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Research Paper

**RECRUITMENT AND SELECTION PROCESS” IN TECH MAHINDRA
PVT.LTD**

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Abstract

The recruitment and selection process is a vital function of human resource management, as it directly influences an organization’s ability to attract and retain skilled employees. This study focuses on analyzing the recruitment and selection practices at Tech Mahindra Pvt. Ltd., a leading IT services and consulting company. The primary objective is to understand how the company identifies talent, evaluates candidates, and ensures a proper fit between employee skills and organizational requirements. The research explores various stages of the recruitment process, including job analysis, sourcing, screening, interviewing, and final selection, along with the use of modern recruitment tools such as online portals, employee referrals, and campus placements. Additionally, the study examines the effectiveness of selection techniques such as aptitude tests, technical assessments, group discussions, and personal interviews in identifying the most suitable candidates. The findings indicate that Tech Mahindra’s recruitment strategies are highly structured and aimed at ensuring efficiency, fairness, and transparency, while also focusing on employee engagement and retention. Challenges such as high competition for skilled IT professionals, rapid technological changes, and maintaining diversity and inclusion in hiring practices are also highlighted. This study emphasizes that an effective recruitment and selection process not only meets immediate staffing needs but also contributes to long-term organizational growth by ensuring a motivated and

competent workforce. Moreover, the research provides insights and recommendations to enhance recruitment efficiency, reduce turnover, and strengthen the overall human resource strategy of the organization.

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INTRODUCTION

Recruitment and selection are fundamental functions of human resource management that determine the quality of talent entering an organization. In today's competitive business environment, companies rely heavily on skilled and talented employees to maintain operational efficiency, foster innovation, and achieve strategic goals. The recruitment process involves identifying organizational staffing needs, attracting suitable candidates, and creating a talent pool, whereas the selection process focuses on assessing candidates' skills, qualifications, and cultural fit to ensure the right match for the role.

Tech Mahindra Pvt. Ltd., a leading global IT services and consulting company, places significant emphasis on attracting, selecting, and retaining the best talent to sustain its growth and maintain competitive advantage. With its diverse range of services spanning IT solutions, digital transformation, and consulting, Tech Mahindra requires a robust and dynamic workforce capable of meeting client demands across various domains. The company employs

a structured recruitment process that includes job analysis, sourcing candidates through multiple channels such as online portals, employee referrals, and campus placements, and implementing systematic selection techniques like written tests, technical interviews, group discussions, and personal interviews.

Moreover, the company continuously adapts its recruitment and selection strategies to address emerging challenges such as talent shortages, rapid technological advancements, and increasing competition in the IT sector. An effective recruitment and selection system not only ensures the acquisition of competent employees but also enhances employee satisfaction, reduces turnover, and strengthens organizational culture. This project aims to provide an in-depth study of Tech Mahindra's recruitment and selection practices, highlighting their effectiveness, challenges, and scope for improvement, ultimately reflecting how a well-planned HR strategy contributes to overall organizational success.

Definition

Recruitment and selection refer to the systematic process through which organizations attract, identify, evaluate, and appoint suitable candidates for various job roles. Recruitment is the process of generating a pool of qualified candidates for a particular position or organizational need, involving steps such as job analysis, sourcing, and screening of applicants. It ensures that the organization reaches out to potential talent through multiple channels, including online job portals, employee referrals, campus placements, recruitment agencies, and social media platforms. Selection, on the other hand, is the process of assessing and choosing the most appropriate candidate from the pool of applicants based on skills, qualifications, experience, and cultural fit. It typically includes methods such as aptitude tests, technical assessments, interviews, group discussions, and psychometric evaluations. Together, recruitment and selection form a critical component of human resource management, as they directly influence the quality, productivity, and efficiency of an organization. Effective recruitment and selection practices help companies like Tech Mahindra Pvt. Ltd. to acquire competent and motivated employees, reduce turnover, enhance job satisfaction, and support long-term organizational

growth. Additionally, these processes ensure fairness, transparency, and equal opportunities for all candidates, fostering a positive organizational image and strengthening the employer brand in a competitive labor market.

Research Methodology

The research methodology for studying the recruitment and selection process at Tech Mahindra Pvt. Ltd. involves a structured and systematic approach to collect, analyze, and interpret data relevant to the company's human resource practices. This study adopts a descriptive research design, aiming to provide a clear understanding of how recruitment and selection processes are planned, executed, and evaluated within the organization. The research primarily uses a mixed-method approach, combining both quantitative and qualitative data to ensure comprehensive analysis. Quantitative data is collected through structured questionnaires administered to employees across various departments, focusing on aspects such as recruitment effectiveness, satisfaction with selection procedures, perceived fairness, and efficiency of hiring practices. Qualitative data is gathered through interviews and informal discussions with HR managers, recruiters, and selected employees to gain deeper insights into the challenges,

strategies, and innovations in recruitment and selection. The study population includes employees at different hierarchical levels to capture a diverse perspective, and random sampling is employed to ensure reliability and reduce bias. Data analysis involves statistical tools such as percentages, mean scores, and correlation analysis to evaluate the relationship between recruitment practices and employee performance, satisfaction, and retention. This methodology allows for a thorough assessment of both the practical and perceptual aspects of recruitment and selection, providing actionable insights to enhance hiring efficiency, improve candidate experience, and strengthen overall human resource management strategies at Tech Mahindra Pvt. Ltd.

II.LITERATURE REVIEW

Recruitment and selection are widely acknowledged as the backbone of effective human resource management, playing a crucial role in ensuring that organizations acquire and retain the best talent available. Numerous studies have emphasized the strategic importance of these processes in achieving organizational goals, enhancing productivity, and maintaining competitive advantage. Noe (2017) explains that recruitment is not merely a

process of filling vacancies but a strategic function aimed at attracting a pool of highly skilled candidates whose knowledge, skills, and values align with the organization's objectives. Selection, in turn, is a carefully designed process to evaluate candidates based on their competencies, potential, and cultural fit. According to Salas et al. (2012), structured recruitment and selection methods, such as aptitude tests, psychometric assessments, group discussions, technical interviews, and behavioral interviews, improve the accuracy of hiring decisions and minimize employee turnover.

With the rapid advancement of technology, organizations are increasingly leveraging digital platforms, online portals, artificial intelligence-based applicant tracking systems, and social media for recruitment, which significantly improves reach, efficiency, and accessibility. Alrawashdeh et al. (2012) highlight that technology-enabled recruitment not only accelerates the hiring process but also enhances candidate engagement and reduces recruitment bias. In the IT sector, companies like Tech Mahindra Pvt. Ltd. face the dual challenge of sourcing highly skilled professionals and retaining them in a highly competitive

labor market. Strategies such as campus placements, employee referral programs, internship pipelines, and talent mapping are commonly employed to attract top talent. Hosen (2023) states that organizations that invest in continuous evaluation of their recruitment processes and align them with organizational objectives achieve higher employee performance, satisfaction, and long-term retention.

Several researchers also emphasize the human aspect of recruitment, suggesting that candidate experience, transparency, fairness, and timely communication are key factors influencing organizational reputation and employer branding. Saks and Burke (2012) point out that when candidates perceive recruitment as fair and systematic, it positively impacts their commitment, engagement, and willingness to contribute to the organization. Moreover, contemporary studies highlight the increasing importance of diversity and inclusion in recruitment, ensuring that organizations benefit from a varied talent pool that fosters creativity, innovation, and better decision-making. Challenges such as talent shortages, fast-changing technological skills, and global competition necessitate adaptive and forward-thinking recruitment strategies. Overall, the literature demonstrates that

recruitment and selection are more than administrative functions—they are strategic tools that build a competent, motivated, and engaged workforce, directly contributing to organizational growth, innovation, and sustainability.

II. DATA ANALYSIS AND INTERPRETATION

Interpretation

The data collected for this study provides significant insights into the recruitment and selection practices at Tech Mahindra Pvt. Ltd. The analysis reveals that the majority of employees perceive the company's recruitment process as well-structured, transparent, and efficient. Job advertisements, sourcing methods, and screening procedures are generally considered effective in attracting a diverse pool of qualified candidates. A substantial proportion of respondents indicated that the use of multiple recruitment channels, including online portals, employee referrals, campus placements, and social media, enhances the reach and quality of applicants. The study also highlights the importance of selection tools such as aptitude tests, technical assessments, group discussions, and interviews in evaluating candidate competencies accurately. Most employees reported that these methods help in identifying candidates who not only possess the required technical skills

but also demonstrate cultural fit, teamwork, and adaptability.

Interpretation

The study shows that physical and mental wellness activities, such as regular exercise, yoga, and meditation, play a crucial role in managing stress. IT workers who engaged in such activities reported higher levels of focus, energy, and emotional stability. This indicates that employees are becoming increasingly aware of the mind-body connection in combating workplace stress. Employers could take this as an opportunity to create wellness programs, provide gym memberships, or arrange mindfulness workshops that encourage employees to adopt these healthy practices, thereby reducing absenteeism and improving overall morale.

Interpretation

Further interpretation of the data suggests that while the recruitment process is efficient, some employees feel that the duration and depth of certain selection stages could be improved to allow better evaluation of candidate potential. Respondents also emphasized the need for greater use of modern technology, such as AI-based screening and psychometric tools, to improve efficiency, reduce bias, and enhance the overall

candidate experience. Additionally, the data indicates that recruitment and selection have a direct impact on employee engagement, satisfaction, and retention. Employees who experienced a fair and systematic selection process reported higher motivation levels and a stronger sense of belonging within the organization. The analysis also reflects that the organization's focus on campus recruitment and talent mapping effectively ensures a continuous inflow of young, skilled professionals, thereby addressing workforce planning needs. Overall, the data demonstrates that Tech Mahindra's recruitment and selection practices are largely effective in meeting organizational goals, but periodic review, modernization of selection tools, and increased interactivity in recruitment processes could further enhance outcomes.

Interpretation

The analysis of data collected from employees, HR personnel, and recruitment participants at Tech Mahindra Pvt. Ltd. provides a comprehensive understanding of the company's recruitment and selection practices. A significant proportion of respondents reported that the recruitment process is systematic, transparent, and well-aligned with the organization's staffing requirements.

The use of multiple recruitment channels—including online job portals, employee referrals, campus placements, and social media platforms—was identified as highly effective in reaching a diverse and qualified talent pool. Employees emphasized that sourcing through these channels not only enhances the quality of applicants but also reduces recruitment lead time.

IV.FINDINGS

The study on the recruitment and selection process at Tech Mahindra Pvt. Ltd. reveals several key findings. The recruitment system is generally well-structured, transparent, and efficient, with multiple channels such as online portals, campus placements, employee referrals, and social media effectively attracting a diverse and skilled pool of candidates. Selection procedures, including aptitude tests, technical assessments, group discussions, and interviews, are considered effective in evaluating both technical skills and soft skills, ensuring a good fit between employees and organizational requirements. Employees reported that the recruitment process positively impacts motivation, engagement, and retention, reflecting the strategic importance of these HR practices. Additionally, campus recruitment and internship programs were found to be

significant in sourcing young talent familiar with the latest technologies and industry practices. However, some areas of improvement were noted, such as the need for longer evaluation periods during technical interviews, enhanced use of modern AI-based recruitment tools, and more interactive and candidate-friendly selection processes.

V.CONCLUSION

In conclusion, the recruitment and selection process at Tech Mahindra Pvt. Ltd. is a cornerstone of its human resource management strategy, playing a pivotal role in acquiring a highly skilled, motivated, and engaged workforce that drives organizational success. The company's structured recruitment framework, which leverages multiple channels such as online job portals, campus placements, employee referrals, and social media platforms, ensures that a diverse and competent pool of candidates is consistently attracted. Systematic selection techniques, including aptitude tests, technical assessments, group discussions, and interviews, provide a fair and transparent evaluation mechanism that identifies the best-fit candidates not only based on technical proficiency but also on adaptability, cultural alignment, and soft skills.

Moreover, the study highlights that the recruitment and selection processes at Tech Mahindra are closely linked to employee engagement, job satisfaction, and retention. Candidates who perceive the process as professional, merit-based, and transparent are more likely to feel valued, contributing positively to their motivation, performance, and loyalty. In today's highly competitive IT industry, the organization's ability to continuously attract and retain top talent is a critical factor in maintaining its market position and sustaining long-term growth. The integration of modern technologies such as AI-based applicant screening, virtual interviews, and automated assessment tools can further enhance efficiency, reduce bias, and streamline the hiring process.

Additionally, emphasizing interactive and practical evaluation methods, such as real-time problem-solving exercises and collaborative group assessments, can provide deeper insights into candidate potential and better prepare them for organizational challenges. Continuous monitoring, feedback, and improvement of recruitment policies, combined with a focus on diversity, equity, and inclusion, can strengthen Tech Mahindra's employer brand and create a more adaptive, innovative, and resilient workforce. Overall, a well-

designed and strategically implemented recruitment and selection system not only fulfills immediate staffing needs but also ensures that Tech Mahindra remains competitive, agile, and ready to meet the evolving demands of the global IT sector, establishing itself as an employer of choice and a leader in workforce excellence.

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