

# Evaluating Employee Satisfaction with the Recruitment and Selection Process: A Case Study at Tata Motors

**OPEN ACCESS**

Volume: 12

Special Issue: 1

Month: June

Year: 2025

P-ISSN: 2321-788X

E-ISSN: 2582-0397

Citation:

Avya Mahesh, KM, and Manju Malathy. "Evaluating Employee Satisfaction with the Recruitment and Selection Process: A Case Study at Tata Motors." *Shanlax International Journal of Arts, Science and Humanities*, vol. 12, no. S1, 2025, pp. 66–73.

DOI:

<https://doi.org/10.34293/sijash.v12iS1-June.9118>

**KM Avya Mahesh**

*BBA Student*

*Bharata Mata College, Thrikkakara, Edappally, Kochi, Kerala*

**Manju Malathy**

*Assistant Professor, Department of Business Administration*

*Bharata Mata College, Thrikkakara, Edappally, Kochi, Kerala*

## Abstract

*The recruitment and selection process includes planning, execution, evaluation of candidates and onboarding them to the organization. A effective recruitment and selection enables the hiring of right candidate for the right position, hence it leads to the increased productivity and retention and enhanced employer branding. The main objective of this research is to evaluate the employee satisfaction through recruitment and selection process. For selecting the sample from the population simple random sampling technique is adopted and hence seventy employees were taken for the study. The primary data is collected by distributing the questionnaire to the employees and the secondary data is collected from the published materials and websites. For evaluating the data collected percentage analysis and chi-square goodness of fit test is used. According to the findings of the study, Majority of the employees in the organisation are satisfied with the recruitment and selection process. By offering conclusions for human resource professionals and organisational leaders to improve their recruitment and selection procedure and enhance employee satisfaction, this study adds to the body of knowledge already available on the subject.*

**Keywords:** Employee Satisfaction, Recruitment, Selection, Employee Engagement, Retention

## Introduction

Recruitment and selection is a process which identifies, attracts and hire the right candidate for the right position. The process of recruitment and selection includes a series of steps such as job analysis, job posting, application screening, interviews, assessment, job offer and so on. An effective recruitment and selection process can improve organisational performance, employee satisfaction, reduce turnover, enhance employer brand on the other hand inefficient recruitment and selection practices leads to poor organisational performance, increased turnover, reduced employee satisfaction, damage to employer branding. To make the recruitment and selection process effective organisation can clearly define the job requirements, use structured interview process, include diverse interview panel, provide clear communication to candidates, ensure a

positive interview experience, offer timely feedback, develop inclusive job description and ensure compliance with employment laws. The recruitment and selection process plays a crucial role among employees. An effective recruitment and selection process can lead to increased satisfaction among employees, make sure they are engaged and committed to the organization. Organisation which makes the selection of right person to the right position can experience higher productivity and retention.

### **Why is this research important?**

The study of recruitment and selection is important for several reasons. An effective recruitment and selection process can improve organisational performance, increase satisfaction among employees as the practice of recruitment and selection aligns with the organisational goals and objective. Gaining knowledge on recruitment and selection process helps to make better decisions thus reduces the risk of costly mistakes, also helps to avoid legal issues. Furthermore, Organisations can gain competitive advantage, reduce turnover, enhance employer brand, increase productivity, identifies and develop future leaders, supporting succession planning and talent management initiatives. Lastly by making thorough grasp on the factors affecting organisational outcomes and employee satisfaction, this study contributes to the body of existing research on recruitment and selection.

### **Objectives**

#### **The Objectives of the Studies are**

1. To evaluate the satisfaction of employees towards the recruitment and selection process.
2. To examine the factors affecting the recruitment and selection process.
3. To examine the relationship between employee satisfaction and recruitment and selection process.

### **Review of Literature**

1. Patel (2020) Employee satisfaction with the recruitment and selection process is examined in this study. After gathering information from 100 workers in Indian companies, the researcher discovered that most workers were happy with the recruitment and selection procedure. The survey did point out several areas that needed work, though, such prompt communication throughout the hiring process and the provision of clear job descriptions

2. Singh (2022) This study looks at how hiring and selection practices affect worker satisfaction. After gathering information from 120 workers in Indian companies, the researcher discovered a strong correlation between employee satisfaction and efficient hiring and selection procedures. According to the survey, in order to increase employee satisfaction and lower turnover, businesses should concentrate on refining their hiring and selecting procedures.

### **Statement of the Problem**

The recruitment and selection process is a significant component as it directly affects the potential and efficiency of the new employees. However, Majority of organisation find it difficult to evaluate their recruitment and selection process, which could result in the irregularity between employee satisfaction and organisational outcome. There are factors that can lead to poor recruitment and selection such as Lack of clear job description, Inadequate recruitment budget, Untrained recruitment staff, Inefficient recruitment processes, Competition for talent, Economic conditions, Labor market conditions, Biased recruitment methods and Inadequate candidate assessment Therefore the main objective of the study is to find the factors which affects the recruitment and selection process that have an impact on employee satisfaction.

## Research Questions

The following research questions guided this study:

1. Are you satisfied with the pre-recruitment information provided by the organization, including job descriptions, company culture, and benefits?
2. Are you satisfied with the recruitment process, including the application process, interviews, and communication with the recruitment team?
3. Are you satisfied with the selection process, including the selection criteria, evaluation process, and notification of selection results?
4. Are you satisfied with the post-recruitment experience, including on boarding, training, communication, and overall support?

## Research Methodology

In this research primary data is collected by distributing questionnaire to the employees of the company to obtain their perspectives and secondary data is obtained from the published materials and websites. For selecting the sample from the population simple random sampling technique is adopted, hence 70 sample were taken and the population of the study comprises the employees of the organisation. Data analyse is done by Chi-Square Goodness-of-Fit Test and percentage analysis.

- Chi-square goodness-of-fit test

It is the test used to determine if a sample distribution matches an expected distribution, by comparing observed frequencies with expected frequencies.

$$\chi^2 = \sum [(O - E)^2 / E] \quad O = \text{observed frequency} \quad E = \text{Expected frequency}$$

- Simple percentage analysis

The simple percentage method of data analysis involves expressing data as a proportion of a whole, often 100, to easily compare different categories or groups. It's calculated by dividing the "part" by the "whole" and multiplying by 100.

## Analysis

Research question 1: Are you satisfied with the pre-recruitment information provided by the organization, including job descriptions, company culture, and benefits?

Options	Number of Respondents	Percentage
Satisfied	62	88.6%
Not satisfied	8	11.4%
<b>Total</b>	<b>70</b>	<b>100%</b>



## Interpretation

Employees are satisfied with the pre-recruitment information, 62 out of 70 employees are satisfied. The organization's pre-recruitment strategy is effective.

## Null and Alternative Hypotheses

H0 (Null Hypothesis): Employees are not satisfied with the pre-recruitment information.

H1 (Alternative Hypothesis): Employees are satisfied with the pre-recruitment information.

## Variables and Frequencies

1. Satisfaction: This is the dependent variable, which measures the respondents' satisfaction with the pre-recruitment information.
2. Response: This is the independent variable, which categorizes the respondents' answers (e.g., Satisfied, Not Satisfied)

## Chi-Square Goodness-of-Fit Test

Category	O	E	(O-E) <sup>2</sup> /E
Satisfied	62	35	729/35=20.83
Not Satisfied	8	35	729/35=20.83
<b>Total</b>	<b>70</b>	<b>70</b>	<b>41.66</b>

## Degrees of Freedom (df): 1

p-value:  $\approx 0.000$

Since  $\chi^2$  (41.66) > 3.84 (critical value), we reject H0. The data shows that significantly more than 50% of employees are satisfied with the pre-recruitment process, supporting H1

## Research Question 2: Are you satisfied with the recruitment process, including the application process, interviews, and communication with the recruitment team?

Options	Number of Respondents	Percentage
Satisfied	64	91.4%
Not Satisfied	6	8.6%
<b>Total</b>	<b>70</b>	<b>100%</b>



## Interpretation

Employees are satisfied with the recruitment process, 64 out of 70 employees are satisfied. The recruitment process meets employee expectations.

## Null and Alternative Hypothesis

H0 (Null Hypothesis): Employees are not satisfied with the recruitment process.

H1 (Alternative Hypothesis): Employees are satisfied with the recruitment process.

## Variables and Frequencies

1. Satisfaction: This is the dependent variable, which measures the respondents' satisfaction with the recruitment process.
2. Response: This is the independent variable, which categorizes the respondents' answers (e.g., Satisfied, Not Satisfied).

### Chi-Square Goodness-of-Fit Test

Category	O	E	(O-E) <sup>2</sup> /E
Satisfied	64	35	841/35=24.03
Not satisfied	6	35	841/35=24.03
<b>Total</b>	<b>70</b>	<b>70</b>	<b>X<sup>2</sup>=48.06</b>

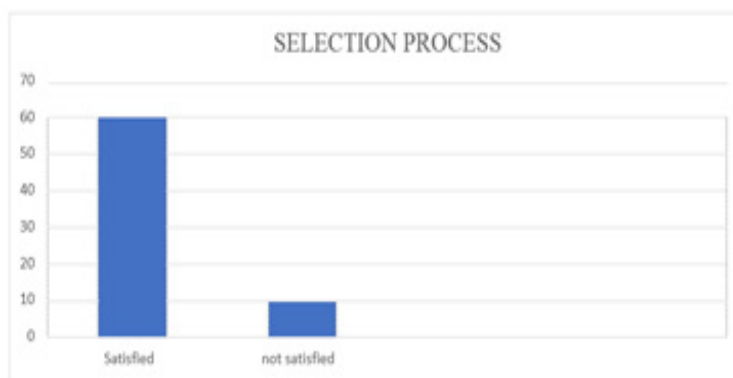
### Degrees of Freedom (df): 1

p-value:  $\approx 0.000$

Since  $\chi^2 (48.06) > 3.84$  (critical value), we reject H0. The data shows that significantly more than 50% of employees are satisfied with the recruitment process, supporting H1.

### Research Question 3: Are you satisfied with the selection process, including the selection criteria, evaluation process, and notification of selection results?

Options	Number of respondents	Percentage
Satisfied	60	85.7%
Not Satisfied	10	14.3%
<b>Total</b>	<b>7</b>	<b>100%</b>



## Interpretation

Employees are satisfied with the post-recruitment experience, 62 out of 70 employees are satisfied with the post-recruitment experience. The post-recruitment experience meets employee expectations.

## Null and Alternative Hypotheses

H0 (Null Hypothesis): Employees are not satisfied with the selection process.

H1 (Alternative Hypothesis): Employees are satisfied with the selection process.

## Variables and Frequencies

1. Satisfaction: This is the dependent variable, which measures the respondents' satisfaction with the selection process.
2. Response: This is the independent variable, which categorizes the respondents' answers (e.g., Satisfied, Not Satisfied)

## Chi-Square Goodness-of-Fit Test

Category	O	E	(O-E) <sup>2</sup> /E
Satisfied	60	35	625/35=17.86
Not satisfied	10	35	625/35=17.86
<b>Total</b>	<b>70</b>	<b>70</b>	<b>35.71</b>

Degrees of Freedom (Df) = 1

p-value  $\approx$  0.000

Since  $\chi^2$  (35.71) > 3.84 (critical value), we reject H0. The data shows that significantly more than 50% of employees are satisfied with the selection process, supporting H1.

**Research question 4: Are you satisfied with the post-recruitment experience, including on boarding, training, communication, and overall support?**

Options	Number of respondents	Percentage
Satisfied	62	88.6%
Not satisfied	8	11.4%
<b>Total</b>	<b>70</b>	<b>100%</b>



## Interpretation

Employees are satisfied with the selection process, 60 out of 70 employees are satisfied. The selection process meets employee expectations.

## Null and Alternative Hypothesis

H0 (Null Hypothesis): Employees are not satisfied with the post-recruitment experience.

H1 (Alternative Hypothesis): Employees are satisfied with the post-recruitment experience.

## Variables and Frequencies

1. Satisfaction: This is the dependent variable, which measures the respondents' satisfaction with the post recruitment process.
2. Response: This is the independent variable, which categorizes the respondents' answers (e.g., Satisfied, Not Satisfied)

### Chi-Square Goodness-of-Fit Test

Response category	O	E	(O-E) <sup>2</sup> /E
Satisfied	62	35	(62-35) <sup>2</sup> /35=729/35=20.83
Not satisfied	8	34	(8-35) <sup>2</sup> /35=729/35=20.83
<b>Total</b>	<b>70</b>	<b>70</b>	<b>41.66</b>

Degrees of Freedom (Df) = 1

p-value  $\approx$  0.000

Since  $\chi^2$  (41.66) > 3.84 (critical value), we reject H0. The data shows that significantly more than 50% of employees are satisfied with the post-recruitment process, supporting H1.

## Finding

- The Chi-square test results and percentage analysis indicate that employees are satisfied with the pre-recruitment information, 62 out of 70 employees are satisfied. The organization's pre-recruitment strategy is effective.
- The Chi-square test results and percentage analysis indicate that employees are satisfied with the recruitment process, 64 out of 70 employees are satisfied. The recruitment process meets employee expectations.
- The Chi-square test results and percentage analysis indicate that employees are satisfied with the post-recruitment experience, 62 out of 70 employees are satisfied with the post-recruitment experience. The post-recruitment experience meets employee expectations.
- The Chi-square test results and percentage analysis indicate that employees are satisfied with the selection process, 60 out of 70 employees are satisfied. The selection process meets employee expectations.

## Suggestions

- Clearly outline job responsibilities, requirements, and expectations, and showcase the organization's culture, values, and benefits.
- Simplify the application process and keep candidates informed about their application status.
- Ensure a diverse interview panel and establish clear evaluation criteria.
- Provide constructive feedback to candidates and involve employees in the selection process.
- Develop a comprehensive onboarding program and schedule regular check-ins with new hires.
- Establish a feedback mechanism for employees and conduct regular surveys to gather feedback.
- Use data and analytics to inform recruitment decisions and regularly review and revise the recruitment process.

## Conclusion

The result of this study highlights how significant a well-structured recruitment and selection procedure is to promote employee satisfaction. A well-structured recruitment and selection procedure enhances employee satisfaction by Ensuring better job fit, Reducing turnover, Improving communication, Promoting fairness and transparency, Reducing bias, Enhancing employer brand, Increasing productivity, Ensuring cultural fit and so on. The findings of this study offers valuable insights for hr professionals and company executives to streamline their recruitment and selection procedures. Organisations may design a hiring and selection procedure that not only draws in top talent but also promotes employee engagement, retention, and happiness by giving priority to these tactics.

## References

1. Patel, C. (2020). Employee satisfaction regarding recruitment and selection process. *International Journal of Research in Business and Social Science*, 9(4), 102-111.
2. Singh, R. (2022). Impact of recruitment and selection on employee satisfaction. *Journal of Organizational Behaviour Research*, 7(1), 1-9.