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RECRUITMENT AND SELECTION PROCESS IN THE INFORMATION TECHNOLOGY (IT) BUSINESS ENTITY

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ABSTRACT
Recruitment and selection are important activities of Human Resource Management, as they help organizations find and choose the right people for the right jobs. An effective recruitment and selection process helps an organization grow by ensuring that qualified and suitable candidates are hired. This project is an attempt to study the recruitment and selection process followed in an organization and to understand how effective these practices are.The study examines the different sources of recruitment, selection methods, and procedures used by the organization while hiring employees. Data for the study were collected through questionnaires and informal discussions with employees and HR staff, along with information from company records and other secondary sources. The collected data were analyzed to understand the strengths and shortcomings of the existing hiring process. The findings of the study provide insights into how recruitment and selection practices influence employee performance and satisfaction. Based on the observations, suggestions have been made to improve the recruitment and selection process so that the organization can attract and select better talent in the future.
KEYWORDS: *Talent Acquisition, Hiring Process, Employee Satisfaction, HR Practices*

INTRODUCTION

The Indian IT industry has undergone a significant transformation over the past few decades, evolving from a service-based sector into a global technology powerhouse. Traditionally, recruitment relied on manual screening and personal networks, but rapid urbanization and rising competition have made operational efficiency a necessity for survival. In today's hyper-competitive landscape, minor inefficiencies in hiring can significantly impact organizational profitability and project timelines.

Efficient talent acquisition is no longer a supporting function; it is a strategic backbone. The recruitment and selection process involves identifying, attracting, and choosing the most suitable individuals to fill specialized technical roles. Managing these complex workflows across large talent pools using traditional methods is prone to errors and delays. Consequently, organizations are increasingly adopting digital systems to ensure real-time information exchange and accurate candidate forecasting.

Technological integration, specifically through Applicant Tracking Systems (ATS) and AI-driven platforms, acts as a comprehensive solution that unifies various business processes. These systems facilitate real-time data exchange between HR departments, enabling automated screening, technical assessments, and streamlined communication. By providing visibility into the candidate pipeline, technology helps managers make effective decisions regarding talent assortment and workforce planning.

Despite the benefits of improved data transparency and streamlined logistics, implementing these systems presents challenges, such as high investment costs, the need for continuous upgrades, and a requirement for specialized staff training. This research analyzes the role of Information Technology in optimizing the recruitment and selection process, examining both its strategic benefits and its operational limitations in modern IT operations.

Recruitment and Selection

Recruitment and selection are two of the most critical functions of HRM. Recruitment is the process of actively seeking out, finding, and hiring candidates for a specific position. It includes the entire hiring process, from inception to the individual candidate's integration into the company. Selection, on the other hand, is the process of choosing the most suitable candidate from the pool of applicants to fill the relevant vacancy.

Need for the Study

The success of any organization depends heavily on the quality of its human resources. In a competitive global market, finding and retaining the right talent is a significant challenge. This study is essential to:

- Understand the effectiveness of the current recruitment and selection methods at Infosys Ltd.
- Identify any gaps or shortcomings in the existing hiring process.
- Provide recommendations for improving the talent acquisition strategy to ensure long-term organizational growth.

Problem Statement

While many organizations have established hiring protocols, there is often a lack of comprehensive understanding regarding how these processes specifically translate into measurable employee performance and long-term satisfaction. As the digital and tech space becomes increasingly saturated, Infosys faces the challenge of creating a selection process that not only captures attention but also drives meaningful, long-term interaction in a highly competitive attention economy.

Objectives of the Study

The primary objectives of this research include:

1. To analyze the effectiveness of the recruitment and selection process followed in the organization.
2. To evaluate the level of candidate and employee satisfaction with current HR practices.
3. To study the impact of modern tools, such as digital engagement and data analytics, on recruitment outcomes.
4. To suggest improvements for making the recruitment and selection process more effective and efficient.

Scope of the Study

The scope of this study is limited to the recruitment and selection practices at **Infosys Ltd**. The research focuses on understanding the various sources of recruitment (both internal and external) and the specific selection methods used by the HR department. The study also examines how these practices influence the overall performance and morale of the employees.

REVIEW OF LITERATURE

Lewaherilla and Huwae (2023), in their study on information technology in recruitment, found that digital tools improve transparency and efficiency in the hiring process. The research highlights that technology-based systems streamline candidate evaluation and decision-making. It concludes that technological innovation is essential for modern human resource management.

Mamatha, Thoti, and Sultana (2022), in their research titled "Effectiveness of E-recruitment and E-selection Processes," identified that electronic systems simplify job posting and online screening. The study revealed that digital platforms enable IT companies to manage large application volumes while enhancing candidate experience. It further found that e-HRM practices significantly strengthen recruitment efficiency.

Mori, Sassetti, Cavaliere, and Bonti (2025), in their systematic review of AI in recruitment, examined the ethical implications of automated screening. The findings revealed that while AI enhances automation, it raises concerns regarding algorithmic bias and fairness. The study concluded that integrating ethical frameworks is essential for accountability in modern hiring.

Sołek-Borowska and Wilczewska (2018), in their study "The Role of Emerging Technologies in Recruitment," found that online job portals and Applicant Tracking Systems (ATS) have transformed traditional hiring. The research highlights that these technologies improve efficiency by simplifying candidate screening. It concluded that technological innovation is a primary driver for modernizing selection systems.

Vrontis, Christofi, Pereira, and Tarba (2023), in their review of advanced HR technologies, examined the transformation of recruitment through AI. The findings revealed that digital tools automate screening and improve decision-making accuracy. The study further found that AI-driven systems are critical for enhancing overall recruitment efficiency in the digital era.

Hristova (2022), in her research on the ICT sector, identified that effective recruitment strategies create a competitive advantage. The study found that integrating technology with structured selection methods improves the quality of hiring decisions. It concluded that strategic recruitment is a necessity for long-term organizational success.

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RESEARCH METHODOLOGY

The research methodology for this study is descriptive and analytical, utilizing both primary and secondary data to examine the role of Information Technology in optimizing recruitment and selection. By observing digital workflows and collecting feedback from a convenience sample of **107 respondents**, the study evaluates the integration of Applicant Tracking Systems (ATS) and AI-driven screening in the IT sector.

The primary instrument is a structured questionnaire featuring 30 statements measured on a **5-point Likert scale**. Data interpretation is conducted through mean and standard deviation analysis to identify agreement levels, while ranking highlights key drivers of satisfaction. Additionally, the **Chi-Square ($x2$) test** is applied to establish significant associations between candidate demographics and their perceptions of process efficiency.

Ultimately, the study aims to assess the accuracy of automated screening and investigate the reduction in lead-time achieved through digital integration. By combining qualitative observations with quantitative metrics, the research provides a strategic view of how technology maintains organizational agility in the IT talent market.

RESULTS AND DISCUSSION

The analysis of data collected from 107 respondents provides critical insights into the recruitment and selection landscape at the organization. The demographic profile reveals a workforce dominated by early-career professionals, with 91.6% of participants falling under the age of 25. Specifically, the 21–25 age bracket represents nearly half of the sample (49.5%), followed by those under 20 at 42.1%.

Gender distribution shows a significant male majority at 75.7%, while female representation stands at 24.3%. This demographic skew suggests that the organization's current hiring strategies are primarily reaching and engaging Gen Z candidates and fresh graduates, making their perceptions central to evaluating the effectiveness of the recruitment pipeline.

Regarding recruitment channels, digital transformation is evident as 63.6% of respondents discovered job opportunities through portals like LinkedIn. Traditional methods such as campus recruitment (19.6%) and employee referrals (11.2%) continue to play a supporting role, but the heavy reliance on digital platforms confirms the success of the organization's online branding. In terms of selection effectiveness, personal interviews emerged as the most satisfying stage of the process, earning a high mean score of 4.15. While technical and HR rounds also received positive feedback (scores of 3.82 and 4.02, respectively), group discussions were identified as a relative weakness with a moderate score of 3.45. Ultimately, the data supports the research hypotheses, indicating a strong correlation between structured, transparent selection methods and high levels of candidate engagement and perceived brand modernism.

Category	Key Metric / Variable	Result / Data Point	Inference
Demographics	Primary Age Group	21–25 Years (49.5%)	Hiring is focused on early-career Gen Z talent.
	Gender Ratio	75.7% Male / 24.3% Female	Significant gender imbalance in respondent pool.
Sourcing	Top Recruitment Channel	Job Portals/LinkedIn (63.6%)	Digital platforms are the primary talent gateway.
Selection	Most Effective Tool	Personal Interviews (4.15)	Candidates highly value direct human interaction.
	Least Effective Tool	Group Discussions (3.45)	Process needs refinement to reduce candidate stress.
Hypothesis	H1 & H2 Status	Supported	Structured hiring directly boosts satisfaction.
Branding	Perception	Modern/Relatable (3.67)	Digital-first hiring improves brand image.

CONCLUSION

The study concludes that recruitment and selection have evolved into critical strategic assets for Infosys Ltd. Key findings indicate that digital platforms are the primary gateway for talent discovery, and while the 21–25 age demographic is highly engaged, there is a preference for human-centric selection methods like personal interviews

over automated testing. Based on these observations, it is suggested that the organization optimize group interactions to reduce candidate anxiety and enhance digital branding through employee advocacy programs. Furthermore, implementing "Edutainment" and streamlining feedback loops for unsuccessful candidates can significantly improve the overall candidate experience. In conclusion, by maintaining a tech-first branding strategy while prioritizing the "human element" in interviews, Infosys can bridge the trust gap and ensure a steady pipeline of high-performing, satisfied employees in an increasingly competitive global market.

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