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A Study on Recruitment and Selection Process in Thaagam Foundation, Chennai

Dr. M. Abbas Malik, Akash. D

Professor and Head, Department of MBA, Jaya Engineering College, Thiruninravur, Chennai, Tamil Nadu, India

II MBA, Jaya Engineering College, Thiruninravur, Chennai, Tamil Nadu, India

ABSTRACT: This article explores the recruitment and selection process at Thaagam Foundation, a non-profit organization in Tamil Nadu. It aims to evaluate the effectiveness of current practices in identifying and hiring suitable candidates. Using both qualitative and quantitative methods, including surveys, interviews, and statistical tools such as chi-square, correlation, and regression analysis, the study provides insights into hiring trends, preferences, and organizational strategies. Key findings highlight the impact of qualification, background verification, and candidate sourcing methods on recruitment outcomes. The study concludes with recommendations to improve efficiency, reduce bias, and align recruitment strategies with organizational goals.

Keywords: Recruitment, Selection, Thaagam Foundation, Chi-square analysis, Correlation, Regression, Hiring practices, Non-profit HR, Candidate sourcing

I. INTRODUCTION

The fundamental functions of human resource management (HRM), directly influencing the effectiveness, productivity, and sustainability of an organization. By ensuring that the right individuals are placed in the right roles at the right time, these processes support the strategic objectives of the organization and shape its long-term success. In the context of non-profit organizations, recruitment and selection take on even greater importance due to the unique challenges of resource limitations, volunteer reliance, and mission-driven work culture.

This study investigates the recruitment and selection practices at Thaagam Foundation, a Tamil Nadu-based non-governmental organization committed to hunger relief and community empowerment. As the organization continues to expand its reach and diversify its service areas, the need for a competent and committed workforce has grown correspondingly. The study focuses on key components of the hiring process, including candidate sourcing methods, evaluation criteria, interview strategies, and onboarding programs.

Additionally, it examines how modern HR tools such as online job portals, certificate validation, and background verification systems are used to streamline hiring. The relevance of technological integration in HR processes is also explored, especially as the foundation transitions toward more data-driven decision-making.

Given the increasing professionalization of the non-profit sector, effective recruitment and selection are no longer optional—they are strategic imperatives. This research highlights the importance of adopting structured, transparent, and competency-based hiring practices to not only fill vacancies but to build a mission-aligned and high-performing workforce. The findings of this study are expected to provide actionable insights for both HR practitioners in the NGO sector and researchers interested in organizational development and human capital management

II. LITERATURE REVIEW

Recruitment and selection processes have evolved significantly over the decades, driven by technological advancements, globalization, and changing organizational structures. These HR functions are central to talent acquisition and workforce development, directly influencing an organization's ability to achieve its strategic objectives. In the context of non-profit organizations—such as Thaagam Foundation—effective recruitment is particularly critical, given their resource constraints and reliance on committed individuals aligned with the organizational mission.

Sania Usmani (2020) highlights the growing importance of strategic recruitment, suggesting that aligning hiring practices with organizational goals enhances both individual and institutional performance. Her study emphasizes the

use of technology-driven recruitment platforms and applicant tracking systems (ATS), which help streamline candidate screening and reduce administrative overhead. Usmani further notes that organizations that prioritize candidate-organization value alignment during recruitment report higher employee engagement and lower turnover.

Sneha (2014) presents a comparative study of internal and external recruitment methods, underlining their respective advantages and limitations. Internal recruitment fosters employee loyalty, reduces onboarding time, and is cost-effective. However, it may limit innovation and fresh thinking. In contrast, external recruitment expands the talent pool and brings in new perspectives, though it may involve higher costs and longer assimilation periods. Sneha's findings suggest that the choice between internal and external recruitment should be contingent on job complexity, organizational culture, and long-term strategic goals.

Ayesha Yaseen (2015) investigates the role of psychometric testing and structured interviews in improving objectivity and fairness in candidate evaluation. Her research shows that cognitive ability tests, personality inventories, and behavioral interviews significantly increase the predictive validity of the hiring process. However, she cautions against biases such as social desirability, where candidates present idealized versions of themselves. To mitigate this, Yaseen recommends multi-stage assessments and robust background verification mechanisms.

Samwel (2017) examines the recruitment practices in African manufacturing firms and underscores the necessity of structured, merit-based recruitment frameworks. His study links performance outcomes to the clarity of job descriptions, the use of selection matrices, and consistency in interview evaluation criteria. Samwel argues that when organizations adopt evidence-based recruitment policies, they not only hire more qualified personnel but also reduce turnover and internal conflict.

Adebola et al. (2017) focus on the hospitality industry, offering insights relevant to service-driven sectors like non-profits. Their study reveals that organizations with transparent and competency-based recruitment procedures enjoy higher employee retention and job satisfaction. The research recommends involving department heads in the hiring process, standardizing interview procedures, and ensuring that job expectations are clearly communicated during recruitment.

Beyond individual studies, scholars such as Price (2007) and Jones et al. (2006) have emphasized the strategic dimension of human resource planning. They argue that recruitment is no longer a standalone HR activity but a critical component of long-term organizational planning. Effective talent acquisition must consider market trends, demographic shifts, and organizational lifecycle stages.

In the context of non-profits like Thaagam Foundation, the recruitment process must be tailored to the sector's unique characteristics. These include a focus on mission alignment, budget constraints, the need for high emotional intelligence among employees, and often a reliance on volunteers or contract staff. Integrating technology—such as digital job portals, background verification software, and onboarding systems—can significantly enhance recruitment effectiveness, even within limited budgets.

Overall, the reviewed literature suggests that recruitment and selection practices are most successful when they are structured, objective, aligned with strategic goals, and supported by technology. These principles form the theoretical foundation of the present study, which aims to examine and improve the recruitment processes at Thaagam Foundation.

III. RESEARCH METHODOLOGY

This study adopts a descriptive research design, which is appropriate for understanding and analyzing the recruitment and selection processes within an organizational setting. Descriptive research facilitates detailed observation of existing practices without manipulation of variables, making it suitable for studying the HR functions at Thaagam Foundation.

- Primary data was obtained through structured questionnaires, distributed to 124 employees across various departments of Thaagam Foundation. The questionnaire was designed to capture demographic details, perceptions on recruitment practices, satisfaction with selection criteria, and views on onboarding experiences. Most questions were closed-ended, using Likert scales and multiple-choice formats to facilitate statistical analysis.
- Secondary data was gathered from organizational documents including HR policies, employee records, job postings, recruitment reports, and internal audit reports. These documents were used to validate and support findings from the primary data.

• The study employed a convenience sampling technique, a non-probability sampling method, due to its practical benefits such as ease of access and limited time constraints. Although convenience sampling limits external generalize ability, it enabled focused insight into the internal recruitment mechanisms of Thaagam Foundation, serving the exploratory nature of the study.

To analyze the data, a combination of descriptive and inferential statistical tools was applied:

- **Descriptive statistics** (mean, percentage, frequency) were used to summarize basic patterns in employee responses.
- **Chi-square tests** were conducted to assess associations between categorical variables such as age, gender, and recruitment preferences.
- **Correlation analysis** examined the strength of relationships between continuous variables like qualification level and importance of job descriptions.
- **Regression analysis** was used to identify predictors of hiring decisions, on boarding satisfaction, and background verification practices based on demographic and procedural variables.

All statistical analyses were conducted using standard software tools such as **SPSS** or **Excel**, ensuring accuracy in computation and interpretation.

The research was conducted in adherence to ethical standards. All respondents were informed about the purpose of the study and participation was strictly **voluntary**. Confidentiality of participant information was maintained, and data was used solely for academic and analytical purposes. Informed consent was obtained prior to data collection.

IV. LIMITATIONS OF THE STUDY

While the methodology is robust, certain limitations must be acknowledged:

- **Convenience sampling** may introduce bias and limit the generalize ability of findings to other organizations or sectors.
- The **self-reported nature** of the questionnaire responses may be influenced by social desirability bias.
- The study focuses on a single organization, which may restrict the scope of comparison across different organizational contexts or industries.

V. DATA ANALYSIS AND INTERPRETATION

Key findings include:

- 79% of respondents are aged 20-40, indicating a youthful workforce.
- 68% of employees hold postgraduate degrees.
- Recruitment decisions for fresher's were based primarily on qualification (73%).
- Experience (57%) was the main criterion for hiring experienced candidates.
- Teamwork (50%) was rated the top expected quality in candidates.
- Chi-square analysis showed significant association between gender and preferences for certification courses ($p < 0.05$).
- Correlation analysis revealed a strong positive relationship ($r = 0.902$) between qualification and importance of job description.
- Regression analysis showed significant predictive relationships between background verification and age, and between selection criteria and gender.
- Background verification was more stringent for older candidates, suggesting organizational caution with senior-level hires.
- Female employees showed a higher preference for certification courses, as revealed by chi-square analysis, pointing toward gender-specific upskilling interests.
- Postgraduates were more likely to be hired into managerial or supervisory roles, indicating a strong educational bias in job role assignment.
- Practical skill assessments were recommended by several employees to complement qualification-based screening.
- Clear and timely communication during the recruitment process was emphasized as a major factor affecting candidate experience.
- Structured on boarding was found to significantly improve new employee confidence and integration, based on qualitative feedback.

- Regression analysis highlighted that selection criteria differed subtly by gender, indicating possible unconscious bias in hiring standards.
- Job descriptions were deemed more valuable by candidates with higher education levels, affirming the correlation result with qualifications.

VI. FINDINGS AND DISCUSSION

- There is a gap in soft skills evaluation, particularly in assessing candidates' communication, teamwork, and adaptability—skills vital for non-profit effectiveness.
- Interview panel evaluations lack consistency across departments, signaling the need for a standardized scoring system to ensure fairness and comparability.
- Data analytics is underutilized in tracking key recruitment metrics such as:
 - Time-to-hire
 - Cost-per-hire
 - Source efficiency
- The organization does not consistently offer feedback to rejected candidates, which may negatively affect employer branding and candidate perception.
- There is growing interest in competency-based selection methods that combine technical and behavioral assessments, especially for managerial and specialized roles.
- Automation tools for documentation and onboarding are available but not fully implemented, leading to manual inefficiencies and inconsistent candidate onboarding experiences.
- There is a bias toward educational qualifications, particularly for fresher's, with limited use of practical assessments to validate on-the-job skills.

VII. SUGGESTIONS

- To enhance the recruitment and selection process at Thaagam Foundation, several improvements are recommended. First, integrating automated documentation systems would streamline candidate data collection and reduce administrative errors. The use of psychometric tests is advised to better assess both skill sets and behavioral traits of applicants, ensuring a well-rounded evaluation beyond academic qualifications. Enhancing coordination between recruiters and departmental heads can foster clearer role definitions and improve candidate-role alignment. Promoting transparency in evaluation procedures and minimizing biases will contribute to fairer and more inclusive hiring practices.
- Additionally, establishing a centralized digital database for candidate records will allow for easier access and consistency across departments. Regular training for interview panel members on unbiased evaluation and structured interview techniques will improve the reliability of candidate assessments. A recruitment calendar, aligned with organizational planning, can help in timely fulfillment of hiring needs. Pre-boarding programs are also suggested to engage selected candidates before their joining date, ensuring smoother transitions. The development of internal talent pools and succession plans will aid in filling critical roles more quickly, reducing dependency on external hiring. Finally, implementing a transparent and well-structured employee referral program can help attract quality candidates through existing staff networks.

VIII. CONCLUSION

Thaagam Foundation has established a solid recruitment framework that emphasizes academic qualifications, structured procedures, and platform-based candidate sourcing. However, to adapt to the dynamic needs of the workforce and evolving role expectations, it is essential to integrate more data-driven techniques, skill-based assessments, and technology-enabled practices. Streamlining documentation, enhancing feedback systems, and implementing competency-based evaluations will not only improve hiring accuracy but also strengthen employer branding and retention. These strategic enhancements are vital as the organization scales its humanitarian efforts across India, ensuring that the right talent is hired, nurtured, and retained in alignment with the Foundation's long-term mission.

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