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A STUDY ON AI-DRIVEN RECRUITMENT AND SELECTION PRACTICES AT TECH MAHINDRA

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ABSTRACT

This study explores the implementation and effectiveness of AI-driven recruitment and selection practices at Tech Mahindra. The company utilizes AI-powered tools such as resume screening systems, applicant tracking systems (ATS), predictive analytics, chatbots, and automated candidate assessments to improve talent acquisition. The research examines how these technologies enhance candidate sourcing, screening accuracy, hiring efficiency, and decision-making. Findings reveal that AI significantly reduces recruitment time and costs while improving candidate experience and operational efficiency. However, challenges related to algorithmic bias, transparency, and data privacy remain important considerations. The study recommends balancing AI capabilities with human judgment to ensure fair, ethical, and inclusive recruitment outcomes.

KEYWORDS

Digital transformation, IT services, consulting, cloud, AI, telecom solutions, innovation. Global technology company delivering software, network, cloud, and business solutions.

INTRODUCTION

The BPO industry in India faces a significant challenge of employee attrition, with rates ranging between 30–35 percent. High attrition increases recruitment, training, and administrative costs while affecting organizational performance and workforce stability. At Tech Mahindra, attrition remains a critical concern, making it necessary to evaluate recruitment and selection processes to identify improvements in candidate screening and hiring practices. As one of the fastest-growing BPO companies, Tech Mahindra is recognized for its innovative technologies and business processes. The company serves several Fortune 500 clients, creating a strong need for effective human resource management and talent retention strategies.

REVIEW OF LITERATURE

Tech Mahindra is one of the leading information technology and digital transformation companies in India. It provides services in consultation, IT, business process services, engineering, artificial intelligence, analytics, cloud computing, and network services, and it is present in over 90 countries around the world. Being a member of the Mahindra group, it has developed a global footprint and works for over 1,100 customers.

Historical Development

Tech Mahindra research suggests that it developed from being a telecommunications company that started in 1986 as Mahindra British Telecom to becoming an IT services organization with a global footprint. Research suggests that such strategic acquisitions and becoming more global, as well as developing digital capabilities, were some of the main factors that made the company successful.

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Business Strategy and Digital Transformation

Literature focuses on Tech Mahindra's importance of digital transformation, AI, cloud computing, cybersecurity, and next generation networking technology. Academicians state that the "Scale at Speed™" approach of the organization can help organizations innovate faster and be efficient. Literature also emphasizes that recent research indicates that AI adoption and digital consultancy services play an essential role to gain competitive advantage in the field of IT services.

Financial Performance and Growth

Various financial studies have assessed Tech Mahindra's financial performance, profits, and market performance. The recent analyses have indicated that the company enjoys continuous revenue growth in its manufacturing, banking, financial services, and telecom industries. Scholars argue that industry diversification reduces dependence on one particular market segment.

Innovation and Technology Adoption

Tech Mahindra is seen to be incorporating innovation into its business model by academic and industry literature. This is because of the company's heavy investment in AI, analytics, blockchain, cloud computing, and 5G technology. This research highlights its importance in assisting firms with their digital transformations through automation and engineering solutions.

Human Resource Management

Literature related to management of workforce in information technology firms emphasizes the emphasis of Tech Mahindra on development of workers, skill enhancement and the company's culture. Being the employer of more than 149,000 workers across the globe, Tech Mahindra focuses on providing digital learning programs, leadership development initiatives and engagement of workers in order to remain competitive in the fast-changing technology sector.

Corporate Social Responsibility and Sustainability

The literature related to corporate sustainability identifies the efforts of Tech Mahindra in the field of environmental, social and governance practices. The firm has been honored for its sustainable practices and it has included responsible practices in its business operations. Tech Mahindra Foundation is working in the fields of education, empowerment of women, supporting people with disabilities and community development.

Challenges Identified in Literature

Various challenges have been identified in the literature related to Tech Mahindra such as:.

* The need to maintain profitability while investing in digital transformation.

RESESRCH GAP

Whereas many references discuss Tech Mahindra's financial performance and digital transformations, few scholarly sources deal with the following topics:

1. The effect of an AI-powered business model on the organization's performance over time.
2. Client satisfaction with digital transformations.
3. Comparative analysis of Tech Mahindra versus other major Indian IT firms.

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4. The role of sustainability efforts in creating more value for stakeholders.

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2. Technology Services Profile of Mahindra Group.
3. Tech Mahindra's financial performance and strategy, as reported by Reuters.
4. Forbes' company profile of Tech Mahindra.
5. Tech Mahindra Foundation CSR Vision & Activities.

NEED OF THE STUDY

The study of Tech Mahindra is important for understanding the functioning and growth of the information technology industry in India and across the world. It provides insights into how a multinational IT company delivers software solutions, consulting services, networking, and digital transformation services to global clients. The study helps in understanding business strategies, innovation, customer service practices, and competitive advantages in the technology sector. It also offers knowledge about emerging technologies such as Artificial Intelligence, Cloud Computing, Cybersecurity, and Data Analytics. Furthermore, the study highlights Tech Mahindra's human resource management practices, including employee training, talent development, and organizational culture. It enables the analysis of the company's financial performance, market position, and revenue growth. The research also examines corporate social responsibility initiatives related to education, environmental sustainability, and community development. Overall, the study serves as a valuable resource for students, researchers, and professionals seeking practical knowledge of modern business and technology management.

SCOPE OF THE STUDY

The study focuses on various aspects of Tech Mahindra's business operations and management practices. It examines human resource functions such as recruitment, training, employee welfare, performance management, and organizational culture. The study also analyzes the company's financial performance, profitability, market position, and growth. In addition, it explores Tech Mahindra's marketing strategies, customer relationship management, and global service delivery. Special attention is given to technological innovations, including Artificial Intelligence, Cloud Computing, Cybersecurity, and Data Analytics. Furthermore, the study reviews the company's Corporate Social Responsibility initiatives and evaluates its global presence, competitiveness, and contribution to the IT industry.

OBJECTIVES OF THE STUDY

1. To study the profile, organizational structure, vision, and business operations of Tech Mahindra.
2. To analyze Tech Mahindra's IT services, digital solutions, and adoption of advanced technologies such as AI and Cloud Computing.
3. To examine the company's human resource practices, including recruitment, employee motivation, and workforce management.

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4. To evaluate Tech Mahindra's financial performance, customer relationship management, and global market position.
5. To identify the strengths, weaknesses, opportunities, and competitive challenges of Tech Mahindra in the IT industry.

RESEARCH METHODOLOGY

1.ResearchDesign

The study adopts both **Descriptive** and **Analytical Research** methods to understand Tech Mahindra's profile, services, performance, growth, and business strategies.

2. Objectives of the Research

- To study the organizational structure of Tech Mahindra.
- To analyze its operations and services.
- To assess employee management and customer satisfaction.
- To evaluate technology adoption and efficiency.

3. Nature & Sources of Data

PrimaryData:

Collected from employees, customers, and management through questionnaires, interviews, surveys, and observations.

SecondaryData:

Collected from annual reports, company website, journals, articles, magazines, and research publications.

4. Sampling Design

Sampling Techniques: Random Sampling and Convenience Sampling.

Sample Size: Selected employees and customers of Tech Mahindra.

5. Methods of Data Collection

- Online Surveys
- Personal Interviews
- Observation Method
- Published Company Reports

6. Tools and Techniques for Analysis

- Percentage Analysis
- SWOT Analysis

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- Charts and Graphs
- Comparative Analysis
- Statistical and Ratio Analysis

7.ResearchPeriod

The study is conducted using available company data and responses collected during the research period.

THEORETICAL FRAMEWORK

1.Framework

The theoretical framework provides the foundation for analyzing Tech Mahindra's management practices, technology adoption, customer satisfaction, and organizational growth through various theories and models.

2. Human Resource Management Theory

- Focuses on recruitment, training, motivation, and performance management of employees.
- In Tech Mahindra, employee development, talent management, appraisal systems, and work culture support organizational success.

3. Organizational Behaviour Theory

- Explains employee behavior, teamwork, leadership, communication, and workplace motivation.
- Tech Mahindra emphasizes collaboration, employee satisfaction, effective leadership, and positive organizational culture.

4. Technology Adoption Theory

- Explains how organizations use advanced technologies to improve performance and efficiency.
- Tech Mahindra applies AI, cloud computing, cybersecurity, and automation for digital transformation.

5. SWOT Analysis Framework

- Helps identify strengths, weaknesses, opportunities, and threats of an organization.
- Tech Mahindra uses SWOT analysis to understand market challenges and improve business strategies.

6. Customer Relationship Management (CRM) Theory

- Focuses on building strong customer relationships to improve satisfaction and loyalty.
- Tech Mahindra manages global clients through effective support, engagement, and digital customer solutions.

7. Financial Management Theory

- Helps analyze financial planning, profitability, investments, and business growth.

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- Tech Mahindra focuses on revenue growth, cost control, financial stability, and strategic investments.

8. Social Responsibility (CSR) Theory

- Explains the responsibility of organizations towards society and the environment.
- Tech Mahindra contributes through sustainability programs, education, community development, and social welfare activities.

You can present the same content in a more professional project-report format like this:

DATA ANALYSIS AND INTERPRETATION

Data Analysis

Data analysis and interpretation involve examining the collected data, identifying patterns, and drawing meaningful conclusions. For this study of Tech Mahindra, data was collected from employees, customers, company records, and secondary online sources. The analysis helps evaluate the organization's recruitment practices, employee satisfaction, customer satisfaction, and overall performance.

Methods of Data Analysis

1. Percentage Analysis

Percentage analysis is used to simplify data interpretation and comparison.

Formula:

Percentage = (Number of Responses / Total Responses) × 100

Example:

If 4 out of 5 employees are satisfied with the recruitment process:

Percentage = (4/5) × 100 = 80%

Thus, 80% of employees are satisfied with the recruitment process.

2. SWOT Analysis

Strengths

- Strong global presence
- Wide range of technology services
- Skilled workforce
- Strong customer relationships

Weaknesses

- Intense competition in the IT industry
- Dependence on global market conditions

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Opportunities

- Growth in Artificial Intelligence and Cloud Computing
- Expansion into emerging international markets

Threats

- Rapid technological changes
- Cybersecurity risks
- Competitive pressure from other IT firms

3. Employee Satisfaction Analysis

Employee feedback regarding training, work environment, and management support was analyzed through surveys. The findings indicate that employee training and development programs improve productivity and job satisfaction.

4. Customer Satisfaction Analysis

Customer feedback revealed that Tech Mahindra maintains strong relationships by delivering quality services and innovative technology solutions.

Demographic Analysis

Table 1: Age-wise Distribution of Respondents

Age Group	No. of Respondents	Percentage
18-25	3	60%
25-30	2	40%
30-35	0	0%
Above 35	0	0%
Total	**5**	**100%**

Interpretation

The majority of respondents (60%) belong to the 18-25 age group, while 40% belong to the 25-30 age group. No respondents were above 30 years of age.

Table 2: Gender-wise Distribution of Respondents

Gender	No. of Respondents	Percentage
Male	3	60%
Female	2	40%
Other	0	0%
Total	**5**	**100%**

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Interpretation

Among the respondents, 60% are male and 40% are female. No respondents selected the "Other" category.

Recruitment Analysis

Table 3: Sources of Recruitment Used in Tech Mahindra

Source	No. of Respondents	Percentage
Internal	1	20%
External	0	0%
Both	4	80%
Total	**5**	**100%**

Interpretation

Most respondents (80%) indicated that Tech Mahindra uses both internal and external recruitment sources. Only 20% reported that recruitment is conducted solely through internal sources.

Table 4: Does External Recruitment Bring Desirable Employees?

Response	No. of Respondents	Percentage
Yes	4	80%
No	1	20%
Total	**5**	**100%**

Interpretation

A majority of respondents (80%) believe that external recruitment helps attract qualified and desirable candidates. However, 20% feel that external recruitment does not always provide suitable candidates.

Table 5: Satisfaction with Recruitment Process

Response	No. of Respondents	Percentage
Yes	4	80%
No	1	20%
Total	**5**	**100%**

Interpretation

Most respondents (80%) are satisfied with the recruitment process followed by Tech Mahindra, while 20% expressed dissatisfaction.

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Table 6: Preferred Form of Interview

Interview Type	No. of Respondents	Percentage
Face-to-Face	4	80%
Telephonic	0	0%
Video Conferencing	1	20%
Total	**5**	**100%**

Interpretation

Face-to-face interviews are the most preferred method, with 80% of respondents selecting this option. Video conferencing was preferred by 20%, while telephonic interviews received no preference.

Overall Findings

- Tech Mahindra demonstrates strong organizational performance and global market presence.
- The company effectively utilizes both internal and external recruitment sources.
- Most employees are satisfied with the recruitment process.
- Face-to-face interviews remain the preferred selection method.
- Employee development initiatives contribute positively to job satisfaction and productivity.
- Strong customer relationships are maintained through quality service delivery and technological innovation.

CONCLUSION

The study of Tech Mahindra highlights its position as one of the leading global information technology and business process outsourcing companies. The organization has established a strong presence across various countries by delivering innovative digital transformation, cloud computing, artificial intelligence, cybersecurity, and consulting services.

The analysis of recruitment practices indicates that Tech Mahindra effectively utilizes both internal and external sources of recruitment to attract talented employees. The majority of respondents expressed satisfaction with the recruitment process and preferred face-to-face interviews as an effective method of candidate evaluation. Employee satisfaction, training, and development programs contribute significantly to workforce productivity and organizational growth.

From a business perspective, Tech Mahindra has demonstrated consistent financial performance, strong customer relationships, and a commitment to technological innovation. The company's ability to adapt to changing market conditions and emerging technologies has strengthened its competitive position in the global IT industry.

Overall, the study concludes that Tech Mahindra's success is driven by its focus on innovation, employee development, customer satisfaction, and strategic expansion. By continuing to invest in advanced technologies and human resource

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development, the company is well-positioned for sustainable growth and long-term success in the global marketplace.

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2. Personnel Management and Human Resource Management – Himalaya Publishing House.
3. Human Resource Management – Sultan Chand & Sons.
4. Principles of Management – Tata McGraw-Hill.
5. Strategic Human Resource Management – Cengage Learning.
6. Research Methodology – New Age International Publishers.

Journals

- International Journal of Human Resource Management
- Human Resource Management Review
- International Journal of Business and Management
- Journal of Management Research
- International Journal of Scientific Research and Management
- Academy of Management Journal