

A Study on Recruitment and Selection in Amara Hospital at Tirupathi

S. SAI AMRUTHA¹, K. SUNEETHA²

¹Student, MBA II Year, Annamacharya Institute of Technology & Sciences (Autonomous), Tirupati.

²Assistant Professor, Department of Business Administration, Annamacharya Institute of Technology & Sciences (Autonomous), Tirupati, Andhra Pradesh.

Abstract- This study examines the recruitment and selection practices at Amara Hospital, Tirupathi, with emphasis on employee perception, recruitment efficiency, selection methods, and HR policy support. The research was undertaken to understand how effectively the hospital attracts, screens, and selects suitable candidates in a competitive healthcare environment. A descriptive research design was adopted, and primary data were collected from employees through a structured questionnaire, supported by secondary data from academic and organizational sources. The study found that employees were generally satisfied with the recruitment and selection process and viewed it as systematic and effective. It also revealed that job descriptions, interview questions, and selection criteria were considered clear and relevant by most respondents. The findings further showed that job portals and employee referrals are major recruitment sources, while nursing vacancies occur more frequently and shortage of qualified candidates remains a challenge. Although the overall system was viewed positively, certain issues such as recruitment delays, communication gaps, and the need for wider sourcing were identified. The study concludes that Amara Hospital follows a well-structured recruitment and selection process, but continuous improvement in planning, communication, and HR policies is essential for better organizational performance.

Index Terms Recruitment, Selection, Human Resource Management, Employee Perception, Healthcare Sector,

I. INTRODUCTION

Recruitment and selection are two of the most important functions of human resource management in any organization. Recruitment is the process of searching for, attracting, and encouraging qualified candidates to apply for job vacancies. It helps create a pool of potential applicants from which the organization can choose the most suitable employees.

Selection, on the other hand, is the process of evaluating the applicants and choosing the right candidate for the right job based on qualifications, skills, experience, and suitability. These processes are essential for organizational growth because the success of any institution largely depends on the quality of its workforce. An effective recruitment and selection process helps reduce employee turnover, improves job performance, saves time and cost, and ensures that the organization has capable and committed employees. In service sectors such as healthcare, recruitment and selection are especially important because skilled and efficient employees directly influence service quality and customer satisfaction. Therefore, a systematic and fair recruitment and selection process plays a vital role in achieving organizational objectives and maintaining long-term success.

II. REVIEW OF LITERATURES

Celiker et al. (2021)

Celiker et al. (2021) found that strategic talent acquisition practices are strongly linked with organizational performance. The study showed that recruitment aligned with organizational strategy improves productivity, innovation, service quality, and financial performance.

Retzius et al. (2022)

Retzius et al. (2022) examined the role of employer branding in recruitment success. The study explained that an organization's reputation, values, and digital presence strongly influence candidate attraction, retention, and employee commitment.

Bondarouk et al. (2024)

Bondarouk et al. (2024) examined the application of artificial intelligence in recruitment and selection. The study found that AI improves efficiency, consistency, and scalability, but it also creates risks such as bias, lack of transparency, and reduced human interaction.

Ployhart, Schmitt, and Tippins (2017)

Ployhart, Schmitt, and Tippins (2017) reviewed one hundred years of recruitment and selection research and explained that recruitment has changed from simple vacancy filling to a strategic process that shapes applicant perception. The study also emphasized the importance of scientifically validating recruitment technologies before organizations adopt them.

Levenson (2018)

Levenson (2018) highlighted the role of data-driven decision-making and people analytics in recruitment. The study showed that analytics improve hiring quality, employee performance, and retention by focusing on long-term outcomes rather than only cost and time-to-hire.

III. OBJECTIVES OF THE STUDY

- To understand the perception of employees regarding the recruitment and selection process
- To examine the recruitment process followed at AMARA HOSPITAL.
- To study the selection process adopted by AMARA HOSPITAL.

IV. NEED OF THE STUDY

- This study understands the existing recruitment and selection practices followed by Amara Hospital.
- To identify gaps and inefficiencies in the current recruitment process.
- It examines the impact of technological changes on recruitment practices.
- It helps aligning HR practices with organizational goals and future challenges.

V. SCOPE OF THE STUDY

- The study examines the recruitment and selection practices followed at Amara Hospital.
- It examines how these practices align with the hospital's HR policies.
- The study covers methods used to attract and select employees.
- The scope is limited to selected departments and employees of the hospital.
- The study aims to provide insights for improving current recruitment strategies and linking HR theory with practice

VI. DATA COLLECTION

PRIMARY DATA:

Primary data is collected through structured questionnaires administered directly to employees and personal interviews with HR personnel.

SECONDARY DATA:

Secondary data is gathered from company websites, HR policy documents, annual reports, industry journals, and reference books on human resource management specific to manufacturing organizations.

SAMPLING METHODOLOGY:

Data is analyzed using probability sampling. The sampling method adopted is Simple Random Sampling.

Sample Size:

The sample size comprises 114 respondents involved in or affected by recruitment and selection processes. Survey Instrument: Close-ended questionnaire

Sampling Procedure:

Simple Random Sampling - Employees selected randomly from HR records to ensure representation across different departments and experience levels.

ANALYSIS TOOLS:

Percentage Analysis - To determine satisfaction levels and source effectiveness

Percentage Analysis Formula:

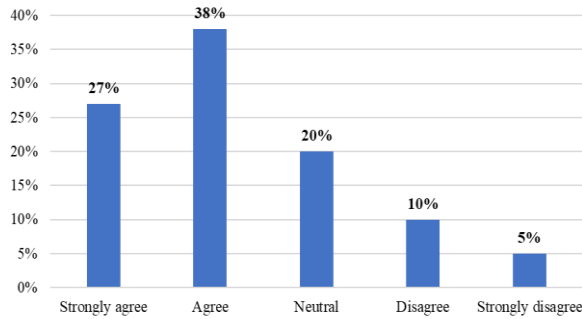
Percentage (%) = (Number of Responses / Total Responses) × 100

VII. DATA ANALYSIS & INTERPRETATION

1. Did The Recruitment Process Provide a Good Understanding Of The Company Culture And Job Expectations In Amara Hospital .

OPTIONS	NO.OF. RESPONDENTS	PERCENTAGE(%)
Strongly agree	31	27%
Agree	43	38%
Neutral	23	20%
Disagree	11	10%
Strongly disagree	6	5%
TOTAL	114	100%

Source: Data Collected Through Questionnaire



INTERPRETATION:

From the above analysis, 38% agreed they understood company culture, 27% strongly agreed and 20% neutral, while 10% disagreed and 5% strongly disagreed, showing moderate understanding.

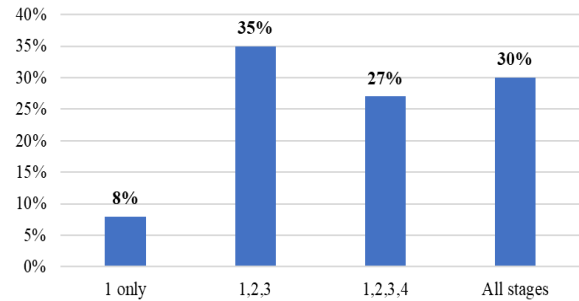
2. What Are the Stages Involved in the Recruitment Process in Amara Hospital.

1. Online Application
2. Initial Phone Screening
3. In-Person/Virtual Interview
4. Group Interview
5. Background Check

OPTIONS	NO.OF. RESPONDENTS	PERCENTAGE (%)
1 ONLY	9	8%

1,2,3	40	35%
1,2,3,4	31	27%
ALL THE ABOVE	34	30%
TOTAL	114	100%

Source: Data Collected Through Questionnaire



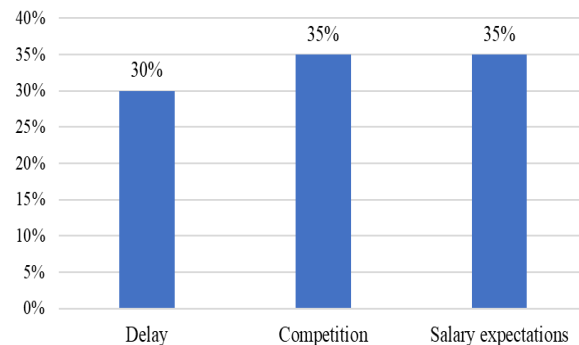
INTERPRETATION:

From the above analysis, 35% reported stages 1,2,3, 30% all stages and 27% stages 1,2,3,4, while 8% reported only one stage, showing structured recruitment.

3. Which Difficulty Is Commonly Faced During Recruitment In Amara Hospital .

OPTIONS	NO.OF. RESPONDENTS	PERCENTAGE(%)
Delay in recruitment	34	30%
High competition	40	35%
Salary expectations	40	35%
TOTAL	114	100%

Source: Data Collected Through Questionnaire



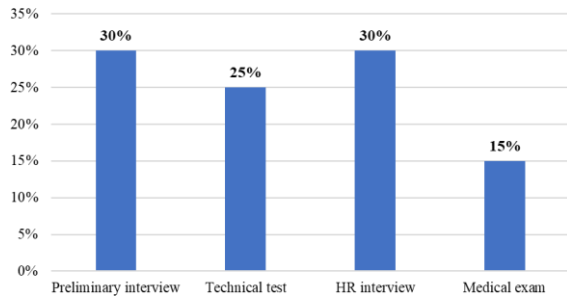
INTERPRETATION:

From the above analysis, 35% competition and 35% salary expectations, while 30% delay, showing hiring challenges.

4. Which selection methods did you undergo in Amara Hospital.

OPTIONS	NO.OF. RESPONDENTS	PERCENTAGE(%)
Preliminary interview	34	30%
Technical/subject test	29	25%
HR interview	34	30%
Medical examination	17	15%
TOTAL	114	100%

Source: Data Collected Through Questionnaire



INTERPRETATION:

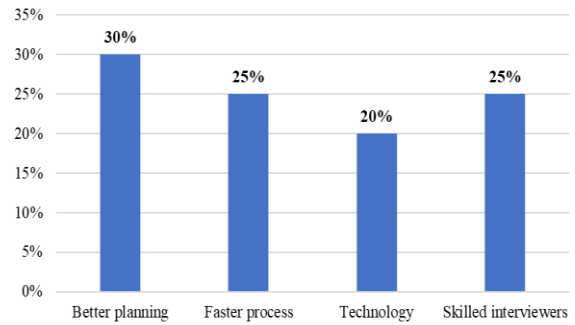
From the above analysis, 30% reported preliminary and HR interviews, 25% technical test and 15% medical exam, showing interviews are commonly used.

5. Which Improvement Can Make Recruitment And Selection Better In Amara Hospital.

OPTIONS	NO.OF. RESPONDENTS	PERCENTAGE(%)
Better planning	34	30%
Faster process	28	25%
Use of technology	23	20%
Skilled interviewers	29	25%

TOTAL	114	100%
-------	-----	------

Source: Data Collected Through Questionnaire



INTERPRETATION:

From the above analysis, 30% suggested better planning, 25% faster process and skilled interviewers, while 20% technology, showing planning is needed.

VIII. FINDINGS

- Most employees 65% stated that they clearly understood the company culture and job expectations during recruitment.
- Majority of respondents 35% rated that Stages Involved In The Recruitment Process Online Application, Initial Phone Screening, In-Person/Virtual Interview during recruitment.
- Most respondents 35% identified High competition, Salary expectations as the major recruitment challenge.
- A majority 30% reported that Preliminary interview, Technical/subject test, HR interview interviews
- Majority of respondents 30% suggested better planning showing planning is needed.

IX. SUGGESTIONS

- The organization should provide more detailed orientation during recruitment so that employees can develop a better understanding of company culture and job expectations from the beginning.
- Since many respondents reported that the recruitment process mainly includes online application, phone screening, and interview

stages, the hospital should make these stages more systematic and candidate-friendly.

- As high competition and salary expectations were identified as major recruitment challenges, the organization should improve its employer attractiveness and offer competitive compensation packages.
- Since preliminary interviews, technical tests, and HR interviews are commonly used, the hospital should strengthen these methods through proper planning and standardized evaluation criteria.
- As many respondents suggested better planning, the organization should improve manpower forecasting and recruitment scheduling to make the hiring process more effective.

- [3] Silzer, R., & Church, A. H. (2010). The next generation of talent management: A review of theory and practice.
- [4] Jackson, S. E., & Schuler, R. S. (2009). Managing human resources: A partnership perspective.

X. CONCLUSION

The study on recruitment and selection process at Amara Hospital reveals that the organization follows a systematic and structured recruitment procedure. Most employees expressed satisfaction with the efficiency, clarity, and fairness of the selection process. Communication from HR, relevance of interviews, and transparency of policies were positively rated.

Although minor challenges such as recruitment delays and competition exist, the overall system is effective and reliable. With improved planning, technology adoption, and continuous monitoring, the recruitment and selection process can be further strengthened.

Thus, it can be concluded that the recruitment and selection practices of the hospital are well-managed and contribute positively to organizational growth and employee satisfaction.

REFERENCES

- [1] Connerley, M. L., & Rynes, S. L. (1997). The role of recruiter characteristics in the recruitment process: A review of the literature.
- [2] Phillips, J. M. (1998). Recruitment and selection: Theories and practices.