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End- To-End Analysis of Campus Recruitment Process at Omniscient Software Private Limited

Shravani Rajendra Shinde, Dr. Karuna Jadhav

Student, Dept. of MBA, Neville Wadia Institute of Management Studies and Research, Pune, India

Guide, Neville Wadia Institute of Management Studies and Research, Pune, India

ABSTRACT: Campus recruitment has become a critical strategic function for organizations aiming to build sustainable and future-ready talent pipelines, particularly in technology-driven industries. This research paper presents an in-depth, end-to-end analysis of the campus recruitment process followed at Omniscient Software Pvt. Ltd., a Pune-based FinTech organization specializing in treasury automation and transaction banking solutions. The study is based on the researcher's On-Job Training (OJT) experience and combines practical exposure with academic analysis.

The paper examines recruitment practices adopted for multiple roles, namely Developer Interns, Systems Engineers, HR Interns, and Customer Engagement Executives. Using descriptive and exploratory research methods, the study analyzes manpower planning, sourcing strategies, multi-stage evaluation processes, data management practices, recruitment metrics, challenges faced during execution, and final hiring outcomes. Both primary data (observations, interactions, participation in recruitment drives) and secondary data (company records and historical conversion data) were used.

The findings reveal that Omniscient follows a structured, transparent, and role-specific recruitment framework with strong leadership involvement, ensuring quality hiring and cultural alignment. However, the process is constrained by manual evaluation methods, time overruns, dependency on Training and Placement Officers (TPOs), and limited use of automation tools. The internship-to-PPO model emerged as a key strength, significantly reducing hiring risk and improving retention.

The study concludes by proposing practical recommendations such as digitization of aptitude and technical assessments, adoption of an Applicant Tracking System (ATS), delegation of interview responsibilities, structured internship evaluations, and enhanced employer branding initiatives. These measures can improve efficiency, scalability, and candidate experience while strengthening Omniscient's position as a preferred campus recruiter.

I. INTRODUCTION

Human Resource Management (HRM) plays a vital role in ensuring organizational success by attracting, developing, and retaining competent employees. Among all HR functions, recruitment and selection are considered foundational, as they determine the quality of talent entering the organization. An effective recruitment process not only fills current vacancies but also builds long-term human capital that contributes to innovation, productivity, and competitive advantage.

In the Indian context, campus recruitment has emerged as one of the most prominent hiring strategies, especially for IT, FinTech, consulting, and management organizations. Campus hiring enables organizations to access a large pool of young, educated, and trainable talent at relatively lower costs. For students, it provides structured entry into professional careers. However, campus recruitment also presents challenges such as logistical complexity, expectation mismatches, high competition, and time-intensive evaluation processes.

Omniscient Software Pvt. Ltd., a Pune-based FinTech organization, actively engages in campus recruitment to fulfill its requirements for technical, HR, and client-facing roles. The organization follows a multi-stage recruitment framework involving aptitude tests, group discussions, technical interviews, and HR evaluations. Leadership involvement, particularly by the CEO, plays a significant role in final hiring decisions.



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This research paper is derived from an On-Job Training project undertaken at Omniscient Software Pvt. Ltd. The study aims to present a comprehensive, end-to-end analysis of the campus recruitment process followed by the organization. By combining academic theories with real-world observations, the paper seeks to evaluate the effectiveness of existing practices, identify operational bottlenecks, and propose improvements that can enhance efficiency, transparency, and employer branding.

II. OBJECTIVES OF THE STUDY

The primary objective of this research is to analyze the end-to-end campus recruitment process at Omniscient Software Pvt. Ltd. The specific objectives are:

1. To study the complete recruitment cycle from manpower planning to onboarding.
2. To analyze and compare recruitment processes across multiple job roles.
3. To evaluate the effectiveness of different assessment stages such as aptitude tests, group discussions, technical interviews, and HR interviews.
4. To identify operational challenges and bottlenecks in campus recruitment drives.
5. To suggest improvements for enhancing efficiency, transparency, and employer branding.

III. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Recruitment and selection have been widely studied in Human Resource Management literature due to their direct impact on organizational performance. According to Dessler (2020), recruitment is the process of generating a pool of qualified candidates, while selection involves choosing the most suitable individuals based on job-related criteria. An ineffective recruitment process can lead to high attrition, poor performance, and increased training costs.

3.1 Recruitment Models and Theories

Several theoretical models guide effective recruitment and selection practices:

1. **Person–Job Fit Model:** This model emphasizes alignment between an individual's skills, knowledge, and abilities and the specific requirements of the job. A strong person–job fit enhances performance and job satisfaction.
2. **Person–Organization Fit Model:** Beyond technical competence, this model stresses cultural alignment between employees and organizational values. Employees who fit well with organizational culture are more likely to remain engaged and committed.
3. **Attraction–Selection–Attrition (ASA) Framework:** Proposed by Schneider, this framework explains how organizations attract individuals with similar values, select those who best fit, and gradually lose misaligned employees through attrition. This highlights the importance of robust initial selection mechanisms.
4. **Realistic Job Preview (RJP):** RJPs provide candidates with accurate information about job roles, expectations, and challenges. In campus recruitment, pre-placement talks serve as RJPs, reducing post-joining dissatisfaction and early attrition.

3.2 Campus Recruitment in India

Campus recruitment has gained prominence due to the expansion of higher education and the growing demand for skilled professionals. Literature highlights key advantages such as bulk hiring, cost efficiency, employer branding, and long-term workforce planning. However, studies also identify challenges including curriculum–industry gaps, logistical difficulties, offer dropouts, and prolonged hiring cycles.

Recent trends indicate a shift towards digital recruitment platforms, online assessments, hybrid interview models, and increased focus on soft skills and employer branding. These trends form the theoretical foundation for evaluating Omniscient's recruitment practices.

IV. ORGANIZATIONAL PROFILE

Omniscient Software Pvt. Ltd. was incorporated in 2006 and operates in the IT and fintech domain. Headquartered in Pune, the company specializes in enterprise-grade platforms for treasury automation, transaction banking, and corporate–bank integrations. Its flagship products, LIQUIDICE® and FIRESTART®, are widely used by corporates and banks across South Asia, ASEAN, and the MEA region.



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With a workforce of approximately 51–100 employees, Omniscient emphasizes innovation, engineering excellence, and early-career talent development. The organization actively collaborates with engineering and management institutes for internships and campus hiring, reflecting its commitment to structured workforce planning.

V. RESEARCH METHODOLOGY

The study adopts a descriptive-cum-exploratory research design.

5.1 Data Sources

- **Primary Data:** Direct participation in recruitment drives, observation of interviews and group discussions, interactions with HR personnel, TPOs, and candidates.
- **Secondary Data:** Company recruitment records, Excel trackers, HR documents, and academic literature. Conversion data from internships to full-time roles was sourced from historical company records.

5.2 Tools and Techniques

- Microsoft Excel for candidate tracking and recruitment metrics
- Microsoft Teams for online interviews
- Observation checklists and interviewer scorecards
- Email and telephonic communication logs

5.3 Sampling

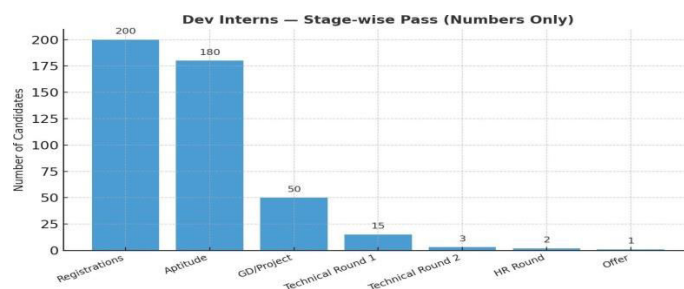
Purposive and convenience sampling was used, covering engineering students, MBA candidates, HR professionals, and recruiters involved during the internship period.

VI. OVERVIEW OF RECRUITMENT PROCESSES

Omniscient conducted recruitment for four major roles:

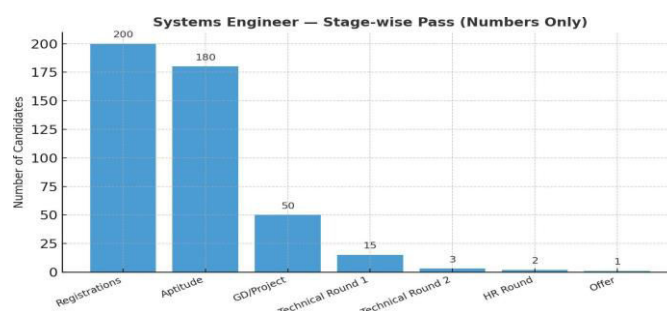
6.1 Developer Interns

Large-scale campus drives involving 200+ students from engineering colleges. The process included aptitude tests, group discussions with project explanations, two technical interview rounds, and a final HR round. Selection ratios were highly stringent, with approximately 1 candidate selected per campus.



6.2 Systems Engineers

The process mirrored developer hiring but emphasized system administration, networking, and infrastructure management. Candidates were offered six-month internships with potential conversion to full-time roles.



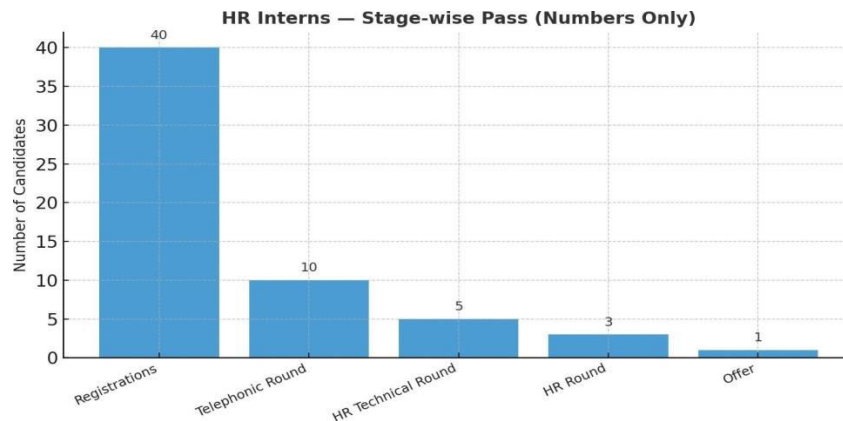


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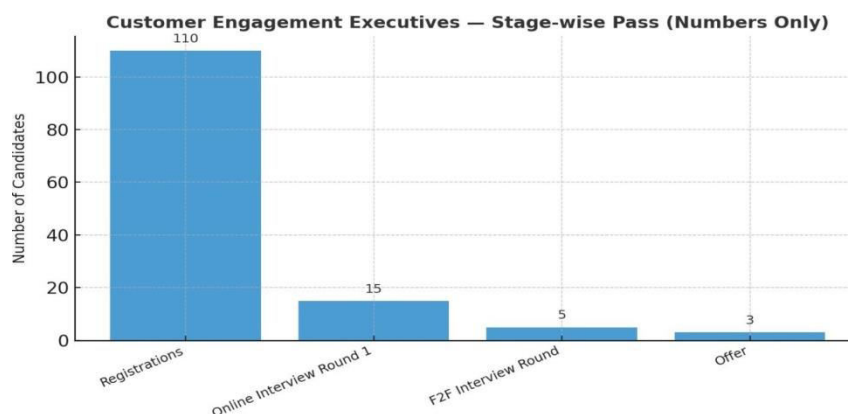
6.3 HR Interns

A three-stage process consisting of telephonic screening, HR technical interviews, and final CEO interviews. The focus was on conceptual clarity, communication, and alignment with organizational values



6.4 Customer Engagement Executives

This was a direct full-time role sourced from premier B-schools such as Symbiosis and PUMBA. The CEO-led interview process evaluated communication, analytical ability, and client-handling skills.



VII. DATA ANALYSIS AND RECRUITMENT METRICS

Key metrics analyzed include:

- **Aptitude pass rate:** Approximately 20–25%
- **Selection ratio:** Less than 5% for technical roles
- **Internship-to-FTE conversion rate:** ~66.67% for Dev Interns and Systems Engineers (based on historical data)
- **HR Intern conversion rate:** 100% subject to business requirements

Manual aptitude evaluation and GD time overruns were identified as major contributors to increased time-to-hire.

VIII. FINDINGS AND DISCUSSION

This section provides a detailed interpretation of the data collected during the On-Job Training and links practical observations with established HR theories. The findings are discussed role-wise and process-wise to ensure depth and clarity.

8.1 Role-wise Recruitment Effectiveness

Developer Interns and Systems Engineers

The recruitment process for technical roles was highly structured and elimination-driven. With more than 200



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applicants per campus, the selection ratio was extremely low, indicating a strong emphasis on quality over quantity. The use of aptitude tests as an initial screening mechanism proved effective in filtering candidates with basic logical and analytical capabilities. However, manual evaluation resulted in delayed shortlisting, which occasionally affected candidate enthusiasm.

Technical interviews, conducted in two stages, effectively differentiated between candidates with theoretical knowledge and those with practical problem-solving abilities. The inclusion of project explanation during GD rounds added depth to candidate evaluation by assessing real-world application of knowledge. This aligns strongly with the Person–Job Fit model, ensuring candidates possess job-relevant competencies.

HR Interns

The HR Intern recruitment process was comparatively shorter but more qualitative. The emphasis on communication skills, conceptual clarity, and professional maturity reflected the nature of HR roles. CEO involvement in the final round ensured alignment with organizational culture and leadership expectations, supporting the Person–Organization Fit model.

Customer Engagement Executives (CEE)

The CEE role was treated as a strategic hire, with direct full-time employment offered to selected candidates. The CEO-driven interview process ensured candidates possessed not only communication and analytical skills but also the maturity to handle client-facing responsibilities. This approach reduced hiring risk but also limited scalability.

8.2 Internship-to-PPO Model as a Risk Mitigation Strategy

One of the most significant findings was the effectiveness of the internship-to-PPO (Pre-Placement Offer) model. Historical data showed a conversion rate of approximately 66.67% for technical roles. This extended evaluation period allowed the organization to assess performance, adaptability, and cultural fit before confirming full-time employment. This practice aligns with the Realistic Job Preview (RJP) theory and significantly reduces early attrition.

8.3 Candidate Experience and Employer Perception

Candidate feedback indicated appreciation for transparent communication, structured evaluation rounds, and leadership involvement. However, delays caused by manual processes and dependency on TPOs negatively impacted overall experience. From an employer branding perspective, timely communication and digitization emerged as critical improvement areas.

IX. EXTENDED ANALYSIS: RECRUITMENT CHALLENGES, METRICS AND PROCESS BOTTLENECKS

9.1 Operational Challenges Identified

1. **Manual Aptitude Test Evaluation:** Paper-based testing increased administrative workload and delayed results, affecting time-to-hire.
2. **Time Overruns during GD Rounds:** Extended discussions led to scheduling issues and candidate fatigue.
3. **High Dependency on TPOs:** Limited direct access to candidates slowed communication and follow-ups.
4. **Lack of Centralized ATS:** Excel-based tracking increased chances of data redundancy and human error.
5. **Leadership Bandwidth Constraints:** CEO-led final rounds ensured quality but restricted scalability during bulk hiring.

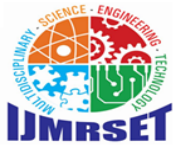
9.2 Recruitment Metrics Interpretation

The recruitment funnel revealed steep attrition at every stage, particularly during aptitude and technical rounds. While this ensured high-quality hires, it also increased cost per hire due to prolonged processes. Metrics such as selection ratio, conversion rate, and time-to-offer highlighted the need for automation and better planning.

9.3 Alignment with HR Theories

The recruitment framework demonstrated strong alignment with:

- **ASA Framework:** Cultural alignment was ensured through leadership interviews.
- **Human Capital Theory:** Focus on long-term talent development via internships.
- **Competency-Based Hiring:** Use of technical and behavioral assessments.



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X. RECOMMENDATIONS

Based on the extended analysis, the following recommendations are proposed:

1. Implement online aptitude and coding assessments to reduce turnaround time.
2. Adopt an Applicant Tracking System (ATS) for centralized recruitment management.
3. Introduce structured GD moderation guidelines to control time overruns.
4. Delegate final interview rounds for internship roles to senior managers.
5. Strengthen employer branding through LinkedIn presence, alumni engagement, and campus partnerships.
6. Introduce structured 30-60-90 day internship review frameworks.

XI. CONCLUSION

This research paper provided an in-depth, end-to-end analysis of the campus recruitment process at Omniscient Software Pvt. Ltd. Drawing from practical exposure during On-Job Training and supported by HR theories, the study highlighted the strengths of structured, role-specific recruitment and leadership involvement. At the same time, it identified operational bottlenecks related to manual processes and limited automation.

The findings reinforce that a well-designed campus recruitment system not only ensures quality hiring but also strengthens employer branding and long-term organizational growth. By adopting digital tools and scalable practices, Omniscient can further enhance recruitment efficiency and candidate experience.

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