

Recruitment and Selection Trends & Challenges in Fintech Era - with Reference to Banking Industry

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Abstract

In the present day's the world has been depending on technology, this technology penetrated in the HRM functions activities, such as recruitment and selection, this traditional recruitment method replaced with modern recruitment methods with help of technology called "E-Recruitment" is the use of internet-enabled recruitment practices to hire the require and needed skills employees into the reputed organizations. E-recruitment also known as online staffing and it is the fast replacing the traditional recruitment practices methods in every organization in the developed nations, as well as in India. The study is focused on the technology based recruitment practices in Indian private banking sectors. This study identifies the overall growth and development of recruitment practices in banking sector and also studies whether it's challenging for the recruiters and relevant trends & challenges of recruitment practices in Indian banking sectors. The data will be collected through secondary sources like job portals such as Naukri.com and indeed.com reports, research publications, journals in google scholar, academia, research gate etc. and magazines.

This literature review synthesizes findings from scholarly articles published between 2020 and 2025, examining key themes such as Green Human Resource Management (GHRM), employee engagement, corporate social responsibility (CSR), and digital transformation in HRM. Studies highlight that sustainable HRM practices such as green recruitment, eco-friendly work policies.

Keywords: Online Recruitment, banking sector, digital transformation, Jobseekers, Recruiters.

I. INTRODUCTION

This scholarly work's primary objective involves examining patterns in hiring practices and associated obstacles. The use of tech-driven hiring methods like E-recruiting is prevalent across India's private banking sector companies including HDFC Bank, ICICI Bank, and Axis Bank. Employing online tools for sourcing suitable staff members through digital means constitutes e-recruitment. Electronic recruitment is rapidly supplanting conventional hiring techniques worldwide, including in advanced economies like those found in Europe and North America, alongside its adoption across Indian markets where it involves advertising job openings directly on corporate websites or through specialized electronic employment agencies. Utilizing e-recruitment strategies enables companies to swiftly fill necessary positions within their structures by accepting electronic versions of applicants' documents via emails or alternative registrations methods during the hiring process. Utilizing electronic recruitment techniques enables them to significantly cut down on substantial amounts of both precious time and financial resources typically spent on non-core aspects of hiring processes.

OBJECTIVES OF THE STUDY

1. To study the recent trends & practices of Recruitment in Indian private banking sector through selected job Portals such as Naukri.com & Indeed.com.
2. To analyse the challenges of recruitment and selection practices in Indian banking Sector.

II. RESEARCH METHODOLOGY

This study is descriptive in nature and is based on secondary data. Which is collected from various reports, websites, selected job portals such as indeed.com Literature reviews of other authors, research publications, journals & magazines etc. for the period of financial year 2020 to 2025.

III. LITERATURE REVIEW

(G. SRIVIDYA, 2022) paper aimed to analyze employees' perceptions of Green Human Resource Management practices and examine the correlation between employees' demographic factors—such as age, gender, education level, and work experience and their views on GHRM within selected organizations. The study adopted an Exploratory Research Design, utilizing both primary and secondary data sources to derive meaningful conclusions. The findings suggested that Green HRM practices play a crucial role in fostering environmental

awareness among both new and existing employees. Additionally, these practices encourage human resources to actively participate in sustainability efforts by promoting green programs, eco-friendly workplace initiatives, and sustainable development strategies. The study further hypothesized that demographic differences influence employees' perceptions of Green HRM, and that organizations implementing these practices experience higher employee motivation, increased commitment to sustainability, and a significant reduction in environmental degradation through structured green initiatives.

(Fazal, 2023) study emphasized the necessity of developing ecological consciousness among employees, enabling them to understand environmental concerns and actively contribute beyond their design ated roles to promote sustainability. By fostering a sense of environmental responsibility, organizations can encourage employees to integrate eco-friendly practices into their daily work habits. Additionally, the paper made a significant contribution to the Green Human Resource Management (GHRM) landscape by proposing a green conceptual framework that outlines future prospects for GHRM.

(Hanan Qudah, 2024) study explored the transformative impact of FinTech solutions, including digital tools, automation, and data analytics, on Human Resource Management (HRM) practices in Jordanian banks. It examines how these technologies can improve recruitment strategies, training programs, and performance evaluation systems, addressing the challenges related to HRM efficiency. The findings offered valuable insights for banking institutions in Jordan, enabling them to strategically integrate FinTech into HRM processes to enhance organizational performance, streamline HR operations, and optimize work force management.

(Imdadullah Hidayat-ur-Rehman, 2024) study examined the intermediary role of green finance and competitiveness, along with the moderating impact of digital transformation (DT), in the relationship between FinTech adoption and sustainable performance. The findings highlight the direct and significant influence of FinTech adoption and DT on banks' sustainable performance. Additionally, green finance and competitiveness serve as crucial editors, effectively bridging the gap between FinTech adoption and long-term sustainability, reinforcing the importance of integrating digital advancements and financial sustainability strategies in banking institutions.

(Sharma, 2021) study highlighted that SHRM practices aligned with I4Tec directly influence employees' core skills, IT skills, and personal attributes. These practices enhance career opportunities and long-term retention, making organizations more sustainable and competitive. Research is pioneering in the HRM field, as no prior study has explored the interrelationship between SHRM, I4Te, and ES. By analyzing these five key constructs together, the study provided unique insights into the evolving role of HRM in a technology-driven era.

(Keshtegar, 2023) study estimated the impact of industry development on employees' employability skills with an impact factor of 0.63. Findings suggested that employees who demonstrate flexibility, engage in long-term skill-based training programs, and actively participate in empowerment initiatives are more likely to enhance their career prospects. Furthermore, acquiring technological skills such as artificial intelligence (AI), cloud computing, and data analytics significantly improves employability. Employees equipped with these competencies will be better prepared for future job opportunities in an evolving and technology-driven job market.

(Joshi, 2024) study revealed that all four SHRM practices (TR, FL, EP, and EE), along with I4T adoption, directly and positively influence ES in organizations. These findings highlight the critical role of strategic HRM and technological advancements in enhancing employees' skills, adaptability, and career prospects in an evolving job market.

DATA ANALYSIS

Using the accessible dataset gathered through this process, we have conducted our analysis. Identified specific online platforms like Naukri for job searching. Indeed so. Receive quarterly summaries from our descriptive department. Statistical methods summarize the information provided by the data. Matrices such as frequencies and proportions were employed. To determine how many companies utilize each type of online practice. Easily done. Tables and crosstabs served as tools in conducting this research investigation.

E-RECRUITMENT IN INDIAN SCENARIO

The internet began to play a role in recruitment during the mid-1990s and was widely recognized as a major innovation that could transform traditional hiring practices (Boydell, 2002). Early studies predicted that many industries would increasingly rely on online platforms for their recruitment needs (Edgeley, 1995), and researchers highlighted the internet's potential to bring fundamental changes to corporate hiring (Cappelli, 2001). E-recruitment, also referred to as online recruitment, involves the use of digital and web-based technologies to streamline and support the hiring process. Since the early 2000s, online job searching and recruitment have grown rapidly across the globe. In India, although internet penetration was initially limited, the

adoption of technology-driven recruitment has been steadily increasing. Today, job vacancies are frequently advertised through online communities such as forums, blogs, and specialized job websites. Recruiters also make extensive use of social networking platforms like Facebook, Orkut, Google+, and Yahoo-360 to find potential candidates. Furthermore, several Indian job portals, including Naukri.com and Indeed.com, have begun organizing virtual career fairs and online interview events to connect employers with job seekers more efficiently.

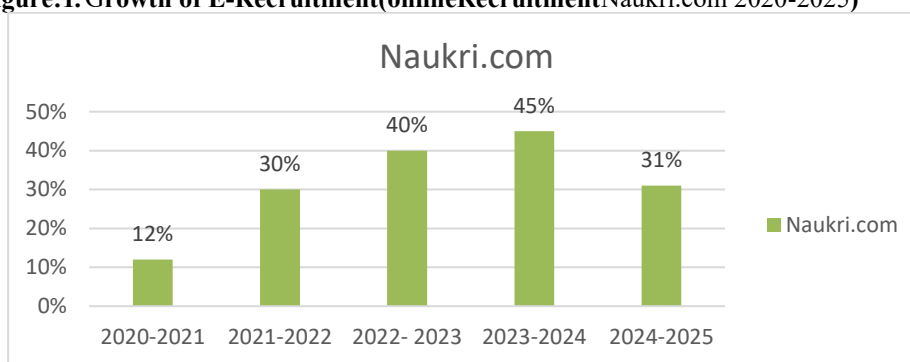
OVERALL GROWTH OF E-RECRUITMENT (ONLINE RECRUITMENT) PRACTICES (2020-2025)

Table 1.1. Growth of E-Recruitment (online Recruitment 2020-2025)

Name of The Job Portal	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Naukri.com	12%	30%	40%	45%	31%
Indeed.com	10%	35%	45%	50%	35%

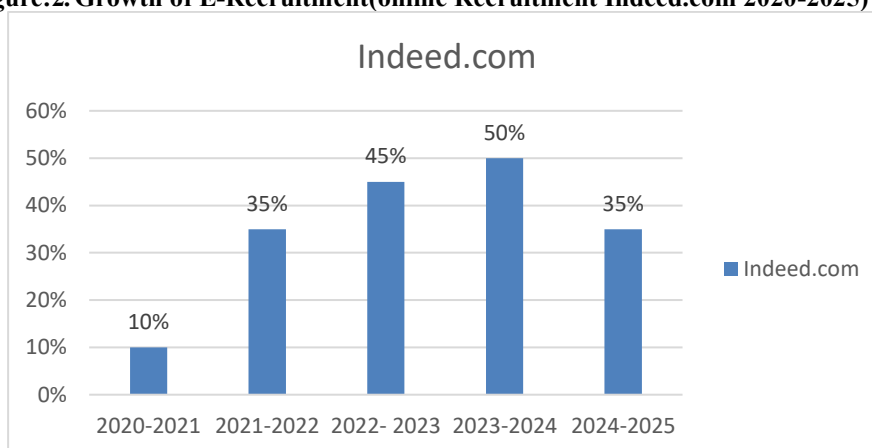
Source: Naukri.com

Figure:1. Growth of E-Recruitment(online Recruitment Naukri.com 2020-2025)



Source: Naukri.com

Figure:2. Growth of E-Recruitment(online Recruitment Indeed.com 2020-2025)



Source: Monthly Job Seekers Index reports of Naukri.com & Indeed.com

In this analysis, data have been collected from various job employment index reports and compared with the previous financial year’s data. The above table indicates that Naukri.com experienced a decline in overall hiring activity during the 2020–2021 financial year, which was considered an affected period. However, in the 2022–2023 financial year, the hiring rate significantly increased, showing a remarkable growth rate of 40% compared to the previous year. Similarly, Indeed.com also recorded a low hiring rate during 2020–2021 but showed strong recovery and growth in the subsequent years, achieving an impressive 50% growth rate during 2023–2024. Based on the comparative analysis, Indeed.com has proven to be a more effective and dynamic job portal than Naukri.com, reflecting higher growth and stronger recruitment activity in recent years. Manpower remains the most valuable resource of any organization, as no organization can operate effectively without its employees. Recruitment is the process of identifying, attracting, and hiring the most suitable

candidates for job vacancies. It involves several human resource management (HRM) functions, including human resource planning, job advertising, selection, induction, training and development, and performance appraisal. Traditional recruitment methods, however, tend to be costly and time-consuming.

They require substantial manpower coordination and depend heavily on manual processes such as newspaper advertisements, public announcements, and printed pamphlets. These methods not only increase operational expenses but also carry higher risks and lower efficiency compared to modern, technology-driven recruitment approaches.

Process of E-Recruitment:



Source: Hall.TDouglas (Human Resource Management)

E-recruitment Practices:

E-recruitment, also known as online recruitment, refers to the use of technology-driven processes to manage hiring activities within an organization. In this method, candidates applying for advertised positions submit their resumes (CVs) and cover letters electronically through the employer’s website or a job portal. The submitted applications are then retrieved and reviewed by recruiters, who evaluate and screen the CVs of all applicants. Based on this initial screening, shortlisted candidates are invited to participate in online assessments conducted by the organization. Following the evaluation process, the selected applicants are called for virtual interviews. This systematic, technology-based recruitment approach enables organizations to streamline their hiring process, save time, and reach a wider pool of qualified candidates efficiently.

Top Rated E-Recruitment Job Portals in India

With the advancement of the information revolution in India, a growing number of job seekers are showing interest in the online recruitment process, commonly known as E-recruitment. This technology-driven method allows candidates to easily search and apply for job opportunities through corporate websites, official organizational portals, or third-party recruitment platforms such as popular job portals in India. During the online recruitment process, job seekers can conveniently register, upload, and submit their resumes or CVs in a structured manner. Moreover, they can apply for positions that match their qualifications, skills, and preferences. Many job portals also provide email alerts or notifications, informing users about newly posted vacancies, required skill sets, job locations, and job categories—making the entire hiring process more efficient and accessible.

Naukri.com, Monster, Times jobs, Naukri hubs, Career jet, Career age, WisdomJobs.com, Iimjobs.com, Freshersworld.com, Indeed.co.in, Glassdoor.co.in, Free Job Alert.com, Shine.com, Jobstreet.co.in.

IV. CONCLUSION:

The primary objective of this research paper is to examine recruitment practices, particularly focusing on technology-driven methods such as E-recruitment, and to analyze the overall growth and development of E-recruitment practices within the Indian banking industry. This study concludes that recruitment today goes beyond merely selecting suitable candidates for organizational roles. It also involves enhancing organizational growth and productivity through the employability and performance of newly recruited employees.

E-recruitment enables organizations to attract and retain competent personnel, thereby supporting various human resource management (HRM) functions. When compared to traditional recruitment methods used in the Indian corporate sector, E-recruitment has emerged as a more cost-effective, efficient, and strategic approach. It significantly reduces the time and resources required for hiring. Furthermore, the study emphasizes the need for continuous improvement and innovation in addressing the technological aspects of E-recruitment systems to ensure long-term effectiveness and adaptability in the ever-evolving digital environment.

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