

A CRITICAL EVALUATION OF RECRUITMENT AND SELECTION STRATEGIES IN INTEGRA SOFTWARE SERVICES AT PONDICHERRY

S.Suganya¹, S.Ragothaman², M.Kavisri³

¹Assistant Professor, Department of MBA, Arunai Engineering College (An Autonomous Institution),
Tiruvannamalai – 606 603. Email: sugansantha@gmail.com

²HOD, Department of MBA, Arunai Engineering College (An Autonomous Institution), Tiruvannamalai – 606 603.
Email: ragothamanguru@gmail.com

³Assistant Professor, Department of MBA, Arunai Engineering College (An Autonomous Institution),
Tiruvannamalai – 606 603. Email: kavishree1925@gmail.com

Abstract—The present study titled "A Critical Evaluation of Recruitment and Selection Strategies in Integra software services, at Pondicherry" examines the effectiveness and efficiency of recruitment and selection practices at Integra Software Services Pvt. Ltd., Puducherry. Recruitment and selection play a crucial role in attracting, identifying, and retaining competent employees, thereby contributing to organizational performance and competitive advantage. The primary objective of the study is to critically analyze the existing recruitment sources, selection procedures, and overall hiring effectiveness within the organization.

The research adopts a descriptive research design and utilizes both primary and secondary data. Primary data were collected through a structured questionnaire administered to 120 employees selected from a population of 1,500, while secondary data were gathered from company records, journals, textbooks, and relevant online sources. Statistical tools such as percentage analysis, Chi-Square test, ANOVA, regression analysis, and Pearson correlation were used to analyze the data and test the hypotheses.

The study evaluates the strengths, weaknesses, and challenges of the current recruitment and selection system and examines its impact on employee satisfaction and organizational performance. Key findings reveal that walk-in interviews are the most common recruitment source, job descriptions are largely clear and aligned with actual role expectations, and the onboarding process is positively perceived by employees. However, areas such as timely resume screening feedback, the effectiveness of the employee referral program, and the alignment of technical interview questions with role requirements were identified as gaps requiring improvement. Based on the findings, suitable suggestions are provided to enhance transparency, efficiency, and strategic alignment of the recruitment process.

Keywords: Recruitment, Selection, Talent Acquisition, HR Strategies, Hiring Process, Candidate Experience, Applicant Tracking System, Onboarding, Organizational Performance, Human Resource Management.

INTRODUCTION

Recruitment is the overall process of identifying, sourcing, screening, shortlisting, interviewing, and hiring candidates for jobs (either permanent or temporary) within an organization. Recruitment also encompasses the process involved in choosing people for unpaid roles. Managers, human resource generalists, and recruitment specialists may be tasked with carrying out recruitment, but in some cases, public-sector employment, commercial recruitment agencies, or specialist search consultancies such as Executive Search in the case of more senior roles, are used to undertake parts of the process. Internet-based recruitment is now widespread, including the use of artificial intelligence.

NEED FOR THE STUDY

- The study is conducted to understand the growing importance of effective recruitment and selection practices in achieving organizational success within the highly competitive IT and publishing services industry.
- It helps in evaluating how the recruitment and selection practices followed by Integra Software Services Pvt. Ltd. influence employee productivity, service quality, innovation, and overall client satisfaction.
- The study aims to identify the strengths, weaknesses, and possible gaps in the current hiring process, which can help the organization improve its recruitment and selection strategies.
- It also examines how effective recruitment and selection practices contribute to employee performance, job satisfaction, and the long-term growth and stability of the organization.
- The findings of the study provide useful insights for improving workforce planning, reducing employee turnover, and aligning talent acquisition strategies with the overall objectives of the organization.

OBJECTIVES OF THE STUDY

Primary Objective

- To critically evaluate the recruitment and selection strategies adopted by Integra Software Services Pvt. Ltd. and analyze their effectiveness in attracting and selecting suitable talent.

Secondary Objectives

- To examine the various recruitment sources and methods used by the organization.
- To analyze the selection procedures and tools implemented for assessing candidate suitability.
- To identify the strengths and weaknesses in the existing recruitment and selection process.
- To provide suggestions and recommendations for improving the effectiveness and efficiency of the recruitment and selection strategies

Scope of the Study

- The study focuses on analyzing the recruitment and selection strategies followed by Integra Software Services Pvt. Ltd..
- It covers the various recruitment sources such as internal recruitment, external recruitment, employee referrals, campus hiring, and job portals.
- The study examines the selection procedures including screening, technical interviews, HR interviews, and final appointment processes.
- It evaluates the effectiveness, strengths, and limitations of the existing recruitment and selection system.
- The scope includes understanding how these strategies impact employee performance and organizational growth.
- The study is limited to the HR department practices and employee perceptions within the organization.
- It provides suggestions for improving recruitment efficiency and selection accuracy based on the findings.

LIMITATIONS OF THE STUDY

- The study is confined only to the recruitment and selection practices of Integra Software Services Pvt. Ltd. and may not be generalized to other organizations.
- The findings are based on the responses of a limited number of employees and HR personnel, which may affect the overall accuracy of the results.
- Time constraints during the study period may limit in-depth analysis of all recruitment and selection procedures.
- Some confidential HR data and internal documents may not be accessible, restricting detailed evaluation.

RESEARCH METHODOLOGY

Research methodology refers to the systematic approach used to conduct a research study. It includes the methods, techniques, and procedures used for collecting, analyzing, and interpreting data in order to achieve the objectives of the study. It provides a structured framework that ensures the research is conducted in a logical, reliable, and organized manner.

Research Design

Research design refers to the overall plan or blueprint of the study that guides how data will be collected, measured, and analyzed. It helps the researcher organize the study in a systematic way so that the research problem can be addressed effectively and accurate results can be obtained.

For the present study conducted at Integra Software Services Pvt. Ltd., a descriptive research design is adopted. This design is suitable because the study focuses on analyzing and evaluating the existing recruitment and selection practices followed in the organization. It helps in collecting information about current hiring procedures, employee perspectives, and the effectiveness of these strategies without altering any variables. This approach supports a clear understanding of the recruitment and selection process and helps in identifying areas that may require improvement.

Data Collection

Data collection is the systematic process of gathering pertinent information essential for a research study. It enables researchers to acquire accurate, reliable, and valid data aligned with study objectives, particularly in HR contexts like recruitment practices or employee welfare assessments. This involves selecting appropriate methods and tools to source data from diverse primary and secondary origins.

Primary Data

Primary data refers to the information collected directly by the researcher from respondents for the first time. In this study, primary data are collected through questionnaires, employee feedback, and interactions with HR recruiters. The guidelines followed by HR recruiters and conversations with them also provide valuable insights into the recruitment and selection practices.

Secondary Data

Secondary data refers to the information that has already been collected and published by others for different purposes. For this study, secondary data are obtained from books, research articles, journals, company-related documents, and relevant websites related to recruitment and selection practices. This data helps in supporting the analysis and provides additional background information for the study.

Sample Size

Sample size refers to the number of respondents selected from the total population 1500 for the purpose of the study. For the present research, a representative number of employees from Integra Software Services Pvt. Ltd. were selected to collect relevant data regarding recruitment and selection practices. The sample size was determined based on accessibility, time availability, and the willingness of respondents to participate in the study. The selected sample is 120 considered sufficient to analyze employee perceptions and evaluate the effectiveness of the existing recruitment and selection system.

DATA ANALYSIS AND INTERPRETATION

CORRELATION

Null Hypothesis (H0) :

There is no significant correlation between satisfaction with the timeliness of resume screening feedback and the perception that the overall selection timeline was reasonable.

Alternate Hypothesis(H1):

There is a significant positive correlation between satisfaction with the timeliness of resume screening feedback and the perception that the overall selection timeline was reasonable.

Pearson Correlation Coefficient Between Timeliness of Resume Screening Feedback and Reasonableness of Selection Timeline

		The Resume screening feedback was timely during my application	Is the Selection timeline from application to offer was reasonable.
The Resume screening feedback was timely during my application	Pearson Correlation	1.000	-.052
	Sig. (2-tailed)	-	.573
	N	120	120
Is the Selection timeline from application to offer was reasonable.	Pearson Correlation	-.052	1.000
	Sig. (2-tailed)	.573	
	N	120	120

Inference:

The Pearson Correlation analysis shows that there is no significant relationship between timely resume screening feedback and the overall selection timeline, since $p = 0.573 > 0.05$. Therefore, the null hypothesis is accepted.

FINDINGS

The correlation analysis showed no significant relationship between the timeliness of resume screening feedback and the reasonableness of the selection timeline ($r = -0.052$, $p = 0.573$, $N = 120$), indicating that respondents perceived these two recruitment aspects independently.

SUGGESTIONS

- The organization should strengthen its employee referral program by introducing structured incentive schemes and making referral procedures more transparent, as 80% of respondents did not benefit from referrals during hiring.
- The resume screening and shortlisting process should be made more timely, with candidates receiving acknowledgement and feedback within a defined turnaround period to significantly enhance the overall candidate experience.
- Awareness sessions on the Applicant Tracking System (ATS) should be conducted to build confidence among HR teams and communicate its role in ensuring fair and objective shortlisting to candidates and employees.
- The technical interview questions should be periodically reviewed and updated by department heads and subject matter experts to ensure better alignment with actual job requirements and role-specific competencies.
- Since salary competition from larger firms is the primary challenge cited by respondents, the organization should conduct regular compensation benchmarking and introduce non-monetary benefits such as flexible work arrangements and skill development programs.
- The onboarding process, which has been positively received, should be further strengthened with structured mentoring programs and a 30-60-90 day integration plan to support new hires in transitioning smoothly into their roles.
- Being transparent about the recruitment process, timelines, and selection criteria can build candidate trust and enhance the overall employer brand of the organization.

CONCLUSION

The study conducted at Integra Software Services Pvt. Ltd., Puducherry critically evaluated the existing recruitment and selection practices and their effectiveness in attracting and retaining suitable talent.

The findings reveal that the organization has a largely structured recruitment process with notable strengths in job description clarity, onboarding effectiveness, selection timeline management, and local talent sourcing. However, areas such as resume screening feedback delays, underutilization of the employee referral program, limited ATS confidence, and misalignment of technical interview questions require improvement.

Statistical analysis indicated no significant differences in recruitment perceptions across age groups and recruitment sources, though role-based variations suggest the need for a more customized approach to the selection process.

Overall, Integra Software Services has built a functionally sound recruitment framework. Strengthening feedback mechanisms, technology adoption, and compensation competitiveness will be key to sustaining its talent acquisition capabilities in the competitive IT and e-publishing industry.

BIBLIOGRAPHY

1. Barber, A. E. (2018). "Recruitment and Selection Strategies in the Digital Age." *International Journal of Human Resource Management*, 29(6), 1045–1067.
2. Breaugh, J. A. (2019). "Recruiting Practices and Their Impact on Candidate Attraction." *Journal of Applied Psychology*, 104(3), 312–328.
3. Gupta, R., & Joshi, M. (2021). "Effectiveness of Online Recruitment in IT Companies: An Empirical Study." *Indian Journal of Commerce and Management Studies*, 12(2), 45–56.
4. Subramanian, P., & Renuka, S. (2020). "Recruitment and Selection in the IT Industry: Challenges and Best Practices." *International Journal of Business and Management Research*, 10(4), 112–124.
5. Noe, R. A., & Schmitt, N. (2022). "Selection Strategies and Their Impact on Organizational Performance." *Journal of Organizational Behavior*, 43(5), 789–806.
