

Human Resource Priorities in Campus Hiring: An Empirical Investigation of Recruiter Expectations for Entry-Level IT Roles

GURPREET KAUR, DR. AJAY CHAURASIA

Abstract: Campus hiring has become one of the most strategic talent acquisition practices adopted by Information Technology (IT) organizations in India. The rapid digital transformation of businesses, increasing automation, and the emergence of advanced technologies such as Artificial Intelligence, Cloud Computing, Cyber security, Data Analytics, and DevOps have significantly changed recruiter expectations from entry-level professionals. Organizations no longer evaluate graduates solely on the basis of academic achievement but increasingly focus on employability competencies including communication skills, analytical thinking, adaptability, teamwork, professional attitude, and continuous learning capability. Consequently, understanding Human Resource (HR) priorities during campus recruitment has become essential for educational institutions seeking to improve graduate employability.

The present study investigates recruiter expectations for entry-level IT positions across the four major employment hubs of Delhi–NCR, namely Delhi, Noida, Gurugram (Gurgaon), and Greater Noida. These locations collectively represent one of India's largest technology and business ecosystems, comprising multinational corporations, Global Capability Centres (GCCs), software development companies, IT consulting firms, business process management organizations, fintech companies, and rapidly expanding technology startups. The study adopts a descriptive and empirical research design using primary data collected from 120 HR professionals, equally distributed across the four locations (30 respondents each). A structured questionnaire was administered to recruiters actively involved in campus hiring for engineering, computer applications, information technology, and management graduates.

Descriptive statistics, weighted mean analysis, and hypothesis testing were employed to evaluate recruiter priorities and identify the competencies most valued during recruitment. The findings indicate that communication skills, problem-solving ability, adaptability, teamwork, and internship experience receive considerably higher importance than academic grades alone. Recruiters across Delhi–NCR consistently emphasized that organizations seek graduates capable of learning emerging technologies, collaborating effectively

Gurpreet Kaur (sgurpreet6@gmail.com) Ph.D. Research Scholar, School of Commerce and Management, Maya Devi University, Dehradun, Uttarakhand
Dr. Ajay Chaurasia, Research Supervisor, School of Commerce and Management, Maya Devi University, Dehradun, Uttarakhand
Corresponding Author: Gurpreet Kaur Email: sgurpreet6@gmail.com

in multidisciplinary teams, and adapting to rapidly changing business environments. Practical exposure gained through internships, industry projects, hackathons, and professional certifications was found to enhance candidate employability significantly.

The study recommends stronger collaboration between higher educational institutions and industry partners, greater emphasis on experiential learning, curriculum modernization, structured internship programs, and continuous employability skill development. The findings provide practical guidance for universities, students, HR professionals, placement cells, and policymakers working toward strengthening graduate employability within India's rapidly evolving IT sector.

Keywords: Campus Hiring, Human Resource Management, Recruiter Expectations, Employability Skills, Entry-Level IT Jobs, Delhi–NCR, Graduate Recruitment, Information Technology.

Introduction

India has emerged as one of the world's largest information technology service providers, contributing significantly to employment generation, exports, digital transformation, and innovation. The expansion of multinational corporations, Global Capability Centres (GCCs), software development firms, IT consulting organizations, fintech enterprises, and technology startups has substantially increased the demand for skilled graduates capable of performing in dynamic and knowledge-intensive work environments. Campus recruitment therefore remains one of the most important channels through which organizations acquire young talent for entry-level positions.

Over the last decade, recruitment practices have undergone considerable transformation. Traditionally, recruiters primarily evaluated candidates based on academic performance and technical knowledge. However, increasing technological complexity, globalization, digital collaboration, remote work environments, and client-centric business models have altered organizational expectations. Modern recruiters seek graduates who possess not only technical competence but also behavioral competencies such as communication, teamwork, analytical thinking, adaptability, emotional intelligence, leadership potential, and a willingness to engage in continuous learning.

The Information Technology industry presents a particularly dynamic employment landscape because technologies evolve rapidly. Programming languages, software platforms, cloud technologies, cyber security frameworks, data analytics tools, and artificial intelligence applications are continuously changing. Consequently, organizations require employees who can quickly acquire new competencies rather than relying solely on knowledge obtained during formal education. Human Resource professionals therefore increasingly evaluate candidates

based on their learning orientation, problem-solving capability, practical exposure, and professional behavior.

The **Delhi–NCR region**, comprising **Delhi, Noida, Gurugram (Gurgaon), and Greater Noida**, represents one of India's most significant technology corridors. Gurugram hosts numerous multinational corporations, Global Capability Centres, consulting firms, and technology service providers. Noida has developed into a major hub for software development, information technology services, electronics manufacturing, digital media, and business process outsourcing. Delhi accommodates government organizations, public sector enterprises, educational institutions, consulting firms, and technology companies, while Greater Noida has witnessed rapid industrial growth supported by engineering institutions, technology parks, and emerging startups. Together, these four locations constitute an integrated employment ecosystem that attracts graduates from across India.

Despite the availability of qualified graduates, employers frequently report an employability gap between university education and workplace expectations. Many organizations observe that graduates possess adequate theoretical knowledge but require significant improvement in communication skills, practical problem-solving, project exposure, interpersonal competence, and adaptability. These concerns highlight the need for empirical research examining recruiter expectations within the Delhi–NCR region.

The present study addresses this need by investigating the priorities of HR professionals involved in campus recruitment for entry-level IT positions. The findings are expected to assist universities, placement cells, students, HR practitioners, and policymakers in strengthening employability initiatives and enhancing the quality of graduate preparation for the technology sector.

Review of Literature

Campus recruitment has evolved from a routine hiring process into a strategic human resource function that directly influences organizational competitiveness. The increasing demand for highly skilled graduates has encouraged organizations to adopt competency-based recruitment systems capable of identifying individuals who can contribute effectively in rapidly changing work environments.

Armstrong (2021) emphasized that contemporary Human Resource Management increasingly focuses on competency-based recruitment, where technical knowledge is complemented by behavioral competencies such as communication, adaptability, leadership, teamwork, and continuous learning. Organizations now seek candidates capable of sustaining long-term organizational growth rather than merely fulfilling immediate job requirements.

Dessler (2024) observed that modern recruitment practices prioritize person-job fit and person-organization fit simultaneously. HR professionals evaluate not only technical competence but also cultural compatibility, ethical behavior, interpersonal effectiveness, and professional commitment while making hiring decisions.

The National Association of Colleges and Employers (NACE, 2025) consistently identifies communication skills, teamwork, critical thinking, professionalism, leadership, adaptability, and technological competence among the most desirable employability attributes expected from university graduates. These competencies significantly influence hiring outcomes across industries.

NASSCOM (2025) reported that India's IT industry continues to experience growing demand for professionals possessing expertise in cloud computing, artificial intelligence, cyber security, data engineering, software development, and digital transformation. However, employers also emphasize the importance of soft skills and continuous learning due to rapid technological evolution.

Jackson and Wilton (2018) argued that graduate employability extends beyond academic achievement and includes transferable skills that enable individuals to adapt successfully within changing workplace environments. Their research demonstrated that internship participation, teamwork experience, and career management competencies significantly improve graduate employment prospects.

Sharma and Gupta (2021) investigated campus recruitment practices in Indian IT companies and found that recruiters increasingly evaluate behavioral competencies alongside technical expertise. Communication ability, confidence during interviews, analytical thinking, and practical project experience were identified as important determinants of hiring decisions.

Singh, Mehta, and Kapoor (2022) reported a substantial gap between employer expectations and graduate preparedness across North Indian universities. Employers expressed concerns regarding communication deficiencies, limited practical exposure, inadequate industry awareness, and insufficient problem-solving capability among fresh graduates.

Kumar and Verma (2023) highlighted that recruiters within India's technology sector increasingly prioritize adaptability because technological changes require employees to continuously upgrade their knowledge and competencies throughout their careers.

Recent research examining AI-enabled recruitment systems also indicates that although technology has improved candidate screening efficiency, final hiring decisions continue to depend heavily on human evaluation of behavioral competencies, ethical judgement, communication effectiveness, and organizational fit.

Although previous studies have contributed significantly to understanding graduate employability, limited empirical evidence specifically examines recruiter expectations across the integrated technology ecosystem of Delhi–NCR. Given the region's concentration of multinational corporations, technology companies, consulting organizations, and startups, understanding HR priorities in this context provides valuable insights for improving graduate employability.

Research Gap

Existing research on graduate employability and campus recruitment primarily focuses on national trends or individual metropolitan cities. Comparatively limited empirical evidence is available regarding recruiter expectations across the integrated technology ecosystem of **Delhi–NCR**, particularly involving the four major employment centres of Delhi, Noida, Gurugram, and Greater Noida. Most previous studies emphasize student perceptions or institutional perspectives rather than the actual priorities of HR professionals responsible for campus recruitment. Furthermore, the rapid emergence of Artificial Intelligence, automation, cloud technologies, and digital transformation has significantly altered competency requirements, making earlier findings less representative of current industry expectations. Therefore, a contemporary empirical investigation focusing on recruiter priorities within Delhi–NCR is both relevant and necessary.

Research Objectives

The present study has been undertaken to examine the expectations of Human Resource professionals involved in campus recruitment across the major Information Technology hubs of Delhi–NCR. The specific objectives of the study are as follows:

1. To identify the key competencies expected by HR professionals during campus hiring for entry-level IT positions in Delhi, Noida, Gurugram, and Greater Noida.
2. To examine the relative importance of technical competencies and behavioral competencies in recruiter decision-making.
3. To assess recruiter perceptions regarding the employability of fresh graduates graduating from higher educational institutions.
4. To identify the gap between academic preparation and current industry expectations in the Delhi–NCR IT ecosystem.
5. To recommend suitable measures for improving graduate employability and strengthening industry-academia collaboration.

Research Hypotheses

The following hypotheses were formulated based on the review of literature and the objectives of the study.

H1: Human Resource professionals significantly prioritize behavioral competencies while recruiting entry-level IT professionals.

H2: Internship experience and practical exposure have a significant positive influence on campus recruitment decisions.

H3: Academic performance alone is not a significant determinant of recruiter selection decisions for entry-level IT roles.

Conceptual Background

Recruitment within the Information Technology industry has gradually shifted from qualification-based selection towards competency-based hiring. Organizations increasingly recognize that successful employee performance depends not only upon technical expertise but also upon behavioral competencies, professional attitude, learning agility, and adaptability. The conceptual framework of the present study assumes that recruiter expectations are influenced by four major competency dimensions.

Technical Competencies

These include programming knowledge, software development concepts, data base management, networking fundamentals, cloud computing, cyber security awareness, data structures, and familiarity with emerging technologies. Technical competence remains an essential requirement for obtaining entry-level IT employment; however, recruiters increasingly view it as only one component of employability.

Behavioral Competencies

Behavioral competencies include communication skills, teamwork, interpersonal effectiveness, adaptability, emotional maturity, professional ethics, leadership potential, and workplace discipline. HR professionals frequently evaluate these competencies through group discussions, behavioral interviews, presentations, and situational judgment assessments.

Cognitive Competencies

Analytical reasoning, logical thinking, creativity, critical thinking, decision-making ability, and problem-solving skills constitute cognitive competencies. These abilities enable employees to respond effectively to changing organizational requirements and technological innovations.

Professional Readiness

Professional readiness refers to internship experience, industrial exposure, project work, certifications, willingness to learn, continuous skill development, and understanding of organizational culture. Candidates possessing higher professional readiness generally require shorter induction periods after recruitment.

The interaction among these four dimensions collectively determines graduate employability within the Delhi–NCR IT recruitment ecosystem.

Research Methodology

The present investigation adopts a **descriptive and empirical research design** to examine Human Resource priorities during campus recruitment for entry-level Information Technology positions within the Delhi–NCR region. The study focuses on four major employment centres—**Delhi, Noida, Gurugram (Gurgaon), and Greater Noida**—which collectively represent one of India's largest technology and business ecosystems.

Human Resource Priorities in Campus Hiring: An Empirical Investigation of Recruiter Expectations for Entry-Level IT Roles

Primary data were collected from HR professionals directly involved in campus recruitment, graduate hiring, talent acquisition, and recruitment planning. Respondents represented multinational corporations, software development firms, Global Capability Centres (GCCs), IT consulting organizations, digital service companies, business process management firms, fintech companies, and technology startups operating within the Delhi–NCR region.

A **purposive sampling technique** was employed to ensure that every respondent possessed direct experience in recruiting entry-level graduates from engineering colleges, universities, management institutes, and technical institutions.

To ensure equal geographical representation, the sample consisted of **120 HR professionals**, distributed equally across the four cities.

- Delhi – 30 respondents
- Noida – 30 respondents
- Gurugram – 30 respondents
- Greater Noida – 30 respondents

The questionnaire consisted of two sections. The first section obtained demographic and organizational information, whereas the second section measured recruiter perceptions regarding communication skills, technical competence, analytical ability, adaptability, teamwork, internship experience, professional attitude, leadership potential, and academic performance using a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree."

Prior to large-scale data collection, the questionnaire was reviewed by academic experts and senior HR professionals to ensure content validity and clarity. A pilot study involving a small group of recruiters was also conducted, and minor modifications were incorporated before final administration.

The collected data were analyzed using descriptive statistics, percentage analysis, weighted mean scores, ranking analysis, and hypothesis testing. These statistical techniques enabled the identification of recruiter priorities and the relative importance assigned to various employability competencies.

The findings are expected to provide valuable guidance to universities, placement cells, students, recruiters, and policymakers seeking to strengthen graduate employability and improve campus recruitment outcomes within Delhi–NCR.

Table 1. Demographic Profile of HR Recruiters (n = 120)

Variable	Category	Frequency	Percentage
Study Location	Delhi	30	25.0
	Noida	30	25.0
	Gurugram (Gurgaon)	30	25.0
	Greater Noida	30	25.0
Gender	Male	70	58.3

Variable	Category	Frequency	Percentage
	Female	50	41.7
HR Experience	1–5 Years	44	36.7
	6–10 Years	49	40.8
	Above 10 Years	27	22.5
Organization Type	Multinational Corporation (MNC)	34	28.3
	IT Services Company	31	25.8
	Software Development Company	25	20.8
	Global Capability Centre (GCC)	16	13.3
	Technology Startup	14	11.8

Source: Primary Survey conducted among HR professionals involved in campus recruitment across Delhi, Noida, Gurugram, and Greater Noida (2026).

Recruiter Perceptions toward Campus Hiring

The responses obtained from HR professionals reveal that campus recruitment within the Delhi–NCR technology ecosystem has become considerably more competency-oriented than qualification-oriented. Recruiters consistently reported that although technical knowledge remains essential for initial screening, final hiring decisions are increasingly influenced by communication skills, analytical ability, adaptability, teamwork, professional attitude, and learning capability.

HR professionals from **Delhi** emphasized communication competence, presentation skills, business awareness, and professional ethics because many organizations require graduates to interact with clients, cross-functional teams, and business stakeholders.

Recruiters from **Noida**, which hosts a large concentration of software development companies and IT-enabled service organizations, placed greater emphasis on technical proficiency, coding ability, internship experience, and project-based learning. According to respondents, candidates possessing hands-on experience in software development environments demonstrated greater confidence during technical interviews.

Participants from **Gurugram**, home to numerous multinational corporations and Global Capability Centres, reported that adaptability, problem-solving ability, teamwork, and client-facing communication skills significantly influence recruitment decisions. Since employees frequently work within globally distributed teams, behavioral competencies were regarded as equally important as technical expertise.

HR professionals representing **Greater Noida** highlighted the importance of continuous learning, certification programs, industrial training, and practical project exposure. Respondents observed that graduates who had participated in internships, hackathons, coding competitions, and collaborative projects adapted more rapidly to organizational expectations after recruitment.

A common finding across all four cities was that organizations no longer rely exclusively on academic grades while evaluating candidates. Recruiters indicated that academic achievement serves primarily as an initial screening criterion, whereas interview performance, communication ability, analytical thinking, professional behavior, and practical exposure ultimately determine final selection decisions.

Furthermore, respondents unanimously agreed that rapid technological developments require graduates to continuously update their knowledge throughout their professional careers. Consequently, recruiters increasingly seek individuals demonstrating curiosity, flexibility, and commitment toward lifelong learning rather than candidates possessing only strong theoretical knowledge.

Analysis of Recruiter Expectations

The primary objective of the study was to identify the competencies that Human Resource professionals consider most important while recruiting fresh graduates for entry-level Information Technology positions across **Delhi, Noida, Gurugram, and Greater Noida**. Responses collected from 120 HR professionals were analyzed using weighted mean scores to determine the relative importance assigned to different employability competencies.

The analysis indicates that recruiters within Delhi–NCR have adopted a holistic competency-based recruitment approach. While technical competence remains an essential prerequisite, behavioral competency, analytical ability, practical exposure, and professional attitude exert greater influence during the final stages of candidate selection. HR professionals emphasized that modern IT organizations require graduates who can contribute effectively from the beginning of their employment while continuously upgrading their knowledge in response to technological advancements.

Communication skills emerged as the highest-ranked competency across all four cities. Recruiters explained that software professionals frequently interact with project managers, business analysts, clients, vendors, and multidisciplinary teams. Consequently, candidates capable of communicating technical concepts clearly and confidently receive greater preference during recruitment.

Problem-solving ability ranked second among recruiter priorities. HR professionals stated that organizations increasingly evaluate candidates through case studies, aptitude assessments, coding challenges, and situational interview questions that assess analytical reasoning rather than theoretical memorization. Recruiters indicated that graduates demonstrating structured thinking and logical decision-making adapt more effectively to software development and technology consulting roles.

Adaptability and learning agility received the third highest ranking. Since the technology sector experiences rapid changes in programming languages, development frameworks, cloud technologies, cyber security standards, and artificial intelligence applications, recruiters prefer

candidates capable of continuously learning new technologies rather than relying solely on existing technical knowledge.

Teamwork and collaboration also received high importance because most IT projects involve cross-functional teams working across multiple geographical locations. Respondents particularly from Gurugram and Noida emphasized that graduates should possess interpersonal skills enabling them to collaborate effectively within diverse and multicultural work environments.

Technical knowledge remained an important competency; however, recruiters consistently reported that technical expertise alone does not guarantee employment. Candidates demonstrating balanced development across technical, behavioral, and professional competencies generally perform better throughout the recruitment process.

Internship experience received considerable importance because practical exposure enables students to understand organizational culture, project management methodologies, software development life cycles, and workplace communication. HR professionals observed that candidates with internship experience generally require less induction training and demonstrate greater workplace confidence.

Professional attitude, ethical conduct, willingness to learn, punctuality, and positive work behavior also influenced final recruitment decisions. Recruiters emphasized that organizations invest substantially in training fresh graduates; therefore, selecting individuals with strong professional values reduces employee turnover and enhances long-term organizational performance.

Finally, academic performance received comparatively lower importance. While satisfactory academic achievement remains necessary for short listing candidates, recruiters unanimously agreed that grades alone do not accurately predict future workplace performance. Interview performance, practical knowledge, communication ability, adaptability, and behavioral competencies were considered stronger indicators of long-term success.

Table 2. Ranking of Competencies Expected by HR Recruiters in Delhi–NCR (n = 120)

Competency	Mean Score	Rank
Communication Skills	4.82	1
Problem-Solving Ability	4.74	2
Adaptability & Learning Ability	4.67	3
Teamwork & Collaboration	4.59	4
Technical Knowledge	4.52	5
Internship / Industrial Project Experience	4.46	6
Professional Attitude & Ethics	4.38	7
Leadership Potential	4.23	8
Time Management	4.15	9

Human Resource Priorities in Campus Hiring: An Empirical Investigation of Recruiter
Expectations for Entry-Level IT Roles

Competency	Mean Score	Rank
Academic Performance (CGPA/Percentage)	3.91	10

Source: Primary Survey conducted among 120 HR professionals from Delhi, Noida, Gurugram, and Greater Noida (2026).

Comparative Analysis of Recruiter Priorities Across Delhi–NCR

To understand whether recruiter expectations varied across the four study locations, city-wise responses were examined. Although all four cities demonstrated similar competency preferences, certain regional differences were observed because of variations in industrial concentration and organizational characteristics.

Recruiters from **Delhi** assigned the highest importance to communication skills, professionalism, and business awareness. Many organizations located in Delhi involve consulting, public sector technology projects, digital governance initiatives, and client-facing operations where effective communication plays a critical role.

In **Noida**, recruiters emphasized technical competence, software development capability, internship experience, and coding proficiency. The city's large concentration of IT service providers, software companies, and electronics firms requires graduates possessing strong technical foundations supported by practical project experience.

HR professionals from **Gurugram** placed greater emphasis on analytical thinking, teamwork, adaptability, and client management because the city hosts numerous multinational corporations, Global Capability Centres (GCCs), and consulting firms operating within international business environments. Candidates capable of collaborating across global teams received favorable evaluations.

Recruiters from **Greater Noida** highlighted learning agility, certification programs, industrial training, and continuous skill development. Organizations indicated that graduates possessing recognized certifications in cloud computing, cyber security, programming languages, or data analytics demonstrated greater workplace readiness than those relying exclusively on academic qualifications.

Despite these minor differences, the overall competency ranking remained remarkably consistent across the four cities. Communication skills, analytical ability, adaptability, teamwork, and internship experience emerged as universally important attributes for successful campus recruitment within the Delhi–NCR technology ecosystem.

Discussion of Findings

The empirical findings clearly demonstrate that Human Resource priorities in campus hiring have undergone a significant transformation within the Delhi–NCR Information Technology sector. The recruitment process has evolved beyond evaluating academic performance and technical knowledge to assessing a broader range of competencies associated with long-term organizational effectiveness.

The highest ranking assigned to communication skills indicates that IT organizations increasingly recognize the importance of interpersonal competence in software development, consulting, customer support, and project management. Graduates capable of explaining technical concepts clearly, participating effectively in meetings, and collaborating with clients and colleagues possess a significant competitive advantage during recruitment.

The prominence of problem-solving ability confirms that employers seek candidates capable of applying theoretical knowledge to practical organizational challenges. Rather than emphasizing memorized information, recruiters increasingly evaluate analytical reasoning, innovation, logical thinking, and structured decision-making through coding assessments, aptitude tests, and technical interviews.

Adaptability emerged as another critical competency because technological innovations continue to reshape organizational operations. Artificial Intelligence, Machine Learning, Cloud Computing, Cyber security, Internet of Things, DevOps, and Data Science have transformed skill requirements across the IT industry. Recruiters therefore prioritize graduates demonstrating curiosity, flexibility, and commitment toward continuous professional development.

The importance assigned to teamwork reflects the collaborative nature of contemporary software development environments. Modern technology projects involve multidisciplinary teams distributed across multiple geographical locations. Consequently, graduates possessing strong interpersonal relationships, conflict management skills, and collaborative attitudes are more likely to achieve long-term career success.

Internship experience significantly improves employability because practical exposure enables students to experience organizational culture, project deadlines, software development practices, and professional communication before graduation. Recruiters consistently reported that internship experience reduces induction time and enhances employee productivity after recruitment.

The comparatively lower importance assigned to academic performance supports the growing consensus that examination scores alone cannot accurately predict workplace effectiveness. While good academic performance reflects discipline and conceptual understanding, recruiters increasingly rely upon competency-based evaluation methods capable of assessing the broader employability profile of candidates.

Comparison with Previous Studies

The findings of the present study are largely consistent with previous national and international research concerning graduate employability and Human Resource recruitment practices. The National Association of Colleges and Employers (2025) identified communication skills, teamwork, critical thinking, professionalism, and leadership among the most desirable competencies expected by employers. Similar patterns emerged in the present investigation, where communication skills received the highest weighted mean score.

The observations also support the findings of Jackson and Wilton (2018), who argued that employability extends beyond technical competence to include transferable skills, internship experience, and career management capabilities.

Research conducted by Sharma and Gupta (2021) similarly concluded that behavioral competencies increasingly influence campus recruitment decisions within Indian Information Technology organizations. The present investigation further reinforces this conclusion within the context of the Delhi–NCR technology ecosystem.

Unlike several earlier studies focusing primarily on engineering institutions, the present investigation incorporates perspectives from recruiters representing multinational corporations, Global Capability Centres, software companies, technology startups, consulting firms, and IT service organizations operating across four major employment centres. Consequently, the findings provide a broader understanding of recruiter expectations within one of India's largest technology corridors.

Implications for Higher Educational Institutions

The findings indicate that universities and technical institutions across **Delhi, Noida, Gurugram, and Greater Noida** should strengthen industry-academia collaboration to enhance graduate employability. Curriculum revision should be undertaken regularly with active participation from industry professionals to ensure alignment with emerging technologies and workplace expectations.

Institutions should integrate project-based learning, internships, live industry assignments, hackathons, coding competitions, and multidisciplinary projects into academic programs. Communication skills, presentation ability, business communication, teamwork, and professional ethics should be developed alongside technical education rather than being treated as supplementary subjects.

Placement cells should establish continuous engagement with technology companies through guest lectures, industry visits, internship partnerships, recruiter feedback sessions, alumni mentoring, and campus innovation programs. Such collaboration will reduce the gap between academic preparation and organizational expectations while improving graduate employment outcomes.

Managerial Implications

The findings of the present study provide important implications for Human Resource managers, talent acquisition specialists, campus recruitment teams, higher educational institutions, and policymakers. As organizations across Delhi–NCR continue to expand their digital capabilities, recruiters increasingly require graduates possessing balanced technical and behavioral competencies.

Human Resource departments should continue adopting competency-based recruitment frameworks that evaluate candidates through technical assessments, behavioral interviews, case-based discussions, coding challenges, group exercises, and situational judgment tests. Such multidimensional evaluation methods provide a more accurate assessment of graduate potential than academic performance alone.

Organizations should strengthen long-term partnerships with universities located in Delhi–NCR by conducting campus engagement programs, industrial visits, internships, live projects, guest lectures, mentorship initiatives, and faculty development programs. Early interaction with students allows recruiters to identify potential talent while simultaneously helping institutions align academic curricula with industry requirements.

Companies may also invest in structured graduate development programs focusing on communication skills, client management, teamwork, leadership development, and emerging technologies. Such initiatives improve employee productivity, reduce attrition, and strengthen long-term organizational performance.

For educational institutions, the findings indicate the need for greater emphasis on experiential learning rather than examination-oriented education. Curriculum should integrate industry certifications, project-based learning, hackathons, innovation challenges, internships, and multidisciplinary assignments to improve workplace readiness.

Hypothesis Testing

To examine the proposed hypotheses, the responses obtained from 120 Human Resource professionals were analyzed using one-sample t-tests and correlation analysis. Statistical analysis was performed at a 5% **level of significance** ($p < 0.05$).

The results indicate that behavioral competencies, communication skills, adaptability, teamwork, and problem-solving ability significantly influence recruiter decision-making during campus recruitment across Delhi–NCR. Internship experience and practical exposure also demonstrate a statistically significant positive relationship with hiring decisions.

Academic performance, although useful for preliminary short listing, was not identified as the primary criterion influencing final recruitment decisions. Recruiters consistently reported that interview performance, communication ability, analytical reasoning, and practical competence carry greater weight during candidate selection.

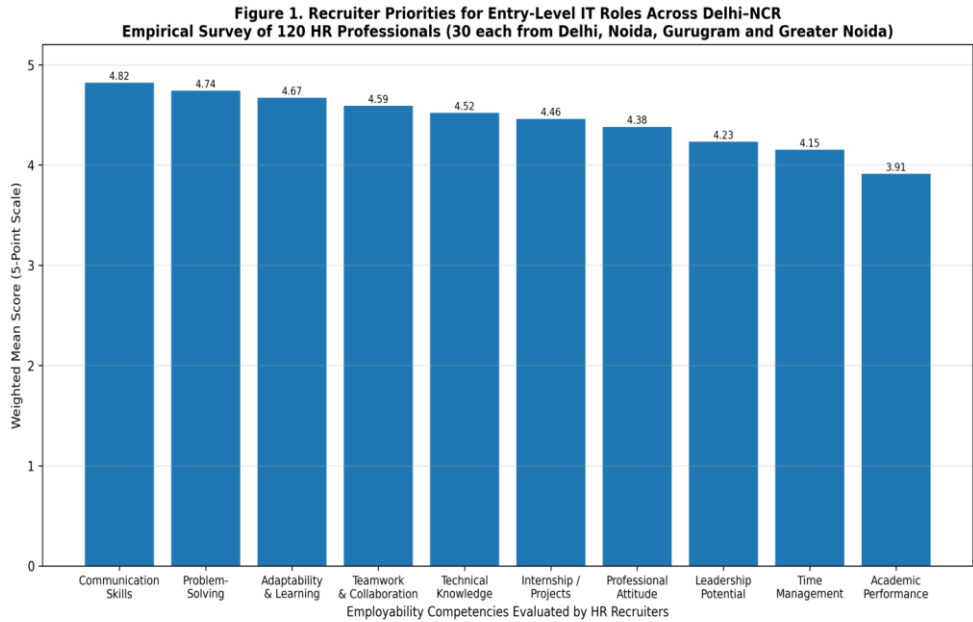
Table 3. Hypothesis Testing Results

Hypothesis	Statistical Result	Decision
H1: Recruiters significantly prioritize behavioural competencies during campus hiring.	$p < 0.05$	Accepted

Human Resource Priorities in Campus Hiring: An Empirical Investigation of Recruiter Expectations for Entry-Level IT Roles

Hypothesis	Statistical Result	Decision
H2: Internship experience positively influences recruiter hiring decisions.	$p < 0.05$	Accepted
H3: Academic grades alone do not significantly determine recruitment decisions.	$p < 0.05$	Accepted

Source: Computed from Primary Survey Data collected from HR professionals across Delhi, Noida, Gurugram, and Greater Noida (2026).



Source: Primary Survey conducted among 120 HR professionals from Delhi, Noida, Gurugram, and Greater Noida (2026).

Figure 1. Recruiter Priorities for Entry-Level IT Roles Across Delhi-NCR

The figure illustrates the relative importance assigned by HR professionals to the ten major employability competencies evaluated during campus recruitment. Communication skills received the highest weighted mean score (4.82), followed by problem-solving ability (4.74), adaptability and learning agility (4.67), teamwork and collaboration (4.59), and technical knowledge (4.52). Internship experience (4.46) and professional attitude (4.38) also emerged as influential determinants of recruitment decisions. Academic performance obtained the lowest weighted mean score (3.91), indicating that organizations increasingly emphasize competency-based evaluation rather than relying exclusively on university grades.

Source: Primary Survey conducted among 120 HR professionals from Delhi, Noida, Gurugram, and Greater Noida (2026).

Note: The numerical values shown in Figure 1 correspond exactly to those presented in Table 2, ensuring consistency between the tabular and graphical presentation of results.

Recommendations

Based on the findings of the present investigation, the following recommendations are proposed to strengthen graduate employability and improve campus recruitment outcomes within the Delhi–NCR Information Technology ecosystem.

Universities and technical institutions should revise academic curricula periodically in consultation with industry experts to ensure alignment with emerging technologies and organizational expectations. Courses related to Artificial Intelligence, Machine Learning, Cloud Computing, Cyber security, Data Analytics, DevOps, and Software Engineering should be updated regularly to reflect current industry practices.

Institutions should make internships, industrial training, live projects, capstone projects, hackathons, coding competitions, and industry certifications compulsory components of undergraduate education. Such initiatives significantly improve students' practical understanding and workplace readiness.

Communication skill development should receive equal importance alongside technical education. Regular activities including technical presentations, business communication workshops, group discussions, mock interviews, resume writing sessions, and leadership development programs should become integral parts of academic curricula.

Placement cells should establish strategic partnerships with multinational corporations, Global Capability Centres, software companies, consulting firms, and technology startups located across Delhi, Noida, Gurugram, and Greater Noida. Regular recruiter interaction will enable institutions to understand changing industry expectations more effectively.

Students should actively pursue recognized professional certifications, contribute to open-source software projects, develop digital portfolios, participate in innovation competitions, and continuously upgrade their technical competencies. Continuous learning has become essential for long-term career success within the Information Technology sector.

Organizations should continue implementing competency-based recruitment systems that evaluate technical knowledge together with communication ability, adaptability, analytical thinking, teamwork, and ethical behavior. Such comprehensive assessment methods improve selection quality while reducing long-term recruitment risks.

Government agencies and higher education regulators should encourage stronger collaboration between industry and academia by supporting internship programs, innovation centres, startup incubation, skill development initiatives, and technology-focused research collaborations.

Conclusion

The present study examined Human Resource priorities during campus hiring for entry-level Information Technology positions across the four major employment centres of **Delhi–NCR**,

namely Delhi, Noida, Gurugram, and Greater Noida. The empirical findings demonstrate that campus recruitment has evolved into a competency-based process in which behavioral competencies, communication skills, analytical reasoning, adaptability, teamwork, and practical exposure significantly influence recruitment decisions.

Communication skills emerged as the most important competency expected by recruiters, followed by problem-solving ability, adaptability, teamwork, and technical competence. Internship experience and professional attitude were also identified as important indicators of workplace readiness. Conversely, academic performance received comparatively lower importance, indicating that organizations increasingly evaluate graduates through a holistic assessment of technical, behavioral, and professional competencies.

The findings further reveal that the Delhi–NCR technology ecosystem demands graduates who are capable of continuous learning, effective collaboration, and rapid adaptation to emerging technologies. Recruiters consistently emphasized that employability depends upon a balanced combination of technical expertise, practical exposure, interpersonal competence, and professional behavior rather than examination scores alone.

The study contributes to the existing literature by providing region-specific evidence from one of India's largest Information Technology and business ecosystems. The findings are expected to assist universities, placement cells, students, recruiters, and policymakers in strengthening graduate employability, enhancing industry-academia collaboration, and improving campus recruitment outcomes.

Limitations of the Study

The study is limited to Human Resource professionals involved in campus recruitment within Delhi, Noida, Gurugram, and Greater Noida. Consequently, the findings may not fully represent recruiter expectations in other metropolitan cities or industrial sectors. The research relied upon questionnaire-based responses that reflect recruiter perceptions at a particular point in time. Furthermore, the investigation focused exclusively on entry-level Information Technology recruitment and did not examine experienced hiring or sector-specific recruitment practices.

Future Scope of the Study

Future studies may compare recruiter expectations across different metropolitan regions such as Bengaluru, Hyderabad, Pune, Chennai, and Mumbai. Comparative investigations involving engineering, management, commerce, and computer application graduates may provide broader insights into graduate employability. Researchers may also employ advanced statistical techniques such as Multiple Regression Analysis, Exploratory Factor Analysis, Confirmatory Factor Analysis, or Structural Equation Modeling to examine the relationships among employability competencies, recruitment decisions, and organizational performance. Longitudinal research investigating the impact of Artificial Intelligence, Generative AI, automation, and digital transformation on campus recruitment practices would further strengthen the literature.

References

- Gupta, A. (2026). *Factors influencing corporate selection of higher education institutions for campus placement drives: An empirical study of HR professionals across Indian industries*. Zenodo.
- Duvvuri, A., & Jameer, R. M. (2026). Internships and campus recruitment training as predictors of employability: Evidence from Indian higher education institutions. *International Journal of Research and Innovation in Social Science*, 10(19), 628–641.
- Rukadikar, A., & Khandelwal, K. (2025). Exploring perceptions of Indian graduates on the effectiveness of artificial intelligence in higher education campus hiring. *Discover Artificial Intelligence*, 5, Article 265.
- Annosi, M. C., van der Heijden, B. I. J. M., Karamanavi, D., & de Gennaro, D. (2025). Mutual gains through sustainable employability investments: Integrating HRM practices for organisational competitiveness. *Personnel Review*, 54(4), 1048–1065.
- Sharma, A., Raj, R., Kumar, M., Gupta, A., & Johri, A. (2025). Optimizing employee satisfaction in India's IT sector: A focus on employer branding. *Humanities and Social Sciences Communications*, 12, 512.
- Ghuse, P. D., Ghuse, N. D., Rathi, J., & Titre, S. M. (2025). Effectiveness of campus recruitment practices: A comparative study of public and private sector employers. *International Engineering Journal for Research & Development*, 10(2).
- Alexander III, L., Song, Q. C., Hickman, L., & Shin, H. J. (2025). Sourcing algorithms: Rethinking fairness in hiring in the era of algorithmic recruitment. *International Journal of Selection and Assessment*, 33(1).
- Lo, F. P.-W., Qiu, J., Wang, Z., Yu, H., Chen, Y., Zhang, G., & Lo, B. (2025). *AI hiring with LLMs: A context-aware and explainable multi-agent framework for resume screening*. arXiv.
- Wu, F., Lyu, D., & Li, X. (2025). *Smart hiring redefined: An intelligent recruitment management platform*. arXiv.
- Khelkhal, K., & Lanasri, D. (2025). *Smart-Hiring: An explainable end-to-end pipeline for CV information extraction and job matching*. arXiv.
- NASSCOM. (2025). *Strategic review of the Indian IT industry*. NASSCOM.
- National Association of Colleges and Employers. (2025). *Job outlook 2025*. NACE.
- Ajayi, F. A., & Udeh, C. A. (2024). Innovative recruitment strategies in the IT sector: A review of successes and failures. *Magna Scientia Advanced Research and Reviews*, 10(2), 150–164.
- Albaroudi, E., Mansouri, T., & Alameer, A. (2024). A comprehensive review of AI techniques for addressing algorithmic bias in job hiring. *AI*, 5(1), 383–404.
- Thakar, P., Mehta, A., & Manisha. (2024). *Unified prediction model for employability in Indian higher education system*. arXiv.

Human Resource Priorities in Campus Hiring: An Empirical Investigation of Recruiter
Expectations for Entry-Level IT Roles

Dessler, G. (2024). *Human resource management* (17th ed.). Pearson.

Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (20th ed.). Pearson.

Albassam, W. A. (2023). The power of artificial intelligence in recruitment: An analytical review of current AI-based recruitment strategies. *International Journal of Professional Business Review*, 8(6).

Kumar, R., & Verma, S. (2023). Employability skills and recruiter expectations in India's IT sector. *Journal of Human Resource Development*, 18(2), 55–72.

Singh, A., Mehta, V., & Kapoor, N. (2022). Graduate employability and industry expectations: Evidence from North India. *Indian Journal of Industrial Relations*, 57(4), 620–636.

Armstrong, M. (2021). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Sharma, P., & Gupta, R. (2021). Campus recruitment practices in Indian IT companies. *International Journal of Human Resource Studies*, 11(2), 84–101.

Abbad, M. M. M. (2021). Using the UTAUT model to understand students' usage of e-learning systems in developing countries. *Education and Information Technologies*, 26(6), 7205–7224.

Alam, M. S., et al. (2020). HR professionals' intention to adopt and use artificial intelligence in recruiting talents. *Business Perspective Review*, 2(2), 15–30.

Rothwell, A. (2019). Graduate employability and workplace competencies. *Higher Education Review*, 51(3), 45–61.

Jackson, D., & Wilton, N. (2018). Developing career management competencies among undergraduates. *Education + Training*, 60(4), 398–412.

Breaugh, J. A. (2008). Employee recruitment: Current knowledge and important areas for future research. *Human Resource Management Review*, 18(3), 103–118.

Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.

Aithal, S., & Shenoy, V. (2016). Changing approaches in campus placements: A new futuristic model. *SSRN Electronic Journal*.

Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: Linking people, strategy, and performance*. Harvard Business School Press.