



A Study on Changing Trends in Recruitment and Selection Process At Indian Infoline

Kukkala Sowmitha Reddy ,

II MBA Department of MBA, Malla Reddy Engineering College(Autonomous),Hyderabad.

Email:sowmithareddy13322@gmail.com

Dr.P. Girija Shri,

Associate Professor,Department of MBA , Malla Reddy Engineering College (Autonomous),Hyderabad

sri.pulikam@gmail.com

How to Cite this Article:

Reddy, K. S. (2026). A Study on Changing Trends in Recruitment and Selection Process At Indian Infoline. International Journal of Creative and Open Research in Engineering and Management, <i>02</i>(6).

<https://doi.org/10.55041/ijcope.v2i6.341>

License:

This article is published under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and the source are credited.

© The Author(s). Published by International Journal of Creative and Open Research in Engineering and Management.



<https://doi.org/10.55041/ijcope.v2i6.341>

ABSTRACT

The present study, titled "A Study on Changing Trends in Recruitment and Selection Process at Indian Infoline (IIFL)," aims to examine the recruitment and selection practices followed by the organization and analyse the emerging trends in its talent acquisition process. The study evaluates the effectiveness of various recruitment methods, selection procedures, and employee perceptions regarding the existing hiring practices at IIFL. The research is based on both primary and secondary data. Primary data was collected through a structured questionnaire and interviews with employees and managers of IIFL, Hyderabad. Secondary data was gathered from company records, journals, websites, and relevant literature. A sample of 100 respondents was selected using a convenience sampling technique from a population of 487 employees. The findings reveal that IIFL uses both internal and external sources of recruitment, with significant reliance on employee referrals and HR consultancies. The organization follows structured selection methods, including interviews and subject-based tests, to identify suitable candidates. The study also indicates that a majority of employees are satisfied with the recruitment and selection process and perceive it as effective and transparent.

KEY WORDS: Recruitment Methods, Selection Procedure, Employee Perception , Hiring Practices



INTRODUCTION

At the heart of any competitive business lies its human capital. Talent dictates execution. Yet, many organizations still struggle to build an efficient system for bringing the right people on board. We designed this study to diagnose specific friction points within an organization's current hiring pipeline. By applying a stratified sampling approach, our goal is to map out exactly where the recruitment process stalls and offer actionable solutions. Ultimately, we want to give leadership the tools to optimize their manpower budgets and dramatically cut down the time it takes to fill open roles.

To do this, we have to look at the mechanics of how a company scales its workforce. Recruitment is essentially the top of the funnel. It requires actively cultivating labor markets and drawing in a critical mass of qualified applicants. Selection then serves as the rigorous filtering mechanism. This is where policy meets practice—using validated assessments, structured interviews, and strict job specifications to separate top-tier candidates from the rest before extending a final offer.

Of course, these processes do not exist in a vacuum. Staffing operates as a continuous flow that drives human resource management. It starts with strategic workforce planning and moves through sourcing, placement, and onboarding, eventually extending into internal mobility, promotions, or separations. Good HR anticipates these needs long before a vacancy actually opens up.

Academic literature backs up the financial value of getting this right. Korsten (2003) and Jones et al. (2006) both point out that the nuts and bolts of hiring—whether managed through digital platforms or traditional networking—form the absolute bedrock of a company's stability. Well before that, Hiltrop (1996) surveyed hundreds of European companies and proved that rigorous recruitment, when paired with job security and active teamwork, directly drives bottom-line organizational performance.

But here is where I think traditional HR often misses the mark. We spend so much energy optimizing the mechanics of candidate selection that we forget about the mindset required to actually develop them once they walk through the door.

REVIEW OF LITERATURE

- Ahmad & Schroeder (2002)
 - Organizational success depends on recruiting employees with the right skills and competencies.
 - Effective recruitment reduces employee turnover and improves job satisfaction.
- Dainty (2000)
 - Availability of skilled and motivated employees enhances organizational productivity.
 - A strong labor market contributes to business profitability.
- EATCHIP (1996)
 - Manpower planning should be a strategic activity rather than a routine administrative process.
 - Proper workforce planning helps organizations address future staffing needs.
- Smith (2001)
 - Traditional recruitment methods may not be sufficient in modern business environments.
 - Organizations should adopt advanced and technology-based recruitment practices.
- Udom & Uche (2009)
 - Recruitment timing plays an important role in organizational performance.



- Strategic hiring decisions improve workforce availability and efficiency.
- Fletcher (2001)
- Recruitment should focus not only on technical skills but also on employee behavior and attitude.
- Employees with contextual performance contribute positively to organizational culture.

NEED FOR THE STUDY

Academic frameworks only tell half the story. To truly grasp talent acquisition, we have to see how it operates under market pressure. That is the core motivation for this research. I want to step away from the textbook and deconstruct the actual recruitment and selection machinery currently running at IIFL.

My objective isn't merely to document their hiring funnel step-by-step. Instead, I plan to critically evaluate if their approach actually works. Are their strategies securing the right people, or are blind spots in their process costing them time and talent? In my view, an organization's hiring pipeline is its most critical competitive advantage. If IIFL's selection methods are flawed, it will inevitably erode their long-term performance.

SCOPE OF THE STUDY

At its core, this research evaluates how the Hyderabad territorial division of IIFL builds and manages its talent pipeline. The inquiry is specifically confined to the firm's recruitment and selection policies. We will look at how the organization forecasts its immediate and long-term staffing requirements, grounding this in active personnel planning and job analysis.

We also need to examine the financial constraints driving these decisions. A major component of this study involves auditing the manpower budget to understand exactly how capital is allocated throughout the hiring cycle.

The goal here goes beyond simply mapping out the status quo. The real value lies in diagnostic work—identifying friction points within IIFL's current hiring framework and proposing practical solutions. In a highly competitive financial market, recruitment isn't just an administrative checklist; it dictates organizational agility. By pinpointing exactly where the selection process breaks down, we can help management make sharper, data-backed decisions that consistently put the right candidates in the right seats.

OBJECTIVES OF THE STUDY

1. To examine the existing recruitment and selection practices followed at IIFL.
2. To identify the various sources and methods of recruitment adopted by the organization.
3. To evaluate the effectiveness of the recruitment and selection process in selecting suitable candidates.
4. To assess employees' satisfaction with the recruitment and selection procedures of IIFL.
5. To analyze the time and efficiency involved in the recruitment and selection process.
6. To identify recent changes and emerging trends in recruitment and selection practices at IIFL.



RESEARCH METHODOLOGY

DATA COLLECTION METHODS

The data for the study was collected through primary and secondary methods

Primary Data:

Primary methods are those methods that provide firsthand information. The methods followed were interview methods and questionnaire method.

By this method the employees and managers of the **IIFL** were asked questions regarding the recruitment and selection process, its effectiveness and the relevant or required changes they intended to have in the present recruitment and selection process of the company. The managers of different departments were the majority to be interviewed in the entire sample taken.

Secondary Data:

Secondary methods are those methods that provide already existing information of the past, also called as second hand information. The information was obtained from the different HR journals published by the organization for various purposes like HR 'department personal use, reference by any other department about the performance of various activities that have been started by the HR department, to know about the performance appraisal system or the bonus system etc.

Sampling technique:

Sampling technique is adopted in multi stages. Company is selected from particular region only.

A Sample of 100 is selected through convenient random sampling.

DATAANALYSIS AND RESULTS

By which method did you get recruited in to the organization

No Response	No of Respondents	Percentage
Internal method	50	50%
External Method	50	50%
	100	100



Interpretation

The above table shows that 50% of respondents were recruited by internal method and remaining 50% by external meth

If by internal method, by which method where you recruited?

No Response	No of Respondents	Percentage
Referred by employees	70	70%
Inter department transfer	20	20%
Promotion	10	10%
	100	100%

Interpretation

The percentage of usage of different internal methods of recruitment like employee referrals, interdivisional and promotion followed by the organization is 70%, 20% and 10% respectively.

If by external method, by which method were you recruited?

No Response	No of Respondents	Percentage
HR Consultancy	25	25%
Newspaper	75	75%
	100	100%

Interpretation

The information regarding the preference of the external methods of recruitment like HR consultancy;Newspaper advertisements followed by the organization are 75% and 25% respectively. **After screening of application how did the organization approach you?**



No Response	No of Respondents	Percentage
Direct call for an interview	55	55%
Call to attend the test	15	15%
Direct appointment	30	30%
	100	100%

Interpretation

The above table shows that 55% of respondents agreed direct call for an interview and 15% call to attend the test and the remaining 30% by direct appointment.

If called for test what kind of test did you appear for?

No Response	No of Respondents	Percentage
Technical Test	15	15%
Situation Test	15	15%
Subject Test	70	70%
	100	100%

Interpretation

The above table reveals that 15% of respondents attended technical test 15% of respondents attended situation test and 70% of respondents appeared for subject test.

If called for an interview what kind of interview did you face

No Response	No of Respondents	Percentage
Formal Interview	75	75%
Boar interview	25	25%
	100	100%



Interpretation

The table reveals that 75% respondents faced formal interview, and the remaining 25% stress and board interview.

How many rounds of interviews did you face

No Response	No of Respondents	Percentage
HR Manager Round	20	20%
3 Member Interview	20	20%
Head of dept	60	60%
	100	100%

Interpretation

The above table reveals that 20%of respondents faced HR manager round 20% of respondents faced 3-member committee and 60% respondents faced head of department round

Is the process of recruitment and selection satisfactory or dissatisfactory

Response	No. Of Respondents	Percentage
Satisfactory	80	80%
Dissatisfactory	20	20%
	100	100

Interpretation

The above table reveals that 20%of respondents faced HR manager round 20% of respondents faced 3-member committee and 60% respondents faced head of department round



Rate the process of recruitment and selection in this organization

Group	Percentage (%)	No of Respondents
Excellent	20%	10
Good	50%	25
Satisfactory	30%	15
Not satisfactory	0%	0
Total	100	50

Rating the process of recruitment and selection

Interpretation

20% of the employees feel that the recruitment and selection process is excellent in Lakshmi IIFL. 50% of employees feel that the recruitment and selection process is good, and 30% feel that the recruitment and selection process is satisfactory.

Which of the following attracted you to apply for the Job at Toyota

Group	Percentage (%)	No of Respondents
Decent salary	0%	0
Opportunities for growth	90%	45
Job security	10%	5
Identification with the company	0%	0
Total	100	50

Reasons attracted to apply for job

Interpretation

90% of the employees feel that they are attracted to apply for the Job at Toyota for having opportunities for growth and 5% for job security.



FINDINGS:

Looking closely at the organization's recruitment data, a clear picture emerges of how they actually source and evaluate talent.

They maintain a perfectly split 50/50 pipeline between internal and external channels. However, their internal strategy relies almost entirely on existing networks rather than upward mobility. A full 70% of internal candidates come through employee referrals, leaving interdivisional transfers (20%) and direct promotions (10%) as secondary drivers. When they look outside the company, they outsource the heavy lifting. HR consultancies bring in 75% of their external hires, with traditional newspaper advertisements scraping together the remaining quarter.

To me, this massive dependence on both employee referrals and external headhunters signals a culture that prioritizes hiring speed over organic talent development. It is an incredibly efficient model for filling seats, but one that risks creating a corporate echo chamber since referrals naturally bring in similar profiles.

Once candidates enter the funnel, the process moves fast. Nearly a third of the pool (30%) bypass the usual hurdles entirely through direct appointments. For the rest, the standard entry point is a direct interview call (55%), while only a small fraction (15%) are asked to sit for a preliminary test.

When assessments do happen, the company cares about core domain knowledge above all else.

Subject specific tests make up 70% of the evaluations, completely overshadowing technical and situational testing, which sit at a mere 15% each.

The final stages follow a fairly traditional corporate playbook. Three-quarters of candidates walk into standard formal interviews, though a notable 25% have to navigate the higher pressure of a stress or board panel. Ultimately, functional leaders hold the real hiring power here. Department heads run 60% of the final rounds, leaving HR managers and three-member committees to split the remainder equally at 20% each. This clearly tells us that in this organization, HR acts more as a facilitator while the actual hiring decisions are driven entirely by the operational needs of the unit managers.

SUGGESTIONS

- Reduce excessive dependence on employee referrals and recruitment consultancies by adopting diverse recruitment channels.
- Increase internal promotions and career development opportunities for existing employees.
- Introduce more technical, aptitude, and situational assessments during the selection process.
- Strengthen employee training and development programs to improve job performance.
- Provide regular refresher training programs for employees returning from long leave periods
- Ensure managers support employee participation in training and development activities.



REFERENCES

- Koduri Gayathri (2023) International Journal of Commerce and Management Research www.managejournal.com ISSN: 2455-1627 Received: 29-05-2023, Accepted: 15-06-2023, Published: 30-06-2023 Volume 9, Issue 3, 2023, Page No. 110-112
- P. Avinash Goyal (2022) A STUDY ON EMERGING TRENDS Volume 13, Issue 1, January-December 2022, pp. 10-20, Article ID: IJARM_13_01_002 Available online at <https://iaeme.com/Home/issue/IJARM?Volume=13&Issue=1> Journal Impact Factor (2020): 8.9480 (Calculated by GIS) www.jifactor.com ISSN Print: 0976 - 6324 and ISSN Online: 0976 - 6332 DOI: <https://doi.org/10.17605/OSF.IO/HWDG4>.
- V. Shankar (2023) A Study First Steps Babbtwear Pvt. Ltd Hosur Vol: 2(2), 2023 REST Publisher; ISBN: 978-81-956353-0-6 Website: <https://restpublisher.com/book-series/tbab/>.
- Ms. Anu Alex (2021) A Comprehensive Study on Newer Trends in Recruitment Practices With Reference To Retail Industry Vol I, Issue I (ISSN: 2583-0864) JANURY-DECEMBER 2021 52.
- Syed Iradat Abbas (2021) Critical Review of Recruitment and Selection Methods Vol. 3, No. 3, 2021 Print ISSN: 2632-7686, Online ISSN: 2632-7694, pp. 46-52.
- S.M. Aparna (2025) Changing landscapes in recruitment: a critical analysis of past, present and future ISSN: 0048-3486 Article publication date: 27 May 2025 <https://doi.org/10.1108/PR-01-2024-0098>.
- Dhanalakshmi R (2024) ., MANDYA DOI: <https://doi.org/10.5281/zenodo.10927131> Publish