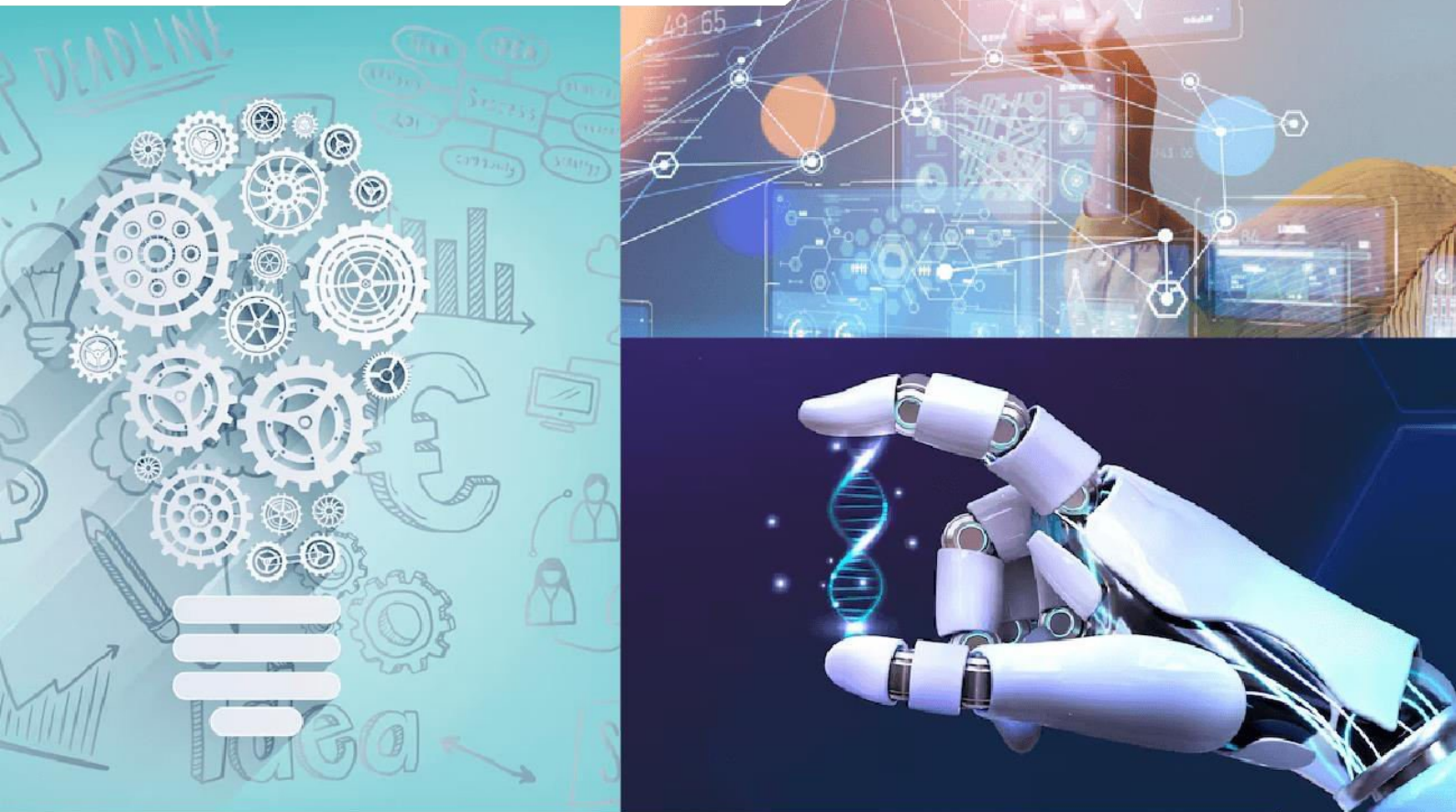




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An Analytical Study on Employee Recruitment and Selection Process

Sandhiya. M, dr. John paul. M,

Final Year, Department of MBA, PG & School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India

Associate Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India

ABSTRACT: Human resources are considered the most valuable asset of any organization, as the success of an enterprise largely depends on the quality of its workforce. Recruitment and selection form the core functions of human resource management, as they ensure that the right candidates are identified, attracted, and placed in suitable job positions. An effective recruitment and selection process helps organizations build a competent workforce that contributes to achieving organizational goals efficiently. Recruitment is the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time, so that, the people and the organization can select each other, in their own best, short and long term interests. The recruitment process provides the organization with a pool of potentially qualified candidates from which, judicious selection can be made to fill the vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the recruitment process, an organization formulates plans to fill or eliminate future job openings based on an analysis of the future needs, the talents available within and outside the organization, and the current and anticipated resources, that can be expended to attract and retain such talent. In the context of the manufacturing sector, where productivity, quality, and efficiency are critical, hiring the right employees becomes even more important. A well-structured recruitment and selection system not only reduces employee turnover but also improves job performance and organizational stability. on the other hand, can lead to increased costs, low productivity, and operational inefficiencies.

KEYWORDS: Employee Recruitment, Selection Process, Human Resource Management, Talent Acquisition, Hiring Practices, Workforce Planning, Selection Methods.

I. INTRODUCTION

Human resources are considered the most valuable asset of any organization, as the success of an enterprise largely depends on the quality of its workforce. Recruitment and selection form the core functions of human resource management, as they ensure that the right candidates are identified, attracted, and placed in suitable job positions. An effective recruitment and selection process helps organizations build a competent workforce that contributes to achieving organizational goals efficiently. Recruitment is the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time, so that, the people and the organization can select each other, in their own best, short and long term interests. The recruitment process provides the organization with a pool of potentially qualified candidates from which, judicious selection can be made to fill the vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the recruitment process, an organization formulates plans to fill or eliminate future job openings based on an analysis of the future needs, the talents available within and outside the organization, and the current and anticipated resources, that can be expended to attract and retain such talent. In the context of the manufacturing sector, where productivity, quality, and efficiency are critical, hiring the right employees becomes even more important. A well-structured recruitment and selection system not only reduces employee turnover but also improves job performance and organizational stability. Poor hiring decisions, on the other hand, can lead to increased costs, low productivity, and operational inefficiencies.

OBJECTIVES OF THE STUDY

- To picturise the profile of the respondents in Tenneco Automotive India Pvt Ltd of Pondicherry.
- To examine the importance of recruitment and selection in Tenneco Automotive India Pvt Ltd of Pondicherry.
- To cross check the pros cons factors facilitating recruitment and career advancement.
- To offer suggestion in the process of recruitment and selection.

II. REVIEW OF LITERATURE

Sharma et al. (2025) – “Digital Recruitment Experience in IT Sector”, conducted a study on digital recruitment experience in the IT sector with the objective of analyzing candidate perceptions of online hiring systems. The study used a sample of 210 candidates and applied descriptive statistics and survey analysis. The findings revealed that digital platforms improve accessibility and speed but reduce personal interaction. The study concluded that balancing automation with human engagement enhances recruitment effectiveness.

Kumar & Verma (2024) – “Impact of ATS on Candidate Experience”, conducted a study on the impact of Applicant Tracking Systems (ATS) on candidate experience with the objective of evaluating usability and transparency. The study used a sample of 180 job applicants and applied questionnaire-based survey analysis. The findings revealed that ATS improves efficiency but creates issues related to feedback delay and lack of transparency. The study concluded that ATS systems should be made more user-friendly and communicative.

Araujo et al. (2026) – “Human-Centered Patterns in Tech Recruitment”, conducted a study on improving candidate experience in tech recruitment with the objective of identifying human-centered hiring practices. The study used a sample of 22 software engineering candidates and applied thematic analysis along with Applicant Attribution-Reaction Theory. The findings revealed that transparency, timely communication, and respectful interaction significantly influence candidate satisfaction. The study concluded that recruitment processes should prioritize human-centered design to enhance engagement and employer branding.

III. RESEARCH METHODOLOGY

This study adopts a descriptive research design. Convenience sampling is adopted in this study. Both primary data and secondary data are applied to the study. The size of the sample to be used in this study is 100 respondents. Simple percentage analysis, chi square analysis and correlation have been used in this study.

Data analysis and interpretation

Table No. 1 AGE OF THE RESPONDENTS

Age Group	No. of Respondents	Percentage (%)
Below 20 years	12	12%
20 – 30 years	48	48%
30 – 40 years	25	25%
Above 40 years	15	15%
Total	100	100%

Source: primary data

Interpretation

The age-wise distribution of respondents shows that the majority, 48%, belong to the 20–30 years age group, indicating that most of the respondents are young adults. This is followed by 25% of respondents in the 30–40 years category and 15% above 40 years, while only 12% are below 20 years. Overall, the findings suggest that the sample is predominantly composed of younger respondents, which may reflect more current and practical perspectives in the study.

Table No. 2 EXPERIENCE LEVEL OF THE RESPONDENTS

Experience Level	No. of Respondents	Percentage (%)
Below 5 years	35	35%
5 – 10 years	30	30%
10 – 15 years	20	20%
Above 15 years	15	15%
Total	100	100%

Source: primary data

Interpretation

The experience-wise distribution of respondents indicates that the highest proportion, 35%, have below 5 years of experience, showing that a large segment of respondents are relatively new to the field. This is followed by 30% of respondents with 5–10 years of experience and 20% with 10–15 years of experience. Only 15% of respondents have above 15 years of experience, representing highly experienced professionals. Overall, the findings suggest that the sample consists mainly of early to mid-level professionals, which may provide fresh and practical insights into the study.

Table No. 3 RECRUITMENT AND SELECTION

Methods used to attract potential employees		
Method	No. of Respondents	Percentage (%)
Newspaper Ads	8	8%
Radio Ads	2	2%
Campus Recruitment	20	20%
Direct Mailing	3	3%
Professional Journals	2	2%
Employment Agencies	6	6%
Referral	15	15%
Online Sources	10	10%
Website	8	8%
Job Portals	12	12%
Job Fairs	12	12%
Others	2	2%
Total	100	100%
Structured recruitment and selection practices		
Response	No. of Respondents	Percentage (%)
Yes	85	85%
No	15	15%
Total	100	100%
Factors considered for recruitment		
Factor	No. of Respondents	Percentage (%)
Academic Qualifications	28	28%
Work Experience	32	32%
Interview	25	25%
Test	10	10%
Others	5	5%
Total	100	100%
How abilities are tested		
Method	No. of Respondents	Percentage (%)
Performance in Interview	40	40%
Past Job Achievement	25	25%
On-the-job involvement	20	20%
Reference	10	10%
Others	5	5%
Total	100	100%

Criteria for internal selection		
Criteria	No. of Respondents	Percentage (%)
Performance Appraisal	38	38%
Achievement in present post	30	30%
Selection interview performance	22	22%
Others	10	10%
Total	100	100%
Q Final decision maker		
Decision Maker	No. of Respondents	Percentage (%)
HR Department	35	35%
Manager/Head of Department	28	28%
CEO	15	15%
Selection Committee	22	22%
Total	100	100%

Source: primary data

Interpretation

The analysis of recruitment and selection practices shows that campus recruitment (20%) is the most commonly used method for attracting potential employees, followed by referrals (15%) and job portals (12%), indicating a preference for both institutional and digital hiring channels. A majority of respondents (85%) confirmed that the organization follows structured recruitment and selection practices, reflecting a systematic HR approach. Work experience (32%) and academic qualifications (28%) are the most important factors considered during recruitment, while interviews (25%) also play a significant role in candidate selection. In assessing abilities, performance in interviews (40%) is the most widely used method, followed by past job experience (25%) and on-the-job involvement (20%). For internal selection, performance appraisal (38%) is the key criterion, highlighting a merit-based promotion system. Finally, the HR department (35%) is the main decision maker in the selection process, followed by department managers and selection committees, indicating a collaborative decision-making structure. Overall, the organization follows a structured, experience-based, and competency-oriented recruitment system.

CHI SQUARE: AGE AND RECRUITMENT AND SELECTION PROCESS INDEX

H_0 = There exist no significant association between age of the respondents and recruitment and selection process Index.

H_1 = There exist significant association between age of the respondents and recruitment and selection process Index

Calculated χ^2 Value: 6.500

Degree of freedom: 6

Table Value: Five per cent level: 12.592

Age	Recruitment and Selection process Index			Total
	High	Moderate	Low	
Below 20 years	5	7	1	13
20-30 years	24	36	6	66
30-40 years	4	10	1	15
Above 40 years	0	4	2	6
Total	33	57	10	100

INTERPRETATION

Since the calculated χ^2 value (6.500) is less than the table value (12.592) at five percent level of significance. H_0 is accepted. Hence it is concluded that there exist no significant association between age of the respondents and Recruitment and Selection process Index.

ANOVA: TABLE SHOWING THE DIFFERENCE IN MEAN SCORES BETWEEN EXPERIENCE OF THE RESPONDENTS & RECRUITMENT AND SELECTION PROCESS

H_0 : There is no significant relationship between the two categories that are experience of the respondents and their Recruitment and selection process.

H_1 : There is significant relationship between experience of the respondents and their Recruitment and selection process.

Experience	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.27	2	0.135	0.556	0.574
Within Groups	47.73	97	0.242		
Total	48	99			

INTERPRETATION

The above table shows that the P value (0.574) is greater than 0.05. So, there is no significant difference in the mean scores of the respondents based on Recruitment and selection process and experience of the respondents. It is inferred that experience of the respondents does not influence on Recruitment and selection process.

IV. SUGGESTION

- The company shall respond quickly to the qualified candidates than the time taken at present. This would increase the reliability of the company thereby increasing the satisfaction level.
- It was found that the company rarely fills positions deficit. This shall be avoided in order to gain high client satisfaction.
- The inappropriate candidates shall be approached politely in order to maintain good talent network.
- The company's reliability needs to be improved by offering potential job careers to the candidates.
- The company's brand image has to be improved by providing high sustainable employment opportunities.
- The company shall focus on various brand building activities to get a reputation perceived by the clients and also among the prospective candidates.
- The company shall focus more on posting their job requirements with widely accessed job portals, since most of the freshers find these job portals as their source of information about various employments.
- The company shall establish rapport with the placement officers of various engineering and arts & science colleges to get the potential candidates directly from the educational institutions.
- The standard time for conducting interviews seems to be very short. Hence the company shall have extended timings for conducting the interviews.
- The company shall also focus more on getting larger client HR requirement contracts.
- The company shall develop lot more techniques & procedures to assess the appropriate candidates for the clients.

V. CONCLUSION

The study on "An Analytical Study on Employee Recruitment and Selection Process of Tenneco Automotive India Pvt Ltd, Pondicherry" reveals that recruitment and selection play a vital role in ensuring the availability of skilled and competent employees in the organization. A well-structured recruitment process helps the company attract suitable candidates, while an effective selection process ensures that the right individuals are placed in the right positions. The findings of the study indicate that the organization follows systematic recruitment practices, including both internal and external sources, to meet its manpower requirements. However, there is always scope for improvement in terms of reducing recruitment time, enhancing the use of modern recruitment tools, and increasing transparency in the selection process. It is also observed that an efficient recruitment and selection system contributes significantly to employee performance, productivity, and overall organizational effectiveness. Proper alignment between job requirements and candidate skills leads to better job satisfaction and reduced employee turnover.

In conclusion, strengthening the recruitment and selection process will help Tenneco Automotive India Pvt Ltd attract high-quality talent, improve workforce efficiency, and achieve long-term organizational goals. Effective human resource planning and continuous improvement in hiring practices are essential for sustaining competitive advantage in the manufacturing sector.

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