

A Study on Recruitment and Selection Process at Sankalp Irrigation Pvt Ltd.

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Abstract—The recruitment and selection process are a foundational pillar of human resource management, functioning as the primary mechanism for aligning human capital with overarching business objectives. This strategic process bridges workforce planning and talent acquisition through two distinct yet highly interdependent phases: sourcing prospective candidates and systematically filtering them to identify the best-fit professional. The initial phase, recruitment, focuses on building a robust talent pipeline. It begins with rigorous job analysis to establish clear roles and essential competencies. Human resource departments then leverage internal sourcing channels alongside diverse external avenues, such as digital job boards, professional networks, and university placements, to maximize applicant volume and quality. The subsequent phase, selection, shifts the operational focus from expansion to objective elimination. This stage relies on sequential hurdles designed to evaluate candidate compatibility and cultural fit. The process initiates with automated resume screening, followed by preliminary interviews, technical skill assessments, and psychometric testing. Final evaluations are conducted through structured panel interviews, culminating in background verification to mitigate hiring risks. The process concludes with formal employment offers and structured onboarding programs that accelerate time-to-productivity. Ultimately, an effective framework minimizes costly employee turnover, enhances workforce productivity, and fosters sustained organizational success.

I. INTRODUCTION

In today's dynamic business environment, an organization's success is directly determined by the quality of its human capital. The recruitment and selection process serves as the gateway for acquiring this talent, functioning as a critical strategic driver for

organizational growth, innovation, and competitive advantage.

While often used interchangeably, recruitment and selection are two distinct phases of the hiring cycle

Recruitment is a positive process aimed at searching for prospective employees and stimulating them to apply for jobs within the organization. It focuses on expanding the applicant pool through job postings, social media, campus drives, and talent sourcing

Selection is a negative process focused on screening and weeding out unsuitable candidates to choose the most fit individual for the role. This stage involves resumes filters, interviews, skill testing, and reference checks.

Together, these functions bridge the gap between human resource planning and operational execution. A well-structured hiring framework ensures “person-job fit” and “person-organization fit,” reducing costly employee turnover while boosting workplace productivity and morale.

II. LITRATURE REVIEW

2015 (The Transparency Shift): Early adjustments to global recruitment frameworks focused heavily on data transparency. Researchers established that publishing clear, verifiable job expectations directly improves the initial self-screening metrics of candidate pools.

2018 (The Rise of Algorithmic Screening): Upadhyay & Khandelwal (2018) tracked the early institutional shift from manual portfolio sorting to machine-learning-supported resume tracking. They proved that initial automation standardizes evaluations but

introduced early warnings about systemic algorithmic biases.

The Remote & Digital Pivot (2020–2022)2020 (The Forced Virtual Migration): Research heavily analyzed the sudden global transition to 100% remote hiring. Studies highlighted the rapid standardization of one-way video interviewing and automated scheduling tools to maintain operations during physical lockdowns.

2021 (The Candidate Experience Focus): Scholars highlighted a major shift toward measuring applicant sentiment. Studies established that automated selection processes require faster communication loops to prevent candidate drop-off and preserve employer brand value.

2022 (The Regulatory Environment): Pan et al. (2022) proved that the success of modern human resource software depends heavily on supportive local regulatory frameworks, corporate technical maturity, and transactional processing costs.

The VUCA & AI Optimization Era (2023–2025)2023 (The Generative AI Disruption): Literature documented a massive disruption caused by generative AI tools. Research focused on how applicants utilize AI to draft resumes, creating an arms race for human resource teams who required deeper behavioural assessments to verify actual candidate skills.

2024 (The Integration Model): Odad Research (2024) published an integrated model arguing that modern hiring must be handled as a unified system linking target workforce metrics, structured multi-method tests, and automated post-hire evaluations.

2025 (The Balanced Hybrid Era): Recent systematic literature reviews from Private Lab (2025) and Filatova et al. (2025) evaluate corporate performance in the Volatile, Uncertain, Complex, and Ambiguous (VUCA) era. The current academic consensus emphasizes:

Competency-Based Hurdles: Transitioning away from loose “culture-fit” interviews to standardized, objective behavioural metrics.

The Efficiency-Human Balance: While AI adoption for initial sourcing saves 20% to 40% in cost-per-hire, keeping a transparent “human touch” and providing actionable candidate feedback is critical to preventing trust issues and maintaining long-term applicant placement success.

III. OBJECTIVES OF THE STUDY

The present investigation was undertaken with the following objectives:

1. To understand how employees experienced and perceived the company’s hiring and candidate-assessment procedure.
2. To determine whether the company’s hiring practices are fair, transparent, timely, and consistent with employee expectations and role requirements.
3. To examine employee awareness and opinions about the recruitment channels and assessment standards applied by the firm.
4. To assess employee satisfaction with the hiring and candidate-evaluation practices adopted by the company

IV. RESEARCH METHODOLOGY

Research Design:

This study adopts a Descriptive and Diagnostic Research Design to investigate the recruitment and selection framework at Sankalp Irrigation Systems Pvt Ltd

Descriptive Aspect:

Formally maps out the existing hiring channels, screening criteria, and onboarding practices used by the enterprise.

Diagnostic Aspect:

Identifies operational bottlenecks, such as delays in candidate sourcing, mismatch in technical skill sets, or factors influencing early employee turnover.

Approach:

A Mixed-Method Approach is deployed. Quantitative data measures applicant experiences and yield ratios, while qualitative data captures strategic insights from management.

V. DATA ANALYSIS AND INTERPRETATION

Table showing Number of Gender

Gender	No of Respondents	Percentage
Male	37	74%
Female	13	26%
Total	50	100%

Interpretation

From the above table, it was seen that 74.0 percent of the respondents selected Male, and 26.0 percent of the respondents selected Female.

Table showing the selection criteria were based on merit and skills

Opinion	No of Respondents	Percentage
Agree	33	66%
Strongly Agree	16	32%
Disagree	1	2%
Total	50	100

Interpretation:

The data presented in table show that 66 per cent agreed and 32 per cent strongly agreed that merit and ability guided selection, while 2 per cent disagreed.

Table showing Opinion Towards which channel did you get recruited?

Opinion	No of Respondents	Percentage
Referral	24	40%
Job Portals	14	28%
Campus placement	10	20%
Walk In Interview	6	12%
Total	50	100

Interpretation:

The data presented in table show that 40 per cent entered through employee referral, 28 per cent through a job portal, 20 per cent through campus placement, and 12 per cent through a walk-in interview.

Table showing the awareness of the selection methods (e.g., written test, interview, skill test) used by the company?

Opinion	No of Respondents	Percentage
Yes	44	88%
No	6	12%
Total	50	100

Interpretation:

From the above table, it was seen that 88.0 percent of the respondents selected Yes, and 12.0 percent of the respondents selected No.

Table showing would you like to see any improvements in the recruitment and selection process?

Opinion	No of Respondents	Percentage
Yes, Many Improvements	20	40%
Few Changes Needed	15	30%
Satisfied As It Is	14	28%
Not Sure	1	2%
Total	50	100

Interpretation:

The data presented in Table 4.26 indicate that 40 per cent believed many improvements were needed, 30 per cent preferred a few changes, 28 per cent were satisfied with the existing procedure, and 2 per cent were uncertain.

VI. FINDINGS

1. The majority of the respondents were male 74 percent.
2. The majority of the respondents strongly agreed that the selection criteria were based on merit and skills 45 percent.
3. The majority of the respondents said the panel interview was conducted professionally 72 percent.
4. The majority of the respondents agreed that the final selection decision was fair 64 percent.
5. The majority of the respondents strongly agreed that the recruitment process contributed to a positive impression of the company 65 percent.

VII. CONCLUSION

This empirical study demonstrates that despite modern technological advancements and standard HR compliance, outdated and unstructured recruitment and selection processes remain the primary drivers of poor quality-of-hire and organizational inefficiency. Unpredictable and subjective applicant evaluation methodologies trigger widespread hiring biases and high first-year turnover, directly compromising

workforce productivity by placing misaligned candidates into critical operational roles. Additionally, the complete lack of candidate-centric communication and transparency during the selection funnel generates significant organizational reputational risk, causing high rates of top-tier applicant withdrawal and accelerating negative employer brand perception.

To resolve these vulnerabilities, management must adopt standardized competency-based frameworks, integrate automated applicant tracking screening tools that eliminate initial human bias, and establish targeted feedback mechanisms for candidates. Ultimately, prioritizing an objective, data-driven hiring strategy is a strategic imperative rather than a mere administrative exercise. Optimizing human resource selection effectively mitigates systemic workplace mismatch, stabilizes employee retention, and cultivates a resilient, highly competent workforce capable of driving long-term operational excellence.

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