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An Analysis of Recruitment and HR Operations at Abhi Impact Logistics Solutions Pvt. Ltd.

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ABSTRACT

Effective recruitment and workforce administration are critical to business continuity in logistics, where operational teams, corporate staff and clients must be coordinated efficiently. This exploratory, practice-based study examines recruitment practices and selected HR operations at Abhi Impact Logistics Solutions Pvt. Ltd. during an on-the-job training period from May to August 2026. It covers candidate sourcing, resume screening, telephonic pre-screening, interview coordination, employee documentation, attendance-related coordination and support for statutory documentation such as ESIC and UAN. Primary information was obtained through direct observation, participation in assigned HR tasks and informal workplace discussions; secondary information included job descriptions, recruitment trackers, internal process material and academic literature. A review of the candidate tracker identified 454 named candidate records dated within May–August 2026. Naukri accounted for 219 records (48.2%), Job Hai for 171 (37.7%), Resdex for 52 (11.5%), referrals for 11 (2.4%) and other or uncategorised sources for one record (0.2%). Digital portals were therefore the main recorded sourcing channels, while recruitment progress also depended on clear job information, timely candidate communication and consistent record-keeping. The tracker did not contain sufficiently complete and standardised outcome data to calculate a reliable selection or joining conversion rate. The paper concludes with practical recommendations for candidate screening, recruitment tracking and HR documentation.

Keywords: human resource management; talent acquisition; recruitment; HR operations; logistics sector; candidate sourcing

1. Introduction

Recruitment is a multi-stage process that begins with identifying manpower requirements and continues through job advertising, sourcing, screening, shortlisting, interviews and selection. In logistics, delays in hiring or errors in employee records can disrupt operational continuity. HR teams must therefore coordinate vacancy requirements, candidates and internal stakeholders while keeping information accurate and up to date.

During the training period, the authors gained practical exposure to recruitment and routine HR administration, including sourcing through Naukri and Job Hai, reviewing profiles, telephonic pre-screening, interview scheduling, tracker updates, onboarding support and attendance-related coordination. This study organises that experience into a structured account and connects selected workplace observations with established HRM literature. It is intended to be useful to HR practitioners in small and mid-sized logistics service providers and to students preparing for similar placements.

2. Review of Literature

Research on recruitment has examined why applicants are attracted to organisations, how they react to selection processes and how recruitment channels perform. Chapman et al. (2005), in a meta-analytic review of applicant attraction and job choice, found that recruiter behaviour, organisational prestige, perceptions of the recruitment process and perceived fit are associated with applicant attraction and job-choice decisions. This supports the importance of timely and professional candidate communication.

Hausknecht et al. (2004) examined applicant reactions to selection procedures through a meta-analysis and found that favourable perceptions of selection procedures are associated with stronger organisational attractiveness and acceptance intentions. Transparent and respectful candidate interactions are therefore important at every stage, including pre-screening and interview scheduling.

Studies of online recruitment add a channel perspective. Parry and Tyson (2008) reported widespread use of online recruitment methods in UK organisations, while indicating that their success depends on how organisations apply them. Allen et al. (2007) similarly showed that, in web-based recruitment, the information provided, organisational brand and website usability shape how applicants respond. Breaugh (2008) reviewed employee recruitment research and highlighted recruitment-source effectiveness and realistic job previews, suggesting that methods should fit the organisational

context and give applicants accurate job expectations. More recently, Baranyi (2025) reviewed the digital transformation of personnel selection and discussed efficiency opportunities alongside concerns about ethics, bias and candidate perceptions.

Taken together, these studies point to three themes that guide the present paper: the quality of information and communication offered to candidates, the way sourcing channels are used rather than simply adopted, and the need for fair and well-documented selection practice.

Research gap. Existing research addresses applicant attraction, selection fairness, online recruitment and digital selection. Less attention is given to how recruitment coordination and routine HR administration operate together in a third-party logistics setting. This study contributes a practice-based account of that interaction at one organisation; it does not claim to represent the entire logistics sector.

3. Objectives

The study has three objectives:

1. To map the recruitment and selection workflow at Abhi Impact Logistics Solutions Pvt. Ltd.
2. To describe the role of job portals, telephonic screening and interview coordination in recruitment activities.
3. To examine selected HR operations, including documentation, onboarding, attendance-related coordination and statutory-documentation support.

4. Methodology

Research design. The study follows an exploratory and descriptive, practice-based design. The exploratory component draws on workplace observation and participation in assigned HR activities. The descriptive component summarises the available candidate-tracker records by recruitment source.

Study period and setting. Workplace observations relate to the on-the-job training period from May to August 2026. The numerical tracker analysis is limited to records dated 1 May to 31 August 2026.

Primary data. Primary information was gathered through direct observation of recruitment activities, participation in assigned tasks and informal work-related discussions with HR personnel and supervisors. Tasks included reviewing job requirements, sourcing profiles, screening resumes, making candidate calls, coordinating interviews and supporting selected HR administrative activities.

Secondary data. Secondary information included job descriptions, the candidate-tracking spreadsheet, recruitment-related process material available during the training and published academic literature. Restricted employee, payroll and candidate-identifying information has not been reproduced.

Sampling and data processing. For the numerical analysis, all named candidate records dated within the four-month period were included. This is a non-probability, convenience-based dataset drawn from the workplace tracker, not a random sample. Records without a candidate name were excluded from the source-wise count. Variations in portal spelling were grouped into common source categories. Percentages were calculated using 454 named records as the denominator and rounded to one decimal place.

Data analysis. Descriptive frequency analysis was used to summarise sourcing records. Qualitative observations were grouped into three themes: sourcing and screening; candidate communication and interview coordination; and documentation and HR operations. No inferential tests were conducted. Because tracker status fields were not consistently defined or completed, the analysis does not estimate interview, selection, offer or joining conversion rates.

Ethical considerations. Candidate and employee information is confidential. Only aggregated sourcing counts and general descriptions of work activities are presented, and personal identifiers are excluded.

“The organisation permitted the use of aggregated, non-identifiable data for academic purposes, and the study was conducted in line with the ethical requirements of Indira University, Pune.”

Scope and limitations. The study covers one organisation and one training period. It is not a statutory or compliance audit. Observations reflect the authors’ internship exposure and cannot be statistically generalised. The tracker may contain incomplete entries or duplicate applicants, and it does not support a complete recruitment funnel.

5. Analysis and Discussion

5.1 Recruitment and selection workflow

The first objective was to map the recruitment workflow. Figure 1 summarises the sequence of activities observed during the training period. Recruitment began with a manpower requirement and a review of the job description, followed by sourcing through job portals and referrals, manual resume screening, telephonic pre-screening and interview coordination. Selected candidates then moved to offer or appointment documentation and joining formalities, including employee-file and statutory-documentation support. The candidate tracker was updated and follow-ups were maintained throughout.

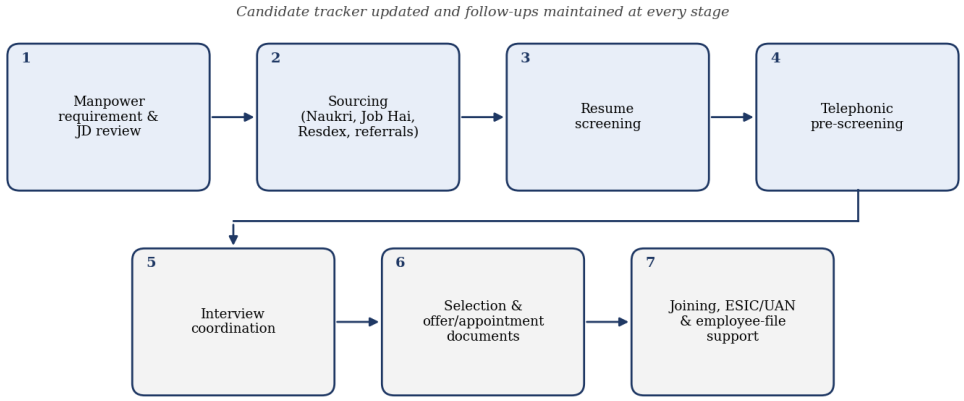


Figure 1. Recruitment and onboarding workflow observed at the organisation (authors' observation).

5.2 Candidate sourcing analysis

The candidate tracker was filtered to records dated May–August 2026. After excluding entries without a candidate name, 454 named candidate records remained for source-wise analysis. The distribution is shown in Table 1 and Figure 2.

Recruitment source	Records	Percentage
Naukri	219	48.2%
Job Hai	171	37.7%
Resdex	52	11.5%
Referrals	11	2.4%
Other/uncategorised	1	0.2%
Total	454	100.0%

Table 1. Named candidate records by recruitment source, May–August 2026.

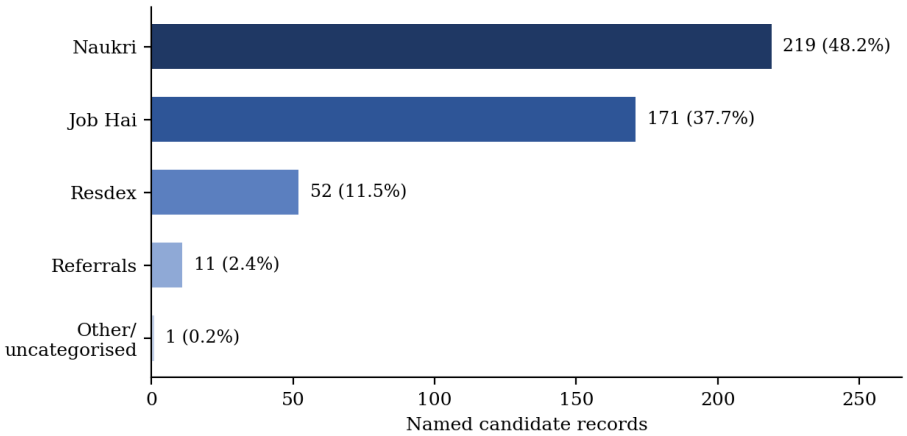


Figure 2. Named candidate records by source (n = 454).

Naukri contributed the largest share of recorded sourcing entries (48.2%), followed by Job Hai (37.7%); together these two portals accounted for 85.9% of named records. Resdex contributed 11.5% and referrals 2.4%, and one record was classified as other or uncategorised. This pattern indicates that online portals were the principal recorded sourcing channels during the period, which is consistent with the widespread use of online recruitment reported by

Parry and Tyson (2008). The percentages represent tracker entries and do not show that any source produced more successful hires. The very small referral share also suggests that the organisation relied little on employee networks, although the tracker alone cannot explain why.

5.3 Sourcing and screening

Naukri was used mainly for administrative and supervisory vacancies, while Job Hai was also used for operational and field roles. Online postings generated applications of varying suitability, so manual resume screening against role requirements, experience, location, shift availability and salary expectations was an important quality-filtering step. This observation is consistent with Breaugh's (2008) argument that recruitment methods should suit the organisational context and provide realistic job information, and with Allen et al. (2007), who point to the role of clear information in web-based recruitment.

5.4 Candidate communication and interviews

Telephonic pre-screening was used to confirm candidate interest and communicate relevant job details, including responsibilities, location, experience expectations, shifts and salary range where available. Interview coordination involved sharing available time slots, confirming candidate availability and following up with candidates and internal stakeholders. Delays or unclear job information appeared to create coordination challenges; this is a workplace observation and was not measured as a statistical relationship. The importance of candidate perceptions in this stage is consistent with Chapman et al. (2005) and Hausknecht et al. (2004).

5.5 Documentation and HR operations

The third objective concerned HR operations beyond hiring. Selected duties included coordinating joining-related documents, supporting employee-file maintenance, handling offer or appointment documentation and assisting with attendance-related information. The training also provided exposure to payroll-support coordination through Intellipayroll and to documentation support for ESIC and UAN-related processes.

Two points stood out. First, attendance information and employee details feed directly into payroll and statutory processes, so errors at the recording stage tend to resurface later as corrections and follow-ups. Second, joining documentation is the point at which recruitment and HR administration meet: incomplete candidate details at joining create avoidable work for the HR team and delay record creation. These activities highlighted the importance of checking employee details before submission and maintaining complete records. The study describes administrative exposure and does not independently verify statutory compliance or payroll accuracy.

5.6 Key observations

- Detailed job descriptions helped clarify the requirements used during resume screening.
- Job portals required active recruiter filtering rather than reliance on online postings alone.
- Structured telephonic screening supported early checks of candidate interest and role suitability.
- Timely interview coordination required regular follow-up and clear communication.
- Complete joining information supported smoother employee-record and statutory-documentation processes.

5.7 Summary of findings by objective

Objective	Main finding	Evidence base
1. Recruitment workflow	A seven-stage workflow from requirement to joining, supported by a candidate tracker	Direct observation and participation (Figure 1)
2. Portals, screening and interviews	Portals supplied 85.9% of recorded entries; manual screening and phone pre-screening filtered suitability; interviews needed active follow-up	Tracker analysis (Table 1); observation
3. HR operations	Complete, accurate employee and attendance data supported payroll, ESIC and UAN-related documentation	Observation of assigned tasks

Table 2. Findings mapped to study objectives.

6. Recommendations

The following recommendations are based on the workplace observations and on the limitations identified in the tracker. Their impact has not been tested in this study.

Area	Observed challenge	Suggested intervention	Expected benefit
Pre-screening	Mismatch in shift, location or salary expectations	Use a short standard phone-screening checklist covering role, shift, location, experience and salary	Fewer unsuitable interviews and clearer expectations
Tracking	Status information may be incomplete or inconsistent	Maintain one master tracker with standard stage dropdowns and mandatory fields	Better pipeline visibility and more reliable reporting
Candidate experience	Delayed updates after interviews	Set an internal target for communicating interview outcomes, such as within 48 hours where feasible	More consistent candidate communication
Documentation	Missing or late joining details	Use a pre-joining checklist for required identity, bank and statutory details	Fewer documentation gaps and avoidable follow-ups

Table 3. Practice-based recommendations for recruitment and HR operations.

The organisation could also review sourcing channels using stage-wise measures such as contact rate, interview attendance, selection, offer acceptance and joining. Such comparisons should be made only after tracker fields and outcome definitions are standardised.

7. Conclusion

Recruitment and HR operations at Abhi Impact Logistics Solutions Pvt. Ltd. function as connected activities. Digital portals and HR systems provide useful infrastructure, but day-to-day effectiveness also depends on clear job requirements, responsive candidate communication, consistent tracking and accurate employee documentation. The tracker analysis identified 454 named candidate records from May to August 2026, with Naukri and Job Hai together accounting for 85.9% of recorded sourcing entries. These findings should be read as sourcing patterns rather than hiring outcomes.

The training observations indicate that screening, interview coordination, onboarding documentation, attendance-related coordination and statutory-documentation support all contribute to the wider HR workflow. Standardised tracking, structured pre-screening and a pre-joining document checklist may improve coordination. Future research could use complete stage-wise recruitment data, candidate feedback and a longer observation period to assess time-to-hire, candidate drop-off and joining outcomes.

Declarations

Conflict of interest: The authors declare no conflict of interest.

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Author contributions: Both authors took part in the on-the-job training, collated the tracker data, drafted the manuscript and approved the final version.

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