priority to strategic efforts focused on ongoing innovation and adaptation in order to sustain its position as a market leader. The main aim of this study is to provide significant insights into the methodology, difficulties, and outcomes related to the integration of technology in the recruiting and selection procedures inside SBI Bank [11].

HRM IN THE CONTEXT OF SBI'S GOVERNMENT RECRUITMENT PROCESS

In organisations, Human Resources Management (HRM) is of paramount importance as it concentrates on the most important resource: human capital. In recent years, HRM has progressively incorporated technology developments to improve efficiency and adjust to a fast changing environment. The discipline is now seeing significant changes as a result of the integration of web-based technologies, thereby giving rise to the concept of "electronic Human Resources Management" (e-HRM). The objective of e-HRM is to enhance the accuracy and efficiency of HR operations by using sophisticated technological applications. Within the framework of a government recruitment process, such as the one carried out by the State Bank of India (SBI), the processes of Human Resource Management (HRM) hold great importance because of the broad scope and public responsibility. Traditionally, the recruiting process in SBI was marked by its protracted duration, commencing with the examination phase and concluding with the final selection of candidates. The substantial delays were mostly caused by the labour-intensive and time-consuming nature of several HR tasks, such as background checks. The recruitment and selection procedures utilised in the banking industry, namely within SBI, are intricate and diverse. Recruitment processes encompass a sequence of actions specifically crafted to guarantee the selection of the most qualified individuals for the available positions. In the past, these procedures were done manually, using precise job descriptions and selection criteria derived from thorough job analysis. Limited job postings were advertised only through specified channels, therefore diminishing the visibility of these chances [3].

The assessment of candidates was another domain where manual procedures were customary. Selection methods encompassed interviews, employability assessments, and reference verifications, all of which were carried out without the assistance of contemporary recruitment tools. Conducting background checks proved to be very difficult due to the need of manually verifying past work experience, educational credentials, and other relevant qualities. It not only extended the duration of the recruitment process but also heightened the potential for human fallibility. Following the implementation of e-HRM, SBI and other comparable institutions have begun to embrace more streamlined and technology-oriented approaches. For example, modern recruiting software enables the establishment of databases containing information about potential employees, therefore greatly expediting the process of identifying appropriate candidates. By rigorously following predetermined selection criteria, automated systems contribute to the preservation of transparency and fairness in the selection process. Furthermore, the promotion of job vacancies has extended to digital channels, guaranteeing optimal exposure and ease of access for prospective applicants [10].

The integration of management input into the selection process has been simplified by the use of collaborative platforms that facilitate the seamless exchange of candidate evaluations among stakeholders. The effective use of technology has significantly improved internal hiring, a critical aspect of succession planning, therefore guaranteeing a highly qualified

and culturally compatible workforce. The adoption of e-HRM in SBI has not only decreased the duration between examination and final appointment but has also enhanced the precision and dependability of the recruiting procedure. Automated systems have greatly accelerated the verification of candidate information by eliminating the need for manual background checks that previously caused delays in the recruiting process. Hence, the incorporation of technology into Human Resource Management (HRM), namely in the recruitment and selection procedures at SBI, signifies a notable departure from conventional approaches. The implementation of this transformation has improved the productivity and efficacy of HR operations, resulting in a decrease in the time and effort needed to hire highly skilled individuals, while yet upholding the rigorous expectation of a government recruitment procedure. Given the ongoing evolution of technology, it is probable that these procedures will become increasingly efficient, so providing further advantages to both the organisation and its potential employees.

ACTIVITIES OF RECRUITMENT AND SELECTION PROCESS

The area of human resource management (HRM) places a great amount of attention on the execution of effective recruiting and selection techniques. This is due to the fact that these tactics have a substantial influence on a wide variety of organisational decisions and practices. The major approaches and differentiating characteristics of recruiting and selection procedures include the following terms [14]:

1. Job analysis and description: Creating thorough job descriptions and specifications in advance can ultimately save time and effort.
2. Selection criteria: Ensuring transparency and equity in candidate evaluation is ensured by precisely specifying selection criteria based on job analysis.
3. Advertising: Posting job openings on a variety of channels guarantees maximum visibility and accessibility to possible applicants.
4. Recruiting software: Keeping a database of prospective employees makes it easier to find qualified applicants quickly, meeting the demands of the company.
5. Selection techniques: Comprehensive applicant assessment is ensured by utilising a variety of evaluation techniques, such as pre-screening, interviews, and employability tests.
6. Interviews: Educating candidates on the specifics of the position and determining their suitability for it in light of various circumstances.
7. Management input: Asking leaders and supervisors for their opinions helps determine whether a candidate is a good fit.
8. Reference checks: Reducing the possibility of false information is achieved by thoroughly verifying prior employment history, pay information, and other credentials.
9. Internal hiring: Encouraging internal talent for succession planning guarantees a skilled and culturally acceptable workforce while fostering organisational continuity
10. Decision-making: An unbiased and efficient candidate selection process is ensured by basing selection decisions on thorough input from pertinent stakeholders.

METHODS

The study's methodology concentrated on analysing the incorporation of technology in the recruiting and selection procedures at SBI Bank in the Bharuch District. Participants were chosen using purposive sampling, incorporating key stakeholders such as HR professionals, managers, and employees engaged in these activities, so providing a diversity of pertinent experiences and viewpoints. The data collection comprised structured interviews with HR personnel and managers to obtain qualitative insights into their experiences and issues with technology, in addition to surveys administered to employees across multiple branches for quantitative data on the efficacy and efficiency of technology. Qualitative data were examined via thematic analysis to discern principal themes, whereas quantitative data were evaluated using statistical techniques, such as correlation and regression analysis, facilitating a thorough comprehension of technology's influence on recruitment efficiency, transparency, and overall effectiveness in contrast to conventional methods.

LITERATURE REVIEW

Considerable changes have taken place throughout time in the recruiting and selection processes employed by businesses. The alterations have been instigated by a multitude of internal and external factors. There are numerous factors that greatly influence the development and execution of recruitment policies and procedures. These aspects encompass the work *J. Glob. Manag. Perspect.* 2(1) Jan-Mar; 2025:

qualities, industry requirements, market dynamics, and technological advancements. A thorough comprehension of the consequences of these effects within the banking business, especially in a rapidly digitalising economy like India, is crucial for enhancing human resource management in an efficient manner. The present literature review provides a thorough synthesis of significant research that examine the impact of these factors on the recruitment and selection processes, particularly focussing on technology advancements and their implementation in the banking industry.

A study conducted emphasised the considerable significance of talent acquisition in the realm of Human Resource Management (HRM), finding a correlation between recruitment efforts and the attainment of organisational goals [5]. In a similar vein, the Society for Human Resource Management (2011) investigated the importance of cost per hire as a basic metric for evaluating the overall efficiency of recruitment procedures. The statistical analysis demonstrates a clear and significant relationship between the effectiveness of recruitment endeavours and the financial outcomes.

Technological advancements have brought about significant transformations in the field of Human Resource Management (HRM), leading to the emergence of online recruitment as a notable phenomenon [6]. While e-recruitment offers benefits in terms of operational efficiency and cost-effectiveness, it also presents certain challenges, such as the potential for discriminatory treatment based on the level of internet connectivity. Despite the aforementioned constraints, technology continues to profoundly impact various aspects of human resources, encompassing activities such as job postings and electronic recruitment tools [13].

The research conducted examines the complexities associated with recruitment and selection processes within HR consulting businesses [9]. The study places particular attention on the influence of both internal and external factors, including industry categorisation, job characteristics, and market dynamics, on the formulation and implementation of recruitment strategies. This study underscores the importance of organisational reputation and personal recommendations in shaping procedural dynamics.

An examination of the recruiting and selection processes, focussing particularly on the importance of well-defined recruitment rules in reducing financial losses arising from ineffective hiring choices [7]. This study utilised statistical approaches to investigate the degree of employee satisfaction with recruitment procedures and identified potential areas for improvement in order to boost operational effectiveness.

A study [12] investigated the long-lasting impact of Green HR practices on recruiting and selection processes at Menengai Oil Refinery in Kenya. The study placed significant attention on examining the impact of these practices on the advancement of environmental sustainability strategies. The present study employed various theoretical frameworks to investigate the influence of Green HRM on sustainability-related endeavours.

A formal assessment of the human resource management (HRM) practices at Dpoingroup, focussing on the improvement of recruitment channels, selection processes, and retention strategies within the context of a multinational business structure [2]. The study highlighted the significance of developing innovative training approaches to enhance employee retention rates and strengthen the overall effectiveness of human resources.

The scholarly literature emphasises the complex and diverse elements of recruiting and selection procedures, where elements such as the organization's reputation, prevailing market conditions, and technological progress greatly influence the results. Despite the continued significance of traditional recruiting methods, the integration of technology, namely online recruitment, has significantly impacted the process of acquiring and selecting highly qualified personnel in the business sector.

However, this transition also presents notable obstacles, such as the effective administration of the surge in internet applications and guaranteeing equitable accessibility for all applicants. The critical analysis highlights the need of adjusting human resources strategies to better use technological resources, hence improving the efficiency of recruitment and aligning it with overall organisational objectives, especially in industries such as banking, where the hiring of highly qualified personnel involves significant risks.

DISCUSSION

The important role of Human Resource Management (HRM) in driving organisational performance is centred on the crucial asset of human capital. Given the dynamic nature of the business environment, the integration of technology into the operational strategies of human resource management (HRM) has become an essential element for firms. A significant advancement is the emergence of electronic human resource management, sometimes referred to as e-HRM. This approach utilises information technology and intranet services to enhance management of human resources procedures. The deployment of technological solutions has greatly transformed the functions of recruitment and selection, therefore exerting a substantial influence on these processes.

The adoption of electronic human resource management, commonly referred to as e-HRM, exemplifies a broader trend of
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digital transformation observed in several sectors globally. This strategy involves integrating web-based platforms and applications that use artificial intelligence (AI), which have effectively engineered and enhanced human resource (HR) processes. Technological applications in recruitment and selection provide efficient management of large volumes of applications, data-driven evaluations, and enhanced decision-making in the recruiting process. This holds especially crucial importance in business sectors like banking, where the need for employees with exceptional levels of knowledge is paramount and the hiring procedure for such persons is highly competitive.

When examining the dynamic elements of Human Resource Management (HRM), it becomes evident that maintaining a balanced state between technological advancements and the human element is of utmost importance. While technical progress can improve efficiency and precision, the effectiveness of Human Resource Management (HRM) ultimately depends on the competent management of human resources. In addition to the recruitment of appropriate personnel, this process also include the development and preservation of human capital through initiatives that entail ongoing growth and engagement. Ghosh (2002) argues that the effectiveness of an organisation is closely linked to the competence of its managerial personnel, emphasising the need of a comprehensive human resources strategy that combines technical and human-focused approaches.

An analysis of SBI Bank in Bharuch District provides a valuable case study that demonstrates the practical implementation of electronic human resource management (e-HRM) in the domains of recruitment and selection. The present study is undertaken within the banking industry. Notwithstanding the capacity of technology to greatly improve these procedures, the results indicate that it also presents new obstacles, such as the need to guarantee equitable access to the assessment process for candidates and to preserve the human element in candidate evaluations. The present study emphasises the need of human resources professionals consistently adapting to technology advancements and restructuring their strategies to meet the demands of a swiftly changing business environment.

In the present environment of intense competition, the integration of technology into the domain of Human Resource Management (HRM) is not merely a transient fad; instead, it is an indispensable requirement. Therefore, it is crucial to adopt a strategic perspective during the implementation of this integration. Implementing this approach will guarantee that technology functions as a facilitator rather than a replacement for the human factor in Human Resource Management (HRM). The ongoing development of human resource management (HRM) processes, driven by advancements in technology, offers both prospects and obstacles. Consequently, companies must adopt an informed and efficient approach to tackle this shift.

CONCLUSION

Hence, the integration of technology into Employee Resource Management (HRM) has led to a significant overhaul of the procedures for recruiting and selection, especially in sectors experiencing swift evolution, such as banking. The present study examines the impact of electronic Human Resource Management (e-HRM) on the talent acquisition process inside the State Bank of India (SBI) organisation situated in the Bharuch District. This demonstrates how the implementation of computerised human resource management can enhance the effectiveness, precision, and equity of the procedures associated with talent acquisition. The results provide support for the notion that technology provides several substantial advantages, such as enhanced operational effectiveness and a deeper congruence with the objectives of the strategy. However, it also poses hurdles, such as effectively handling the growing volume of online applications and guaranteeing that all applicants have equal access to fairness and gender equality. Understanding these attributes can enable organisations to enhance their use of technology for optimising human resources processes, therefore strengthening their competitive edge in a rapidly evolving industry. The present study aims to emphasise the need of continuous innovation and adaptability within the domain of Human Resource Management (HRM), namely in organisations where the recruitment and retention of exceptionally skilled personnel are crucial for sustaining leadership and attaining optimal performance goals.

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