

A Study on the Effectiveness of Recruitment and Selection Practices

¹Vishwanath. R Havalappagol

Assistant professor, Department of Management Studies (MBA), Center for Post Graduate Studies
Muddenahalli, Chikkaballapur, Visvesvaraya Technological University, Belagavi, Karnataka state, India

visan.sdmc@gmail.com

²MN Yashaswini

MBA Student Department of Management Studies, Center for Post Graduate Studies,
Muddenahalli, Chikkaballapur, Visvesvaraya Technological University, Belagavi, Karnataka state, India

yashaswinimn931@gmail.com

ABSTRACT

Recruitment and selection are strategic human resource activities which directly influence the organization's ability to attract competent employees and to achieve sustainable performance. Furthermore, as the demand for skilled workers increases, it is important to apply suitable and effective methods of recruitment and selection, as well as the process itself. This research will be aimed at examining the efficiency of recruitment and selection practices in the company.

The objectives of this research are to find out the methods of attracting workers, the factors influencing the selection process and employees opinions on recruitment and selection. This study will adopt the descriptive research design which involves the collection and analysis of primary and secondary data. The first one refers to the information collected by the researcher. The second one means data discovered by the researcher. To achieve the objectives a questionnaire will be distributed among the employees to measure their satisfaction, experiences and opinions on the subject. Also, journal articles and books will be reviewed to identify relevant information and support the research. The collected data will be analyzed using statistical methods, which will ensure the validity of the results and the ability to make appropriate conclusions. The information gathered is expected to provide useful suggestions and recommendations regarding recruitment and selection of the company.

INTRODUCTION

Recruiting is more than simply posting a job ad. This means identifying where there are gaps in the workforce, actively seeking out the right people and encouraging qualified people to apply for the vacant positions. Selection is a process which follows recruitment and includes detailed assessment of skills and finally selection of the best-suited individual for the role. Modern hiring practices have been profoundly affected by technological progress, globalization and changing employee expectations. Organizations today use a variety of channels including social media platforms, online job portals, virtual interviewing technologies, and employee referral programs. Although these methods can increase efficiency, they also bring challenges in terms of keeping processes fair, maintaining candidates engaged and creating a sense of value from the initial

stages of interaction. Effective recruitment yields benefits beyond simply filling vacant positions. It can lead to improved individual performance, reduced employee turnover, reinforcement of organizational culture, and sustainable business growth.

STATEMENT OF PROBLEM

In the face of rapid technological change, stiff competition for scarce skills and rising workforce expectations — recruiting and selecting talent has never been more difficult. Despite the many recruitment and selection methods, organizations still experience challenges such as mismatches between required skills, lengthy hiring processes, low transparency, and high employee turnover. These problems act as catalysts to assess the efficacy of the existing recruitment and selection norms while spotting areas for enhancement.

OBJECTIVES

1. To explore the recruitment and selection practices followed by organizations.
2. To assess the effectiveness of recruitment and selection practices in attracting and selecting qualified candidates.
3. To examine the major factors that affects the effectiveness of recruitment and selection practices.
4. To investigate how employees view the fairness and transparency of the recruitment and selection process.
5. Recommendation for measure to improve recruitment and selection practices to achieve organizational effectiveness.

LITERATURE REVIEW

1. Potočnik, Anderson, Born, Kleinmann, and Nikolaou (2021)

Potočnik et al. (2021) reviewed recent developments in recruitment and selection research by synthesizing evidence from numerous meta-analyses and literature reviews. The authors found that structured selection methods, positive applicant experiences, and technology-supported recruitment improve the effectiveness of hiring decisions. They also highlighted that digital tools and data-driven recruitment are transforming how organizations identify and attract talent. The study recommended continued research on emerging technologies and fairness in recruitment practices.

2. Abbas, Shah, and Othman (2021)

Abbas et al. (2021) critically reviewed contemporary recruitment and selection methods used by organizations. Their study reported that online recruitment, employee referrals, recruitment agencies, and job advertisements remain widely used sources of attracting qualified candidates. The authors concluded that selecting appropriate recruitment methods enhances workforce quality and contributes to better organizational performance. They also emphasized the importance of choosing recruitment strategies that match organizational needs.

3. Asongwe (2023)

Asongwe (2023) conducted a systematic literature review and meta-analysis examining the relationship between recruitment, selection, and organizational performance. The study found that effective recruitment

and selection practices positively influence employee productivity, retention, job satisfaction, and overall organizational effectiveness. It also identified challenges such as increasing competition for skilled employees and managing large applicant pools, suggesting that organizations should adopt evidence-based recruitment practices to improve hiring outcomes.

4. Employee Recruitment and Selection Strategies in the VUCA Era (2025)

A recent systematic literature review on recruitment and selection strategies in the VUCA (Volatile, Uncertain, Complex, and Ambiguous) era examined studies published between 2021 and 2025. The review found that organizations are increasingly adopting digital recruitment platforms, competency-based selection, and technology-assisted hiring to improve recruitment efficiency and workforce quality. The study also noted that organizations continue to face challenges related to fairness, technological implementation, and changing labour market expectations, indicating the need for continuous improvement in recruitment strategies.

RESEARCH GAP

The existing literature indicates that recruitment and selection practices play a significant role in improving organizational performance, employee retention, and workforce quality. Previous studies have extensively examined recruitment methods, digital hiring technologies, and selection techniques across different organizational settings. However, comparatively limited attention has been given to evaluating the overall effectiveness of recruitment and selection by integrating employee perceptions, transparency, fairness, and hiring outcomes within a single framework. In addition, many studies focus on specific recruitment tools rather than assessing the complete recruitment and selection process. Therefore, the present study aims to examine the effectiveness of recruitment and selection practices from a broader perspective and identify practical measures that can enhance organizational hiring decisions and overall workforce effectiveness.

RESEARCH METHODOLOGY

Research methodology refers to the systematic approach used to conduct the study. It outlines the research design, data collection methods, sampling technique, and data analysis procedures adopted to achieve the research objectives and ensure reliable findings.

Research design

The study adopts a descriptive research design to evaluate the effectiveness of recruitment and selection practices in organizations. This design is appropriate because it enables the systematic collection and analysis of data related to existing recruitment and selection processes, employee perceptions, and factors influencing hiring effectiveness. A descriptive research design provides a clear understanding of current practices without manipulating any variables, making it suitable for examining real-world organizational recruitment and selection practices.

Data collection

The study uses primary and secondary data. Primary data were gathered through a structured questionnaire given to respondents. This collected information on recruitment and selection practices, employee perceptions, and factors that affect hiring effectiveness. Secondary data came from peer-reviewed journals, books, research articles, conference papers, and other trustworthy academic sources. Using both types of data offers a complete understanding of the research problem and increases the study's reliability.

Sampling Technique and Sample Size

A simple random sampling technique was used to select the respondents for this study. This method made sure that each participant had an equal chance of being included in the survey, reducing selection bias and improving the sample's representativeness. The study included 100 respondents, and data were collected from individuals who had knowledge of or experience with recruitment and selection practices. The chosen sample was seen as sufficient to meet the study's objectives and to conduct the necessary statistical analysis.

RESULTS AND DISCUSSION

Were the Eligibility criteria clearly communicated

Status	No. of Response	Percentage
Yes	72	72%
No	28	28%
Total	100	100%

The findings indicate that 72% of the respondents agreed that the eligibility criteria, including educational

qualifications, work experience, and required skills, were communicated clearly during the recruitment process. In contrast, 28% reported that the eligibility requirements were not communicated adequately. The high level of positive responses suggests that organizations generally provide clear recruitment information, enabling applicants to understand job expectations before applying. However, the responses from nearly one-third of the participants indicate that improvements in communication and transparency are still required to ensure that all candidates receive complete and accurate information regarding job requirements.

Most commonly used selection methods

Methods	No. of Response	Percentage
Written test	2	2%
Technical interview	35	35%
HR interview	44	44%
Group discussion	4	4%
Skills test	15	15%
Total	100	100%

The data indicate that 44% of the respondents identified the HR interview as the most frequently used selection method, making it the predominant approach adopted by the organization. This is followed by the technical interview (35%), while skills tests (15%), group discussions (4%), and written tests (2%) are used less frequently. The findings suggest that the organization places greater emphasis on interview-based assessment methods, particularly HR and technical interviews, during the employee selection process.

HYPOTHESIS

H₀: There is no significant association between age group of employees and their perceptions of the fairness of the selection procedure.

H₁: There is a significant association between age group of employees and their perceptions of the fairness of the selection procedure.

Chi-square calculation

Age group	Fair	Unfair	Total
Below 25 years	15	16	31
25-35 years	32	12	44
36-45 years	14	2	16
46-55 years	8	1	9
Total	69	31	100

Formula: $E = (\text{Row total} \times \text{Column total}) / \text{Grand total}$

Expected frequencies:

Age group	Fair (E)	Unfair(E)
Below 25years	21.39	9.61
25-35 years	30.36	13.64
36-45 years	11.04	4.96
46-55 years	6.21	2.79

➤ Expected frequency (E)

➤ Observed frequency (O)

Formula: $(O-E)^2/E$

Age group	O	E	$(O-E)^2/E$
Below 25 years- fair	15	21.39	1.91
Below 25years- unfair	16	9.61	4.25
26-35years - fair	32	30.36	0.09
26-35years - unfair	12	13.64	0.20
36-45years - fair	14	11.04	0.79
36-45years - unfair	2	4.96	1.77
46-55years - fair	8	6.21	0.52
46-55years - unfair	1	2.79	1.15

$$X^2 = \sum \frac{(O-E)^2}{E}$$

$$X^2 = 10.66$$

Where

$$Df = (r-1)(c-1)$$

$$Df = 3$$

Level of Significance

Significance level (α) = 0.05

Degrees of freedom = 3

Table (critical) value = 7.815

Calculated $\chi^2 = 10.66$

Decision

Since the calculated chi-square value (10.66) is greater than the critical table value (7.815),

the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

Conclusion

The chi-square analysis produced a calculated value of 10.66 with 3 degrees of freedom. Since this value exceeds the critical value of 7.815 at the 5% significance level, the null hypothesis is rejected. It is concluded that there is a significant association between employees' age group and their perception of the fairness of the selection procedure.

This finding suggests that organizations should consider age-related differences in employee perceptions when evaluating and improving their recruitment and selection practices.

FINDINGS:

- The majority of employees surveyed were satisfied with the overall recruitment and selection process that the organization undertakes.
- Most respondents indicated that the recruitment process is well-structured and takes place in a systematic manner.
- They also agreed that the selection process is fair and that the organization conducts its hiring practices in an appropriate and transparent manner.
- The organization's recruitment methods were regarded as effective in attracting the right talent to the organization.

- Respondents indicated that the selection criteria are mostly based on qualifications, technical competencies, and skills rather than personal characteristics.
- They also agreed that interview panels and assessment centers are effective in shortlisting qualified candidates.
- Most employees were satisfied with the level of communication and coordination of the recruitment process.
- However, a few respondents indicated that more information should be provided on selection decisions.

SUGGESTIONS:

- The organization should continue to conduct transparent and merit-based recruitment and selection practices.
- The use of digital recruitment platforms and applicant tracking systems should be considered to improve the effectiveness and speed of the process.
- The organization should continuously review its recruitment policies to meet the changing needs of the business and the labor market.
- Interviews and competency-based assessments should be conducted to ensure fair selection decisions.
- The organization should consider providing feedback to unsuccessful applicants to enhance its employer brand.
- The organization should track recruitment metrics such as time-to-hire, quality-of-hire, and candidate satisfaction.
- Interviewers should receive training on how to conduct fair interviews and make better selection decisions.
- Feedback from employees should be used to enhance the recruitment and selection process continually.
- The organization should encourage internal recruitment to fill vacant positions whenever possible.
- This will motivate employees to advance their careers within the organization while reducing the costs associated with external recruitment.
- Periodic audits of the organization's recruitment practices should be carried out to ensure compliance with company policies and legal requirements.

CONCLUSION

This study aimed to assess the effectiveness of the recruitment and selection process and its influence on the identification of suitable candidates for the organization's needs. The results of the research suggest that the recruitment process is well-organized and based on the selection criteria required to hire competent employees for vacant positions. The employees reported high satisfaction with the recruitment process and the selection procedures used in the organization.

The statistical data demonstrate that there is no significant correlation between the participants' age group and their satisfaction with the selection process fairness. This outcome suggests that the employees perceive the recruitment process similarly, regardless of their age structure. Thus, the study revealed the absence of discrimination in the recruitment and selection process.

Moreover, the study proves the necessity of implementing effective recruitment strategies, selection criteria, and communication policies. This research can serve as a basis for future studies on the same topic, which will further improve the efficiency of the organization's recruitment and selection process. The continuous enhancement of the processes involved in hiring new employees is crucial for the organization to maintain a competent workforce and achieve its goals.

In general, an effective recruitment and selection process is vital for the organization to attract qualified candidates and improve its performance. The results of this study can be used by researchers and practitioners in the field to increase the efficiency of their recruitment and selection process.

BIBLIOGRAPHY

1. Armstrong, M. (2023). *Armstrong's Handbook of Human Resource Management Practice* (16th ed.). Kogan Page.
2. Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson.
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Fundamentals of Human Resource Management* (9th ed.). McGraw-Hill Education.

4. Gatewood, R. D., Feild, H. S., & Barrick, M. R. (2020). Human Resource Selection (9th ed.). Cengage Learning.
5. Bratton, J., & Gold, J. (2022). Human Resource Management: Theory and Practice (8th ed.). Red Globe Press.
6. Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2020). Human Resource Management (16th ed.). Cengage Learning.
7. Society for Human Resource Management (SHRM). <https://www.shrm.org>
8. Chartered Institute of Personnel and Development (CIPD). <https://www.cipd.org>
9. International Labour Organization (ILO). <https://www.ilo.org>
10. Ministry of Labour and Employment, Government of India. <https://labour.gov.in>
11. National Career Service, Government of India. <https://www.ncs.gov.in>
12. U.S. Office of Personnel Management (OPM). <https://www.opm.gov>

