

A Study on Recruitment and Selection Process at Qess Corp Limited

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ABSTRACT

Recruitment and selection are critical functions of human resource management that significantly influence organizational performance, productivity, and employee satisfaction. This study examines the effectiveness of recruitment and selection practices at Qess Corp Limited, Chennai. The research focuses on understanding workforce characteristics, recruitment strategies, and employee perceptions of hiring practices. A descriptive research design was adopted, and primary data were collected from 102 employees using structured questionnaires. Statistical tools such as percentage analysis, chi-square analysis, correlation, and regression were used for data interpretation. The findings reveal that the organization employs a well-structured recruitment process emphasizing educational qualifications, skill-based selection, and multiple sourcing channels. The workforce consists of a balanced mix of experienced and early-career employees, though a higher concentration is observed in the 1–3 years experience category. While recruitment practices are generally effective, improvements are required in areas such as gender diversity, employee retention, and advanced recruitment technologies. The study concludes that effective recruitment and selection practices enhance organizational efficiency and contribute to long-term success.

Keywords: Recruitment, Selection, HR Practices, Employee Performance, Workforce Planning, Staffing

I. REVIEW OF LITERATURE

Recruitment and selection have evolved significantly over time, transitioning from traditional hiring methods to technology-driven and competency-based systems.

- Ivancevich (2001) stated that effective recruitment ensures organizations acquire competent employees capable of achieving strategic goals. Early recruitment methods relied heavily on traditional sources such as newspaper advertisements and employment exchanges.
- Decenzo and Robbins (2002) explained that recruitment involves generating a pool of qualified candidates, while selection focuses on choosing the most suitable applicant using structured evaluation techniques.
- Hausknecht, Day, and Thomas (2004) highlighted that applicant perceptions of fairness and communication significantly influence job acceptance and organizational commitment.
- Becker and Huselid (2006, 2011) emphasized that effective staffing practices contribute directly to organizational performance and competitive advantage through high-performance work systems.
- Spencer and Spencer (2008) introduced competency-based selection, suggesting that evaluating skills, knowledge, and behavioral traits improves job performance and reduces turnover.
- Campion, Palmer, and Campion (2009, 2012) demonstrated that structured interviews enhance reliability, fairness, and consistency in hiring decisions.
- Stone et al. (2015) observed that technology-based recruitment improves efficiency but requires careful implementation to avoid overlooking qualified candidates.
- Bogen and Rieke (2018) warned about algorithmic bias in automated hiring systems and emphasized the need for transparency.

- Cappelli (2019) argued that organizations should focus more on skills and competencies rather than rigid qualifications.
- Carnevale and Hatak (2020) highlighted the shift toward virtual recruitment during global disruptions, improving accessibility but posing challenges in assessing interpersonal skills.

Recent studies (2023–2026) emphasize the role of Artificial Intelligence, predictive analytics, and competency mapping in improving recruitment effectiveness while maintaining fairness and transparency.

II. RESEARCH METHODOLOGY

2.1 Research Design

The study adopts a **descriptive research design** to analyze recruitment and selection practices.

2.2 Objectives of the Study

- To analyze recruitment practices at Qess Corp Limited.
- To study employee perceptions of selection procedures.
- To evaluate the effectiveness of recruitment strategies.
- To examine workforce characteristics.

2.3 Hypothesis

- **H₀**: There is no significant relationship between recruitment practices and employee satisfaction.
- **H₁**: There is a significant relationship between recruitment practices and employee satisfaction.

2.4 Data Collection

- Primary Data: **Structured questionnaire**
- Secondary Data: **Journals, books, company reports**

2.5 Sampling

- Sample Size: 102 respondents
- Sampling Method: Random sampling

2.6 Statistical Tools

- Percentage Analysis
- Chi-Square Test
- Correlation Analysis
- Regression Analysis

2.7 Period of Study

- January 2026 – April 2026

III.. DATA ANALYTICS

3.1 Demographic Analysis

- The analysis shows that 59% of respondents are male and 41% are female, indicating a male-dominated workforce.
- Most respondents (35%) belong to the above 40 years age group, reflecting a mature and experienced workforce.
- A majority (39%) are postgraduates, followed by 29% with professional degrees, indicating a highly qualified workforce.
- Nearly 49% of respondents belong to the HR department, highlighting its central role in recruitment activities.
- The largest group (29%) has 1–3 years of experience, followed by freshers (24%), indicating a dynamic and growing workforce.

3.2 Analytical Insights

The organization emphasizes **qualified hiring, structured recruitment, and early-career talent acquisition**. The workforce reflects a balance between experience and fresh talent, though retention may be a challenge due to the higher proportion of employees in early career stages.

IV. FINDINGS AND SUGGESTIONS

4.1 Findings

- Recruitment practices are structured and systematic
- Workforce is predominantly male
- Employees are highly qualified
- Majority belong to HR department
- Workforce is largely early-career oriented
- Recruitment focuses on skill and qualification
- Balanced mix of experienced and fresh employees
- Potential retention challenges exist
- Recruitment contributes positively to performance
- Overall system is effective but improvable

4.2 Suggestions

- Improve gender diversity in recruitment
- Strengthen employee retention strategies
- Enhance training and development programs
- Adopt advanced recruitment technologies
- Expand recruitment channels

- Improve employer branding
- Focus on workforce planning
- Increase employee engagement initiatives
- Conduct regular recruitment audits
- Ensure fairness and transparency in selection

V. CONCLUSION

The study concludes that recruitment and selection practices at Quess Corp Limited are effective and contribute significantly to organizational performance. The company follows structured hiring procedures and focuses on acquiring qualified and skilled employees. However, areas such as gender diversity, employee retention, and technological adoption require improvement.

An efficient recruitment system not only ensures the right candidate-job fit but also enhances organizational growth, productivity, and competitiveness. Continuous improvement in recruitment strategies will help the organization sustain long-term success.

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