TRENDS AND CHALLENGES OF CAMPUS RECRUITMENT IN SELECTED STATE UNIVERSITIES OF TAMIL NADU

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Abstract
Campus recruitment has evolved into a critical strategic HR function for organizations to secure fresh talent, offering a faster, cost-effective, and structured alternative to off-campus hiring. While traditionally a manual, logistically intensive process, it is now rapidly transforming due to digital adoption, increased focus on skill-based hiring. Campus recruitment is characteristically a tactic for medium- to large-sized companies with high-volume recruiting needs, but can range from small efforts like working with university career centers to source potential candidates to large-scale operations like visiting a wide array of colleges and attending recruiting events. Campus recruitment is a hiring method in which companies recruit students for internships at a university or college. This recruitment technique allows companies to create a talent pipeline for the future, allowing organizations to identify and develop young talent. Recruitment is another important role associated with human resources and it is used heavily in most fields of business. The research explores contemporary trends, including the rise of digital hiring methods, virtual interviews, skill-based recruitment, collaboration between industry and academia, and the increasing demand for both technical and soft skills. It also addresses the primary challenges faced by recruiters, universities, and students, such as limited industry exposure, skill deficiencies, geographical disparities, institutional competitiveness, and fluctuating economic conditions that impact job offers. Primary data is gathered through structured surveys and interviews with recruiters, placement officers, and final-year students. The results aim to provide valuable insights for enhancing employability skills, fortifying university-industry collaborations, and refining placement processes. Furthermore, this study contributes to policy recommendations designed to improve the effectiveness of campus recruitment and ensure better employment outcomes for graduates within Tamil Nadu's public university system.

Key Words: Recruitment, Performance, Campus, University, Human Resource.

Introduction
Campus recruitment is a method of hiring where companies seek to recruit students for internships at universities or colleges. This approach enables organizations to establish a talent pipeline for the future, facilitating the identification and development of young talent.
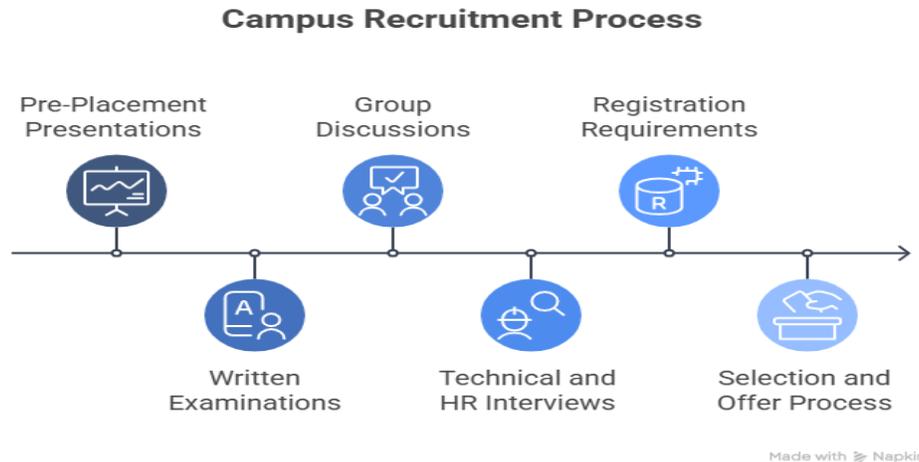
Figure - 1: Campus Recruitment Process

The process encompasses pre-placement interviews, aptitude tests, technical interviews, and HR rounds, during which companies collaborate with educational institutions to hire final-year students. With the rapid advancement of digital technology, artificial intelligence, and data-driven recruitment tools, organizations are increasingly adopting online assessments, virtual interviews, and applicant tracking systems to enhance their hiring practices. Educational institutions are also modernizing their career services to better connect academic knowledge with the demands of the job market. Nevertheless, despite these advancements, significant challenges remain. Issues such as skill mismatches, lack of industry experience, communication barriers, limited internship opportunities, and geographic disparities in job availability continue to affect the efficiency of university recruitment.

Furthermore, the pandemic has accelerated the adoption of hybrid and remote recruitment strategies, underscoring the importance of adaptability among students. Employers are now placing emphasis not only on academic achievements but also on essential soft skills, problem-solving capabilities, digital proficiency, and flexibility. Simultaneously, colleges must ensure that their programs align with industry requirements to improve employability rates. By analyzing the perspectives of students, HR recruiters, and placement officers, the study aims to provide insights that can enhance the efficiency and inclusivity of the campus recruitment process.

Review of Literature
Amirali and Bakken (2015) the pace of student recruitment is accelerating compared to previous years, posing a significant challenge for university administrators to meet their enrollment goals. Raya et al. (2015) The study's results demonstrate that this talent portrait technology helps mitigate inefficiencies in recruitment by providing recruiters with data-driven tools to enhance candidate evaluation, role alignment, and overall hiring outcomes.

Aithal and Kumar (2016) the study looks at the perks, perks limits, and downsides of private colleges for a variety of stakeholders, including students, faculty members, parents, industry, and society. Additionally, it analyzes the opportunities and challenges posed by the National Institutional Ranking Framework based on its specified criteria.

Kebaetse et al (2016) noted that Sub-Saharan Africa bears a larger portion of the global disease burden, poverty, and insufficient health human resources compared to other parts of the world. Similar to other countries in the region, Botswana is struggling to effectively recruit and keep academics at its medical

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school. It seems that the loss of staff happened irrespective of their country of origin. The authors propose that a multilevel change in management was likely a significant factor contributing to the challenges in recruitment and retention faced by the school. The University of Botswana needs to tackle these issues comprehensively.

According to Viswanathan and Venkatachalam (2016), recruitment is viewed as a function that has evolved and diversified across various levels. Consequently, it has become essential and critically important for all entities that have implemented innovative teaching methods by emphasizing a practical approach. To ensure that this recruitment process is effective and meaningful, various models have been made available and adopted by numerous educational institutions, corporate bodies, and corporations.

Vadeboncoeur, Foster and Townsend (2018) state that persuading individuals to participate in research is a critical component of most medical investigations involving human participation. Health promotion research is increasingly focused on how settings affect people. Schools, which are sites where social, physical, and mental growth occurs, were used to recruit people in all locations, but they had to obey the rules established by universities. To improve health promotion research, colleges should collaborate to standardize their student participation policies.

Neelakantappa et al (2018) remark that campus placement is a big topic in many university colleges, particularly engineering schools. Placements are viewed as an important criterion in determining the quality of an institution by students, parents, professors, and even college leadership. These efforts resulted in a record number of placements at our institution. This report discusses the obstacles encountered during placements and the methods taken to overcome them.

Khatamian (2018) states that recruiting participants for research studies poses significant challenges, especially among higher education students who often receive solicitations to engage in research initiatives led by faculty or peers. Researchers must consider the motivations of students and the various factors influencing recruitment before developing a strategy. This paper primarily aims to enhance awareness and comprehension of the diverse aspects of student recruitment, the obstacles faced in recruitment efforts, and the solutions devised to overcome these challenges for researchers who may encounter similar issues. It is particularly noteworthy that research papers seldom provide insights into the outcomes of recruitment experiences or the reasons behind low response rates and difficulties in retaining participants.

Ortagus and Tanner (2019) noted that, despite the financial advantages typically linked to increasing student enrolment via online education, numerous institutions may lack the knowledge on how to attract online students. The findings indicated that administrators recognize the traits and requirements of potential online students, specify which non-academic services can be outsourced to reduce cost pressures, determine methods to utilize the institutional brand as synonymous with the specific online program, and emphasize the importance of personalized student engagement during the online student recruitment process.

De Roo and Newman (2020) emphasize that maintaining diverse faculty teams is essential for fulfilling the clinical, research, and educational missions in academic surgery. Recruitment plays a crucial role in shaping departmental culture and success, yet achieving diverse and equitable hiring faces several challenges. These include pervasive bias in daily life, the need to broaden networks to develop a diverse applicant pool, ensuring candidate evaluation is objective, standardized, and fair, and addressing disadvantages diverse candidates face during negotiation. The chapter discusses these challenges in

detail and offers strategies to mitigate bias, best practices for reaching diverse applicants, frameworks for interview and selection processes, and approaches to ensure fair hiring practices.

Ghosh (2020) indicates that campus training programs often mix soft skills and aptitude training, which is offered on campus. However, a barrier develops as a result of the disparity within the aspirations of Indian enterprises and the capabilities given by these programs. Organizations look for personnel with certain talents and job-related skills to drive organizational success. As a result, they frequently seek out high-achieving pupils, which may be an unrealistic expectation.

Gopal et al (2021) study found that things like the quality of the instructor, how well the course is designed, the type of feedback students get, and their own expectations all play a big role in how their online learning experience goes.

Krishnan, Poorani and Bhavani (2021) a company's strategy for acquiring talent should align with its long-term objectives. Lee and Yoo (2022) the paper also discusses strategies for improving these kids' participation. Strong academic and social support networks, cross-cultural communication skills, preparation before leaving China, engaging in activities that foster understanding between various cultural groups, reflection and quality improvement, and exposure to diverse viewpoints are some of the recommended tactics. The paper also covers practical steps that can help Chinese students adapt more successfully to life in South Korean universities.

According to Lenka, Bhatia, and Divekar (2022), students' knowledge and skills were traditionally used to gauge their success in higher education. Globalization and the IT industry's explosive expansion, however, have changed this viewpoint and created a new higher education paradigm in which campus placement is seen as a critical result. Institutions have recently been ranked according to the average salaries offered and the number of successful campus job placements. This study investigates the recently suggested model and tactics that students ought to use in order to obtain challenging and appropriate job offers from respectable multinational corporations. It highlights the value of both diligence and astute tactics for maintaining and growing their careers within companies.

Parteyie, Naikuni and Gudda (2023) state that HR functions must change and adjust to the new trends in remote work and education. It's essential to update recruitment and selection policies to help organizations gain a competitive advantage. The research shows that recruitment and selection impact the success of remote learning. Thus, it's crucial for public universities in the Nairobi area, via their HR departments, to follow university recruitment and selection policies closely to hire lecturers who possess the necessary skills and knowledge to enhance remote learning.

Campus recruitment training is essential for preparing students for the competitive employment market (Govindaraj and Kandati, 2023). Our research shows that a number of intricately interacting elements affect how well campus recruitment training works. According to the study, important factors that affect training efficacy include the training environment, the material, and the scheduling. Additionally, it was discovered that the training experience was greatly influenced by technical tools and resources. This study advances our knowledge of the dynamics underlying campus recruiting training and offers practical suggestions for companies and educational institutions looking to maximize these initiatives. Stakeholders can improve students' preparedness for the workforce and eventually close the gap between academic and industry demands by addressing the variables that have been highlighted.

In the last ten years, corporates have been helped by campus placement cells of educational institutions to display their status on college campus bulletin boards (Balakrishnan and Bargavi, 2025). Applications

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are solicited from college-bound students. In the past, the information and skills that students gained were used to gauge how well higher education was working. It is regarded as an obligatory requirement for colleges to rate students based on the quantity and average pay of successful job placements they get on campus. Corporations use campus recruitment to find students who are about to graduate from educational institutions.

Devaraj et al (2025) schools and universities had to start using online learning to keep teaching going. The study also looks at how well online tests work when it comes to hiring people and checks how much students know about online learning tools and courses. This study is important because it helps schools and colleges improve their digital learning systems as they move toward a mix of online and in-person classes after the pandemic.

Balasubramanian and Savithri (2025) The chapter then gives a clear explanation of its management and academic systems, including how it is organized, its financial situation, the way it designs learning programs, the courses it offers, the number of students enrolled, and how it includes a diverse group of learners.

Objectives of The Study
1. To understand the Benefits and features of Campus Recruitment in universities.
2. To determine the Challenges and Best Practices in Campus Recruitment.
3. To analyze the Future Trends in Campus Recruitment selected universities of Tamil Nadu.

Research Methodology
The present study titled "Trends and Challenges of Campus Recruitment in Selected State Universities of Tamil Nadu" adopts a systematic and structured research design to examine the evolving recruitment practices and associated challenges in selected state universities such as University of Madras, Anna University, Bharathiar University, Bharathidasan University, Madurai Kamaraj University, Tamil Nadu Agricultural University, Annamalai University, Alagappa University, Periyar University, Tamil Nadu Dr. M.G.R. Medical University. In order to describe current trends, recruitment practices, and difficulties faced by stakeholders in campus placement processes, the study uses a descriptive research design. The study employs both primary and secondary data. The population of this study consists of final-year postgraduate students, placement officers, and business recruiters associated with specific universities in Tamil Nadu. A multi-phase sampling approach is implemented. The selection of state universities is based on criteria like academic standing and placement performance. To identify respondents, both convenience and purposive sampling methods are utilized. Depending on accessibility and practicality, the sample may include 280 respondents thereby ensuring a comprehensive representation of various stakeholder viewpoints. The collected data are analyzed through Mean Rank, ANOVA, Paired Samples Correlations, and Multivariate Analysis.

Reliability And Validity: To ensure reliability, a pilot study is carried out with a limited number of participants. Cronbach's Alpha is utilized to assess the internal consistency of the survey. Content validity is ensured through expert review and alignment with research objectives.

Analysis And Interpretation of Data

Table - 1: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.784	32

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Table - 1 show that the Cronbach Alpha scores is higher than 0.784, which means the questionnaire, is very reliable.

Table - 2: Challenges in Campus Recruitment

Challenges in Campus Recruitment	Mean	Rank
High Competition among Employers	4.22	I
Logistical Challenges	3.59	II
Evaluating Fresh Talent	3.01	V
Retention Issues	3.34	III
Adapting to Virtual Methods	3.31	IV

Campus recruitment presents a number of hurdles, including intense employer competition, logistical issues, evaluating new talent, retention issues, and shifting to virtual approaches. The findings indicate that operational constraints and outside competition forces present more challenges than those pertaining to evaluation. Organizations must develop a strategic recruitment plan, strengthen employer branding, and use efficient digital tools in order to successfully tackle these challenges.

Table - 3: Benefits of Campus Recruitment and Gender

ANOVA						
Benefits of Campus Recruitment		**Sum of Squares**	**DF**	**Mean Square**	**F**	**Sig.**
Access to Young Talent	Between Groups	15.113	1	15.113	10.418	**.001**
	Within Groups	403.283	278	1.451		
	Total	418.396	279			
Cost-Effective Hiring	Between Groups	29.887	1	29.887	17.548	**.000**
	Within Groups	473.484	278	1.703		
	Total	503.371	279			
Building Employer Brand	Between Groups	17.586	1	17.586	11.673	**.001**
	Within Groups	418.839	278	1.507		
	Total	436.425	279			
Diversity and Inclusion	Between Groups	13.014	1	13.014	8.997	**.003**
	Within Groups	402.097	278	1.446		
	Total	415.111	279			
Customized Training	Between Groups	8.302	1	8.302	5.673	**.018**
	Within Groups	406.809	278	1.463		
	Total	415.111	279			

Campus recruitment offers several benefits, including diversity and inclusion, cost-effective employment, employer brand building, access to young talent, and personalized training. This difference is evident when the significant value is less than the "P" value (0.05%).

Table - 4: Paired Samples Correlations - Features of Campus Recruitment and the Best Practices for Campus Recruitment

		Mean	Correlation	Sig.
Pair 1	Collaboration with Educational Institutions	2.87	.237	.000
	Developing Strong Partnerships	3.31		
Pair 2	On-Campus Hiring Events	3.00	.542	.000
	Leveraging Technology	3.32		
Pair 3	Virtual Campus Recruitment	2.82	.390	.000
	Engaging Students Early	3.34		
Pair 4	Early Talent Identification	3.51	-.028	.646
	Promoting Employer Brand	4.08		
Pair 5	Focus on Internships	3.47	-.269	.000
	Providing Feedback	3.60		

Campus recruitment components include collaboration with educational institutions, on-campus hiring events, virtual campuses, recruitment, early talent discovery, and a focus on internships. Building strong relationships, employing technology, engaging with students early on, promoting the employer brand, and providing feedback are all examples of best practices for campus recruitment. The stated p-value for a Paired Samples Correlations result is less than 0.05, indicating statistical significance. P-value greater than 0.05 indicates a statistically significant result.

Table - 5: Multivariate Analysis- Future Trends in Campus Recruitment

Between-Subjects Factors			
		Value Label	N
Designation	1	Final year students	250
	2	HR Recruiters	20
	3	Placement officers	10

Multivariate Tests[a]						
	Effect	Value	F	Hypothesis DF	Error DF	Sig.
Intercept	Pillai's Trace	.931	399.750[b]	9.000	268.000	.000
	Wilks' Lambda	.069	399.750[b]	9.000	268.000	.000
	Hotelling's Trace	13.424	399.750[b]	9.000	268.000	.000
	Roy's Largest Root	13.424	399.750[b]	9.000	268.000	.000
Designation	Pillai's Trace	.134	2.141	18.000	538.000	.004
	Wilks' Lambda	.871	2.134[b]	18.000	536.000	.004
	Hotelling's Trace	.143	2.127	18.000	534.000	.004
	Roy's Largest Root	.080	2.398[c]	9.000	269.000	.013
a. Design: Intercept + Designation						
b. Exact statistic						
c. The statistic is an upper bound on F that yields a lower bound on the significance level.						

Statistical methods Pillai's Trace (.931), Wilks' Lambda (.069), Hotelling's Trace (13.424), and Roy's Largest Root (13.424) show very strong results (Sig. = .000). This means the whole model is statistically significant. The combined collection of dependent variables (campus recruitment challenges) is not random and is relevant to understanding the topic. Future trends in campus recruitment include AI and

automation, skill-based hiring, virtual and hybrid models, improved employer branding, data-driven decision-making, identifying early talent through internships, personalized candidate experiences, a focus on diversity and inclusion, and structured feedback systems. The MANOVA results reveal that the employment function has a significant impact on how people perceive campus recruitment issues. As a result, boosting campus recruitment should be done utilizing distinct tactics for each set of persons involved, rather than the same approach for all.

Recommemdation And Conclusion

The campus hiring program should ensure that the right people are paired with the right organizations at the best time and place. Educational institutions must improve employability by giving greater resources to pupils. Students must learn the principles of the Campus Recruiting Program. Institutions should provide a more efficient platform for career job fairs and conduct a proper campus hiring program to ensure students' future success. They must provide appropriate campus work possibilities, advising students on the best approach to connect with the relevant employers throughout the campus recruiting time. Candidates should learn to accept responsibility for their faults during their university hiring. Organizations should encourage students to admit their mistakes rather than delivering inaccurate responses, which may leave a negative impression on recruiters. Establishing a confident and passionate environment for kids is critical, and organizations should provide their assistance in this endeavor. Candidates should be encouraged not to give up their bravery quickly.

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