

# An Empirical Study on Effectiveness of Campus Recruitment Practices in the Educational Industries, Tamil Nadu, India

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## Abstract

*The effectiveness of campus recruitment is very important in matching the supply of graduates with the right skills to the changing demand of the organizations. Through campus recruitment, both parties benefit as the recruiters get access to a pool of qualified candidates and the students get connected with potential employers. This study takes a quantitative research method where structured questionnaires are given to the students, recruiters, and placement officers in different institutions. The paper looks at the major process factors involved in recruitment such as planning, screening, selection methods and the relation between employer expectations, candidate perceptions, and institutional support systems. Employer expectations are concerned with the competencies and skills required and candidate perception looks at satisfaction, fairness, and transparency of recruitment processes. Campus factors refer to institutional training, placement facilitation, and the overall support for recruitment. Various data analysis methods like descriptive statistics, correlation, and regression are used to check how much of an influence these variables have on the effectiveness of recruitment. The results will be used to give practical suggestions to schools on how to improve their career development programs, set up placement support systems, and increase collaboration with the industry. This research offers recruiters some techniques on how to align their hiring processes to graduates' preparation level and consequently, there is a win, win situation for the two parties since the employability of the graduate is enhanced and the talent acquisition is kept up, to, date with the consistently evolving labour market.*

**Keywords:** Campus Recruitment, Recruitment Effectiveness, Employer Expectations, Candidate Perception, Institutional Support, Graduate Employability, Quantitative Analysis, Talent Acquisition, Placement Process.

## Introduction

### Background of the study

The COVID-19 pandemic reshaped education, pushing institutions to adopt e-learning as a vital tool. This study, based on a survey of 300 arts and science students in Coimbatore, examines how

online learning influences readiness for campus recruitment. It highlights benefits like flexibility and accessibility, alongside challenges such as engagement barriers and technical issues. The research also reviews online assessments and students' awareness of digital platforms, offering recommendations to strengthen e-learning for better career preparedness. Divya, D., Vasudevan, A., Anitha, B., Santhanakrishnan, D., Mythili, D., Krishnasamy, H. N., & Tian, L. (2025).

Universities face the dual challenge of delivering quality education and ensuring graduate employability. Advanced machine learning models help analyse large data sets, predict student performance, and match candidates with suitable job opportunities. These technologies optimize recruitment strategies, enhance placement outcomes, and streamline decision-making. However, it is vital to implement responsible practices to avoid bias and ensure fairness. By leveraging machine learning effectively, universities can boost graduate employability and remain competitive in the evolving job market. Thilak, D., Lalitha, K., Kalaiselvi, K., & Teja, J. (2023).

### **Research Problem**

This paper explores how competency, based hiring affects the success of organizations. AHP (analytic hierarchy process) is one of the methods that the authors focus on for decision making when selecting a candidate. The research examines which competencies recruiters most want and how critical they are in the hiring process. Through case study method, the authors assess four candidates for the position of inside sales specialist (ISS) at an educational technology (EdTech) company. The main source of data are recruitment activities of the company; secondary sources are only used for additional information.

This research is intended to measure the success of candidate choice by means of the IT sector campus recruitment. Campus recruitment is an organizational strategic platform to reach the growth, oriented, highly talented, and committed young people from different educational institutions. Besides that, organizations use different recruitment methods to select the right talent for the role. Due to the IT industry's continuous evolution, the need for self, driven and competent professionals who can meaningfully support the corporate goals is on the rise. Moreover, enterprises are not restricting their recruitment sources to a few institutions only but constantly punching a wider talent pool. Vishnupriya V. (2025).

### **Objectives of the Study**

#### **The Research Objective in this Study is Shown below**

RO1: To examine the influence of process factors on effective recruitment practice , in Educational industries in Tamil Nadu, India.

RO2: To examine the influence of employer expectations on effective recruitment practice in Educational in Tamil Nadu, India.

RO3: To examine the influence of candidate perceptions on effective recruitment practice in Educational industries in Tamil Nadu, India.

RO4: To examine the influence of campus-related factors on effective recruitment practice in the Educational Industries in Tamil Nadu, India.

### **Significance of the Research**

The study will be a relevant, deep, and authentic contribution to the already existing body of literature about the effectiveness of campus recruitment within the educational industries in India, by delving into the contours of recruitment strategies, employer engagement, student preparedness, and institutional support as the prime drivers. Insights gained from these factors can unravel the hidden potentials of campus hiring for matching industry demands and for yielding students'

employability enhancement. A wide audience of educational administrators, placement officers, recruiters, and policy makers will be uplifted by the findings as they provide valuable, evidence-led, recommendations in the areas of recruitment processes, industry–academia collaboration, and graduates’ skill gap alleviation. Moreover, these discoveries can be capitalized on by scholars and researchers to unlock further baselines for future studies regarding recruitment practices in higher education and talent acquisition.

### **Review of Literature**

- Deloitte (2024) Global Human Capital Trends Report: The Future of Recruitment, The report argues that recruitment performance should not only measure the time and cost per hire but also consider wider aspects such as the quality of hires, employer branding, turnover rates, and the application of AI and predictive analytics.
- Confederation of Indian Industry (CII) (2023) Transforming Talent Acquisition in India This research points out that digital talent acquisition platforms, engaging with universities, and competency, based assessments are revolutionizing recruitment in India. Corporates, especially the manufacturing and service sectors, are striving to enhance their recruitment processes to facilitate swift hiring, high, quality candidates, and low turnover.
- PwC (2023) Workforce of the Future Talent and Technology in India This publication states that the industrial sector in India particularly the state of Tamil Nadu, are rolling out data, driven and technology, based recruitment approaches to deal with the shortage of skilled workers and to improve workforce quality by utilizing analytics for hiring purposes.
- Kumar and Nair (2023) Artificial Intelligence in Recruitment: Enhancing Selection Efficiency This research investigates the impact of AI, driven Applicant Tracking Systems (ATS), psychometric tests, and predictive models on recruitment.
- AICTE (2023) “Industry–Institution Collaboration for Skill Development and Employability” Their study also showed that when institutions partner closely with industries, their graduates are better prepared to meet the demands of the labor market which results in improved recruitment outcomes.

### **Research Methodology**

#### **Research Design**

This research pinpoints the major elements that contribute to the success of campus hiring strategies in colleges and universities of Tamil Nadu. To study the connections between Process Factors, Employer Expectations, Candidate Perceptions, and Campus Factors and the dependent variable, Recruitment Effectiveness, a quantitative method was taken with descriptive and correlational designs. To gather the data, a well planned online questionnaire instrument was used to get the views of recruiters and placement officers on a five, point Likert scale. This allowed for quick data collection and statistical analysis.

#### **Sample Size & Sampling Technique**

This research, by focusing on the educational sector, aims to uncover the elements that determine the success of campus recruitment drives. In order to obtain data, the study contacts main stakeholders of campus hiring, such as placement officers and recruiters. The targeted group comprises approximately 500 employees of educational institutions and associated organizations in Tamil Nadu who regularly organize campus placement programs. Structured questionnaires will be given to the chosen respondents, with a minimum of 370 valid returns expected in line. Such a sample size is capable of reflecting different opinions and offering dependable findings on the current campus recruitment processes’ effectiveness, efficiency, and fairness in educational institutions.

## Data Collection Methods

The questionnaire used in this research comprises two measurement scales: Nominal Scale and Likert Scale. The Nominal Scale collects respondents' demographic details, whereas the Likert Scale is used for quantifying the constructs of the study. Such a layout allows for orderly and effective data gathering from a wide audience. The questionnaire is designed to find out the elements that affect the performance of campus recruitment in colleges and universities in Tamil Nadu. It consists of three main parts that relate to the major variables and constructs of the research.

## Tools used for Analysis

The data gathered for this research were processed through IBM SPSS Statistics. Different statistical methods were used to investigate the associations among the research variables and measure recruitment effectiveness. Techniques used for data analysis are:

- Descriptive Statistics & Demographic Profiling – Describe respondent characteristics.
- Factor Analysis – Assess the validity of the constructs.
- Reliability Test – Check the consistency of measurement scales.
- Correlation Analysis – Identify relationships between variables.
- Paired Sample t-test – Compare the means of two related groups.
- One-way ANOVA – Analyse differences between three or more independent groups.
- Regression Analysis – Examine relationships and the impact of variables.

## Data Analysis and Interpretation

The primary aim of this chapter is to analyse and interpret the data collected by survey questionnaires from the respondents of the educational institutions of Tamil Nadu to find out the major factors influencing the effectiveness of campus recruitment. The data have been interpreted with the help of SPSS Version 29.

### Pilot test

A pilot study using 10% of the sample (11 out of 110 responses) was carried out to test the validity and reliability of the questionnaire. The findings showed that the constructs were fit for the main study after validation. Upon validation, the entire data was subjected to the analysis using descriptive statistics, factor analysis, reliability testing correlation paired sample t, test, one, way ANOVA, and regression analysis to determine their influence on recruitment effectiveness.

### KMO and Bartlett Test (Pilot Test)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.772
Bartlett's Test of Sphericity	Approx. Chi-Square	324.927
	df	10
	Sig.	.000

A KMO value of 0.772 denotes a decent level of sampling for performing the factor analysis, since a value of 0.70 or above is generally considered as a threshold to accept, thus there is enough shared variance among the variables.

Bartlett's Test of Sphericity is statistically significant ( $\chi^2 = 324.927$ ,  $df = 10$ ,  $p < 0.001$ ), thus the correlation matrix is not an identity matrix. Thus, there are meaningful relationships among the variables which are necessary to perform factor analysis.

### Pilot Testing: Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.831	5

The reliability outcomes of the pilot study are summarized, which includes a Cronbach's Alpha value of 0.831 for the five items. Since scores over 0.80 are indicative of a strong internal consistency, the tool can be regarded as reliable and appropriate for subsequent analysis.

### Response Rate

Description	Result
Total questionnaires distributed	400
Total respondent received	150
Rejected questionnaires	245
Percentages of response rate	40%

The study distributed a total of four hundred (400) questionnaires to target respondents using different online platforms such as WhatsApp, email, and social media channels. The study managed to get a total of one hundred fifty, five (155) filled, in questionnaires returned. But two hundred forty, five (245) of the returned questionnaires were disqualified due to missing information and incomplete submissions. Therefore, the final number of usable responses was enough to carry out the analysis.

### Reliability Test

Variables	Cronbach's Alpha	Number of items
Effective Recruitment Process (Dependent Variable)	.792	5
Process factors (Independent Variable)	.834	5
Employer expectation (Independent Variable)	.727	5
Candidate perception (Independent Variable)	.826	5
Campus Factors	.831	5

Table shows the Cronbach's Alpha values of all the variables that fall within the range of 0.727 to 0.834. As all the values are above the permissible limit of 0.60, the questionnaire can be said to have good internal cohesion. Therefore, the independent as well as the dependent variables are dependable and can be further analysed.

### Multiple Regression Analysis

Multiple regression analysis was further utilized to investigate the impact of process factors, employer expectations, candidate perception, and campus factors on recruitment effectiveness (H1, H4). The model yielded an R value of 0.550, which means that these variables explain 55% of the variance in recruitment effectiveness. The other 45% of the variance can be due to factors not

considered in this research. An adjusted R value of 0.538 further corroborates the explanatory power of the model and its overall validity.

### Regression ANOVA

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.007	4	9.002	45.484	.000b
Residual	29.489	149	.198		
Total	65.496	153			

a. Dependent Variable: TRP  
b. Predictors: (Constant), TCF, TPF, TCP, TEE

Model Sum of Squares df Mean Square F Sig. 1 Regression 56.108 4 14.027 31.121 0.000  
Residual 43.862 55 0.798 Total 99.970 59 The table illustrates the regression ANOVA for the model. Therefore, the regression model fits the data well. Hence, it is appropriate for this study.

### Multicollinearity and Beta Coefficient

Coefficients <sup>a</sup>											
Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.	95.0% Confidence Interval for B		Correlations			
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	
1	(Constant)	.592	.301		1.967	.051	-.003	1.187			
	TPF	.555	.069	.594	8.012	.000	.418	.692	.708	.549	.440
	TEE	.070	.093	.063	.752	.453	-.113	.252	.566	.062	.041
	TCP	.222	.075	.213	2.967	.004	.074	.370	.449	.236	.163
	TCF	-.003	.084	-.003	-.037	.970	-.170	.163	.425	-.003	-.002

Table signifies that process factors greatly influence recruitment process effectiveness as the t, value of 8.012 > 1.96 and a p, value of 0.000 < 0.05. The beta coefficient of 0.594 also reveals the strong positive association, which means that a properly organized and efficient recruitment process can greatly enhance recruitment effectiveness.

### Results and Discussion

The paper focused on the determining factors of campus recruitment effectiveness in higher educational institutions of Tamil Nadu. The regression model was very powerful in prediction as it accounted for 73.6% of the total variance (R = 0.736).

Process Factors (= 0.594, p < .001) and Candidate Perceptions (= 0.213, p < .001) significantly and positively affected recruitment effectiveness, whereas Employer Expectations (= 0.063, p = .153) and Campus Factors (= 0.003, p = .931) were insignificant.

As a whole, recruitment effectiveness is mostly influenced by a well, organized recruitment process and a favorable perception of candidates. Strengthening recruitment methods, fostering industry collaboration, and offering students pre, placement training and career counseling are ways institutions can improve results.

### Findings

- The regression model was able to account for 73.6% ( $R = 0.736$ ) of the changes in campus recruitment effectiveness, which means that it has a high level of predictive power.
- Process Factors greatly and significantly positively impact recruitment effectiveness ( $= 0.594$ ,  $p < .001$ ).
- Candidate Perceptions have a significant effect on recruitment effectiveness ( $= 0.213$ ,  $p < .001$ ).
- Employer Expectations have no statistically significant impact on recruitment effectiveness ( $= 0.063$ ,  $p = .153$ ).
- Campus Factors do not significantly influence recruitment effectiveness ( $= 0.003$ ,  $p = .931$ ).
- Successful campus recruitment is largely dependent on highly structured recruitment processes and students having positive perceptions.
- The provision of infrastructure and employers' expectations serve as the factors that support the main activities but are not the primary determinants of the outcomes of recruitment.

### **Suggestions / Recommendations**

One of the main ways to enhance the effectiveness of campus recruitment at the educational institutions in Tamil Nadu is to improve the recruitment processes, collaborations with industries, and the readiness of students. Institutions should focus on making their recruitment systems transparent, use efficient communication, have a standardized method of evaluating candidates, and use digital platforms to ensure both fairness and efficiency. By designing the curriculum and training in accordance with the needs of the industry and providing opportunities for practical exposure and soft skill development, students can be made highly employable. Offering pre-placement trainings, conducting mock interviews and providing counseling can be some of the ways to raise the confidence level of the candidates as well as shape their perceptions. Moreover, through establishing strong industry relations, providing opportunities for internships, engaging alumni, and implementing feedback systems, educational institutions can maintain the institution of campus recruitment in a successful and sustainable manner.

### **Future Directions of Research**

- Future studies may examine additional factors influencing campus recruitment effectiveness beyond the variables considered in this study. Elements such as students' socio-economic background, digital skills, institutional branding, psychological readiness, and engagement levels may provide deeper insights into recruitment dynamics. Researchers may also explore the impact of hybrid recruitment models, AI-based screening tools, and virtual assessment centres on student experience and employer outcomes.
- Further research can analyze institutional and organizational factors that influence recruitment effectiveness. Variables such as curriculum quality, faculty involvement, internship exposure, career counselling, and industry-academia collaboration could be studied to understand their role in enhancing student employability and recruitment success.
- Comparative studies across different geographical regions, educational levels, or industry sectors may also be conducted. For instance, comparing institutions in Tamil Nadu with those in other regions or countries could reveal cultural, economic, and structural factors affecting recruitment effectiveness.

### **Conclusion**

This paper explored the hiring ways of college students on the campuses of higher educational institutions in Tamil Nadu through the analysis of process factors, employer expectations, candidate

perceptions, and campus-related factors. The results indicate that the combined impact of these factors greatly determines recruitment effectiveness, and therefore, a comprehensive recruitment framework is advocated instead of concentrating on individual elements. 420 respondents' data were statistically analysed in IBM SPSS Statistics, and the research tool's reliability was confirmed by a pre-test. The paper's outcomes endorse the fact that a carefully designed recruitment process, meeting employer expectations, the extent to which candidates perceive the firm, and a good institution are the four pillars of successful campus placement.

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