

A Study on Effectiveness of Candidate Selection Through Campus Recruitment in the IT Industries

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Abstract:

This study aims to evaluate the effectiveness of candidate selection through campus recruitment in the IT industry. Campus recruitment is a strategic platform for organizations to connect with aspiring candidates and select talented, committed individuals from various educational institutions with enthusiasm and drive to excel in the industry. Organizations adopt diverse recruitment procedures to identify the right talent for the job. With the continuous growth of the IT sector, there is an increasing demand for dynamic, self-motivated professionals who can contribute effectively to organizational goals. Consequently, companies are expanding their recruitment efforts beyond a limited number of institutions to reach a wider talent pool. This study was conducted at a leading IT company in Chennai to assess the effectiveness of various activities involved in campus recruitment and evaluate candidates' awareness of recruitment practices. It also explores candidates' perceptions of different selection methods and examines the overall satisfaction levels of newly recruited employees. This study is based on primary data collected from a selected sample. Statistical tools such as Karl Pearson's Rank Correlation, Percentage Analysis, and the Chi-Square Test were used for analysis and interpretation. The study concludes with key findings and suggestions aimed at enhancing the effectiveness of candidate selection through campus recruitment.

Keywords — Campus Recruitment, Candidate Selection, Human Resource

I. INTRODUCTION

Campus recruitment is a structured process wherein organizations actively seek to draw in and employ students who are almost finished with their college or university education. Many affluent nations have implemented this method extensively, and it is a crucial component of talent acquisition. Employers usually visit final-year students considering their post-graduation options to showcase their career choices and employment openings. Employers utilize a range of selection procedures, such as skill tests, group discussions, written assessments, presentations, role plays, and personal interviews, to evaluate candidates.

Through specialized career advice services, numerous educational institutions assist their students during this stage by providing expert guidance to them.

Skilled career counselors who oversee these programs assist students in navigating the hiring process and making well-informed career decisions, frequently hosting career fairs, also known as job fairs, on campuses, where several employers gather to provide students with the opportunity to network and learn more about different businesses.

Employers who hire recent graduates frequently band together to create associations or professional bodies to safeguard professional standards and encourage the best practices. Likewise, career

counselors form groups to exchange ideas, work together, and guarantee that students receive excellent advice.

II. REVIEW OF LITERATURE

According to Pande (2001), companies, particularly in the IT sector, began recognizing the importance of hiring fresh talent directly from colleges as a way to cultivate new skills and minimize training costs. The efficiency and cost-effectiveness of campus recruitment were particularly evident in IT firms such as Infosys, Wipro, and TCS, which began investing heavily in campus recruitment programs to meet the growing demand for skilled professionals.

According to Pulakos (2005), organizations that implement systematic onboarding practices, including job-specific training, mentoring, and social integration, experience faster productivity, higher engagement, and lower early attrition rates. This is particularly important in campus recruitment, where fresh graduates may face confusion or adjustment challenges when transitioning into a professional environment. Recruitment is the process of generating a pool of capable people to apply for employment in an organization. Bratton and Gold, Bratton, J., and Gold, J. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job (s), given management goals and legal requirements (Schmidt & Hunter, 2007).

According to the National Association of Colleges and Employers (NACE), employers should target only campuses that “produce both the type of students that best fit into its corporate culture and the number of students it needs to achieve its hiring goals. Bhattacharyya (2010) Campus hiring from tier-2 and tier-3 colleges often faces challenges due to inconsistent education quality, insufficient industry exposure, and limited availability of skilled faculty. These issues contribute to a skills gap, affecting the overall job readiness of graduates from such institutions. Consequently, organizations may find it harder to

identify truly job-ready candidates from these campuses compared to top-tier institutions.

Gatewood, R.D., Feild, H.S., & Barrick, M (2010) Behavioral interviews and structured assessments are critical tools in the selection process because they provide a standardized and job-relevant evaluation method. These tools help reduce subjective interviewer bias and ensure that every candidate is assessed consistently based on predetermined criteria, thus enhancing the fairness and validity of the recruitment process, which is especially important in high-volume situations such as campus recruitment.

Betgerikar (2016) assessed the recruiting process, highlighting the need to study its various components differently within the context of outsourcing. One fundamental feature that may be identified in recruitment procedures is the dynamic evolution of human resource departments in contemporary organizations. Agrawal and Kumar (2016) found that companies began placing more emphasis on evaluating candidates for cultural fit and alignment with organizational values, alongside technical competencies. Gupta and Sharma (2017) found that companies that prioritized cultural fit in their campus recruitment process had a higher rate of employee retention and were more likely to foster a positive work environment.

III. RESEARCH METHODOLOGY

Data collection method

There are two sources of data: primary and secondary.

A. Primary Data

Surveys and Questionnaires were distributed to employees and candidates of IT Industry companies.

B. Secondary Data

Using company report

Research Design

The research design used in this study was descriptive.

Sample size

A sample size of 120 was selected for the study of the effectiveness of candidate selection through campus recruitment, with special reference to IT Industries.

Statistical tools

After the data have been collected, an analysis has been done with the following tool.

- Percentage analysis
- Chi-Square test
- Correlation

1. Percentage Analysis: Percentage analysis is one of the fundamental statistical tools commonly used for analyzing and interpreting primary data. It involves calculating the percentage of respondents who have given a particular response to a specific question, based on the total sample selected for the study.

$$\text{Percentage} = \frac{\text{No. of employees}}{\text{Total no. of employees}} * 100$$

2. Chi-Square Analysis: The Chi-Square test is a widely used statistical method for examining the relationships between categorical variables. The null hypothesis in a Chi-Square test assumes that there is no relationship between the variables in the population, meaning the variables are independent of each other.

$$\text{Chi-square} = \sum \frac{(O_i - E_i)^2}{E_i}$$

3. Correlation: Correlation is a statistical measure that indicates the strength and direction of the relationship between two variables. It is typically calculated using Karl Pearson’s correlation coefficient, which is most effective when the variables exhibit a linear relationship.

IV. RESULTS

4.1 PERCENTAGE ANALYSIS

Table 4.1 Gender of the Respondents

| Particular | Frequency | Percentage |
|--------------|------------|------------|
| Male | 77 | 64.2 |
| Female | 43 | 35.8 |
| Total | 120 | 100 |

Source: Primary Data

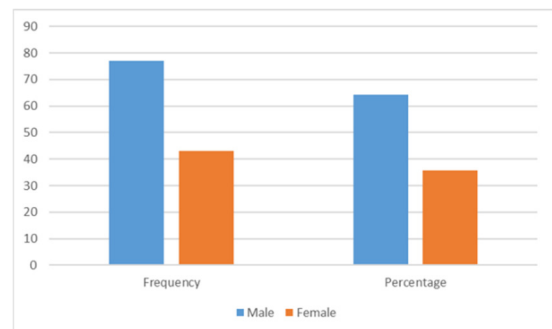


Chart 4.1 Gender of the Respondents

From the above table, it is inferred that 64.2% of the respondents are male, and 35.8% are female.

Inference:

The majority (64.2%) of the respondents are male.

Table 4.2 Designation of the Respondents

| Particular | Frequency | Percentage |
|--------------|------------|------------|
| Trainee | 47 | 39.2 |
| Executive | 40 | 33.3 |
| Team Lead | 23 | 19.2 |
| Manager | 10 | 8.3 |
| Total | 120 | 100 |

Source: Primary Data

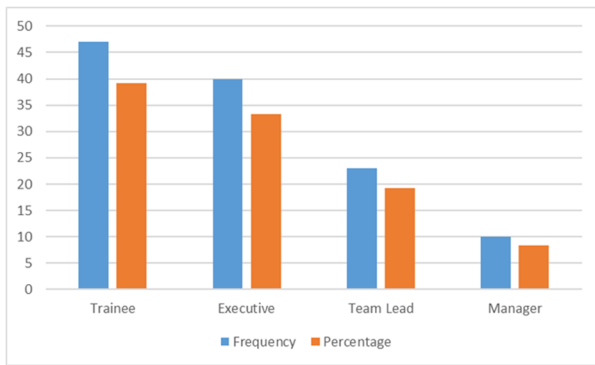


Chart 4.2 Designation of the Respondents

From the above table, it is inferred that 39.2% of respondents are Trainee, 33.3% are Executive, 19.2 % are Team Lead and 8.3% are Manager.

Inference:

The majority (39.2%) of the respondents were Trainees.

Table 4.3 Know about the Campus Recruitment Drive

| Particular | Frequency | Percentage |
|-----------------|------------|------------|
| Company Website | 42 | 35 |
| Friends | 24 | 20 |
| Social Media | 10 | 8.3 |
| Placement Cell | 44 | 36.7 |
| Total | 120 | 100 |

Source: Primary Data

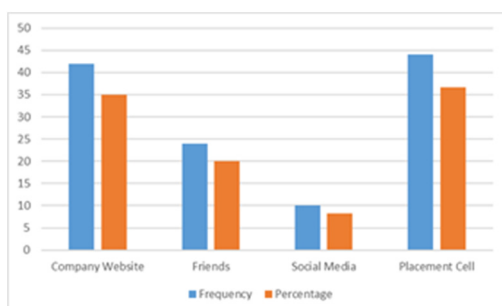


Chart 4.3 Know about the Campus Recruitment Drive

From the above table, it can be inferred that 36.7% of respondents used placement cells, 35% used company websites, 20% used friends, and 8.3% used social media.

Inference:

The majority (36.7%) of the respondents know about the campus recruitment drive from the Placement cell.

4.2 STATISTICAL ANALYSIS

4.2.1 Chi-Square tests

Null Hypothesis:

There is no significant association between the influence of campus recruitment on joining and intent to continue with the company after completing the 2-year bond agreement.

Alternative Hypothesis:

There is a significant association between the influence of campus recruitment on joining and intent to continue with the company after completing the 2-year bond agreement.

Table 4.4 Summary of Chi-square

| Chi-Square Test | | | |
|------------------------------|---------|----|-------------------------------------|
| | Value | df | Asymptotic Significance (2 - sided) |
| Pearson Chi-Square | 53.255a | 16 | <.001 |
| Likelihood Ratio | 42.55 | 16 | <.001 |
| Linear-by-Linear Association | 10.596 | 1 | 0.001 |
| No. of Valid cases | 120 | | |

a. 19 cells (76.0%) have an expected count of less than 5. The minimum expected count is .03.

Inference

From above table 4.2.1, the significant value is $p = .001$ which is less than 0.005. So, alternative hypothesis is accepted, it reveals that there is a

significant association between influence of campus recruitment on the decision to join the organization and the intent to continue employment after completing the 2-year bond period.

4.2.2 Correlation Analysis

Null Hypothesis (H₀):

There is no significant relationship between the transparency of the selection process and the alignment of actual job roles with what was explained during campus recruitment.

Alternative Hypothesis (H₁):

There is a significant relationship between the transparency of the selection process and the alignment of actual job roles with what was explained during campus recruitment.

Table 4.5 Summary of Correlation Analysis

| Correlation | | | | |
|----------------|--|-------------------------|---|---|
| | | | How would you rate the transparency of the selection process? | After joining, did the actual job role match what was explained during campus recruitment ? |
| Spearman's rho | How would you rate the transparency of the selection process? | Correlation Coefficient | 1 | |
| | | Sig. (2 - tailed) | | |
| | | N | 120 | 120 |
| | After joining, did the actual job role match what was explained during campus recruitment? | Correlation Coefficient | .380** | 1 |
| | | Sig. (2 - tailed) | <.001 | |
| | | N | 120 | 120 |

** . Correlation is significant at the 0.01 Level (2 - tailed)

Inference

The Spearman's rank-order correlation showed a moderate, positive, and significant relationship between transparency in the selection process and alignment of actual job roles with expectations ($\rho = 0.380$, $p < .001$). It reveals that clearer communication during recruitment improves employee perception of role accuracy, helping reduce dissatisfaction and turnover while boosting trust and engagement.

V FINDINGS, SUGGESTION & CONCLUSION

A. FINDINGS

- 64.2 % of the respondents are male.
- 39.2% of the respondents Belong to the Designation of Trainee.
- 36.7% of respondents knew about the recruitment drive from the Placement cell.
- 71.7% of the respondents are familiar with IT industry companies before the campus drive recruitment.
- 57.5 % of the respondents are satisfied with the communication from the recruiter during the campus recruitment process.
- 98.3% of the respondents definitely agreed that the job roles & responsibilities are clearly explained during the recruitment process.
- 96.7 % of the respondents agreed that the recruiters provided timely updates about the candidate's application status.
- 65% of the respondents agree with the transparency of the selection process.
- 95% of the respondents Agree that candidates have an opportunity to ask questions to recruiters during the pre-placement session.
- 59.2% of the respondents agree that the pre-placement sessions are informative.

- 67.5% of the respondents Agree that they felt comfortable in the selection process.
- 70 % of the respondents responded that the interview questions were relevant to the job role offered.
- 62.5 % of the respondents responded that the recruiters are informed about the salary structure & benefits before selection.
- 54.2 % of the respondents responded that the campus recruitment process influenced candidates to make the decision to join the IT industries.
- 96.7 % of the respondents certainly agreed that the academic knowledge matched the company's job requirements.
- 95% of the respondents certainly agreed that the recruitment tests assess the candidate's real technical skills.
- 50.8% of the respondents are Agree that the practical training is helpful to the candidate to clear the selection process.
- 62.5 % of the respondents agreed that they are prepared for their job after being selected.
- 64.2% of the respondents are satisfied that the recruiters explained the actual job role during campus recruitment.
- 59.2% of the respondents agreed that the company supported well in candidate's onboarding and initial training.
- 52.5% of the respondents are facing challenges in the work environment after joining.
- 96.7 % of the respondents certainly agreed that the new joiners get support and mentorship after joining.
- 56.7% of the respondents are likely to continue with the company after completing the 2-year bond agreement.

- 98.3% of the respondents certainly agreed that the company's recruitment process selected the right candidate.
- 55% of the respondents say that the overall experience of the journey from campus recruitment to the current employment process is good.

B. SUGGESTION

- Make pre-placement sessions more dynamic by incorporating interactive elements such as live case studies, real-time Q&A, and student participation to boost understanding and interest.
- Improve training and development programs by offering a well-structured induction and ongoing learning opportunities that help new hires quickly adapt and grow.
- Regularly gather feedback from new employees and assign mentors to guide them through their early days, making the transition into the company smoother and more comfortable.
- Clearly outline growth opportunities within the organization and conduct stay interviews to understand employee aspirations and strengthen long-term retention.
- Showcase positive candidate experiences through testimonials and success stories to reinforce the company's image and attract top talent from educational institutions.

C. CONCLUSION

The study reveals that IT companies have been well-defined in selecting candidates through Campus recruitment highlighting both recruiter practices and candidate experiences. Statistical tools like Percentage Analysis, Chi-square, and Correlation confirm that the analysis highlighted strong recruiter-candidate engagement during interviews and pre-placement sessions, yet

emphasized the need for more proactive interaction at earlier recruitment stages. While the selection process was viewed as transparent and well-structured, post-recruitment areas—such as onboarding, training, and employee retention—require strategic improvement. The study offers a comprehensive evaluation of recruitment effectiveness and addresses a key research gap by linking candidate experience with post-hiring performance and retention outcomes.

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