

A Study on Trends in Recruitment Process

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Abstract

Recruitment is a key aspect of Human Resource Management (HRM), as it ensures that the necessary skills, knowledge, and characteristics are in place for an organization's success. This research investigates the recruitment and selection practices at Calanjyam Consultancies and Technologies, with a focus on sourcing, being efficient, transparency, and technology in the hiring process. A descriptive research design was employed using responses from 150 employees. Statistical tools like t-tests and one-way ANOVA were used to test the employee's view of hiring fairness, communication, and management competence. The results suggest that gender and age have no significant influence the participant's views of the hiring practice, however experience levels do affect views on the amount and depth of background checking and fairness. The article contributes to the importance of a structured HR approach, managing information ethically, and using AI-driven tools to enhance recruitment process. Finally, the research indicates that, "technology lead, transparent, ethically driven hiring processes can drive

better performance, trust, and inclusivity for an organization".

Keywords: Recruitment, Human Resource, Artificial Intelligence, Transparency, Organizational Efficiency, Selection Process

Introduction

Recruitment is a deliberate and methodical process designed to locate, attract, and hire quality individuals who possess the skills, knowledge, and attributes consistent with the needs of the organization. Recruitment is an essential part of Human Resource Management (HRM) and has an immediate impact on an organization's capability, culture, and performance over time. While recruitment implies finding candidates to fill vacancies, effective recruitment entails ensuring that your organization is finding (and retaining) talent that leads to innovation, agility, and optimal growth.

Calanjyam Consultancies and Technologies, a leading provider of IT consulting and digital solutions, sees recruitment as one of the critical components of its strategic human capital

development. The calorimeter has developed an integrated data-driven recruitment framework that incorporates job analysis, AI-assisted candidate sourcing, virtual interviews, and assessments that are based on competencies. The result is an effective recruitment process for talent acquisition that is as fair, consistent, and transparent as possible.

Calanjiyam's recruitment strategy addresses operational efficiency while also ensuring that the approach is aligned with organizational values (e.g., diversity, inclusion, and ethical integrity). A data-driven approach supports the identification of high-potential candidates, a positive candidate experience, and a decision-making process based on evidence and not gut feeling. Ultimately, its recruitment framework aims to cultivate a competent, diverse, and innovation-oriented workforce capable of sustaining the organization's competitive advantage in the dynamic global marketplace.

Statement of the Problem

Recruitment has become a strategic, technology-driven function that influences the success of organizations. Despite advances in AI-assisted systems and digital tools, many organizations still grapple with maintaining transparency, fairness and communication throughout the recruitment process. Whereas Calanjiyam Consultancies and Technologies have already benefitted from digital transformation through the adoption of automated screening and virtual assessments, issues continue to arise in respect of evaluation rigour and consistency, candidate experience, and perceptions of fairness within employee groupings. An understanding of how employees in various roles and functions view recruitment fairness, communication, and the competence of those managing the recruitment process will advance improvements to the recruitment process. The purpose of this research is to

investigate employee perceptions regarding recruitment practices with the intention of identifying areas for improvement and improvement of talent acquisition in a fair, transparent and performance-based manner.

Review of Literature

Academics have researched the development and effectiveness of recruitment practices with rich detail, not just for their impact on recruitment, but also in relation to organizational effectiveness and impressions created among candidates. Taylor and Bergmann (1987) found that applicants make an impression during recruitment activities early in the hiring process, which underlines the importance of communication as well as employer image. Münstermann, Eckhardt, and Weitzel (2010) asserted process standardization leads to both higher quality and reduced inefficiency related to time and money in recruiting efforts. Holm (2012) argued that e-recruitment systems have improved communication, reduced hiring time, and increased candidate engagement experiences through digital avenues. Yakubovich and Lup (2006) found employee referrals had a positive effect on the outcome of the recruitment process in terms of company fit and candidate retention. Finally, Marks and Power (2002) noted that reducing delays in recruiting will directly affect overall profitability and organizational efficiency.

While previous research has focused mostly on process enhancement, as well as candidates' views, a recent wave of research has considered the strategic role of technology and AI in shaping recruitment outcomes. For example, Gupta and Malik (2024), examined the use of AI-based analytics in recruiting, noting that algorithmic tools can improve the accuracy of decision-making and reduce bias when applied ethically. Building on this notion of increased quality in recruitment, Rani and Kumar (2025) looked at the digital

transformation of HR processes, finding that predictive algorithms and data-driven platforms could optimize talent acquisition and workforce planning.

Collectively, the studies confirm that applying technological innovation, ethical governance, and transparency practices significantly improves the recruitment process and helps sustain organizational performance. These evolving findings represent a basis for understanding how Calanjyam Consultancies and Technologies employs AI practices and ethical governance to recruit candidates.

Objectives of the Study

The purpose of the study is to investigate the recruitment and selection practices of Calanjyam Consultancies and Technologies with a focus on transparency, fairness, and digital transformation. The aims are:

- To investigate the recruitment and selection process at Calanjyam Consultancies and Technologies.
- To evaluate employee perceptions of the transparency, fairness, and effectiveness of the recruitment process.
- To investigate whether demographic factors, such as gender, age, and experience, were associated with employees' perceptions of recruitment practices.
- To discuss the impact of artificial intelligence (AI) and digital platforms for the effectiveness of recruitment and its effect on the organization.

Scope of the Study

The study examines the recruitment and selection practices of Calanjyam Consultancies and Technologies for technical, managerial, and project-based roles. It explores recruitment activities, candidate selection, and engagement practices in the context of modern digital transformation and ethical recruitment. The study further investigates the role of data-driven and AI-assisted recruitment practices for improving efficiency and transparency in recruiting practice. The

study scope is explicitly restricted to the internal recruitment practices of the organization and employee perspectives, and provides valuable insights to inform future HR strategy and digital adoption improvements.

Research Methodology

Research Framework: The research utilizes a descriptive research framework to examine existing employee perspectives and hiring practices.

Sample Method: Convenience sampling was utilized to determine respondents from various departments in the organization.

Sample Size: The study was completed with 150 employees.

Data Methods:

- **Primary Data:** Collected using a structured questionnaire that was designed to measure perceptions of recruitment communication, fairness, and processes.
- **Secondary Data:** Gathered from HR policy manuals, company documentation, scholarly articles, and credible sources to add supportive theoretical and contextual information.

Data Analysis And Interpretation

The survey data collected from 150 employees from Calanjyam Consultancies and Technologies were analysed using descriptive statistics, t-tests, and one-way ANOVA. The data was analysed to determine employees' perceptions of recruitment practices.

Demographic Profile of Respondents

Table 1 Gender of Respondents

Gender	Frequency	Percentage
Male	72	48.0%
Female	78	52.0%
Total	150	100%

Note. The organization maintains a balanced gender ratio, promoting diversity and equality.

Interpretation: Table 1 shows the gender of the respondents. The data shows that

48% of the employees were male and 52% were female, indicating a balanced workforce and showing the organization's promotion of gender diversity and inclusion.

Table 2 Age of Respondents

Age Group	Frequency	Percentage
20–25 years	68	45.3%
26–35 years	62	41.3%
Above 35 years	20	13.4%
Total	150	100%

Note. The predominance of younger employees suggests a tech-savvy and innovation-oriented workforce.

Interpretation: Table 2 reflects the age distribution with the majority of employees (86.6%) under 35 years of age. This indicates a nimble and youthful

workforce that is engaged in and can adopt newly developing digital technologies with respect to recruitment.

Table 3 Years of Experience of Respondents

Experience (Years)	Frequency	Percentage
Below 5 years	94	62.7%
5–10 years	40	26.6%
11–15 years	10	6.7%
Above 15 years	6	4.0%
Total	150	100%

Note. The data indicate a predominance of early-career professionals contributing to a dynamic and growth-oriented organization.

Interpretation: Table 3 summarizes the respondents work experience where a large majority (62.7%) of employees reported

having fewer than five years' experience, which indicates a talent pool that is developing along with the growth strategy of the organization.

Gender and Perceptions of Recruitment Process

Table 4 t-Test Results: Gender and Recruitment Perceptions

Recruitment Aspect	Gender	Mean	t-value	Sig. (p)	Result
Communication of recruitment details	M/F	3.12 / 3.05	0.714	0.477	NS
Job description clarity	M/F	2.98 / 2.90	0.843	0.401	NS
Transparency of selection process	M/F	2.64 / 2.25	2.625	0.010	Significant
Recruiter competence	M/F	2.48 / 2.50	0.122	0.903	NS
Background verification quality	M/F	2.30 / 2.28	0.086	0.932	NS

Note. NS = Not Significant. Gender differences were statistically significant only in perceptions of transparency ($p < .05$).

Interpretation: Table 4 displays the results of a t-test that examined gender differences in respondents' perception of the recruitment process. Generally, there were no significant gender differences related to variables of communication, clarity, job description, recruiter's knowledge, and quality of background

check. However, for transparency ($p = .010$) there was approximately a significant difference, whereby female employees perceived slightly lower transparency than males, which indicates there are possibly small gaps in the communication related to selection.

Age and Recruitment Perceptions Table 5 ANOVA Results: Age and Recruitment Perceptions

Recruitment Factor	F-Value	Sig.	Result
Communication of recruitment details	1.321	0.270	NS
Transparency in recruitment	1.015	0.364	NS
Recruiters' knowledge	0.952	0.388	NS
Preference for skill over academics	2.208	0.113	NS
Feedback mechanisms	0.631	0.534	NS

Note. No significant differences observed among age groups ($p > .05$), indicating uniformity in perception.

Interpretation: A one-way ANOVA test was conducted to investigate whether recruitment perceptions were different among respondents based on age. As presented in Table 5, the ANOVA test

showed that there were no statistically significant differences among the factors indicating a general similar perception of recruitment from employees in all age categories.

Experience and Recruitment Perceptions

Table 6 ANOVA Results: Experience and Recruitment Perceptions

Recruitment Factor	F-Value	Sig.	Result
Clarity in job description	1.854	0.139	NS
Transparency in selection	1.267	0.289	NS
Quality of background verification	5.121	0.002	Significant
Candidate feedback	0.819	0.484	NS

Note. A significant difference was observed in background verification quality perceptions ($p < .05$).

Interpretation: Another ANOVA was conducted to evaluate the impact of experience level on perceptions of recruitment. Table 6 shows that experience level had a statistically significant effect on perceptions regarding the quality of the background check process ($F = 5.121$, $p = .002$). Those with higher levels of work experience had greater expectations for thorough and transparent background checks. No other factors showed statistically significant differences.

Findings

The evaluation of the numbers highlighted several important discoveries about the procedures employed by the recruitment practices of Calanjyam Consultancies and Technologies:

- Young people and early career professionals comprised the bulk of the workforce, showing a flexible, adaptive workforce.
- Neither gender nor age impacted employees' sense of recruitment fairness, transparency, or communication.
- Employees with longer work experience tended to believe more strongly in the quality and rigor of background requirements.
- There was a slight difference between males and females on perceptions of transparency, which indicates that a clearer communication process may help.
- Overall, recruitment practices are viewed as structured, efficient, fair, and data-driven and technological.

Implications for Human Resource Practice

The results of the research provide several practical implications for recruitment and selection processes at Calanjyam Consultancies and Technologies and similar organizations. First, human resource managers should adopt standardized criteria for evaluation with the aid of evidence-based decision-making analytics and AI tools to mitigate subjective bias and improve candidate comparability. Organizations may also communicate the selection process more specifically with respect to the outcomes and subsequent feedback in an effort to improve perceived fairness and transparency, especially among women who rated slightly less on transparency. Second, organizations should engage in ongoing training for recruiters as a mechanism to augment their decision-making judgment, cultural sensitivity, and technology competencies in the management of digital recruitment platforms. The concerns pertaining to background verification, noted by the experienced professionals, reinforce the change to a more comprehensive, ethical, and procedural verifying system. Finally, organizations should evaluate implementing feedback loops from employees and AI ethical frameworks from the perspective of talent acquisition in order to facilitate continual improvements in trust, compliance, and inclusivity in recruitment processes. These considerations align with today's human resource management standards related to

fairness, accountability, and talent management from an ethical standpoint according to a rapidly changing digital landscape.

Conclusion

The outcomes from this investigation suggest that Calanjyam Consultancies and Technologies follows a transparent, efficient, and ethical recruitment process that is consistent with contemporary best practices in HRM. The data suggests that gender and age have observationally minor influence on employee perceptions whilst experience level most clearly affects expectations regarding quality of verification and depth of process. The engagement of AI driven tools and data analytics has improved efficiency, accuracy, and consistency in recruitment, but does require ongoing input to ensure ethical parameters are followed.

In conclusion, the study stresses that recruitment success is sustainable when it strikes a balance with the use of technology, equity, and human judgment. By embracing inclusion, transparency, and a focus on ethical principle, organisations can bolster their employer brand and workforce quality - build long-term competitiveness in the digital age.

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