

An Empirical Analysis of Employee Perceptions Towards Modern Recruitment and Selection Methods in Bangalore's IT Sector

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ABSTRACT

The growing significance of human resource management represents one of the most important developments in modern organizational theory and practice. Human resources constitute the foundation of every organization, as employees contribute innovative ideas, values, and competencies that, when effectively managed, enhance overall organizational performance. Organizations in both developed and developing economies depend heavily on employee performance, as it directly influences organizational success or failure. Therefore, identifying the right candidate for the right position and fostering their professional growth is a critical responsibility of management. Recruitment and selection processes play a vital role in shaping employee perceptions and organizational outcomes. Effective hiring practices by line managers contribute significantly to achieving organizational objectives. The primary objective of this study is to examine the relationship between demographic variables and employees' perceptions of recruitment and selection processes in the IT sector.

Keywords: Perception, Recruitment, Selection, Employee, Performance etc.

INTRODUCTION

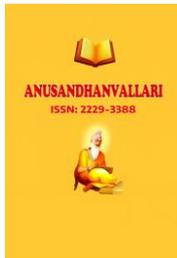
Human Resource Management (HRM) has evolved into a strategic function that significantly influences organizational growth, sustainability, and competitiveness. In today's dynamic business environment, organizations increasingly recognize that human capital is one of their most valuable assets. Unlike other resources, employees possess knowledge, creativity, skills, and innovative capabilities that contribute directly to organizational success. As globalization, technological advancement, and market competition intensify, the importance of attracting and retaining competent talent has become more critical than ever before.

Among the various functions of HRM, recruitment and selection represent the foundation of an effective workforce. Recruitment refers to the process of identifying and attracting potential candidates for employment, while selection involves choosing the most suitable candidate from the applicant pool based on predefined criteria. These processes are not merely administrative activities; rather, they are strategic mechanisms that determine the quality, efficiency, and long-term performance of an organization. A well-structured recruitment and selection system ensures that the right person is placed in the right job, thereby enhancing productivity, reducing turnover, and improving organizational commitment.

Modern Recruitment Practices

In recent years, modern recruitment practices have transformed significantly due to technological advancements and digitalization. Online job portals, social media platforms, artificial intelligence-based screening tools, applicant tracking systems, virtual interviews, and competency-based assessments have replaced many traditional hiring methods. These contemporary practices aim to increase efficiency, transparency, and fairness in the hiring process. However, while organizations adopt innovative recruitment strategies, employees' perceptions of these processes play a crucial role in determining their effectiveness. The way candidates and employees perceive fairness, transparency, and objectivity in recruitment and selection can influence their job satisfaction, motivation, and trust in the organization. The Information Technology (IT) sector, in particular, is highly dependent on skilled and knowledgeable professionals. The industry operates in a rapidly changing technological environment that demands continuous innovation and specialized expertise. As a result, IT companies must adopt efficient and competitive recruitment strategies to attract top talent. The success of IT organizations largely depends on their ability to hire individuals with the right technical competencies, problem-solving skills, and adaptability. In this context, recruitment and selection processes become even more critical, as any mismatch between job requirements and employee capabilities can significantly affect project outcomes and organizational performance.





Employee Perception

Employee perception is a critical factor in evaluating HR practices. Perceptions are shaped by personal experiences, organizational culture, communication methods, and the overall transparency of the recruitment system. Positive perceptions of recruitment and selection processes can foster organizational commitment, enhance employee engagement, and strengthen employer branding. Conversely, negative perceptions may lead to dissatisfaction, reduced morale, and higher attrition rates. Therefore, examining employees' viewpoints provides valuable insights into the strengths and limitations of existing recruitment strategies.

Furthermore, the integration of modern technologies in hiring processes has introduced both opportunities and challenges. While digital platforms enhance efficiency and widen the talent pool, concerns related to bias in algorithmic screening, data privacy, and lack of personal interaction may affect employee trust. In highly competitive sectors such as IT, organizations must balance technological innovation with fairness and inclusivity in their recruitment systems. Understanding how employees perceive these modern methods can help organizations design more effective and employee-centered hiring frameworks.

This study focuses on analyzing employees' perceptions of modern recruitment and selection processes in the IT sector, with specific reference to Bangalore City. It seeks to examine whether demographic variables influence employees' views regarding transparency, fairness, efficiency, and overall effectiveness of recruitment practices. By identifying the relationship between demographic characteristics and employee perceptions, the study aims to contribute empirical evidence to the field of human resource management.

The findings of this research are expected to benefit HR professionals, organizational leaders, and policymakers in the IT sector. Insights derived from the study may assist organizations in refining their recruitment strategies, improving candidate experience, and strengthening employee trust. Ultimately, an effective recruitment and selection system not only enhances organizational performance but also promotes a positive work environment that supports long-term growth and sustainability.

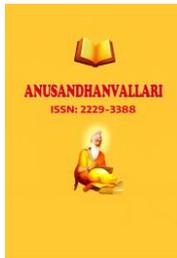
REVIEW OF LITERATURE

Aruna S (2021) "Recruitment and Selection in Public Organizations in Nigeria: A Case Study of university of Nigeria, Nsukka" emphasizes the significance of hiring competent people for clerical and executive positions in order to keep the organization running smoothly and efficiently.

Tulauan, Mayra Madria (2022) While hiring for the position of Uniformed Personnel of the Philippine National Police, organizations are more concerned with candidates' strong technical abilities than their softer behavioral abilities. Employees' prospective attributes can be easily developed through training, according to this approach. As stated in the article "The Recruitment and Selection Process of Pharmaceutical Companies in Bangladesh: A Case on GlaxoSmithKline Bangladesh Limited," it is essential to find individuals who can contribute to the organization's strategic objectives while hiring new staff.

Opayemi and Oyesola's (2023) studies revealed that people's perceptions of the relationship between selection interviews, exams, and job performance can be influenced by specific personal traits or socio-demographic characteristics. The study found that the average score for comprehending the relationship between selection interviews, selection tests, and employee performance was highest among those in the 20–25 age bracket. Interviews and exams administered during the hiring process, when administered consistently, provide valid insights into potential employees' abilities.

Stephen, Cowgill, Hoffman and Housman (2023) researched the results of a referral-based hiring program. They looked at survey and productivity data from nine big companies across three industries and



discovered that referrals help businesses choose employees with the right skills for the position, rather than simply the best candidates. Employee referrals enhance supervision and guidance, according to the research. This, in turn, creates a more pleasant work climate, since coworkers often refer people who are similar to them, both in terms of personality and behavior.

OBJECTIVE OF THE STUDY

- To analyze the effectiveness of modern recruitment practices adopted by IT companies.
- To assess employees' perceptions regarding fairness and transparency in selection procedures.
- To examine the relationship between demographic variables and employee perceptions.
- To identify challenges associated with modern recruitment methods.
- To provide suggestions for improving recruitment and selection practices in the IT sect

HYPOTHESIS

H01: There is no significant relationship between age and employees' perception of recruitment and selection processes.

H02: There is no significant relationship between gender and employees' perception of recruitment and selection processes.

H03: There is no significant relationship between educational qualification and employees' perception of recruitment and selection processes.

H04: There is no significant relationship between work experience and employees' perception of recruitment and selection processes.

RESEARCH METHODOLOGY

Examining gender, occupation, education level, and experience as well as other demographic variables, this study seeks to comprehend how IT sector employees perceive the hiring and selection procedures. An experimental study within the automotive industry will be used to carry out the investigation. The exploratory research methodology was used to identify the indicators connected to recruitment and selections in this study. This study is descriptive in nature, but it offers an analytical perspective by comparing the discovered parameters with the employees' socio-economic position. For this investigation, we used a non-proportional sampling strategy and picked 200 workers at random. To maintain equity, we use the same sample size for all strata. A validity score of 0.7468 and an established dependability value of 0.8930 were calculated.

Table 1: Calculating the reliability Co-Efficient and Testing the significance of the questionnaire utilized in the research.

Sl.No	Test	N	Reliability	Test of Significance	Levels of Significance
1	Views on the Recruiting and selection process	100	0.8930	3.43	0.01

Table 1 shows the results of the test of significance and reliability coefficient for the study's questionnaire. The 't' test indicates that the recruitment and selection indicator has a highly significant correlation coefficient value

of 0.8930, indicating a high liability score.

Table 2: Calculating the validity coefficient and conducting a significance test for the questionnaire utilized in the research

Sl.No	Test	N	Validity Correlation Co-Efficient	Test of Significance	Levels of Significance
1	Views on the recruiting and selection process	100	0.7468	7.76	0.01

The results of the significance test and validity coefficient for the study's questionnaire are presented in Table 2. There is some truth to the indications used in recruitment and selection. According to the t-test results, the correlation coefficient is 0.74, which is deemed statistically significant.

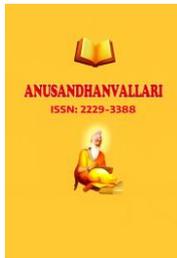
RESULTS AND DISCUSSION

Socio economic Status

Considerations such as educational attainment, gender, and occupational status, as well as an employee's or families economic and social standing in comparison to others, contribute to the socio-economic state.

Table 3: Socio – Economic Status

Gender	Number of Respondents	Percentage
Male	136	68
Female	64	32
Total	200	100
Occupation	Number of Respondents	Percentage
Office employees	33	16.5
General workers	72	36
Casual labor	35	17.5
Total	200	100
Education	Number of Respondents	Percentage
Secondary	59	29.50
Higher Secondary	41	20.50
Diploma	44	22
Under Graduate	36	18
Post Graduate	20	10



Total	200	100
Length of Service	Number of Respondents	Percentage
Upto 5 years	38	19
5-10 years	50	25
10-15 years	34	17
15-20 years	52	26
Above 20 years	26	13
Total	200	100

Source: Computed from Primary data

Recruitment and Selection

Null hypothesis: There is no significant difference between the gender and perception on recruitment and selection.

Table 4: Gender wise respondents rating of perception on recruitment and selection

Variables	Male	Female	Mean
Recruits' workers after positions are declared vacant	3.52	3.06	3.29
Internal and external sources of vacancy fulfillment	2.91	2.45	2.68
Recruitment Policy	2.70	2.24	2.47
Publicity for existing job vacancies	2.34	2.08	2.21
The employees are involved in making decisions on employment	3.04	2.58	2.81
Transparency in the short listing of job aspirants	3.68	3.22	3.45
Involvement of heads in the screening process	2.33	1.87	2.10
Job aspirants with right skills were considered	2.59	2.13	2.36
The organization does not encourage the influence of external forces during the selection process	3.31	2.85	3.08
The organization takes into consideration affirmative action during the recruitment and selection procedure of staff	2.79	2.33	2.56
Organisation acknowledges all the application letter	3.16	2.70	2.93
Lack of political influence in selection of workers	3.84	3.38	3.61
Selection of workers based on government rules and regulations	4.12	3.86	3.99
Merits and efficiency is a yard stick in selection process	4.23	3.97	4.10
Selection of employees according to prescribed qualification	4.07	3.61	3.84
Average	3.24	2.82	3.03

Source: Computed from Primary Data

't' Statistical Value 6.86, df 14, 't' Critical Value 1.76

Additionally, we used the t-test, which yielded a t-value of 6.86 at the 5% significance level, which is greater than the value in the table. This means that the genders' perspectives are very different. From this, we can infer that male employees are more satisfied with their company's current hiring practices than their female counterparts. The null hypothesis is rejected since the computed value is greater than the tabular value.

Null Hypothesis: There is no significant difference level of education and their perception on recruitment and selection.

Table 5: Education-wise respondents rating of recruitment and selection

Variables	Secondary	Higher Secondary	Diploma	Under Graduate	Post Graduate	Mean
Recruits' workers after positions are declared vacant	2.91	3.00	3.23	3.48	3.82	3.29
Internal and external sources of vacancy fulfillment	2.30	2.39	2.62	2.87	3.21	2.68
Recruitment Policy	2.09	2.18	2.41	2.66	3.00	2.47
Publicity for existing job vacancies	1.83	1.92	2.15	2.40	2.74	2.21
The employees are involved in making decisions on employment	2.43	2.52	2.75	3.00	3.34	2.81
Transparency in the short listing of job aspirants	3.07	3.16	3.39	3.64	3.98	3.45
Involvement of heads in the screening process	1.72	1.81	2.04	2.29	2.63	2.10
Job aspirants with right skills were considered	1.98	2.07	2.30	2.55	2.89	2.36
The organization does not encourage the influence of external forces during the selection process	2.70	2.79	3.02	3.27	3.61	3.08
The organization takes into consideration affirmative action during the recruitment and selection procedure of staff	2.18	2.27	2.50	2.75	3.09	2.56
Organisation acknowledges all the application letter	2.55	2.64	2.87	3.12	3.46	2.93
Lack of political influence in selection of workers	3.23	3.32	3.55	3.80	4.14	3.61
Selection of workers based on government rules and regulations	3.63	3.90	4.03	4.18	4.20	3.99
Merits and efficiency is a yard stick in selection process	3.82	4.11	4.14	4.19	4.23	4.10
Selection of employees according to prescribed qualification	3.56	3.65	3.88	4.03	4.07	3.84
Average	2.67	2.78	2.99	3.22	3.49	3.03

Source: Computed from the primary data.

ANOVA

Source of Variation	SS	df	MS	F	F crit
Variation due to recruitment and selection process	30.0352	14	2.145371	267.2488	1.872588
Variation due to educational status	6.669053	4	1.667263	207.6909	2.536579
Error	0.449547	56	0.008028		
Total	37.1538	74			

In order to delve deeper into the data, we utilized the ANOVA two-way model. The computed value, 267.24, exceeded its tabular value at the 5% significant level. This means that there is a statistically substantial amount of variation among the selection and recruitment metrics. And just one more thing: at the 5% significant level, the calculated ANOVA value of 207.69 is greater than the tabular value. With a 5% threshold of significance, the calculated value is more than the tabular value, thereby rejecting the null hypothesis.

Null hypothesis: There is no significant difference between the occupation and their perception on recruitment and selection process.

Table 6: Occupation-wise respondents rating of recruitment and selection

Variables	Office Employees	Technicians	Workers	Casual Laborers	Mean
Recruits' workers after positions are declared vacant	3.68	3.42	3.16	2.90	3.29
Internal and external sources of vacancy fulfillment	3.07	2.81	2.55	2.29	2.68
Recruitment Policy	2.86	2.60	2.34	2.08	2.47
Publicity for existing job vacancies	2.60	2.34	2.08	1.82	2.21
The employees are involved in making decisions on employment	3.20	2.94	2.68	2.42	2.81
Transparency in the short listing of job aspirants	3.84	3.58	3.32	3.06	3.45
Involvement of heads in the screening process	2.49	2.23	1.97	1.71	2.10
Job aspirants with right skills were considered	2.75	2.49	2.23	1.97	2.36
The organization does not encourage the influence of external forces during the selection process	3.47	3.21	2.95	2.69	3.08
The organization takes into consideration affirmative action during the recruitment and selection procedure of staff	2.95	2.69	2.43	2.17	2.56
Organisation acknowledges all the application letter	3.32	3.06	2.80	2.54	2.93
Lack of political influence in selection of workers	4.00	3.74	3.48	3.22	3.61
Selection of workers based on government rules and regulations	4.18	4.12	3.96	3.70	3.99
Merits and efficiency is a yard stick in selection process	4.24	4.20	4.07	3.89	4.10
Selection of employees according to prescribed qualification	4.13	4.07	3.71	3.45	3.84
Average	3.39	3.17	2.92	2.66	3.03

Source: Computed from the primary data

ANOVA

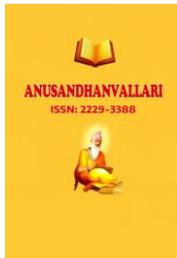
Source of Variation	SS	df	MS	F	F crit
Variation due to recruitment and selection process	24.02816	14	1.716297	457.9312	1.935009
Variation due to occupational status	4.417187	3	1.472396	392.855	2.827049
Error	0.157413	42	0.003748		
Total	28.60276	59			

Further analysis was conducted using the ANOVAs two-way model. The ANOVA value was computed as 457.93, which is higher than the tabular value at the 5% significant level. This means that there is a statistically substantial amount of variation among the selection and recruitment process outcomes. Furthermore, at the 5% level of significance, the calculated ANOVA value of 392.85 is higher than the tabular value. The alternative theory is dismissed.

Null hypothesis: There is no significant difference between the experience and their perception on recruitment and selection process.

Table 7: Length of service-wise respondents rating of recruitment and selection

Variables	Upto 5 years	5-10 years	10-15 years	15-20 years	Above 20 years	Mean
Recruits' workers after positions are declared vacant	2.68	3.05	3.18	3.66	3.88	3.29
Internal and external sources of vacancy fulfillment	2.07	2.44	2.57	3.05	3.27	2.68
Recruitment Policy	1.86	2.23	2.36	2.84	3.06	2.47
Made aware of existing job vacancies	1.70	1.97	2.10	2.58	2.70	2.21
The employees are involved in making decisions on employment	2.2.	2.57	2.70	3.18	3.40	2.81
Transparency in the short listing of job aspirants	2.84	3.21	3.34	3.82	4.04	3.45
Involvement of heads in the screening process	1.78	1.86	1.99	2.37	2.50	2.10
Job aspirants with right skills were considered	1.85	2.12	2.25	2.73	2.85	2.36
The organization does not encourage the influence of external forces during the selection process	2.47	2.84	2.97	3.45	3.67	3.08
The organization takes into consideration affirmative action during the recruitment and selection procedure of staff	2.05	2.32	2.45	2.93	3.05	2.56
Organisation acknowledges all the application letter	2.32	2.69	2.82	3.30	3.52	2.93



Lack of political influence in selection of workers	3.00	3.37	3.50	3.98	4.20	3.61
Selection of workers based on government rules and regulations	3.48	3.93	4.08	4.16	4.20	3.99
Merits and efficiency is a yard stick in selection process	3.75	4.06	4.14	4.20	4.24	4.10
Selection of employees according to prescribed qualification	3.33	3.70	3.93	4.11	4.13	3.84
Average	2.49	2.82	2.96	3.36	3.51	3.03

Source: Computed from the primary data

ANOVA

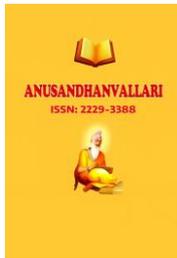
Source of Variation	SS	df	MS	F	F crit
Variation due to recruitment and selection process	29.61247	14	2.115177	168.0725	1.872588
Variation due to work experience	10.17553	4	2.543881	202.1375	2.536579
Error	0.704755	56	0.015285		
Total	40.49275	74			

In order to conduct additional tests, The ANOVA value, which was obtained using a two-way ANOVA model, is 168.07, which is more than tabular value at 5% significant level. This means that there is a statistically substantial amount of variation among the selection and recruitment metrics. Furthermore, at 5% level of significance, the calculated ANOVA value of 202.13 exceeds its tabular value. Here, we reject the null hypothesis.

In order to conduct additional tests The ANOVA value, which was obtained using a two-way ANOVA model, is 168.07, which is more than the tabular value at the 5% significant level. This means that there is a statistically substantial amount of variation among the selection and recruitment metrics. Furthermore, at the 5% level of significance, the calculated ANOVA value of 202.13 exceeds its tabular value. Here, we reject the null hypothesis.

CONCLUSION

As a constant feature of every organization's daily operations, recruitment and selection can become an integral aspect of people management and leadership. As companies see their employees as a key to success, this factor has taken center stage. The use of legitimate, trustworthy, and fair techniques of staff selection appears to have gained more attention recently. Even with the most well-established procedures and guidelines (in recruiting and selection), mistakes can still happen, which is why employers feel let down when an appointment doesn't work out. Instead of analyzing the process and methodology, they tend to place the responsibility on the appointed person. The procedures themselves are partially to blame, but human decision-makers' inherent fallibility is the primary culprit. Good morale and lower employee turnover are two outcomes of thorough hiring processes. Ineffective recruiting is expensive since low-quality hires may underperform or even quit.



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