RECRUITMENT AND SELECTION PRACTICES

A Study on Recruitment and Selection Practices with Reference to Shree Infotech

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Abstract

Recruitment and selection are central functions of Human Resource Management because they determine how an organisation attracts, evaluates and appoints people whose capabilities correspond with business requirements. This research paper examines recruitment and selection practices with reference to Shree Infotech, a business located in Thane, Maharashtra, whose product range includes computer hardware, peripherals, uninterruptible power supply (UPS) systems, inverters, stabilizers and constant voltage transformers (CVT). The business context makes role-specific technical knowledge, practical ability, communication, problem-solving and customer-service orientation relevant considerations.

The paper adopts a descriptive and exploratory research design based primarily on qualitative secondary information. It draws on the company and internship context described in the source report, academic concepts, professional HR guidance, government employment resources and industry publications. It examines recruitment sources, screening, structured interviews, practical assessments, candidate experience, digital recruitment tools and the financial implications of hiring. It also considers Human Capital Theory, person-job fit and competency-based selection as conceptual foundations.

The analysis indicates that different positions require different combinations of competencies and that no single recruitment channel or assessment method is suitable for every vacancy. A combination of clear job descriptions, targeted sourcing, consistent screening, structured interviews and relevant practical exercises may provide a practical framework. The paper proposes a candidate evaluation scorecard, basic digital documentation, recruitment performance indicators and a phased implementation approach.

The available source material does not include a completed respondent survey, detailed internal recruitment dataset or measured hiring outcomes. Accordingly, the paper does not claim to establish the effectiveness of existing company procedures or calculate actual recruitment costs, time-to-fill, candidate satisfaction or employee retention. Its recommendations are proposals for management consideration and future evaluation.

Keywords: recruitment; selection; human resource management; talent acquisition; person-job fit; competency-based assessment; digital recruitment; Shree Infotech

1 Introduction

In a competitive business environment, organisations depend on employees to deliver products and services, maintain operational quality and respond to customer expectations. Recruitment is the process of attracting potential applicants, while selection involves evaluating those applicants and identifying the person most suitable for a particular position. These functions are connected: the

quality of selection depends partly on whether recruitment generates an appropriate pool of candidates.

1.1 Background of the study

Recruitment is not limited to advertising a vacancy or collecting résumés. It begins with understanding the manpower requirement and identifying the knowledge, skills and other capabilities needed for a role. The organisation then selects suitable recruitment sources, communicates the vacancy, receives applications and develops a pool of potential candidates. Selection follows through application screening, interviews, assessments, verification and final evaluation against predetermined job requirements.

The study is situated in Shree Infotech, located at Swapnavan Co-operative Housing Society, near Abhyudaya Bank, Lokmanya Nagar, Thane – 400606, Maharashtra. The source report describes a product range comprising computer hardware, peripherals, UPS systems, inverters, stabilizers and CVT equipment. These products are associated with different commercial and technical activities. A customer-facing employee may need to understand product features and explain them accurately, whereas a technical employee may need to interpret specifications, identify faults and follow appropriate procedures.

The summer internship described in the source report was undertaken in the Human Resources Department from 1 July 2026 to 14 August 2026, under the industry guidance of Mr. Shrikant Bhabal. The internship context connects the research topic with practical HR operations such as candidate screening, maintaining employee and candidate records, documentation, recruitment-related activities and routine HR coordination.

1.2 Statement of the research problem

The central research problem is how a business such as Shree Infotech can identify and select candidates whose capabilities match the requirements of different technical, customer-facing and administrative roles. If role requirements are unclear, recruiters may apply inconsistent criteria or focus on general impressions rather than evidence of job suitability. An unsuitable appointment can create additional training, supervision or replacement requirements. Conversely, a lengthy or unnecessarily complex process can consume time and financial resources.

The research therefore considers how recruitment and selection can be made systematic, fair, role-specific and proportionate to organisational resources. It also considers the extent to which digital tools may support administration without creating unnecessary cost or privacy risks.

1.3 Need and significance of the study

The study is significant because recruitment involves both human and financial decisions. Advertising, screening, interviews, candidate communication, onboarding and training require resources. The least expensive sourcing channel may not be the most economical if it generates unsuitable applications and increases screening effort. Recruitment should therefore be evaluated through both expenditure and the suitability of resulting hires.

2 Objectives, scope and research methodology

2.1 Objectives of the study

To understand the fundamental concepts and stages of recruitment and selection.

To examine recruitment sources, screening and selection methods relevant to Shree Infotech.

To analyse the applicability of competency-based assessment and digital recruitment tools.

To identify potential recruitment challenges and areas for improvement.

To recommend practical and financially reasonable improvements, including monitoring measures and an implementation roadmap.

2.2 Scope of the study

The paper focuses on recruitment and selection in the context of a computer hardware and power-management business. It covers manpower planning, job description preparation, candidate sourcing, screening, interviews, practical assessments, final selection and onboarding. It considers the Indian recruitment environment and international developments in digital recruitment and workforce skills. Financial considerations include recruitment expenditure, employee replacement costs, training investment and possible performance indicators.

Payroll management, compensation design, detailed performance appraisal, labour-law compliance audits and financial statement analysis are outside the main scope. The study does not conduct an empirical comparison between Shree Infotech and named competitors. It also does not assume a particular employee strength, number of branches or number of vacancies because these details are not established in the source material.

2.3 Research design

The research follows a descriptive and exploratory design. The descriptive element explains recruitment concepts, stages and methods. The exploratory element considers how those principles may be applied to the business context of Shree Infotech. The purpose is to develop a reasoned understanding and practical framework rather than test a causal hypothesis or estimate the performance of an existing hiring system.

2.4 Sources and techniques of analysis

The study is based mainly on qualitative secondary research. Sources described in the original report include academic publications, professional HR guidance, government employment resources and industry reports. Company information and internship dates are used to establish the organisational context. Three techniques organise the analysis: qualitative comparison of recruitment channels and assessment methods; conceptual process mapping from manpower planning to onboarding; and potential gap assessment that identifies questions management could investigate.

No completed questionnaire, recorded interview findings or detailed recruitment dataset is presented. Consequently, the paper does not claim a respondent sample, statistical sampling procedure or quantitative company-level findings. Illustrative matrices and scorecards are analytical proposals, not records of actual candidate assessments.

3 Review of literature and theoretical framework

3.1 Human capital theory

Human Capital Theory provides a basis for understanding why recruitment and training may be viewed as investments in productive capabilities. Becker (1964) examines the economic significance of education and training. Applied to recruitment, the perspective suggests that an organisation should consider the knowledge and skills it acquires, the resources required to attract and develop employees, and the contribution those capabilities may make to work performance. For Shree Infotech, technical product knowledge may come from prior education or experience, while familiarity with the organisation's particular products and procedures may be developed through onboarding.

3.2 Person-job fit and person-organisation fit

Person-job fit concerns the relationship between an individual's capabilities and the demands of a particular job. A technical role may require product knowledge, practical reasoning and attention to safe procedures. A customer-facing role may require communication, listening and the ability to explain product information. Kristof-Brown et al. (2005) examine different forms of fit at work, including person-job and person-organisation fit. Their work supports the relevance of fit as a concept, but it does not establish the outcome of any specific recruitment method at Shree Infotech.

Person-organisation fit concerns compatibility between an individual's work-related expectations and organisational characteristics. In recruitment, this can involve realistic information about responsibilities, working arrangements, teamwork and professional conduct. It should not be confused with selecting people because they resemble the interviewer. Assessment should remain focused on legitimate work requirements.

3.3 Competency-based selection and structured interviews

Competency-based selection considers what candidates know and what they can demonstrate. Rather than relying only on qualifications or job titles, recruiters may ask candidates to explain how they approached a relevant problem or complete a work-related exercise. Structured interviews use comparable questions and assessment criteria for candidates applying for the same position. Professional guidance from the U.S. Office of Personnel Management supports consistent and job-related interview practices.

3.4 Summary of the literature

The literature reviewed in the source report provides three broad insights. First, recruitment and training are investments in workforce capabilities. Second, job-related fit matters because positions have different competency requirements. Third, structured and consistent assessment can support fairer comparisons. These perspectives form the basis for the proposed recruitment framework and recommendations in this paper.

4 Recruitment environment: national and international context

4.1 Recruitment scenario in India

The Indian recruitment environment includes employee referrals, local networks, direct applications, walk-in interviews, job portals, professional networking platforms and institutional placement programmes. Platforms such as Naukri, LinkedIn and Indeed can provide wider candidate reach, although a large applicant pool does not automatically produce suitable candidates. Clear job descriptions and screening criteria remain necessary to manage applications effectively.

The National Career Service, administered by the Ministry of Labour and Employment, is described in the source report as a platform connecting job seekers, employers and employment-related service providers. Technical education and vocational training are also relevant. Industrial Training Institutes, polytechnic colleges and other training institutions may provide access to candidates with practical or technical educational backgrounds. Graduate placement programmes may be useful for entry-level commercial and administrative positions.

The India Employment Report 2024, prepared by the International Labour Organization and the Institute for Human Development, discusses youth employment, education and skills development. This context highlights why qualifications alone may not fully demonstrate workplace readiness. Employers may need to assess practical abilities while distinguishing essential entry-level skills from capabilities that can be developed through training.

4.2 International recruitment trends

International recruitment has been influenced by digital applications, virtual interviews, electronic recruitment systems and greater attention to demonstrated skills. Applicant Tracking Systems (ATS) can organise applications and record candidate progress. Such systems may be useful where application volumes are high, but a simpler electronic register may be more proportionate for an organisation with occasional vacancies.

Artificial intelligence may support administrative tasks such as organising applications or assisting with communication. However, automated outputs require human review because systems may reflect bias or apply criteria that are not suitable for a particular vacancy. Candidate privacy, transparency and fairness remain important considerations.

4.3 Global workforce indicators

The source report cites the World Economic Forum's Future of Jobs Report 2025. It reports that 85% of surveyed employers plan to prioritise workforce upskilling, 70% expect to hire employees with new skills, and 63% identify skills gaps as a major barrier to business transformation. The report also estimates that 39% of existing worker skills may change or become outdated by 2030. These indicators are international context, not findings from a survey at Shree Infotech.

The indicators support the idea that recruitment and employee development should be considered together. Organisations may need to recruit for essential capabilities while providing training for product-specific or changing skills. They do not establish the actual level of skill shortages or training requirements at Shree Infotech.

5 Key challenges and emerging shifts

5.1 Skill gaps and role requirements

A recruitment challenge may arise when the skills available in the applicant pool do not match the needs of a vacancy. In technical positions, applicants may have relevant academic qualifications but limited practical experience. In customer-facing positions, a candidate may understand technical information but need stronger communication skills. The organisation should identify which competencies are essential at entry and which can reasonably be developed after appointment.

5.2 Recruitment cost and time

Recruitment requires advertising expenditure, managerial time, application screening, interviews, communication and onboarding. Repeated interviews or unnecessarily complex procedures may increase administrative effort without producing proportionate additional information. At the same time, making a decision too quickly may cause important competencies to be overlooked. A balanced process should be sufficiently thorough while remaining practical for the organisation.

5.3 Subjectivity and fairness

Selection decisions based mainly on informal impressions may vary between interviewers. Predetermined criteria, comparable interview questions and documented reasons can help improve consistency. Practical assessments should relate directly to job duties and be administered under comparable conditions. These are potential areas for review; the source report does not establish that such problems currently occur at Shree Infotech.

5.4 Technology and candidate privacy

Electronic records can make candidate information easier to retrieve and share, but they also require appropriate handling. Access should be limited to authorised personnel, information should be collected for legitimate recruitment purposes and unnecessary personal details should not be retained indefinitely. AI-assisted recruitment requires human oversight and clear criteria, particularly where automated tools influence decisions about applicants.

5.5 Candidate expectations

Applicants may consider compensation, job security, professional development, working arrangements and communication when deciding whether to accept an opportunity. A realistic description of the position and timely updates can reduce misunderstanding. These practices do not necessarily require advanced technology; consistent communication and clear expectations may be sufficient.

5.6 Implications for Shree Infotech

For Shree Infotech, the emerging trends support consideration of structured interviews, role-specific assessments, electronic candidate records and appropriate onboarding. The organisation's actual procedures, hiring volume and resources should be reviewed before any change is adopted. Advanced systems should not be introduced solely because they are available.

6 Analysis of recruitment and selection in the Shree Infotech context

6.1 Proposed recruitment process

The proposed recruitment framework begins with identification and approval of a manpower requirement. Management or the relevant supervisor should clarify why the position is required and what duties it will perform. A job description and person specification can then identify responsibilities, essential qualifications and competencies. Recruitment sources should be selected according to the role and available resources. Applications can be screened against predetermined criteria before candidates proceed to interviews or practical assessments.

Manpower requirement identification and approval.

Preparation of job description and person specification.

Candidate sourcing through appropriate channels.

Résumé screening and shortlisting against essential criteria.

Structured interview and job-related assessment where required.

Final evaluation, appropriate verification and selection decision.

Offer communication, onboarding and subsequent performance monitoring.

6.2 Comparative analysis of recruitment sources

Table 1. Comparative analysis of recruitment sources.

Source	Potential advantage	Limitation
Employee referrals	May reduce advertising requirements	Limited applicant pool
Online job portals	Wider candidate reach	Can increase screening workload
Campus recruitment	Access to graduates	Limited work experience
Recruitment agencies	Specialised sourcing	Additional fees
Local networks	Access to nearby applicants	Restricted geographical reach
Technical institutes	Potential vocational skills	Further product training may be needed

The comparison is qualitative and does not rank the channels based on actual company expenditure or candidate performance. The most appropriate channel depends on vacancy requirements, candidate availability and resources. A simple record of application source and subsequent outcomes could help management evaluate sourcing effectiveness over time.

6.3 Screening and shortlisting

Screening should identify applicants who meet essential requirements and merit further assessment. A proposed screening record could contain candidate ID, role applied for, application source, qualifications, relevant experience, essential criteria met and the reason for the decision. Criteria should be defined before applications are reviewed and applied consistently.

6.4 Selection methods and candidate experience

Selection methods provide different forms of evidence. Résumé screening establishes a candidate's background; structured interviews explore experience and communication; technical assessments examine relevant knowledge; practical demonstrations provide evidence of operational ability; situational questions explore problem-solving; and reference verification may help confirm relevant employment information where appropriate and permitted.

For an illustrative hardware-related role, a candidate might be asked to explain how they would respond to a customer uncertain about equipment compatibility. The interviewer could assess accuracy, ability to identify missing information and clarity of communication. A technical exercise could involve interpreting product specifications or describing safe steps for identifying a routine fault. Any exercise involving equipment or electrical safety should be appropriately supervised.

6.5 Role-competency alignment

Table 2. Illustrative alignment of roles, competencies and assessment methods.

Illustrative role	Key competencies	Possible assessment
Hardware technician	Technical knowledge and fault identification	Safe practical exercise
Sales executive	Product explanation and communication	Customer scenario
Inventory assistant	Accuracy and stock records	Record-checking task
Administrative assistant	Documentation and coordination	Work-related task

The matrix illustrates why one assessment method should not be applied identically to all positions. Actual duties and requirements should be confirmed by the relevant manager or supervisor before the matrix is used.

6.6 Digital documentation and technology

A spreadsheet-based candidate register may be a proportionate starting point. It could record candidate ID, job role, application source, screening outcome, interview status and final decision. The purpose is to organise information and make the recruitment process easier to review, not to collect unnecessary personal data. A dedicated ATS may be considered if application volume and process complexity increase.

Technology adoption can be considered in stages: basic electronic communication and digital résumés; systematic records and standardised assessment formats; dedicated recruitment management systems; and more advanced analytics. The organisation should determine its current needs before progressing to a more complex stage.

7 Findings and proposed evaluation framework

7.1 Summary of findings

Different technical, commercial and administrative positions may require different competency combinations.

Recruitment sources have distinct advantages and limitations; channel suitability depends on the vacancy and available resources.

Structured interviews and job-related practical assessments can provide a consistent basis for candidate evaluation.

Digital documentation may support recruitment administration when it is proportionate to operational needs.

Recruitment effectiveness should be considered through cost, time, candidate outcomes and employee retention rather than one indicator alone.

The available evidence does not establish actual company-level recruitment performance or confirmed deficiencies.

7.2 Proposed candidate evaluation scorecard

Table 3. Proposed candidate evaluation scorecard for a technical role.

Evaluation criterion	Suggested weight
Technical knowledge	30%
Practical skills	25%
Communication skills	15%
Relevant experience	15%
Problem-solving ability	10%
Professional attitude	5%
Total	100%

The scorecard is illustrative for a technical role. Each criterion may be rated on a five-point scale: 1 indicates poor evidence, 2 limited evidence, 3 acceptable evidence, 4 strong evidence and 5 excellent evidence. The weighted score is calculated by dividing the rating by five and multiplying by the criterion weight. A rating of 4 out of 5 for technical knowledge contributes 24 points out of 30. This example is hypothetical and is not a score assigned to a real applicant. A minimum requirement may be set for essential or safety-related competencies.

7.3 Recruitment performance indicators

Management could monitor cost-per-hire, time-to-fill, offer acceptance rate, candidate feedback, new-hire performance and early employee retention. Cost-per-hire requires a consistent definition of included recruitment expenditure. Time-to-fill measures the duration for which a vacancy remains open. Offer acceptance can indicate whether candidates accept the terms offered. These indicators should be considered together because speed or low cost alone does not demonstrate a suitable hiring outcome.

8 Recommendations, implementation and conclusion

8.1 Recommendations

Review and document a standard recruitment procedure covering approval, job descriptions, sourcing, screening, assessment, selection and onboarding.

Define role-specific competencies and distinguish essential requirements from skills that can be developed through training.

Use a combination of technical institutes, referrals, local networks and online platforms according to vacancy requirements.

Introduce a consistent interview scorecard and relevant practical assessments where appropriate.

Maintain a centralised candidate register with restricted access and appropriate information-retention practices.

Provide clear vacancy information, interview instructions and timely candidate updates.

Strengthen onboarding and product familiarisation for new employees.

Establish baseline recruitment indicators and review outcomes periodically.

8.2 Proposed six-month implementation roadmap

Table 4. Proposed six-month implementation roadmap.

Timeline	Suggested responsibility	Deliverable
Month 1	Management / HR	Review and document recruitment procedure
Month 2	HR / technical supervisor	Select sourcing and assessment methods
Month 3	HR / administration	Introduce candidate register
Months 4–5	Technical supervisor	Pilot onboarding and product familiarisation
Month 6	Management	Review indicators and pilot outcomes

The timeline is indicative and should be adapted to actual vacancy frequency, management availability and resources. A pilot for an appropriate vacancy can help identify practical difficulties before wider adoption. Expected outcomes should be measured against a baseline rather than assumed.

8.3 Conclusion

The study examined recruitment and selection practices relevant to Shree Infotech and considered how a practical framework could support workforce suitability. The analysis indicates that recruitment should begin with clear manpower requirements and job-related competencies. Different positions require different assessment methods, and a combination of targeted sourcing, consistent screening, structured interviews and relevant practical exercises may provide a useful approach.

Recruitment is also a financial and organisational decision. Hiring expenditure includes direct costs and the time contributed by existing employees. The organisation should balance speed, cost and candidate suitability. Basic electronic documentation may be sufficient where recruitment volume is limited, while more advanced systems should be considered only when justified by operational need.

The study is limited by the absence of detailed internal recruitment records, respondent feedback and measured hiring outcomes. It cannot determine which recruitment channel currently performs best or calculate the financial return of the proposed improvements. The recommendations should therefore be treated as proposals for management consideration, tested through a pilot and evaluated using reliable company-level evidence.

9 Limitations and scope for future research

The research is based mainly on qualitative secondary information and the company context provided in the source report. No completed respondent questionnaire, recorded interview findings or detailed recruitment dataset is available. The paper therefore does not report a sample size, statistical analysis or measured candidate perceptions. It also does not calculate actual recruitment costs, hiring duration, offer acceptance, employee retention or recruitment return on investment.

Future research could collect primary information with the organisation's permission. Structured interviews with personnel involved in recruitment could establish the actual stages of hiring and responsibilities assigned to different employees. Candidate questionnaires could examine communication, interview procedures and overall recruitment experience. The population, sampling method and number of respondents should be clearly reported.

A quantitative study could use records of applications, sourcing channels, assessment outcomes, recruitment expenditure and hiring duration to compare different approaches. Subsequent job performance and early retention could provide additional context. Comparative research with similar computer hardware and power-management businesses could examine whether selected recruitment practices are appropriate under comparable conditions. Further work could also assess the financial and operational feasibility of dedicated recruitment software, including implementation costs, staff training and information security.

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