A STUDY OF THE RECRUITEMENT PRACTICES OF RELIANCE MONEY

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ABSTRACT

This paper focuses on recruitment practices in Reliance Money. Recruitment is a process to discover the source of manpower to meet the requirement of the staffing and to employ effective measures for attracting that manpower in adequate number to facilitate effective selection of efficient workforce. In other words, it is a process of searching for and obtaining applicants for jobs, so that the right people in right number can be selected.

In this paper the Recruitment Process and Practices of Reliance Money and their Effectiveness in achieving the targets efficiently is being discussed.

INTRODUCTION

The human resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the calibre of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or the activities of an organization, therefore, we need to recruit people with requisite skills, qualifications and experience. While doing so, we have to keep the present as well as the future requirements of the organization in mind.
Recruitment is one of the most visible roles undertaken by human resource departments in organizations. Recruitment can be considered as part of a trio, ‘recruit, reward and retain’. Recruitment is a process of generating a ‘pool’ of candidates by reaching the ‘right’ audience suitable to fill the vacancy. Selection involves ‘picking’ the most suitable candidate from the ‘pool’ that is willing to fill the vacancy.

**OBJECTIVE OF THE STUDY**

As the topic “A Study on the recruitment practice of Reliance Money” conveys, the objective of the project is to understand and study the recruitment cycle at Reliance Money along with the indepth exposure to the various stages it has.

Considering the high attrition rate the financial sector has, aim would be to see what procedures and practices are adopted at Reliance Money so as to recruit people and how successful these practices are for the organisation

**METHODOLOGY**

The sourcing job was done primarily by means of using job portals. The logs in ids of naukri.com and monster .com were made available and the profiles pertaining to all the vacancies were also briefed. The primary job here is to understand the job profile of the company and fill in the required details at the job portal. The system automatically filters all the resumes it has pertaining to the details filled up and hence there lies a great pool of resources. Once the cvs were filtered, each one had to be scrutinised and shortlisted. Once the candidates are sourced, they were compared amongst each other and even with respect to the availability within the company. As a cv passed this 3rd stage also, the candidates were interviewed over a telephonic conversation and briefed about the job openings. Hence, after passing this level, an interview slot was fixed up and the concerned person was called over for a face to face interaction with the HR manager.

Once that was over and a candidate was also finally shortlisted, two professional references from the candidate’s end were asked for reference check.

**SAMPLE**

The various profiles being worked upon were as follows:

- Centre Manager TPD- third party distribution vertical (Delhi/NCR/Jaipur)
- Centre Manager direct vertical (Delhi)
- Centre Manager capital channel vertical (Delhi/ NCR)
- Cluster Head TPD (Delhi/Udaipur/Jaipur)
- Wealth Manager (Delhi)
• Wealth Manager Real estate (Delhi)
• Branch Accountant
• HR operations

PROCEDURE/ ANALYSIS

For the analysis part, the work profile of the entire project has been presented quantitatively in terms of maintaining the database of the candidates who were approached for the various vacancies. This database has been represented into 3 different categories –

• positive response (represented by red colour)
• negative response (represented by yellow colour)
• neutral response (represented by blue colour)

The first category consists of the candidates who have received a positive response from the company and hence have been shortlisted at the various stages. It represents a win-win situation from both the ends – the company's as well as the candidate's.

The second category consists of the candidates who have been rejected by the company at any of the four stages of the interview – be it the first telephonic round or the last round (with the zonal head).

Lastly, the third category consists of those people, who were although approached by the company's end, but could not be contacted directly. This category is the most important one for the company as these are the candidates who will act as future prospects. They could not be contacted because of any reason, such as -

• number busy
• phone unavailable
• the concerned person is out of Delhi
• the concerned person is busy
• needs time to think
• will call back if interested

Because these people are bright candidates, they can be contacted later for some other openings, instead of repeating the entire process of finding resumes from the job portals.
ORGANISATION OF THE PAPER

This paper is organized in five parts, the first part deals with the details and pie chart representation of the database used to study The Recruitment practices for various profiles at Reliance Money. The second part focuses on the Individual Profiles being worked upon and their Research Findings. In the subsequent part all the Findings are being summarised and depicted in pie chart form, these are then followed by appropriate Recommendations in the fourth part and concluding Remarks in the final part.

I - DATABASE

A large number of people were approached for finding suitable candidates. There was no compromise on quality and sub standard candidates were immediately rejected. This lead to more and more search for better and prospective people

Talking quantitatively,

- total number of candidates approached = 638
- candidates with a neutral response = 72
- actual number of candidates approached= 566 (638-72)
- total positive responses = 8
- total negative responses = 558

Pictorially, this information can be presented as follows:
Analysing the data at a superficial level would conclude that the convergence rate of the project was very low. Infact, the efficiency is seen to be so low that only 1-2% of the candidates have been converted, the response of the rest being negative; thus leading to wastage of the various resources employed by the company (eg telephone charges, internet cost etc).

But a careful and deeper analysis shows a clearer picture -

An exposure to the financial sector has revealed one golden fact – that the 'attrition rate' here is very high. Clearly, in such a scenario, the pressure is very high – both on the sales people as well as the HR people. This is because, for a sales job, a candidate has very high targets (sometimes even unachievable) which keep on increasing as per the competition increases. Also, the presence of various players in the banking /financial sector gives rise to the availability of different challenging jobs. This leads to job switching and hence attrition – the average time span a person stays in a company being 12-15 months. On the other hand, this is also very challenging for the HR manager. Regular resignations pouring in lead to a matter of worry as the pressure keeps on increasing because of the same.

High attrition also makes the availability of prospective candidates easy (because people are planning to leave all the companies of the financial sector uniformly) – but the relative point is that focussing on quality and competency filters out most of the candidates. Reliance Money opts for good quality rather than quantity, and hence the job of recruiting the right mix of candidates becomes all the more challenging.

Another perspective on the convergence rate being low or target data being very large is that presence of a large data bank increases the scope of getting bright and capable candidates. If the databank is small, the ultimate quality obtained at the final stage may be substandard. But if it is otherwise, the recruiter has a choice of finding the relatively best candidate for his company. This was the strategy I focussed on and hence although low, but the response was good in terms of the quality of candidates.

This 'quality filter' talked above, was put at each stage the candidate had to pass through, namely-

- screening the resumes
- comparison stage
- telephonic interaction
- HR round
- Area head round
- Zonal head round

Presented ahead is an analysis of the different profiles worked upon , and hence recruited candidates, along with an indepth reasoning for each of the step taken.
II - PROFILE – CM TPD (CENTRE MANAGER FOR THIRD PARTY DISTRIBUTION)

- Location – Delhi, NCR, Rajasthan
- Number of candidates approached - 296
- Number of positive responses - 4
- Number of negative responses - 205
- Number of neutral responses - 87

Graphically, the above information can be represented as -

Out of the various locations, Recruitment of CM TPD for Delhi, where the target candidate details were as follows -

- total candidates - 210
positive responses - 4  
negative responses - 158  
neutral responses - 48

Graphically, this information can be depicted as -

Clearly, 60% of targets were accomplished, involved Centre Managers.

For the locations other than Delhi, the problem encountered was that for the NCR region, the availability of suitable candidates was not much. The candidates were of a relatively sub standard quality, and hence were not shortlisted. Also, the distance being one of the crucial factors, most of them also found it inconvenient to come over to the Delhi Regional office (Karol Bagh) for an interview. These two factors coupled together resulted in a bad response from the NCR regions.

For Rajasthan based openings also, distance acted as an impediment. The candidates selected (at the telephonic round of interview) had to be first interviewed by the regional recruiter, followed by the video conferencing round of interaction. But because of the HR manager being too busy and engrossed with other tasks, he could not take out time for the telephonic round of interview and hence, in my database, the candidates show a neutral response. The Rajasthan data taken independently shows that the majority of the candidates have a neutral status and are waiting for the process to proceed.
Quantitatively, for Rajasthan -

- total candidates - 56
- positive responses - 0
- negative responses - 26
- neutral responses - 30

PROFILE – CM DIRECT (CENTRE MANAGER FOR THE DIRECT CHANNEL)

- Location - Delhi/NCR
- Number of candidates approached - 31
- Number of positive responses - 0
- Number of negative responses - 20
- Number of neutral responses - 11
Graphically, the above information can be represented as follows -

For a centre manager for the direct channel vertical, there were openings mainly in the NCR region. And the problems related to this have already been discussed – unavailability of good candidates and on top of it, distance acting as an impediment.

Also, as the number of openings were not many, and the vacant ones were closed mainly by employee references and networking, so the course of action over this was not very aggressive.

PROFILE – CENTRE MANAGER FOR THE CHANNEL SALES VERTICAL

- Location - NCR
- Number of candidates approached - 36
- Number of positive responses - 0
- Number of negative responses - 27
- Number of neutral responses - 9
Graphically, this information can be represented as follows -

![CM (CHANNEL SALES) ANALYSIS](source - project work)

For the channel sales vertical In Delhi (NCR), the same constraint of the unavailability of the talent pool was encountered.

Here, out of the various candidates approached, there was one – Gaurav Rajvedi, who when approached mentioned that he has already been approached by a consultant for the same. There were numerous cases of this type in other profiles also, and as instructed by the HR group – such cases have to be left to the consultants only so as to avoid confusion at later stages. Coincidentally, this candidate had been approached by the consultant just a few minutes prior and he was the one who was eventually selected. This was indeed a great learning which came in terms of duplicacy of work. This would ensure transparency and efficiency.

**PROFILE – CLUSTER HEAD**

- Location - Delhi, Rajasthan
- Number of candidates approached - 34
- Number of positive responses - 1
- Number of negative responses - 20
- Number of neutral responses - 13
Graphically, this information can be represented as follows -

Cluster Head was a very high end profile and although sceptical about its closure. Proper usage of the job portal filters and careful searching lead to the closure of an Udaipur profile in just a week. A major reason for the profile closed early was that the candidate sourced was a great performer (as was apparent from his resume) and had a good work experience (both in terms of the number of years and the type of companies worked in). Also, he had a good and a positive reference check (done informally from the person whom he reported to earlier).

Thus a smart and intelligent way of working which was learnt via previous experiences helped in getting a suitable candidate quickly.

**PROFILE – BRANCH ACCOUNTANT**

- Location - Delhi
- Number of candidates approached - 41
- Number of positive responses - 2
- Number of negative responses - 25
- Number of neutral responses - 14
Graphically, this information can be represented as follows -

As compared to the various sales profiles, the 'Branch Accountant' profile was an operations based profile. It dealt with backend, financial operations and in relation to the other profiles, it was easier to work for; the primary reason being the various activities going on in the financial sector. The HDFC-CBOP merger helped Reliance Money in this context. Precisely, our requirement for a branch accountant was fulfilled by means of the various 'accounts executive' who left their jobs in CBOP (now HDFC). The entire operations structure of HDFC was shifting to Mumbai, and hence, the accounts people had to also go. Most of them had relocation issues, and hence, were looking for new jobs. This created a great resource pool of candidates for Reliance Money and it was easy to find two hardworking, qualified and good performers.

At initial stages, however it was a bit difficult to match the adequate requirements because of the kind of quality and proficiency we were looking for and that too, not at a very high package. The traits we were looking for were -

- average to good communication skills
- good knowledge of accounts – tally, bank reconciliation, petty cash management etc
- CTC range – 1.25 – 1.50 Lacs
Matching our requirements and the CTC details was though difficult, but made easy because of the important development in the financial sector.

**PROFILE – WEALTH MANAGER**

- Location - Delhi
- Number of candidates approached - 140
- Number of positive responses - 0
- Number of negative responses - 113
- Number of neutral responses - 27

Graphically, this information can be represented as follows:

Entering into Wealth Management was a new vertical for Reliance, and hence it was equally challenging to find suitable people for the same. The kind of job expectations Reliance Money had, was very high as compared to people already working in the same sector. For instance, being a new vertical, there was no team being provided to each wealth manager – instead it was an individual profile, and that too based on self sourcing (based out of one’s networking skills and contacts).
But contrary to this, the job profile description mentioned candidates with a work experience of 3 – 5 years. People who have already been working for so long in the same sector, have surely moved to a higher profile and hence were not interested in the self sourcing aspect or the individual profile. And the ones who had an experience of less than 2 years were not suitable to Reliance Money. Clearly, there was a great mismatch.

Another issue, which lead to a further difficulty in finding the suitable candidates was the structure followed at other organisations. For instance, in ICICI, the wealth management section has two verticals – one responsible for acquiring HNI clients (high net worth individual clients) and the other responsible for their advising and retention part. But at Reliance Money, we wanted the same person to deal into both the aspects which straightaway closed ICICI employees being our prospective clients (which was indeed a great number).

Hence, it is clear that the financial sector is not independent and isolated; instead it is highly dependent upon the policies and structures of its competitors also.

**PROFILE – WEALTH MANAGER- REAL ESTATE**

- Location - Delhi
- Number of candidates approached - 23
- Number of positive responses - 1
- Number of negative responses - 11
- Number of neutral responses - 11

Graphically, this information can be represented as follows -
Wealth management for the real estate market is a vertical which has not even started its operations, but recruitment for the same has already begun. Starting the same would take another 6 – 8 months, and hence the profile for the same was not very clear. Initially, it was required to find people for this profile at an urgent basis, but the same never happened. Also, the unclear profile resulted in some apprehensions initially, but then a candidate was selected finally. Clearly, the ambiguous profile leads to a wastage of resources initially, and had no productive end, but later things ended well after guidance from the mentors.

PROFILE – HR OPERATIONS

- Location - Delhi
- Number of candidates approached - 37
- Number of positive responses - 0
- Number of negative responses - 29
- Number of neutral responses - 8

Graphically, this information can be represented as follows:
Recruitment for the HR profile also suffered due ambiguity. Sourcing of the candidates started without a detailed description of the job profile which eventually resulted in the sourcing of those candidates who did not suit the company's requirement. This clearly signifies the importance of briefing the job description, the absence of which results in the failure of the entire recruitment cycle.

Also, getting a person for this profile was not at all a part of the priority agenda of the company as during the entire tenure of 2 months, not even once again the requirement for the HR profile was talked about. Had that not been the case, some special efforts from the company's end would have been put forward to close that opening.

III - TOTAL ANALYSIS

Briefing my total achievements, it can be said that 50% of my recruitment consisted of Centre Manager (TPD); 25% consisted of Branch Accountants; 12.5% consisted of a Cluster head, and lastly, another 12.5% consisted of a wealth manager (real estate) with a total cost effectiveness of Rs. 3,80,000.

IV - RECOMMENDATIONS

Studying the entire recruitment cycle and analysing it from different perspectives, was an enriching experience. The valuable learning have taught me great leaps and bounds, but at the same time, I found out some loopholes in the company's structure and working, which if taken care of will surely help the company in improving it's efficiency and structure. Some of the related aspects which are of concern are –
1. FIXED STRUCTURE OF WORK REQUIRED

Before commencing any work, what is of utmost importance is to map out a detailed plan about the course of action to be taken. Mapping a blueprint before actually starting the work is important as it gives a briefing about the targets a person has to complete and the way to go about for the same. Similarly, even in Reliance Money, a fixed structure of approaching towards the work and the related targets is required. As per my observation, there is utter confusion in terms of working for different profiles – sometimes Jaipur cluster head profile is at the bottom of the priority list; at the other instance, it becomes a matter of utmost importance. What is required is a detailed vision and a systematic approach towards the work so that the resources invested can be put to use efficiently. For instance, there were days, when I used to work for a profile and after hours of labour put into it, the HR manager used to instruct to leave that profile and work on the new one. In such a scenario, the resources are wasted and the efficiency declines.

Thus, as a suggestion, I would like to mention that the work structure and the course of action should be fixed, pre decided and hence followed religiously (barring some cases of expectation).

2. CONTROL ATTRITION

Attrition is a prime concern being faced by almost all the financial sector organisations. It results in employees leaving the organisations in a very short span of time, and hence wastage of resources employed at them. The burden of the HR manager also increases as he has to find new people continuously. It would be in the favour of every organisation to take some measures to control attrition and hence lead to better retention of the employees. That can happen only when the employee feels related and attached to the company and is happy to work for it. Some of the measures to control (or decrease) attrition can be –

- Using ESOPs - employee stock option plan, where the employees are given stocks of the company at a discounted price, and if at all he leaves the company, his new recruiter has to buy the stocks at the market prices. This increases the total cost of employing the candidate and hence leads to his retention.

- Providing loan at a discounted rate of interest. Providing loan at 3% when the market rates are 11%, would surely prompt the employee to opt for the same. The catch here is that if at all the employee leaves the company before repaying the loan, his rate of interest would be same as that of the market conditions. Such a high jump in his expenditure can lead to his longer stay in the organisation.

- Employee engagement activities – having various employee engagement activities (and also involving the employee’s family into the same) helps in the formation of an emotional bond with the company. The employee also feels related and recognised for his work would increase his level of satisfaction. And if the employee is engaged and satisfied, his chances of leaving the organisation are very less.
3. FEEDBACK MECHANISM

Getting regular and timely feedback from the employees in an anonymous way can help the company improve on various fronts. Getting feedback forms filled up with suggestions for further improvements will help the company focus on its possible loopholes and areas of improvement. This can be done at two levels -

- with the new joinees
- with the customers

The employees who have joined the organisation can be asked about the company's image - pre joining and post joining. This pre – post comparison and feedback for improvement can be healthy way of improving the company's working.

The same exercise can be done with the customers utilising services from various branch outlets.

4. RECOGNIZE THE WORTH OF HR DEPARTMENT

One observation that I have made since the very first day of my internship was that the HR department was highly overburdened. There was no fixed structure or division of work being followed in the HR department. Pan India, there are only 12 HR people (for a total of 4000 employees) who are looking after everything – right from operations to recruitments. The same person is handling operations also, and has been given targets for recruitments also. Considering this unorganised approach, the burden is so high that the average timespan every HR employee spends in the office on a daily basis is around 11-12 hours, for 6 days a week. There is no recreational or stress buster activity designed for them which can help them ease the burden and make the work fulfilled.

It is felt, instead of having such a stringent and harsh approach, the company should have a humanistic perspective towards its employees. The HR department is the one which is recruiting the people and co-coordinating with all the departments for a smooth functioning. Its contribution is valuable, but if at all the company is not valuing the people behind this, it can land up into a great trouble at later stages. Having long term perspective and a vision, the company should invest time and resources towards structuring the HR's role and providing recreational activities for them.

Finally, if the HR department of an organisation is not strong and well engaged, the company's backbone is not strong enough to sustain for life long. Hence, the company should take care of the fact that investment in the HR department is of utmost importance.

V - SUMMARY

In pursuance to the objective of the study, the recruitment practices being followed at Reliance Money was being studied, the various stages of the same being –
• Manpower Requisition
• Sourcing of the candidates
• Comparison stage
• Telephonic interview
• HR interaction round
• Interaction with area head
• Interaction with zonal head
• Reference check
• Fitment sheet approval and offer posting
• Collection of documents
• Final joining formalities
• Buddy programme and induction

Even inspite of the high attrition rate and the various challenges in a sales job, it was possible to recruit 8 people for the company (which was 400% of the targets assigned) with a cost effectiveness of Rs. 3,80,000.

As per the study, out of the various methods of sourcing candidates, the best one is – getting references via references and networking. In the process, I came across various experiences where the role of an HR and the relevant traits he finds in the candidates were displayed.

The structure of the financial sector (as well as that of Reliance Money Ltd) was known along with the analysis that ICICI's people were the most suitable for being employed in Reliance Money.