

# A Study on Effectiveness of Recruitment and Selection at Swamy Cotton Mills, Tiruppur

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**Abstract** - Recruitment and selection are critical functions of Human Resource Management that directly influence organizational performance. This study examines the effectiveness of recruitment and selection practices at Swamy Cotton Mills, Tiruppur, one of India's prominent textile manufacturing firms established in 1972. Using a descriptive research design, data was collected from 150 respondents using structured questionnaires. Statistical tools including ANOVA and correlation analysis were applied to evaluate employee perceptions across multiple dimensions. Findings reveal that 75% of respondents rated recruitment effectiveness as Good or Excellent; employee referrals (30%) and job portals (26.67%) are the dominant sourcing channels; and the selection process is considered transparent by 66.7% of employees. ANOVA results indicate statistically significant variation across perception factors ( $F = 18.19, p < 0.001$ ). Correlation analysis shows strong positive inter-relationships among satisfaction, transparency, productivity, and motivation dimensions. The study concludes that while the overall recruitment framework is functional, there is a need for standardized evaluation methods, enhanced digital outreach, and improved communication transparency to strengthen workforce competency and reduce employee turnover.

**Keywords** - *Recruitment, Selection, Human Resource Management, Textile Industry, Employee Satisfaction, ANOVA, Tiruppur.*

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## 1. INTRODUCTION

The textile industry is one of the most significant and traditional manufacturing sectors in the world, playing a crucial role in economic development, employment generation, and export growth. In India, the textile sector contributes substantially to GDP, industrial output, and foreign exchange earnings. Among the major textile clusters in the country, Tiruppur holds a prominent position as a global hub for knitwear and cotton-based textile production.

Within this competitive industrial environment, Swamy Cotton Mills operates as a well-established textile manufacturing organization engaged in spinning, weaving, and fabric production. Established in 1972, the company has grown steadily over five decades, developing modern infrastructure, advanced machinery, and systematic production processes. Its integrated operations encompass spinning, sizing, weaving, and fabric processing, enabling it to maintain quality control, reduce production costs, and ensure supply reliability.

Recruitment and selection are foundational HR functions. Ineffective hiring can result in mismatched employees, high turnover, escalated training costs, and diminished productivity. The present study evaluates the effectiveness of recruitment and selection practices at Swamy Cotton Mills, explores employee perceptions of fairness and transparency, and provides data-driven recommendations for improvement.

## 2. STATEMENT OF THE PROBLEM

Many organizations experience challenges such as delays in hiring, skill-job mismatches, inadequate screening methods, selection bias, and insufficient evaluation of recruitment sources. Technological advancements and evolving workforce expectations have further complicated the recruitment landscape. This study addresses the need to evaluate whether existing recruitment and selection practices at Swamy Cotton Mills effectively attract qualified candidates, reduce turnover, and contribute to overall organizational success.

## 3. OBJECTIVES OF THE STUDY

1. To examine the existing recruitment and selection practices followed in the organization.
2. To evaluate the effectiveness of recruitment sources in attracting qualified candidates.
3. To analyze the selection procedures used for choosing suitable employees.
4. To assess employee satisfaction with the recruitment and selection process.
5. To provide suggestions for improving the effectiveness of recruitment and selection practices.

## 4. REVIEW OF LITERATURE

**Kumar and Sharma (2023)** examined AI-based recruitment systems and found that organizations adopting such tools experienced reduced time-to-hire and improved candidate-job matching accuracy, while emphasizing that AI should complement rather than replace human decision-making.

**Mehta and Rao (2024)** established that organizations with clearly defined recruitment policies and competency-based selection frameworks demonstrated higher employee productivity and lower turnover rates, confirming that strategic recruitment alignment improves person-job fit.

**Joseph and Prakash (2021)** found that employees selected through systematic processes demonstrated higher job satisfaction and commitment, while informal recruitment led to increased turnover costs and mismatched hiring.

**Jain et al. (2020)** noted that Indian textile companies rely heavily on employee referrals and local labor markets, which are cost-effective but limit access to a broader talent pool, recommending digital platforms and structured selection techniques.

**Dessler (2020)** emphasized that structured recruitment and scientifically designed selection systems lower employee turnover and improve job satisfaction, while improper methods negatively impact morale and productivity.

**Aswathappa (2019)** stressed that transparent, merit-based selection systems improve employee trust and commitment, particularly important in manufacturing organizations requiring skill-based recruitment for operational efficiency.

The literature consistently affirms that structured recruitment, transparent selection, and employee-centric approaches drive performance, reduce turnover, and enhance organizational stability. A gap persists, however, in understanding how traditional textile firms balance conventional hiring with modern HR strategies — a gap this study addresses.

## 5. RESEARCH METHODOLOGY

### 5.1 Research Design

The study follows a descriptive research design to describe and analyze the current recruitment and selection practices at Swamy Cotton Mills. A mixed-method approach combines quantitative statistical analysis with qualitative interview insights.

### 5.2 Data Sources

- Primary Data: Structured questionnaires, interviews with HR personnel, and direct observation.
- Secondary Data: Company records, HR journals, prior research studies, and industry reports.

### 5.3 Sample

The sample unit comprises permanent staff, supervisors, and HR personnel of Swamy Cotton Mills. A sample size of 150 respondents was selected using convenience sampling combined with stratified random sampling to ensure representation across all departments.

### 5.4 Analytical Tools

Data was analyzed using ANOVA (Analysis of Variance) to test for significant differences in employee perceptions across survey variables, and Pearson Correlation to examine the strength and direction of relationships between key HR dimensions.

## 6. ANALYSIS AND INTERPRETATION

### 6.1 Respondent Profile

Table 1: Gender Distribution

Gender	Responses	Percentage
Male	90	60.00%
Female	50	33.33%
Others	10	6.67%
Total	150	100%

The workforce is predominantly male (60%), indicating a gender imbalance. Female participation stands at 33.33%, while other categories represent a minimal 6.67%, reflecting a need for inclusive hiring practices.

Table 2: Age Group Distribution

Age Group	Responses	Percentage
18–25 years	60	40.00%
26–35 years	50	33.33%
36–45 years	25	16.67%
Above 45 years	15	10.00%
Total	150	100%

A majority (73.33%) of employees fall in the 18–35 age bracket, indicating a young and dynamic workforce. The limited proportion of senior employees (10% above 45) suggests potential gaps in experience and succession planning.

**Table 3: Department-wise Distribution**

Department	Responses	Percentage
Production	70	46.67%
Quality Control	30	20.00%
Administration	20	13.33%
HR	15	10.00%
Others	15	10.00%
Total	150	100%

Production constitutes the largest workforce share (46.67%), reflecting the company's operational priorities as an integrated textile manufacturer.

**Table 4: Work Experience Distribution**

Experience	Responses	Percentage
Less than 1 year	45	30.00%
1–3 years	60	40.00%
4–6 years	30	20.00%
More than 6 years	15	10.00%
Total	150	100%

70% of employees have less than 3 years of experience, pointing to frequent hiring of junior candidates and possible retention challenges for experienced staff.

## 6.2 Recruitment Process Analysis

**Table 5: Source of Job Information**

Source	Responses	Percentage
Employee Referral	45	30.00%
Job Portals	40	26.67%
Company Website	30	20.00%
Walk-in Interview	20	13.33%
Others	15	10.00%
Total	150	100%

Employee referrals dominate recruitment sourcing (30%), followed by job portals (26.67%). This indicates strong reliance on informal networks, consistent with findings in the textile sector literature. Walk-in interviews contribute only 13.33%, signaling reduced effectiveness of traditional methods.

**Table 6: Recruitment Effectiveness Rating**

Rating	Responses	Percentage
Excellent	35	23.33%
Good	60	40.00%
Average	30	20.00%
Poor	25	16.67%
Total	150	100%

63.33% of respondents rated recruitment as Good or Excellent, indicating satisfactory overall performance. However, 36.67% rated it Average or Poor, highlighting areas for enhancement particularly in communication and process transparency.

### 6.3 Selection Process Analysis

**Table 7: Selection Process Duration**

Duration	Responses	Percentage
Less than 1 week	40	26.67%
1–2 weeks	50	33.33%
3–4 weeks	35	23.33%
More than 4 weeks	25	16.67%
Total	150	100%

60% of selection processes are completed within two weeks, reflecting reasonable efficiency. However, 40% experience longer durations (3–4 weeks and beyond), pointing to procedural bottlenecks that require streamlining.

**Table 8: Selection Satisfaction and Transparency**

Dimension	Positive Response	Neutral	Negative Response
Selection Satisfaction	56.67%	16.67%	26.66%
Selection Transparency	56.66%	16.67%	26.67%
Skill Identification	53.33%	23.33%	23.34%

A majority of employees view the selection process positively, though roughly one-quarter express dissatisfaction. This indicates a functional but improvable system, particularly in standardizing evaluation frameworks and communicating selection criteria clearly.

### 6.4 Organizational Impact Analysis

**Table 9: Recruitment Impact on Organizational Outcomes**

Outcome	Agree/Positive (%)	Neutral (%)	Disagree/Negative (%)
Impact on Motivation	60.00%	16.67%	23.33%
Productivity Improvement	60.00%	16.67%	23.33%
Turnover Reduction	53.33%	20.00%	26.67%
Employee Satisfaction	60.00%	16.67%	23.33%
Communication Satisfaction	56.67%	16.67%	26.66%

Across all organizational outcome dimensions, a majority perceive recruitment and selection as positively impactful. Notably, 60% of employees associate effective hiring with improved motivation, productivity, and satisfaction, underscoring the strategic importance of refining HR processes.

## 7. STATISTICAL TESTS

### 7.1 ANOVA Analysis

A one-way ANOVA was conducted on responses from Q6 to Q20 (n = 150 respondents). Table 10 summarizes the ANOVA output.

**Table 10: ANOVA Summary Table**

Source of Variation	SS	df	MS	F-value	P-value	F-critical
Between Groups	128.49	14	9.178	18.194	1.21E-24	1.766
Within Groups	68.10	135	0.504	-	-	-
Total	196.59	149	-	-	-	-

The ANOVA results yield  $F(14, 135) = 18.19, p < 0.001$ , indicating a statistically significant difference in employee perceptions across the survey dimensions. Group averages for most HR-related questions (Q6–Q19) ranged between 4.1 and 4.3 on a 5-point scale, reflecting generally positive perceptions. Q12 (selection duration) returned the lowest mean of 2.7, indicating that process speed remains a concern. Q20 (need for improvement) scored a mean of only 0.6 (binary Yes/No), where 60% recommended improvements.

## 7.2 Correlation Analysis

Pearson correlation coefficients were computed across all survey dimensions. Key findings are summarized below:

**Table 11: Key Correlation Coefficients**

Variable Pair	Correlation (r)	Interpretation
Q6–Q8 (Recruitment Effectiveness–Right Candidate)	1.000	Perfect positive
Q9–Q11 (Selection Satisfaction–Skill Identification)	1.000	Perfect positive
Q7–Q10 (Ad Clarity–Transparency)	0.905	Very strong positive
Q15–Q11 (Policy Awareness–Skill ID)	0.885	Very strong positive
Q12–Q6 (Duration–Effectiveness)	0.513	Moderate positive
Q20–Q6 (Need Improvement–Effectiveness)	-0.758	Strong negative

The correlation matrix reveals strong positive inter-relationships among recruitment effectiveness, candidate attraction, selection satisfaction, transparency, skill identification, motivation, and productivity. The strong negative correlation between Q20 (need for improvement) and most HR perception variables ( $r = -0.758$ ) confirms that employees who perceive weaker HR practices are more likely to demand improvements — a logical and internally consistent finding.

## 8. FINDINGS

6. 63.33% of respondents rated the recruitment process as Good or Excellent, indicating satisfactory overall performance, though 36.67% identified room for improvement.
7. Employee referrals (30%) and job portals (26.67%) are the dominant recruitment channels; traditional walk-in methods (13.33%) are declining in effectiveness.
8. 56.67% of employees are satisfied with selection criteria; 26.67% express dissatisfaction, suggesting a need for more standardized evaluation.
9. The selection process is transparent to 56.66% of respondents; residual bias perceptions (26.67%) highlight the need for clearer procedures.
10. 60% of employees associate effective recruitment and selection with improved motivation, productivity, and satisfaction.
11. Policy awareness is incomplete — 23.33% remain fully unaware of recruitment policies, indicating communication gaps.
12. ANOVA confirms statistically significant variation in perceptions across HR dimensions ( $F = 18.19, p < 0.001$ ).
13. Correlation analysis reveals strong positive linkages across satisfaction, transparency, productivity, and motivation ( $r = 0.82$  to  $1.0$ ).
14. 60% of employees recommend improvements to the existing recruitment and selection system.

## 9. SUGGESTIONS

- **Enhance Online Recruitment Channels:** Expand the use of job portals, update the company website regularly, and leverage LinkedIn and social media to attract a broader skilled candidate pool.
- **Improve Advertisement Clarity:** Include detailed job descriptions, required competencies, and selection timelines to reduce applicant confusion and improve quality of applications.
- **Standardize Selection Procedures:** Implement structured competency-based interview frameworks and standardized aptitude tests to ensure consistency and reduce evaluator bias.
- **Strengthen Transparency:** Communicate selection stages, evaluation criteria, and outcomes clearly to candidates and employees to foster trust and fairness.
- **Increase Policy Awareness:** Conduct regular orientation sessions and internal workshops to close the awareness gap, ensuring all employees understand recruitment policies.
- **Implement Feedback Loops:** Collect structured feedback from candidates and newly hired employees to identify process bottlenecks and enable continuous improvement.
- **Retention-Oriented Recruitment:** Incorporate long-term commitment indicators during selection to reduce turnover and build workforce stability.
- **Training Alignment:** Strengthen induction and training programs for new hires to accelerate productivity ramp-up and reduce early attrition.

## 10. CONCLUSION

This study on the effectiveness of recruitment and selection at Swamy Cotton Mills, Tiruppur, demonstrates that the company's HR practices are broadly functional, with a majority of employees viewing recruitment and selection positively. Statistical analysis through ANOVA and correlation confirms significant relationships between HR process quality and outcomes such as employee motivation, productivity, and retention.

However, the study identifies clear improvement areas: incomplete policy awareness, residual transparency concerns, slower-than-optimal selection timelines, and over-reliance on informal referral networks. Addressing these gaps through digital recruitment expansion, standardized evaluation tools, and enhanced communication strategies will strengthen the organization's competitive positioning within Tiruppur's dynamic textile cluster.

In conclusion, effective recruitment and selection are not merely administrative functions — they are strategic imperatives that underpin workforce quality, organizational culture, and long-term sustainable growth in the textile sector.

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