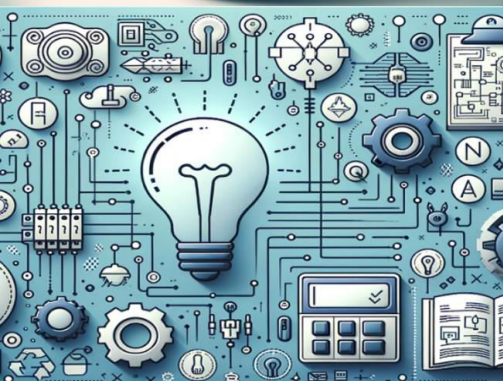


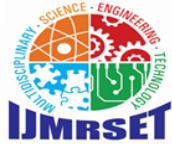
# International Journal of Multidisciplinary Research in Science, Engineering and Technology

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## International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

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# A Study on Employee Perspective on Recruitment and Selection Practices on IT Companies of Coimbatore

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**ABSTRACT:** Recruitment and selection play a crucial role in shaping the workforce of IT companies, directly influencing employee satisfaction and organizational success. This study explores employee perspectives on recruitment and selection practices in IT firms in Coimbatore, analyzing their effectiveness, challenges, and impact on job satisfaction. A structured questionnaire was used to gather primary data from IT professionals, focusing on recruitment methods, selection criteria, transparency, and fairness of the hiring process. The findings highlight key areas where recruitment strategies align with or deviate from employee expectations. Based on the insights, recommendations are provided to enhance hiring efficiency and employee experience, ensuring a more effective recruitment framework in IT companies.

**KEYWORDS:** Recruitment, Selection Practices, IT Companies, Employee Perspective, Job Satisfaction, Hiring Strategies, Coimbatore, Human Resource Management.

## I. INTRODUCTION

Recruitment and selection are critical components of human resource management (HRM), influencing an organization's performance, culture, and success. Effective recruitment and selection processes enable organizations to attract and select the best talent, thereby ensuring competitive advantage and organizational growth. In the highly competitive and dynamic IT industry, these processes are particularly important, as the success of an IT company hinges on the technical expertise and skills of its employees.

Coimbatore, often referred to as the "Manchester of South India," is known for its burgeoning IT sector, which has become a hub for various global IT firms and startups. The city's workforce is highly diverse, with employees from different backgrounds, making it an ideal location for examining recruitment and selection practices.

### 1.1 OBJECTIVES OF THE STUDY

- To assess the effectiveness of different recruitment methods in attracting suitable candidates.
- To measure employee satisfaction with the overall recruitment and selection process.

### 1.2 SCOPE OF THE STUDY

This study focuses on understanding the recruitment and selection practices in IT companies in Coimbatore, Tamil Nadu, from the perspective of employees. It aims to explore the processes used by various IT firms with a specific focus on employees who have recently joined or participated in the hiring process. The research will examine aspects such as how candidates are sourced, the interview process, the role of technology in recruitment, and the methods used to assess candidates. The study will also explore factors influencing recruitment, such as employer branding, diversity and inclusion efforts, and how market conditions impact hiring strategies.

### 1.3 RESEARCH METHODOLOGY

This study will adopt a descriptive research design, utilizing both qualitative and quantitative data collection methods. The research will involve surveys and interviews with employees working in various IT companies in Coimbatore. A structured questionnaire will be distributed to gather quantitative data on employee perceptions, while in-depth interviews will provide qualitative insights into employees' experiences with recruitment and selection.





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### II. REVIEW OF LITERATURE

Almeida et al. (2014)<sup>1</sup> – Job Rotation and Career Growth Opportunities: Almeida et al. (2014) in their study “Employee Perceptions of Job Rotation and Its Impact on Career Growth Opportunities in IT Firms” found that job rotation policies significantly enhance employees' perceptions of career development. When job rotation is framed as a structured career development tool, employees are more likely to view it as a career growth opportunity, leading to greater job satisfaction and improved career prospects.

Nash (2015)<sup>2</sup> – The Role of Skill Development in IT Recruitment

Nash's study (2015) emphasized the importance of recruitment processes that showcase opportunities for skill development. IT professionals value continuous learning, and companies that emphasize learning and development in their recruitment processes attract and retain top talent.

Kaur & Gupta (2015)<sup>3</sup> – Selection and Employee Retention

Kaur and Gupta (2015) explored the link between recruitment and employee retention. They found that when IT companies focus on long-term career growth during recruitment, employees are more likely to stay. Selection practices that prioritize cultural and skill fit contribute significantly to retaining employees.

Smith (2016)<sup>4</sup> – Career Development Opportunities and Employee Loyalty

Smith's (2016) study found that employees are more likely to stay with companies that offer clear career development opportunities, starting from the recruitment stage. IT companies that communicate growth prospects during recruitment tend to enjoy higher employee loyalty and retention.

Bansal et al. (2016)<sup>5</sup> – Career Pathways and Employee Satisfaction

Bansal et al. (2016) found that recruitment processes that emphasize career pathways positively impact employees' job satisfaction. When candidates are made aware of potential career trajectories, they feel more invested in their work and are motivated to stay longer with the company.

### III. OVERVIEW OF STUDY

#### 3.1 KEY DEFINITIONS

##### 3.1.1 EMPLOYEE PERCEPTION:

As defined by Kreitner & Kinicki (2013), "Employee perception is the way an employee interprets and evaluates their work environment, policies, and practices, which influence their attitudes, behaviours, and job satisfaction."

##### 3.1.2 RECRUITMENT:

According to Armstrong (2014), "Recruitment refers to the process of attracting, identifying, and engaging suitable candidates for employment within an organization."

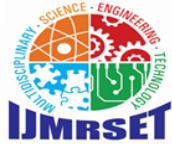
##### 3.1.3 SELECTION:

According to Dessler (2017), "Selection is the process of choosing the most suitable candidates from a pool of applicants based on predefined criteria to meet the organizational needs."

#### 3.2 OBJECTIVES OF RECRUITMENT AND SELECTION:

The objectives of recruitment and selection are to ensure that an organization attracts and hires the most qualified and suitable candidates for its open positions. Here are the key objectives:

- **Attract a Pool of Qualified Candidates-** Recruitment aims to reach a wide and diverse pool of candidates, ensuring that the organization has a variety of skilled applicants to choose from.
- **Ensure the Right Fit for the Organization-** Selection ensures that the candidate not only has the right qualifications and skills but also aligns with the company's culture, values, and goals.
- **Improve Organizational Efficiency-** Hiring the right employees reduces turnover and helps enhance overall productivity and performance within the organization.



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- Reduce Turnover and Retention Issues- Effective recruitment and selection processes can lead to better employee retention by ensuring candidates are selected for roles where they can succeed and grow.
- Enhance Employer Brand- A well-structured recruitment process helps build a positive reputation in the job market, attracting top talent and positioning the company as an employer of choice.
- Ensure Legal and Ethical Compliance- The recruitment and selection process must be fair, non-discriminatory, and compliant with labour laws and regulations to prevent legal issues and promote diversity and inclusion.
- Identify Potential for Growth and Development- The process should not only focus on immediate skills but also consider the long-term potential of candidates for growth, leadership, and development within the company.
- Cost and Time Efficiency- Recruitment and selection should be cost-effective and completed within a reasonable time frame to meet the organization's staffing needs without unnecessary delays or expenses.
- Support Strategic Goals- The recruitment and selection process must align with the overall strategic goals of the organization, such as entering new markets, developing new products, or expanding operations.
- Maintain a Competitive Advantage- By hiring the best talent, organizations can maintain or improve their competitive position in the market.

### IV. CORRELATION ANALYSIS

#### RELATIONSHIP BETWEEN GENDER OF THE RESPONDENTS AND ASSIGNED CHALLENGING JOBS TO CHARGE ENTHUSIASM DEVELOP OUR SKILLS

##### Correlations

		GENDER	ASSIGNED CHALLENGING JOBS TO CHARGE ENTHUSIASM DEVELOP OUR SKILLS.
GENDER	Pearson Correlation	1	.161
	Sig. (2-tailed)		.079
	N	120	120
ASSIGNED CHALLENGING JOBS TO CHARGE ENTHUSIASM DEVELOP OUR SKILLS	Pearson Correlation	.161	1
	Sig. (2-tailed)	.079	
	N	120	120

##### INTERPRETATION:

The above table indicates that out of 120 respondents, co-efficient of correlation between gender of the respondents and assigned challenging jobs to charge enthusiasm develop our skills conducted is 0.161. It is below 1. So there is positive relationship between gender of the respondents and assigned challenging jobs to charge enthusiasm develop our skills.



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### ONE WAY ANOVA TEST

TABLE – II TO ANALYZE THE EDUCATION AND PAID ADEQUATELY FOR THE WORK

**NULL HYPOTHESIS (H<sub>0</sub>):** There is no significant relationship between the education and paid adequately for the work.

**ALTERNATIVE HYPOTHESIS (H<sub>1</sub>):** There is a significant relationship between the education and paid adequately for the work.

#### ANOVA

EDUCATION	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.688	4	.922	1.850	.124
Within Groups	57.304	115	.498		
Total	60.992	119			

#### INTERPRETATION

The table clearly shows that the education and paid adequately for the work has a figure on 1.850 values and significance around .124 level than the sum of squares between groups and within groups values have 3.688 and 57.304 respectively. Hence, the significant value is greater than 0.05 for which the significant percentage is above 95%, hence null hypothesis is accepted. Thus, rejecting alternative hypothesis i.e., There is no significant relationship between the education and paid adequately for the work.

### V. FINDINGS, SUGGESTIONS, AND CONCLUSION

#### FINDINGS

- Majority (50%) of the respondents are in the age group of 31-40 years.
- Majority (69.2%) of the respondents are male.
- Most (49.2%) of the respondents have completed under graduate.
- Most (38.3%) of the respondents have 300000 – 400000 as their income.
- Majority (55.0%) of the respondents are unmarried.
- Majority (75.8%) of the respondents are strongly agreed towards the job enrichment.
- Most (43.3%) of the respondents said that good towards clear with the work/job responsibilities.
- Majority of the respondents said that good towards viewers regarding the work environment in IT sector.
- Majority of the respondents said that day as working shifts.
- Majority of the respondents said that 5 days as working days per week.

#### SUGGESTIONS

- Regularly analyze the success rate of each recruitment channel (referral, online portal, campus, etc.).
- Invest more in employee referrals and campus hiring, which showed higher suitability outcomes.
- Develop standard job description templates and ensure recruiters explain job expectations in detail.
- Incorporate realistic job previews through videos or role simulations.
- Introduce structured communication timelines during recruitment stages.
- Provide transparent selection criteria and ensure constructive feedback is shared post-interviews.



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- Track metrics like time-to-hire, cost-per-hire, early attrition, and offer acceptance rate to continuously refine the process.
- Adopt Applicant Tracking Systems (ATS) to manage applications efficiently and reduce delays.

### CONCLUSION

The study aimed to explore the effectiveness of recruitment and selection practices in IT companies in Coimbatore with specific attention to candidate attraction, clarity of job expectations, and employee satisfaction with the overall recruitment process.

Through detailed statistical analyses including ANOVA, correlation, and Chi-square tests, the findings indicate that recruitment methods such as employee referrals, job portals, and social media significantly influence the quality and suitability of candidates. Moreover, the study revealed that clear communication of job roles and expectations during recruitment leads to improved employee understanding and engagement, as supported by significant relationships identified in the data.

Correlation analysis highlighted a moderate positive association between variables like gender and job assignment that stimulates skill development, reflecting that demographic factors do play a role in employee perception of job enrichment. The ANOVA test further established that factors such as education level and experience significantly influence how employees perceive the effectiveness of recruitment practices, particularly regarding fairness, transparency, and alignment with organizational values.

Most respondents indicated satisfaction with job enrichment, flexible work arrangements (e.g., shorter work weeks and flexi time), and organizational support for innovation and initiative-taking. These factors collectively contribute to positive employee perceptions of the recruitment process and subsequent job satisfaction and retention.

In conclusion, effective recruitment and selection are closely tied to employee satisfaction and organizational success. When recruitment is transparent, role expectations are clearly communicated, and employees feel valued during the selection process, it results in a more motivated, engaged, and loyal workforce. IT companies in Coimbatore that continually refine these practices are better positioned to attract top talent and maintain a competitive edge in a fast-evolving industry.

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