

A Study on The Recruitment Process of IT Industries

Dr. Nancy Sebastina. J, Mr. Kaviamudhan G P

Associate Professor, Department of Commerce BA, Dr. N.G.P Arts and Science College, Coimbatore.
Third Year B. Com.BA., Dr.N.G.P. Arts and Science College, Coimbatore

Abstract

Recruitment process effectiveness is a major challenge in today's competitive IT industry. Difficulty in attracting and selecting skilled employees increases recruitment costs, reduces organizational productivity, and affects employer brand reputation. This study analyses stakeholder perception of the recruitment process in the IT industry, focusing on factors such as process transparency, communication effectiveness, assessment fairness, and overall candidate experience. Data were collected from 112 respondents using a structured questionnaire and analysed using Simple Percentage and Chi-Square tests. The findings show that stakeholder perception of recruitment processes remains consistent across different demographic groups, with no significant association found between socio-demographic factors and level of influence. The study concludes that strategic improvements in communication, technology integration, and process coordination are essential to enhance recruitment effectiveness and stakeholder satisfaction.

Keywords: Recruitment Process, IT Industry, Stakeholder Perception, Process Effectiveness, Candidate Experience, Human Resource Strategies.

INTRODUCTION

In today's highly competitive business environment, recruitment process effectiveness is a major challenge for IT organizations seeking sustainable growth and performance. Attracting qualified talent and selecting skilled employees are essential for maintaining productivity and long-term success, as ineffective recruitment strategies can increase costs, reduce morale, and lower organizational efficiency. Stakeholder perception plays a crucial role in determining whether candidates, recruiters, and hiring managers view the recruitment process positively or negatively. Factors such as process transparency, communication effectiveness, assessment fairness, technology integration, and candidate experience strongly influence perception levels. When these factors are properly managed, stakeholders show greater satisfaction and confidence in the recruitment process, while dissatisfaction leads to negative employer brand and higher candidate dropouts. Therefore, organizations must implement effective human resource practices to enhance recruitment process effectiveness, strengthen stakeholder perception, and ensure long-term organizational competitiveness.

OBJECTIVE OF THE STUDY

1. To examine the association between socio-demographic factors and level of influence

on recruitment process perception among stakeholders in the IT industry.

HYPOTHESIS OF THE STUDY

A null hypothesis has been framed to test the relationship between socio-demographic factors and level of influence on recruitment process perception.

(H₀): There is no significant association between age group, gender, level of experience, current role, monthly income and level of influence on recruitment process perception.

(H₁): There is a significant association between age group, gender, level of experience, current role, monthly income and level of influence on recruitment process perception.

REVIEW OF LITERATURE

Previous studies highlight that recruitment process effectiveness is closely linked to stakeholder perception and organizational outcomes. **Charlier, Guay & Bragard (2015)** explored how IT companies use employer branding to attract tech talent, emphasizing that a strong employer brand significantly increases the number of quality applicants. **Sullivan (2016)** highlighted how data analytics in recruitment helps reduce time-to-hire and improve candidate matching. **Bock (2018)** emphasized the superiority of structured behavioural interviews and work-sample tests over

unstructured interviews for predicting job performance. Mehra & Katiyar (2019) investigated AI-powered tools in recruitment, warning of algorithmic bias and calling for human oversight. Smith & Sinar (2020) analysed remote recruitment during COVID-19, revealing challenges in assessing soft skills virtually. Patil & Deshmukh (2023) measured how candidate experience affects employer brand in the Indian IT sector, identifying communication gaps and lengthy processes as key pain points. Recent research also stresses the importance of transparency, timely feedback, and technology integration in improving recruitment perception.

RESEARCH METHODOLOGY

The study focuses on analysing stakeholder perception of the recruitment process in the IT industry with a sample size of 112 respondents. Primary data were collected through a structured questionnaire, and secondary data were gathered from journals and online sources.

TOOLS AND TECHNIQUES USED

- Simple Percentage Analysis
- Chi-Square Analysis

SIMPLE PERCENTAGE ANALYSIS

Percentage (%) refers to a special kind of ratio used in making comparisons about two or more series of data. Percentage is also used to describe relationships and compare relative terms.

Simple percentage analysis = (Number of respondents / Total number of respondents) × 100

CHI-SQUARE ANALYSIS

The Chi-Square test is used to determine whether there is a significant relationship between socio-demographic factors and level of influence on recruitment process perception. It compares observed and expected frequencies to test the association between variables.

$$\chi^2 = \sum [(O - E)^2 / E]$$

LIMITATIONS OF THE STUDY

The study titled "A Study on the Recruitment Process of IT Industries" is subject to certain limitations. First, the research is limited to a sample

size of 112 respondents, which may not fully represent the views of all stakeholders in the IT industry. The findings are based on primary data collected through questionnaires, and responses may be influenced by personal bias or individual perceptions. Time constraints restricted the scope of the study to specific factors such as age, gender, experience level, current role, and monthly income, while other possible variables affecting recruitment perception were not examined in detail. Additionally, the study focuses mainly on stakeholder perspectives and does not include organizational performance metrics extensively. Therefore, the results may not be universally generalizable but provide meaningful insights within the selected sample.

ANALYSIS AND INTERPRETATION

DISTRIBUTION OF RESPONDENTS ACCORDING TO LEVEL OF INFLUENCE

Level of Influence	Number of Respondents	Percentage
Low	72	64.3
High	40	35.7
Total	112	100.0

The table shows the distribution of respondents based on their level of influence on recruitment process perception. Out of the total 112 respondents, 72 respondents (64.3%) fall under the Low category, while 40 respondents (35.7%) fall under the High category. The results indicate that a majority of stakeholders demonstrate a lower level of positive perception towards recruitment process effectiveness, suggesting the need for process improvements.

DISTRIBUTION OF RESPONDENTS ACCORDING TO AGE GROUP AND LEVEL OF INFLUENCE

Age Group	Level of Influence	Total	Total
	Low	High	
18-22 years	31	13	44
23-27 years	26	12	38
28-30 years	13	14	27
Above 30 years	2	1	3
Total	72	40	112

The table shows the distribution of respondents by age group and their level of influence on recruitment perception. Among the 18-22 years age group, 31 respondents have low influence and 13 have high influence. Among 23-27 years, 26 have low influence and 12 have high influence. Among 28-30 years, 13 have low influence and 14 have high influence. Among above 30 years, 2 have low influence and 1 has high influence. The total number of respondents with low influence is 72, while 40 respondents have high influence.

The 18-22 years age group has the highest number of respondents with low influence (31), while the above 30 years group has the lowest number of respondents (3).

Further, it is intended to test the null hypothesis that there is no association between age group and level of influence on recruitment process perception using Chi-Square test.

Chi-Square Tests	Value	df	Significance	Result
Pearson Chi-Square	4.082	3	.253	Accepted

The Pearson Chi-Square value is **4.082** with **3 degrees of freedom**. The p-value is **0.253**, which is greater than **0.05**. Therefore, there is **no significant association** between age group and level of influence on recruitment process perception. The null hypothesis is accepted.

DISTRIBUTION OF RESPONDENTS ACCORDING TO GENDER AND LEVEL OF INFLUENCE

Gender	Level of Influence		Total
	Low	High	
Male	40	20	60
Female	32	20	52
Total	72	40	112

The table shows the distribution of respondents by gender and their level of influence on recruitment perception. Among males, 40 respondents have low influence and 20 have high influence. Among females, 32 respondents have low influence and 20 have high influence.

Males show slightly higher low influence (40) compared to females (32) in the study on recruitment process perception.

Further, it is intended to test the null hypothesis that there is no association between gender and level of influence on recruitment process perception using Chi-Square test.

Chi-Square Tests	Value	df	Significance	Result
Pearson Chi-Square	.319	1	.572	Accepted

The Pearson Chi-Square value is **0.319** with **1 degree of freedom**. The p-value is **0.572**, which is greater than **0.05**. Therefore, there is **no significant association** between gender and level of influence on recruitment process perception. The null hypothesis is accepted.

DISTRIBUTION OF RESPONDENTS ACCORDING TO LEVEL OF EXPERIENCE AND LEVEL OF INFLUENCE

Level of Experience	Level of Influence		Total	Total
	Low	High		
Fresher (0-2 years)	25	10	35	
Junior Level (2-5 years)	20	10	30	
Mid Level (5-10 years)	15	12	27	
Senior Level (10+ years)	12	8	20	
Total	72	40	112	

The table shows the distribution of respondents by level of experience and their level of influence on recruitment perception. Among freshers, 25 have low influence and 10 have high influence. Among junior level, 20 have low influence and 10 have high influence. Among mid level, 15 have low influence and 12 have high influence. Among senior level, 12 have low influence and 8 have high influence.

Freshers have the highest low influence (25), while senior level professionals show relatively better balance.

Further, it is intended to test the null hypothesis that there is no association between level of experience and level of influence on recruitment process perception using Chi-Square test.

Chi-Square Tests	Value	df	Significance	Result
Pearson Chi-Square	1.908	3	.592	Accepted

The Pearson Chi-Square value is **1.908** with **3 degrees of freedom**. The p-value is **0.592**, which is greater than **0.05**. Therefore, there is **no significant association** between level of experience and level of influence on recruitment process perception. The null hypothesis is accepted.

DISTRIBUTION OF RESPONDENTS ACCORDING TO CURRENT ROLE AND LEVEL OF INFLUENCE

Current Role	Level of Influence		Total
	Low	High	
Recently Hired Employee	34	17	51
HR Recruiter	26	19	45
Hiring Manager	12	4	16
Total	72	40	112

The table shows the distribution of respondents by current role and their level of influence on recruitment perception. Among recently hired employees, 34 have low influence and 17 have high influence. Among HR recruiters, 26 have low influence and 19 have high influence. Among hiring managers, 12 have low influence and 4 have high influence.

Recently hired employees have the highest low influence (34), indicating the need to improve candidate experience.

Further, it is intended to test the null hypothesis that there is no association between current role and level of influence on recruitment process perception using Chi-Square test.

Chi-Square Tests	Value	df	Significance	Result
Pearson Chi-Square	1.756	2	.416	Accepted

The Pearson Chi-Square value is **1.756** with **2 degrees of freedom**. The p-value is **0.416**, which is greater than **0.05**. Therefore, there is **no significant association** between current role and level of influence on recruitment process perception. The null hypothesis is accepted.

DISTRIBUTION OF RESPONDENTS ACCORDING TO MONTHLY INCOME AND LEVEL OF INFLUENCE

Monthly Income	Level of Influence		Total
	Low	High	
Below ₹10,000	17	9	26
₹10,000-₹20,000	22	13	35
₹20,000-₹30,000	21	7	28
Above ₹30,000	12	11	23
Total	72	40	112

The table shows the distribution of respondents by monthly income and their level of influence on recruitment perception. Among those earning below ₹10,000, 17 have low influence and 9 have high influence. Among ₹10,000-₹20,000, 22 have low influence and 13 have high influence. Among ₹20,000-₹30,000, 21 have low influence and 7 have high influence. Among above ₹30,000, 12 have low influence and 11 have high influence.

The ₹20,000-₹30,000 income group has the most pronounced gap between low and high influence.

Further, it is intended to test the null hypothesis that there is no association between monthly income and level of influence on recruitment process perception using Chi-Square test.

Chi-Square Tests	Value	df	Significance	Result
Chi-Square Tests				

Pearson Chi-Square	2.914	3	.405	Accepted
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The Pearson Chi-Square value is **2.914** with **3 degrees of freedom**. The p-value is **0.405**, which is greater than **0.05**. Therefore, there is **no significant association** between monthly income and level of influence on recruitment process perception. The null hypothesis is accepted.

SUMMARY OF CHI-SQUARE TEST RESULTS

Socio-Demographic Variable	Chi-Square Value	df	p-value	Significance
Age Group	4.082	3	.253	Not Significant
Gender	.319	1	.572	Not Significant
Level of Experience	1.908	3	.595	Not Significant
Current Role	1.756	2	.416	Not Significant
Monthly Income	2.914	3	.405	Not Significant

The Chi-Square test results indicate that **none of the socio-demographic variables** (age group, gender, level of experience, current role, and monthly income) have a statistically significant association with level of influence on recruitment process perception. All p-values are greater than 0.05, leading to acceptance of the null hypothesis. This suggests that stakeholder perception of the recruitment process remains consistent across different demographic groups, and the identified challenges are perceived similarly by respondents regardless of their background characteristics.

SUGGESTIONS

Based on the findings of the study, the following suggestions are proposed to improve recruitment process effectiveness in the IT industry:

Improve Communication

Transparency: Organizations should provide clear and timely communication about process stages, expected timelines, and application status to enhance candidate experience.

Reduce Waiting Periods: The gap between assessment stages should be minimized to maintain candidate interest and prevent dropouts.

Enhance Technology Integration: Better applicant tracking systems, automated scheduling tools, and user-friendly assessment platforms

should be implemented to improve process efficiency.

Strengthen Coordination Between Teams: Clear communication protocols should be established between recruiters and hiring managers to ensure smooth process flow.

Provide Timely Feedback: Candidates should receive regular updates and constructive feedback after each assessment stage.

Develop Dedicated Candidate Portals: Real-time application tracking and status updates should be made available through user-friendly portals.

Optimize Assessment Methods: Skills-based assessments and gamified evaluations should be explored to enhance candidate engagement and improve assessment relevance.

Conduct Regular Evaluation: Organizations should periodically assess stakeholder satisfaction levels and take corrective actions based on feedback.

CONCLUSION

This study concludes that stakeholder perception of the recruitment process in the IT industry remains consistent across different demographic groups, with no significant association found between socio-demographic factors and level of influence. The majority of respondents (64.3%) exhibit a low level of positive perception, indicating significant scope for improvement in current recruitment practices. Effective communication strategies help organizations build trust and transparency with candidates. Proper technology integration ensures efficient screening and assessment processes. Timely feedback and reduced waiting periods improve candidate experience and satisfaction. A positive recruitment journey enhances employer brand and attracts quality talent. Therefore, strong recruitment process improvements lead to better stakeholder perception and organizational success.

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