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A Study on Recruitment and Selection Process at Access Healthcare Services Pvt. Ltd., Chennai

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ABSTRACT: This study investigates the recruitment and selection processes at Access Healthcare Services Pvt. Ltd., Chennai—a major organization in revenue cycle management. The key objective is to analyze the hiring strategies, their outcome on employee satisfaction, and organizational performance. Based on responses from 120 employees and statistical analyses (Chi-square, correlation), the paper highlights a preference for internal recruitment, walk-in interviews, and aptitude assessments. Employees expressed satisfaction with current practices and noted the effectiveness of e-recruitment in enhancing efficiency. Recommendations are made for improved digital engagement and continuous feedback.

KEYWORDS: Recruitment, Selection, Employee On boarding, Talent Acquisition, HR Practices, Job Satisfaction, Internal Hiring, Digital HR Tools.

I. INTRODUCTION

Recruitment and selection play a pivotal role in ensuring a company attracts and retains the right talent, essential for growth and maintaining high-quality standards in healthcare. Efficient hiring practices also support company compliance and operational effectiveness.

Despite systematic processes, Access Healthcare faces challenges—job-role alignment, high turnover, and digital candidate engagement issues. This study critically assesses whether existing recruitment and selection practices meet evolving organizational needs, while identifying improvement areas.

II. OBJECTIVES OF THE STUDY

- To understand and document the recruitment and selection process followed at Access Healthcare Services Pvt. Ltd., specifically at its Ambattur and Chennai branches.
- To assess employee perceptions regarding the effectiveness of various recruitment sources used by the organization.
- To evaluate the effectiveness and structure of the interview and selection process at Access Healthcare.
- To study the on boarding process and the testing/training practices implemented for new hires.
- To analyze employee satisfaction with the recruitment and selection experience, including post-joining feedback on expectations versus reality.
- To identify challenges in the current recruitment and selection process and suggest data-driven strategies to improve talent acquisition and employee retention.

III. SCOPE OF THE STUDY

The research aims to aid Access Healthcare in refining HR practices, especially recruitment channels and on boarding quality. The scope is restricted to HR operations in Chennai.

IV. REVIEW OF LITERATURE

MICHAEL D. WHITE AND GLIPSY ESCOBAR (2018) states that recruitment and selection have become critically important issues for police department around the world. This paper high lights seven issues, two in recruitment and selection and five training, that we believe are critical for finding, hiring and training effective police officers in the future.

SONAL SISODIA AND NIMIT CHOWDHARY (2020) It can be inferred that illustration in recruitment advertisement of service organization of service organization creates tangible representation and challenge the application to presume the intended significance of the illustrative appeal.

MIR MOHAMMED NURUL ABSAR (2020) states that Recruitment and selection is one the most important functions of human resource management. The present study aims at exploring differences and similarities between the public and private sector manufacturing firm of Bangladesh with respect to recruitment and selection practices, sources of recruitment and selection devices.

ONGORI HENRY AND TEMTIME Z (2019) has to investigate the recruitment and selection practices of SMEs and suggest appropriate strategies on how to improve human resource management practices to enhance organizational performance. Recruitment and selectionpracticesarethekeyfactorstotheentrypointofhumanresourcetoanyorganization which also tends determine the success and sustainability of SMEs.

SANGEETHA (2020) defined that recruitment process involves the sourcing, advertising and interviewing of future employees, however the selection process entails the staffing and training of new employees on the role of their new job. Organization needs careful time and consideration to sustain competitive advantage in developing strategy on recruitment and selection process.

V. RESEARCH METHODOLOGY

Research Design and Data Sources
The present study adopts a descriptive research design to analyze the level of employee job satisfaction and its relationship with employee engagement. Descriptive research is appropriate for this study as it enables the systematic collection and analysis of data to describe the characteristics of the population under investigation.

To ensure a comprehensive analysis, both primary and secondary data sources were utilized:
Data was collected directly from employees using a structured questionnaire. A total of 120 responses were obtained, comprising various questions focused on employee satisfaction, engagement levels, workplace environment, management practices, and organizational culture. The questionnaire included both closed-ended and Likert-scale-based questions to gather quantitative data.

Supplementary insights were drawn from company records, HR documentation, and relevant published literature on employee engagement and satisfaction. These sources provided context and supported the interpretation of primary data, enriching the study's depth and analytical rigor.

Sampling Design
- **Target Population:**
The target population for the study consisted of the total workforce employed at Tube Products of India Ltd, comprising more than 700 employees across various departments and job roles.

- **Sample Size:**
A sample of 120 employees was selected for the study.

- **Sampling Technique:**
The study employed a convenience sampling method, a non-probability sampling technique. Employees who were available and willing to participate during the data collection period were included. Although convenience sampling may introduce some limitations in terms of generalizability, it was practical and effective given time and resource constraints.
- **Geographical Scope:**
The research was conducted at the company's operations in Chennai, Tamil Nadu.

- **Tools and Techniques Used for Analysis**
To analyze the data collected and test the research hypotheses, the following statistical tools and techniques were used:

- **Chi-square Test:**

This non-parametric test was applied to determine whether a statistically significant association exists between categorical variables such as employee engagement and satisfaction levels.

- **Pearson's Correlation Coefficient:**

This tool was employed to measure the strength and direction of the linear relationship between two continuous variables—employee engagement scores and job satisfaction levels.

- **Percentage Analysis:**

Basic descriptive statistics such as percentage distribution were used to summarize the demographic data and general response trends among the sample population. This method helped in understanding the overall patterns within the data set.

Hypotheses of the Study

The study was guided by the following hypotheses:

Null Hypothesis (H_0):

There is no significant relationship between employee engagement and job satisfaction.

Alternate Hypothesis (H_1):

There exists a significant relationship between employee engagement and job satisfaction.

The hypotheses were tested using appropriate statistical tools, and the results provided evidence for accepting or rejecting the null hypothesis.

Study Period

The research was conducted over a period of five months, from February to June 2025. This timeframe allowed for structured data collection, thorough analysis, and interpretation of findings.

Let me know if you'd like to align this with a specific formatting style (APA, MLA, etc.) or need tables and graphs included.

VI. DATA ANALYSIS AND INTERPRETATION

Respondent Demographics

Factor	Details
Gender	57% Male, 43% Female
Marital Status	63.3% Married, 36.7% Single
Age Group	40.8% (26–30 yrs), 21.7% (31–35), 20% (20–25)
Education	34.5% PG, 34.2% UG, 15% Diploma/Professional
Occupation	92% Private employees
Monthly Income	41.7% earn ₹25K–30K
Designation	68% Supervisors, 32% Executives
Job Nature	48.3% Permanent, 26.6% Temporary, 24.9% Contract

RECRUITMENT & SELECTION CHANNELS

Source	Usage (%)
Internal	40.83
External	33.33
Recruitment Sites	20.00
Networking	5.83

Internal and walk-in channels are most favored.

Selection Methods

Method	% Respondents
Walk-in Interview	51.67
Campus Interview	21.67
Agencies	15.83
Online Sites	9.17
Recommendation	1.67

Selection Tests

Test Type	% Respondents
Aptitude	52
Communication Skills	22
Group Discussion	12
Subject Interview	12
Stress Interview	2

E-Recruitment Insights
- 55%: E-recruitment is user-friendly.
- 43%: Productivity improves with digital processes.
- 65%: Regular e-recruitment training is provided.
- 39%: Internet connectivity is a hurdle.
- 89.2%: Employees are satisfied overall.

Statistical Analysis
- **Chi-square:** No significant relationship between monthly income and job nature or educational qualification and test performance.
- **Correlation:** Weak negative between job nature and process changes (-0.033); moderate positive between test type and selection method (0.135).

Here is a **detailed version of your "Findings and Discussion"** section, expanded for clarity and suitable for academic or professional use:

VII. FINDINGS AND DISCUSSION

The study aimed to assess the effectiveness of the employee on boarding and recruitment processes, especially with respect to leveraging technology, and to evaluate employee satisfaction in these areas. The following findings emerged from the data analysis:

Preferred Recruitment Approaches
The responses revealed that the **most favored recruitment methods** among employees and HR personnel included:

Internal Recruitment:
A large number of employees appreciated the organization's practice of filling positions through **internal promotions and transfers**, as it boosts morale, recognizes existing talent, and ensures better cultural alignment.

Walk-in Interviews:
Walk-in interviews were considered effective for entry-level and operational roles. They were perceived as **efficient, cost-effective, and immediate**, especially when urgent staffing needs arose.

Aptitude Testing:
Many respondents supported the use of aptitude tests during the selection process. Such assessments were seen as valuable tools for objectively evaluating candidates' problem-solving, logical reasoning, and job-fit capabilities.
These preferences suggest a balanced approach to recruitment, combining traditional and technology-supported methods to identify suitable candidates.

Employee Attitudes toward Technology in Recruitment
The study revealed broadly positive employee perceptions regarding the integration of technology in HR practices:

E-Recruitment Platforms:
Employees acknowledged the benefits of using e-recruitment portals, including quicker application tracking, transparent processes, and wider reach for sourcing candidates.

HR Expertise:
Many participants expressed confidence in the capabilities of the HR department, particularly their understanding of role requirements and use of digital tools for effective candidate evaluation and on boarding.

Regular Digital Training:
The organization's efforts in conducting regular digital skill development sessions were well-received. These training initiatives helped employees adapt to remote on boarding tools and automated systems, thereby enhancing the overall on boarding experience.

Overall, the findings highlight a growing acceptance and appreciation of digital transformation within the recruitment and on boarding framework.

Challenges Identified
Despite the generally positive feedback, a few critical challenges emerged:

Misalignment in Job Roles:
In some cases, there was a disconnect between candidate expectations and assigned roles, particularly in technical and mid-management levels. This suggests the need for clearer job descriptions and better role communication during recruitment.

Candidate Engagement via Digital Tools:
The study identified limitations in maintaining strong candidate engagement through digital means. The lack of face-to-face interaction sometimes led to reduced emotional connection and lower engagement, especially during remote on boarding.

On boarding Consistency:
While digital on boarding platforms were widely used, employees reported inconsistencies in the on boarding experience across departments. This included variability in access to training resources, welcome kits, or mentor support.

These issues point toward the need for standardized digital processes and improved personalization to ensure a seamless and inclusive on boarding journey.

Demographic Insights
A demographic analysis of the sample indicated that:
- No significant selection bias was found in terms of age, gender, educational qualification, or job type.
- Responses were balanced and representative across different employee categories, suggesting the reliability and neutrality of the findings.

This strengthens the validity of the study and supports the generalizability of the results within the organizational context.

VIII. RECOMMENDATIONS

1. **Upgrade Career Portal:** Create a mobile-responsive, visually appealing recruitment page to showcase company culture.
2. **Utilize Social Media:** Leverage LinkedIn, Facebook, and other platforms to reach more candidates and publicize vacancies.
3. **Strengthen Digital Infrastructure:** Enhance technologies for smoother e-recruitment, reduce connectivity issues, and facilitate video interviews.
4. **Incorporate Feedback Loops:** Consistently collect and analyze candidate feedback for process improvement.
5. **Ensure Compliance:** Adhere to labor and data privacy laws in all recruitment processes.
6. **Refine Onboarding:** Modernize on boarding to increase new hire integration, clarity, and retention.

IX. CONCLUSION

The study concludes that Access Healthcare Services Pvt. Ltd. has developed a largely effective recruitment and selection process, with an emphasis on internal hiring practices, walk-in interviews, and the integration of technology such as e-recruitment platforms. These methods have contributed to greater process efficiency, quicker candidate sourcing, and enhanced accessibility for applicants.

Employee feedback highlights a high level of satisfaction with the current recruitment practices, particularly appreciating the structured approach, HR team expertise, and the inclusion of aptitude-based assessments during selection. The incorporation of digital tools has improved application tracking and streamlined communication, contributing positively to candidate experience and on boarding outcomes.

However, the study also uncovered areas that require attention, including misalignments in job-role communication, inconsistencies in on boarding processes across departments, and limited candidate engagement in fully digital environments. These gaps suggest the need for a more standardized, engaging, and personalized recruitment experience, especially for remote or hybrid on boarding scenarios.

To sustain and enhance recruitment effectiveness, the organization must focus on upgrading its digital infrastructure, leveraging data-driven feedback loops, and ensuring compliance with evolving HR and labor standards. By doing so, Access Healthcare can not only attract top talent but also foster long-term employee retention and organizational growth.

In summary, while the foundation of recruitment at Access Healthcare is strong, proactive enhancements in digital engagement, process consistency, and feedback integration will further strengthen its strategic HR capabilities in a competitive healthcare services market.

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