

GAP ANALYSIS FOR OPTIMIZING THE RECRUITMENT PROCESS

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of
Master of Business Administration (MBA)
in
Hospital and Health Management

By

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Under the Supervision and Guidance of

Dr Varsha Tanu

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25th June, 2024

To whomsoever it may concern

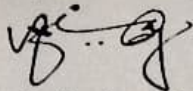
This is to certify that **Ms. Janhavi Makarand Pisat** was working as an **"Intern"** in the **"People Department"** from **05th February, 2024 to 31st March, 2024.**

We thank her for her contribution and wish her all the very best in her future endeavors.

For

Cloudnine

(A unit of Kids Clinic India Ltd.)

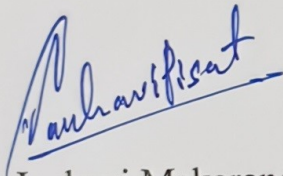


Sofia Joseph
Head - HR



DECLARATION BY STUDENT

I hereby declare that this dissertation titled **Gap analysis for optimizing the recruitment process** is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.



Ms Janhavi Makarand Pisat

Date- 01/July/2024

CERTIFICATE

This is to certify that dissertation titled **Gap analysis for optimizing the recruitment process** is a record of the research work undertaken by Ms Janhavi Pisat in partial fulfillment of the requirements for the award of the degree of MBA Hospital and Health Management from the IIHMR University, Jaipur under my guidance and supervision and his/her approach to the research study has been sincere, scientific, and analytical.


Faculty Guide
IIHMR University, Jaipur

Date


School Dean
IIHMR University,
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Date 07/07/2024

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3. **Dr. Varsha Tanu**, Mentor at IIHMR University.

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Abstract

Title:- A Case Study on Gap Analysis to improve Recruitment process

Author Name: Ms. Janhavi Makarand Pisat

Advisor Name: Dr. Varsha Tanu

Keywords:

Recruitment Process, TAT (Turn Around Time), Feedback Timeliness, Candidate Engagement, Skill Mismatch Cloudnine Hospitals

Background:

Recruitment for any organisation is as important, since it creates the pipe line (futures) of all those resources who could be, though hard to find but not impossible or difficult at certain comfort distance from these Key Dreams!!! Ineffective solutions also result in longer time-to-fill, higher recruiting costs and poor candidate experience. Even Cloudnine Hospitals in India faced similar issues, driving down the rate of effectiveness of their recruitment strategies.

Objective:

Objective: A detailed gap analysis to reduce TAT and improve interviewing outcomes, qualification mismatches and feedback timeliness during the recruitment process at Cloudnine Hospitals.

Methodology:

The study analyzed quantitative data from approximately 5,506 candidate records from the candidate tracker at Cloudnine Hospitals. Various stages of the recruitment process were examined to identify bottlenecks and inefficiencies. The analysis focused on TAT, feedback delays, rejection reasons, and mismatches between candidate qualifications and job requirements.

Results/Findings:

The analysis revealed significant delays during the feedback stage, contributing to candidate disengagement. High rejection rates due to technical and skill issues highlighted the need for better alignment between job requirements and candidate skills. Mismatches between qualifications and job requirements were also identified as a major issue, impacting overall recruitment efficiency.

Conclusions

If Cloudbine Hospitals wants to take its recruitment strategies to the next level, it needs to address a few gaps in its process. Implementing structured timelines, automated scheduling systems, and competency-based assessments can help reduce delays and ensure that candidates are the right fit for the job they'll ultimately take on. It's also essential to provide timely feedback and effective training for hiring managers to improve the candidate experience and speed up the hiring process. This whole

recruitment cycle is ever-evolving and can be a bit chaotic, but you've got to stay on top of it to develop new processes that work for the organization's growing needs and keep up with candidates wherever they may be.

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Introduction

One of the most important processes that organizations are required to have is the recruitment process which is to attract and keep the best employees.

This involves a string of steps that are entirely dedicated to the identification, evaluation, and hiring of the persons equipped with the suitable skills and qualifications. Nevertheless, faults and drawings in this regard occur, which in turn causes such hindrances as job vacancies becoming prolonged in nature, higher recruitment expenses, and a negative candidate experience.

Recently, it has become extremely important to the companies to make sure the procedures of recruitment are operated in such a way that hiring is both effective and timely. One major focus is the period between various stages and how fast it can be done. The interruptions between the steps can significantly extend the lead time to hire or finding a suitable substitute, which every company wants.

Furthermore, the recognition of the models and motives that result in rejection rates exceeding the state-of-the-art during interviews is vital as the main way of purposes for efficient reducing of unsuitable candidates and improving the selection process.

A person's qualifications in comparison to the job requirements is, undoubtedly, the major point here. Discrepancies in this area have the potential to cause the most damage to the workplace if they are not tackled effectively. This can result from high employee dissatisfaction rates and turnover rates. What is more, it is essential to give the feedback to the candidates on time so that they could also be satisfied with the recruiting process and there will be no obstacles to the communication system.

Concerning the job search process the stress laid more on the crucial clashes interview results a full deep gap of the relationship between qualification/path and the employees and timely feedback is what this research tries to make. The research is meant to provide practical knowledge aimed at improving the hiring process, raising productivity, and applicant overall well-being by identifying and filling in these deficits.

By employing the quantitative data from the job applicant record, the research will take a descriptive study route to find out and look into the leaks in the hiring procedure. The research will be conducted over a three-month period with a sample size of meager about 5506 candidate records. To ensure a full investigation of gaps discovered and their effect on the hiring process, data analysis will be performed with Excel, and other statistical tools.

One of the main aims of this study is to provide an in-depth analysis of the current hiring procedures, as well as to seek corrections. The findings will enable the firm to attract and 鈥測EEP鈥 superior people by saving time in the recruitment process and introducing successful recruitment mechanisms

Review of Literature

Turnaround Time (TAT) in Recruitment

Turnaround time (TAT) is the most important number in the recruiting process, which is a measure of how many days it takes to take an applicant from the first stage to the last stage from application to employment. Though the prolonged TAT is the main reason why the company loses good employees, as they run to the competitive firms. According to studies, the TAT fixing (via removing bottlenecks and creating smoother applicant flow) can lead to an impressive increase in the level of retention rate (Chhabra & Sharma, 2014). For example, Chhabra and Sharma (2014) identified that there is extended TAT because of the delays in organizing interviews and getting the opinion of the great people from management. They can do this by utilizing automated scheduling devices and coming up with timetables,

thus resulting in their hiring procedures getting streamlined, being less liable to delays, and resulting in increased productivity overall.

Swift Feedback and Candidate Engagement

According to the research carried out by Korn Ferry Institute, it is being stressed that the key factor in preserving the engagement of the candidates is the prompt feedback. The candidates not only feel recognized and respected but also motivated to proceed and become more dedicated to the company when they respond timely after an interview (Korn Ferry Institute, n.d.).

Also, Breugh(2013) pointed out the importance of prompt feedback on the side of the candidates. Conversely, if the answer is too late, candidates could turn away, lose interest, and appraise options that might be other companies. Successful outcomes are the result of clear communication in the workplace and this also ensures that the best workforce is hired (LinkedIn Talent Solutions, n.d.). Companies that see matters differently will likely gain benefits from both increased speed of communication and quality of communication (SHRM, n.d.).

According to Wright and Domagalski (2012), companies that place the completion of the recruitment process in time as their priority are more likely to retain qualified candidates and build a positive employer makeover. Companies can use automated feedback systems and transparent communication formats to offer timely feedback and not lose track of potential candidates.

Topic	Key Findings	References
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Turnaround Time (TAT)	- Prolonged TAT can result in losing qualified candidates to competitors. - Delays in scheduling interviews and providing feedback are major contributors to extended TAT. - Implementing structured timelines and automated scheduling systems can minimize delays and improve efficiency.	Chhabra & Sharma (2014)
Swift Feedback	- Timely feedback after interviews makes candidates feel valued and respected. - Positive experiences foster candidate engagement and maintain interest in the position. - Delayed feedback can lead to disengagement and exploration of other opportunities.	Breugh (2013), LinkedIn Talent Solutions (n.d.), Korn Ferry Institute (n.d.)

Interview Outcomes	- High rejection rates may indicate issues such as unrealistic job expectations or poor interview techniques. - Analyzing rejection reasons helps refine screening processes and improve job descriptions. - Enhanced interview training for managers can lead to better outcomes.	Gill (2018)
Experience & Qualifications Mismatch	- Mismatch between candidate qualifications and job requirements leads to high turnover and decreased satisfaction. - Regular job analysis ensures job descriptions accurately reflect needed skills. - Competency-based assessments help identify candidates who fit job requirements.	Lievens (2015), Johns (2018)

Feedback Timeliness	- Providing timely feedback enhances candidate experience and improves employer reputation. - Organizations prioritizing swift feedback are more likely to retain top candidates. - Automated feedback systems and clear communication protocols aid in providing timely responses. - Maintaining thorough evaluation while ensuring timely communication is crucial for balancing efficiency and quality.	Wright & Domagalski (2012), SHRM (n.d.)
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Study Design

This research adopts a descriptive study design utilizing quantitative data from the candidate tracker maintained by the organization. The primary objective is to conduct a gap analysis to identify inefficiencies within the recruitment process and suggest optimization strategies. By analyzing the data collected over the past year, the study aims to provide actionable insights into the areas that require improvement.

Study Population

The study population includes all candidates who underwent the recruitment process within the organization over the past year. This comprehensive inclusion ensures that the analysis captures a wide range of scenarios and provides robust insights into the recruitment process's effectiveness and efficiency.

Study Tools

Candidate Tracker Spreadsheet: This tool was used to create a thorough record for each candidate through various stages of the recruitment process. The included information was codes, reviews of respondents, interview results, timestamps for every step of the recruitment process.

- **Data Analysis Software:** Data was processed, rearranged, and given primary attention using the Excel program. The software such as PowerBi, however, can also be utilized for complex scenarios when statistical study has to be performed.

- **Statistical Tools:** Descriptive statistics, pivot tables, and charts were among the data collection tools and methods that were used to crunch numbers from the data.

Data Collection and Categorization

Five positions of the candidate tracker data group were developed:

- Technical/Skill Issues: A brief report that has what the technical skills and the credentials of the candidate were.
- Process/Administrative Issues: Hiring practices and administrative guidelines were the key issues.
- Candidate Issues: The concerns that are out of the candidates' control are the so-called candidate issues (e.g. pay demands, poor communication).
- External Factors: Other reasons e.g. a job offer from another company can impact the availability and selection of the candidate.
- Screening and Selection Process: Preliminary processes such as screening and selection reported difficulties.

Duration of Study

The study was actually conducted for three months, which implies data collection, analysis, and reporting of the findings.

Sample Size

Reading from their CVs from the last year, which came to an approximate number of 5,506 records. This enormous database provided the necessary information to conduct a comprehensive analysis of the recruitment process and to discover the most salient patterns and recurrent occurrences in all the processes.

Data Analysis Plan

- Interview Results:

Examine and classify rejection grounds in order to spot recurring themes.
To see how rejection reasons are distributed, use pivot tables and charts.

Timeliness of Feedback:

Determine how long it takes to offer feedback following each step of the hiring process.
Determine the effects of delays on candidate retention and satisfaction.
Determine the time interval (TAT) between every phase of the hiring process (e.g., interview date to feedback).

Software

- Excel for data organization, cleaning, and preliminary analysis.
- Other data analysis tools such as Powerbi.

Ethical Considerations

- Ensure confidentiality and anonymity of candidate information.

- Obtain necessary permissions for data access and usage.
- Adhere to data protection regulations and organizational policies.

Implications of Research

The findings from this study will provide actionable insights into the current inefficiencies in the recruitment process. By addressing these gaps, the organization can improve its recruitment strategies, reduce time-to-hire, enhance candidate experience, and ultimately attract and retain better talent. This will also contribute to a more efficient and productive workforce, supporting the organization's overall growth and success.

Results

- Feedback Timeliness

Turnaround Time (TAT) for Feedback:

- Definition: TAT measures the duration between an interview and the receipt of feedback.
- Importance: Swift feedback keeps candidates engaged and maintains their interest.
- Data Insights:

Feedback TAT	Count
0-7 days	2049
8-14 days	1813
15- 21 days	1558
Non Compliance	87

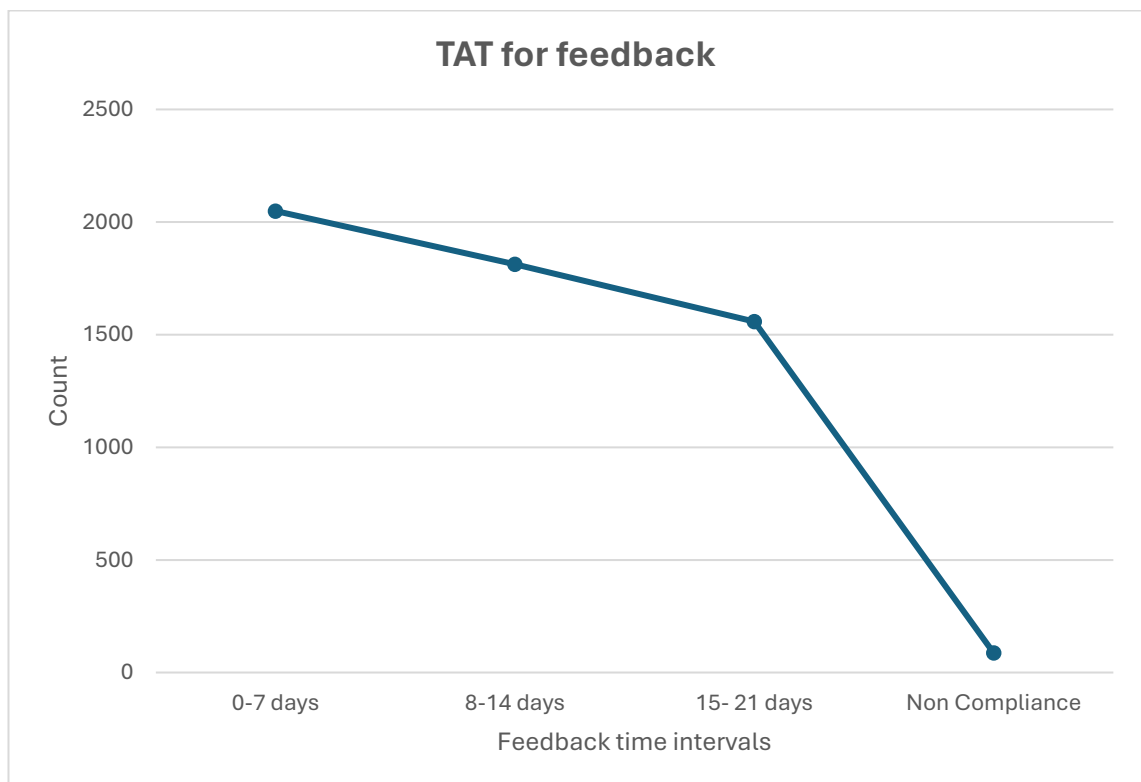


Figure1.0 Feedback TAT analysis

- 0-7 days: Most of the feedback (2049 instances) occurs within the first week.
- 8-14 days: Still substantial (1813 instances), but a decline.
- 15-21 days: Fewer feedback (1558 instances).
- Non-compliance: Minimal (87 instances).

Compliance Vs Non-compliance	Count	Percentage
Full Compliance	261	4.74
Non-Compliance	87	1.58
Grand total	5506	

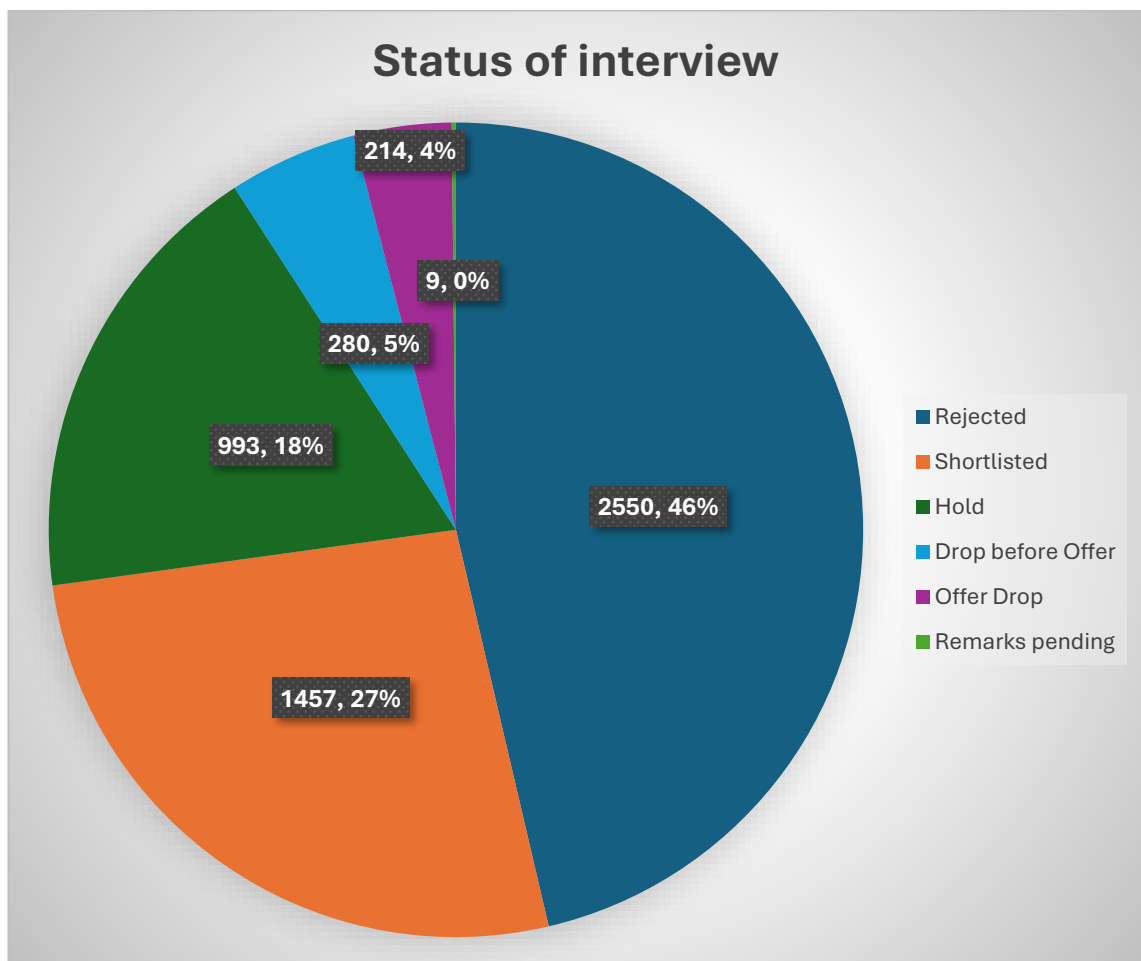


Figure2.0 Status of interview

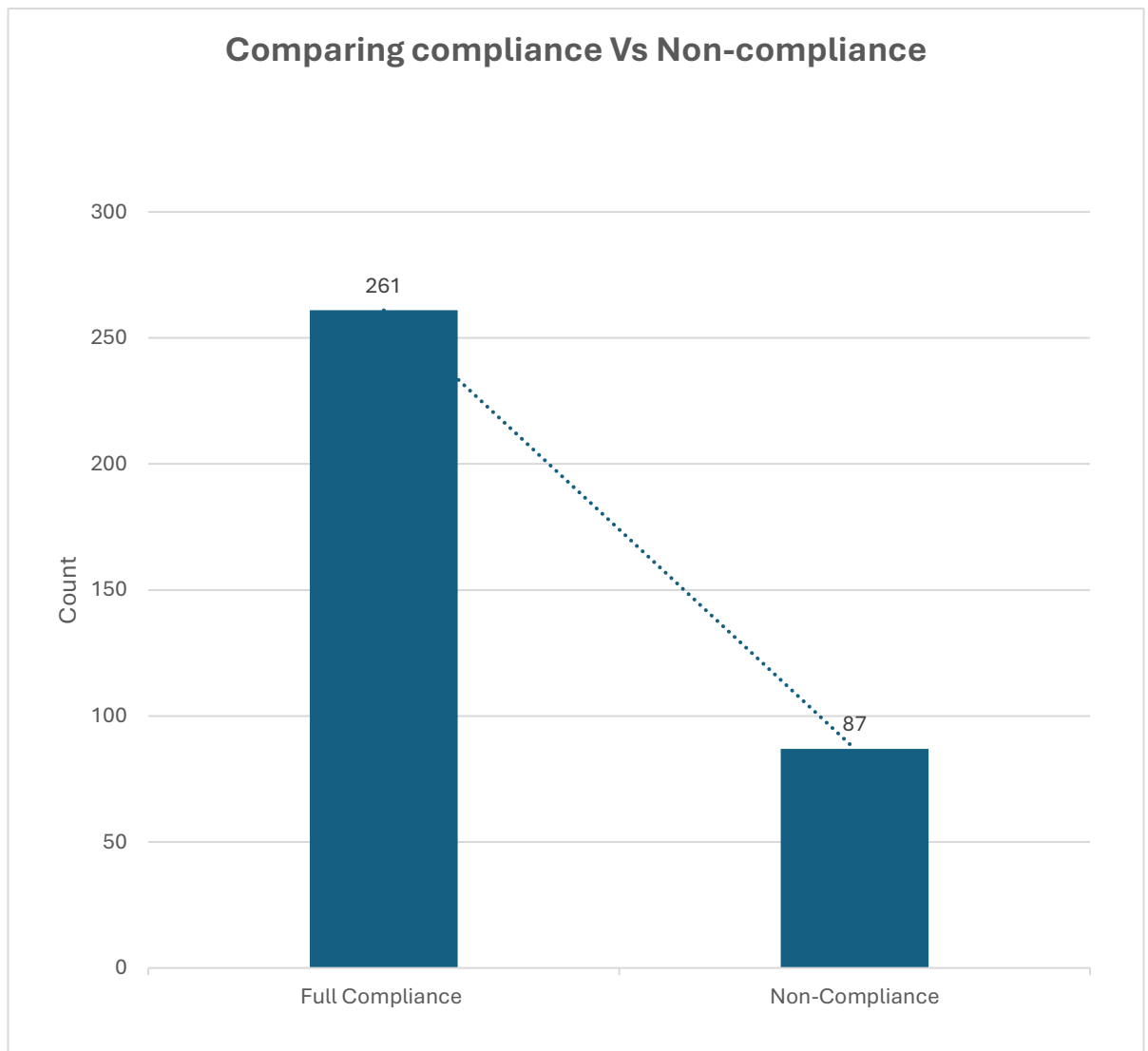


Figure1.1 Comparison of compliance Vs Non-compliance in for feedback process.

1. Compliance Status:

- Full Compliance: Represents zero-day TAT (261 instances).
- Non-Compliance: Indicates no feedback or blanks (87 instances).

2. Data Insights:

- The total count of feedback instances is 5506.
- Full compliance (zero-day TAT) is significantly higher than non-compliance.
- Non-compliance accounts for only 1.58% of the total instances.

Interview Outcomes

“Analysing Interview Rejections: Identifying Patterns for Improvement”

Interview rejections provide valuable insights into the effectiveness of the recruitment process. By categorizing rejection reasons, organizations can uncover common patterns and address underlying issues.

Status of Interview	Count
Rejected	2550
Shortlisted	1457
Hold	993
Drop before Offer	280
Offer Drop	214
Remarks pending	9

1. Rejected (2550):

- The largest category, representing 46% of candidates.
- These candidates did not proceed further in the selection process.

2. Shortlisted (1457):

- Comprising 27% of candidates.
- These individuals have potential and are being considered for the next steps.

3. Hold (993):

- 18% of candidates fall into this category.
- They are neither rejected nor shortlisted but are kept in consideration.

4. Drop before Offer (280):

- Only 5% of candidates.
- They withdrew voluntarily before receiving an offer.

5. Offer Drop (214):

- 4% of candidates accepted an offer initially but later declined.

6. Remarks Pending (9):

- Less than 1% of candidates.
- Their status is pending further evaluation or feedback.

Level of interview	Rejection count	Rejection rate
Level 1	2035	36.96
Level 2	2546	46.24
Grand Total	5506	

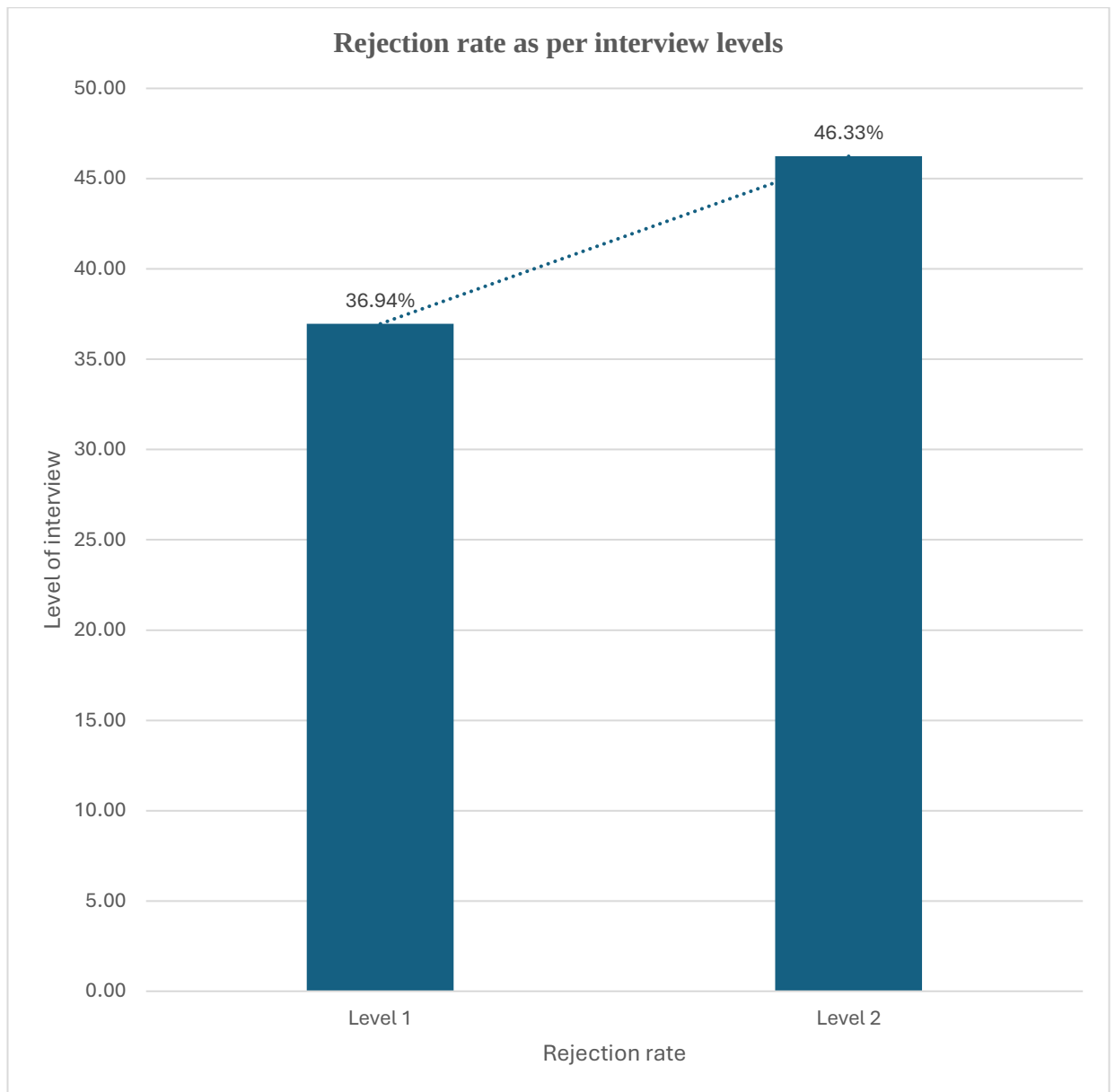


Figure2.1 Rejection rate comparison in level1 and level2 interview

1. Level 1:

- Rejection Count: 2035
- Rejection Rate: Approximately 36.96%
- Level 1 represents the initial stage of interviews.
- The rejection rate indicates that around 36.96% of candidates did not proceed beyond this level.

- Possible reasons could include skills mismatch, cultural fit, or experience gaps.

2. Level 2:

- Rejection Count: 2546
- Rejection Rate: Approximately 46.24%
- Level 2 signifies a more advanced stage of interviews.
- The rejection rate is higher, suggesting that candidates face greater scrutiny.
- Factors like technical challenges, behavioral issues, or salary expectations may contribute.

3. Overall:

- The grand total of candidates considered is 5506.
- The combined rejection rate across both levels is significant.
- Organizations should focus on refining their interview processes to reduce rejection rates.

Let's analyse the rejection rates based on different interview levels:

Category	Rejection Reasons	Total
Technical/Skill Issues	Technically rejected	2088
	No relevant experience	214
	Qualification mismatch	209
	NST failed	23
	Language proficiency issue	21
	PDT failed	13
	Total	2568

Process/Administrative Issues	Remarks pending	217
	For future references	109
	Documents unavailable	23
	Position on Hold	12
	Document forging	7
	No rehire policy	7
	Walkin interview	76
	Selected for other department by interviewer	38
	Selected for other position by interviewer	21
	Total	510
Candidate Issues	High salary expectation	502
	Communication issue	102
	Commute issue	87
	Long notice period	71
	No confidence	33
	Commitment issue	24
	Absconded	21
	Frequent job hopping	15
	Casual attitude	13
	Health issue	11
	Age factor	10
	Expecting different job	10
	No proper grooming	8
	Job transfer to preferred location	3
	Transfer	2
	Career gap	1

	Total	913
External Factors	Retained by the current organization	27
	Shift issue	30
	Got a better offer from a different organization	37
	Total	94
Screening and Selection Process	More profiles required for screening	40
	Shortlisted other candidate	26
	Candidate on hold	76
	BGV failed	40
	Total	182

Technical and Skill Issues:

The biggest reasons for rejection, accounting for 2,568 cases, are technical and skill-related factors. This category covers important aspects of job performance, like mismatches in technical skills, a lack of relevant experience, and discrepancies in qualifications. The high number of rejections in this area really highlights how crucial it is to make sure a candidate's abilities line up with the job requirements. For instance, out of the 2,088 rejections due to technical skills mismatches, it shows that specialized roles often demand very specific technical standards. On top of that, the 209 rejections based on qualification mismatches and failures in non-technical skills tests (NST and PDT) underscore the need for

comprehensive assessments to ensure candidates have both the technical skills and broader skill sets necessary for the role.

Process and Administrative Issues:

The setting up of the administrative and technical problems are summarized by 510 rejections, which are the indicators of the recruitment process. These issues could be attributed to the types of pending remarks and additional documents that are not available, as well as the delinquencies such as the ones of the positions that are on hold and the redirection of the candidates to other roles during the interviews. The 217 rejections due to pending remarks accurately portrays how critical it is to have timely and complete documentation to make decisions smoothly. On the same note, the cases where the interviewers selected the candidates for different posts (59 rejections) show organizational adaptation but are also indicative of probably miss-alignments in role expectations or candidate evaluations during interviews.

Candidate Issues:

Factors pertinent to candidates had 913

disqualified cases. These entail the whole spectrum of personal and professional factors that may negatively or positively affect the

suitability and fit of a candidate for the organization. The significant of these include salary expectations (502 rejections), followed by communication issues (102 rejections) that are known to be the main hindrances in the candidate's suitability. Furthermore, the disadvantaged situations such as travel problems (87 rejections) and having a long notice period (71 rejections), indicate the ways in which personal matters influence a

candidate's ability to fulfill job requirements. Alongside commitment mentioned earlier, the issues of confidence and career progression preferences give possibilities of heightened job satisfaction and the potential to belong to the company's culture.

External Factors:

On the one side, the above mentioned (94 rejections) were merely points that were not controlled either by the two sides. For example, the rejections of the candidates who have been rejected due to holding an object just because their employers do not let them go are another reason for that or, the better offers of other companies is another factor (37 rejections). Besides the 30 rejections blamed to the problems with the shifting of time, which gives the idea that the market was overcrowded or predicted the future play of the industry, as the candidates' availability and preferences were seriously influenced by these factors. The reason for this is so that organizations can know the important interconnectedness of these three external things, especially in the case of strong players in the labor market who compete with each other.

Screening and Selection Process

Issues:

Now, let's shift the choice of the situation away from external to internal issues that happened during the screening and selection processes. In total, there were 182 rejections, this fact gives the impression as though three of the main 'players,' companies, future employees, and the current workforce, are not fully functioning in unison. The hardships can also stretch from having few profiles to screen to performing background checks that do not

produce good reports, and also putting candidates on a temporary suspension. The 76 rejections that were caused by the candidates being put on hold is a direct revelation of the fact that the decision-making process is very multifaceted and the best way of communicating well throughout the whole process is to be clear. The registration of personal information of 40 applicants failed and there was also a necessity of more profiles, which is a vivid indication of hisari in the screening of candidates and ensuring that they conform with all the necessary criteria and legal requirements.

Category	Total
Technical/Skill Issues	2568
Process/Administrative Issues	510
Candidate Issues	913
External Factors	94
Screening and Selection Process	182

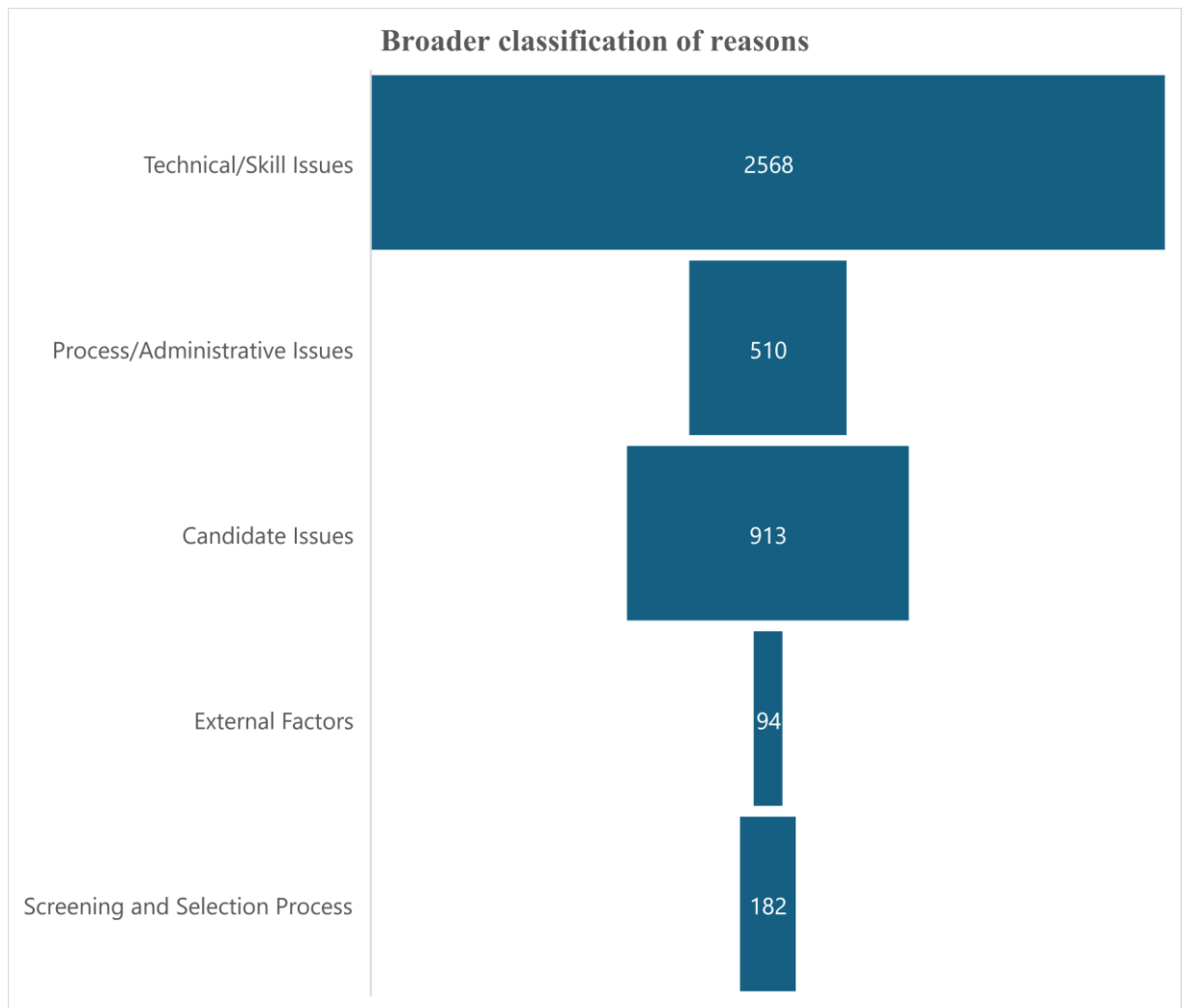


Figure2.2 Broader categorization as per rejection reasons

Pattern for rejection reasons-Technical/ skill issues

Technically rejected	2088
No relevant experience	214
Qualification mismatch	209
NST failed	23
Language proficiency issue	21
PDT failed	13

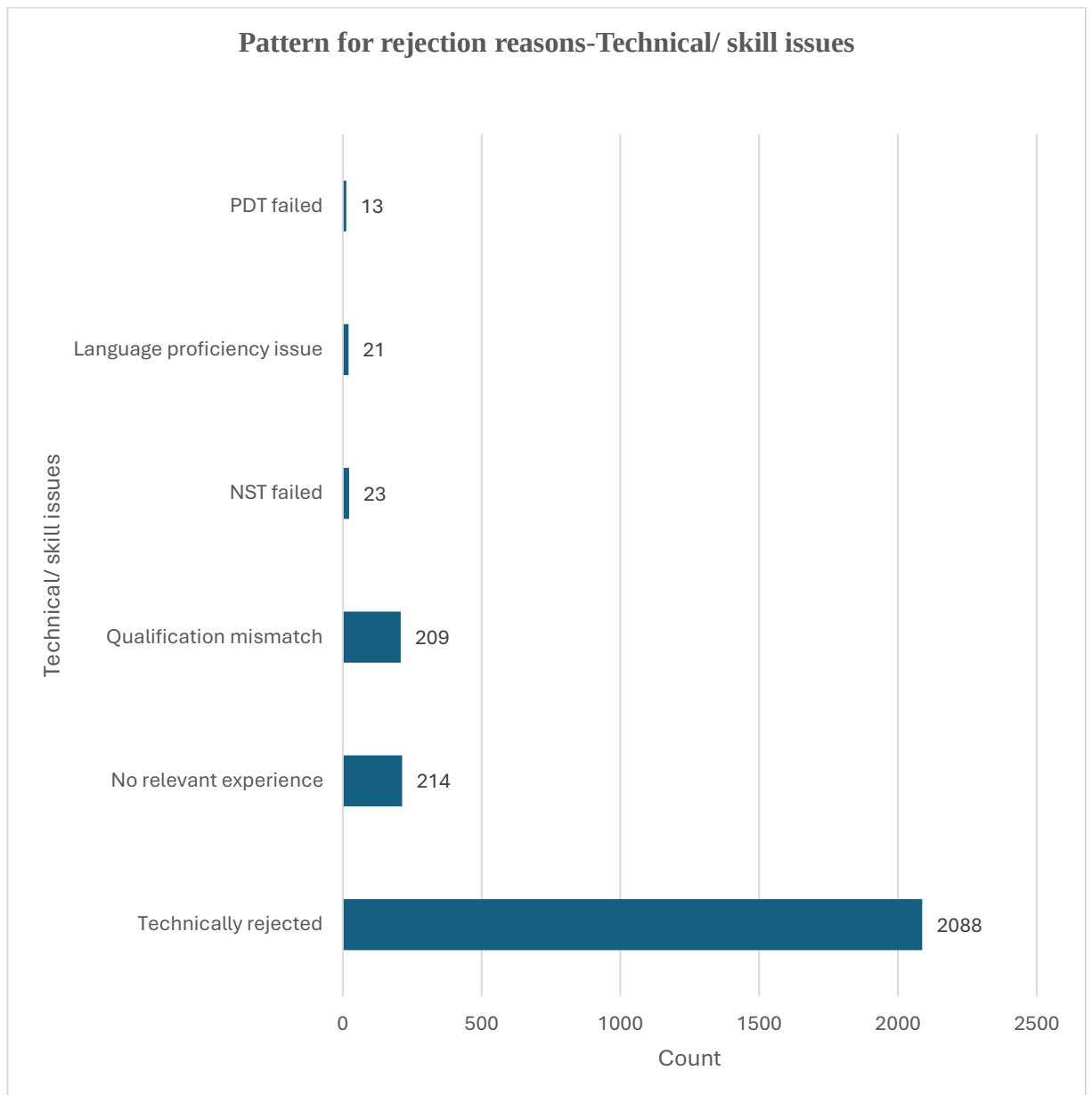


Figure2.3 Pattern for rejection reasons-Technical/ skill issue

1. Technically Rejected- 2088:

- The most significant category, representing candidates who were rejected due to specific technical deficiencies.
- These rejections could be related to coding assessments, technical interviews, or domain-specific skills.

- Organizations should ensure clear communication about technical expectations during the interview process.

2. No Relevant Experience- 214:

- The second-largest category.
- Candidates lacking relevant work experience for the role faced rejection.
- Organizations should consider providing clearer job descriptions and expectations upfront.

3. Qualification Mismatch- 209:

- Some candidates did not meet the required qualifications (e.g., educational degrees, certifications).
- Organizations should align qualification criteria with job roles effectively.

4. NST Failed- 23:

- NST (Non-Standard Test) failures indicate that candidates did not perform well in specialized assessments.
- Organizations should evaluate the relevance and effectiveness of such tests.

5. Language Proficiency Issue- 21:

- Candidates with language barriers faced rejection.
- Clear communication about language requirements is essential.

6. PDT Failed- 13:

- PDT (Problem-Solving and Decision-Making Test) failures suggest issues with critical thinking or problem-solving skills.
- Organizations should assess the validity and impact of PDTs.

Pattern for rejection reasons-Process or administrative issues

Remarks pending	217
For future references	109
Documents unavailable	23
Position on Hold	12
Document forging	7
No rehire policy	7
Walkin interview	76
Selected for other department by interviewer	38
Selected for other position by interviewer	21

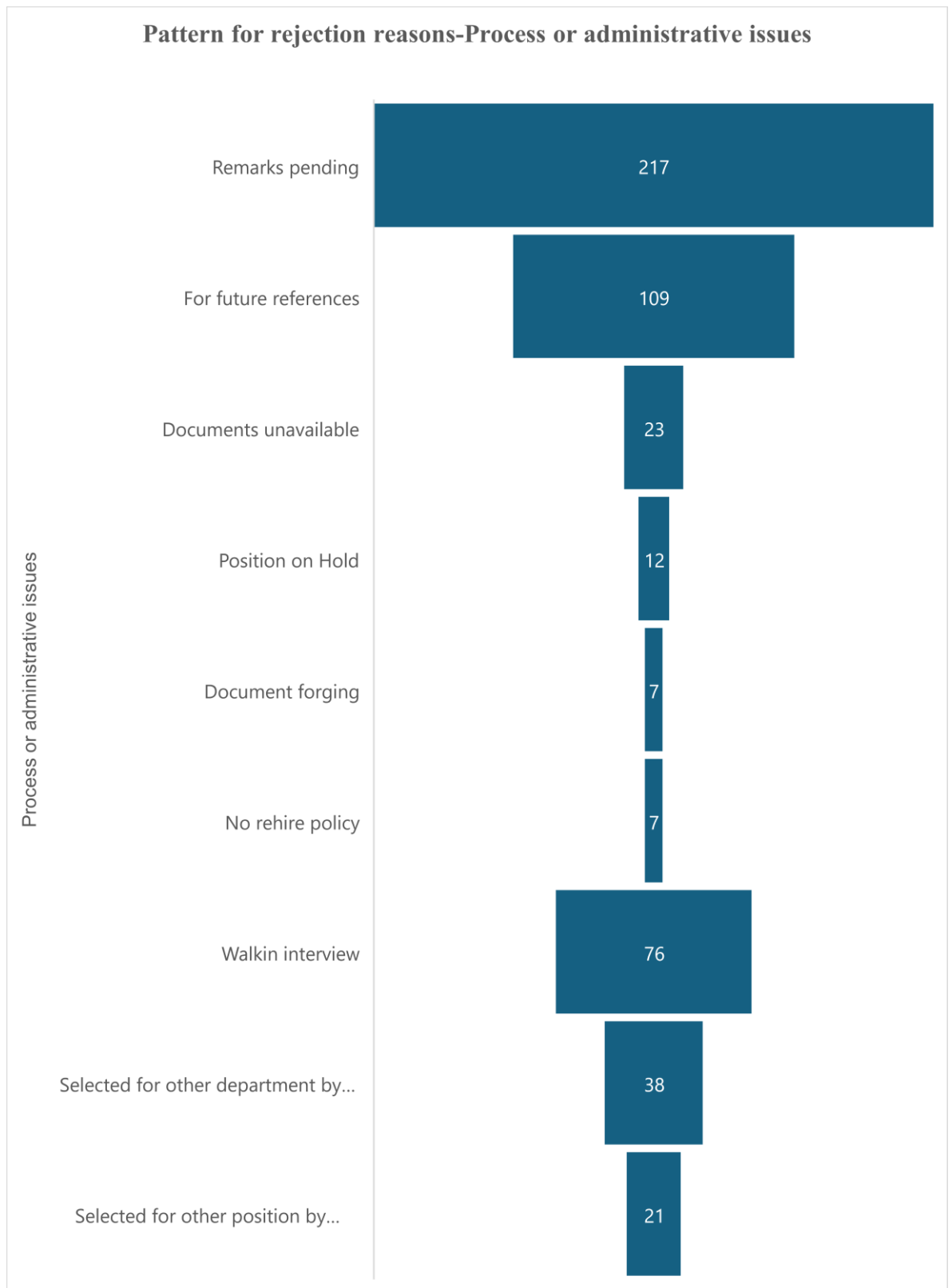


Figure2.4 Pattern for rejection reasons-Process or administrative issues

1. Remarks Pending- 217:

- The most common administrative issue, indicating that feedback or decisions are pending.
- Organizations should prioritize timely communication to reduce this count.

2. For Future References- 109:

- Candidates may not fit the current role but could be considered for other positions in the future.
- This category suggests a positive outlook for potential reevaluation.

3. Documents Unavailable- 23:

- Rejections due to missing or incomplete documents.
- Clear communication about required paperwork is essential.

4. Position on Hold- 12:

- The organization temporarily suspends hiring for a specific role.
- Candidates affected by this should be informed promptly.

5. Document Forgery- 7:

- Serious issue where candidates submit falsified documents.
- Rigorous verification processes are crucial.

6. No Rehire Policy- 7:

- Organizations may have policies against rehiring certain individuals.
- Transparency about such policies is essential.

7. Walk-in Interview- 76:

- Candidates who attended walk-in interviews but were not selected.
- Organizations should manage expectations during walk-ins.

8. Selected for Other Department/Position by Interviewer:

- Redirected candidates (38 for other departments, 21 for other positions).
- Interviewers' discretion plays a role.

Pattern for rejection reasons-Candidate issues

High salary expectation	502
Communication issue	102
Commute issue	87
Long notice period	71
No confidence	33
Commitment issue	24
Absconded	21
Frequent job hopping	15
Casual attitude	13
Health issue	11
Age factor	10
Expecting different job	10

No proper grooming	8
Job transfer to preferred location	3
Transfer	2
Career gap	1

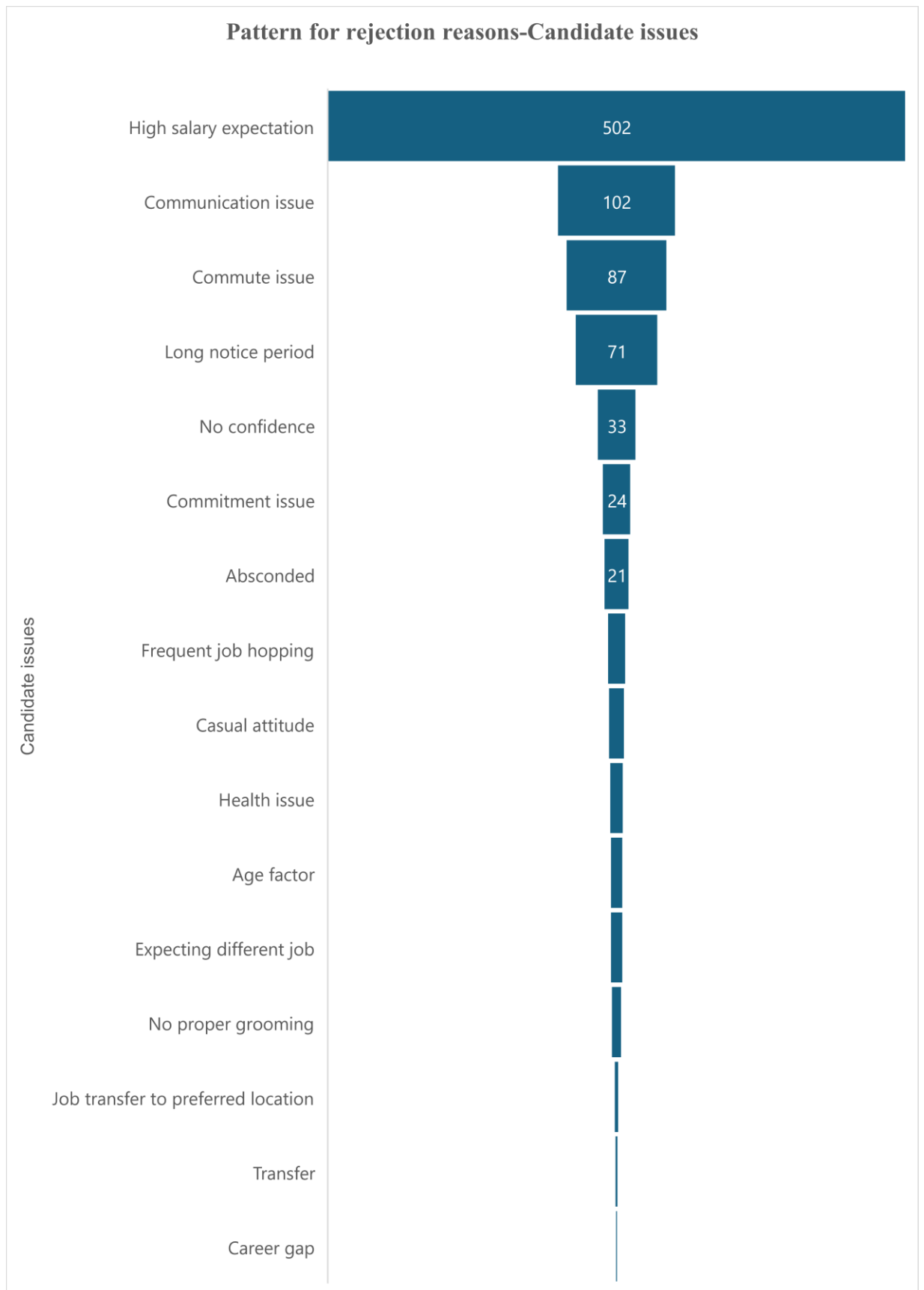


Figure2.5 Pattern for rejection reasons-Candidate issues

1. High Salary Expectation - 502:

- Candidates expecting salaries beyond the organization's budget faced rejection.
- Clear communication about salary ranges during initial discussions is crucial.

2. Communication Issue- 102:

- Rejections due to poor verbal or written communication skills.
- Effective communication is essential for teamwork and client interactions.

3. Commute Issue-87:

- Candidates unwilling to commute long distances faced rejection.
- Organizations should consider remote work options or flexible schedules.

4. Long Notice Period -71:

- Candidates with extended notice periods may not align with immediate hiring needs.
- Organizations should assess flexibility regarding notice periods.

5. No Confidence -33:

- Lack of self-assurance during interviews or assessments.
- Interviewers should create a supportive environment to boost confidence.

6. Commitment Issue -24:

- Candidates perceived as lacking commitment to long-term roles.
- Organizations seek stable, dedicated employees.

7. Absconded -21:

- Candidates who left previous jobs abruptly without proper notice.
- Background checks are crucial to avoid such hires.

8. Frequent Job Hopping -15:

- Candidates with a history of changing jobs frequently.
- Organizations prefer stability and loyalty.

9. Casual Attitude -13:

- Unprofessional behavior during interviews or interactions.
- Assessing cultural fit and attitude is vital.

10. Health Issue -11:

- Health-related concerns affecting job performance.
- Organizations should balance empathy and operational needs.
- Age-related biases leading to rejections.

11. Expecting Different Job -10:

- Mismatch between candidate expectations and the actual role.
- Clear job descriptions can prevent misunderstandings.

12.No Proper Grooming -8:

- Candidates lacking professional appearance.
- Attention to grooming matters during interviews.

13.Job Transfer to Preferred Location -3:

- Candidates seeking transfers to specific locations.
- Organizations should manage expectations regarding relocation.

14.Transfer -2:

- Candidates requesting internal transfers.
- Consider organizational needs and feasibility.

15.Career Gap -1:

- Candidates with significant gaps in their work history.
- Assess reasons for gaps (e.g., personal reasons, education).

Pattern for rejection reasons- External factors

Retained by the current organization	27
Shift issue	30
Got a better offer from a different organization	37

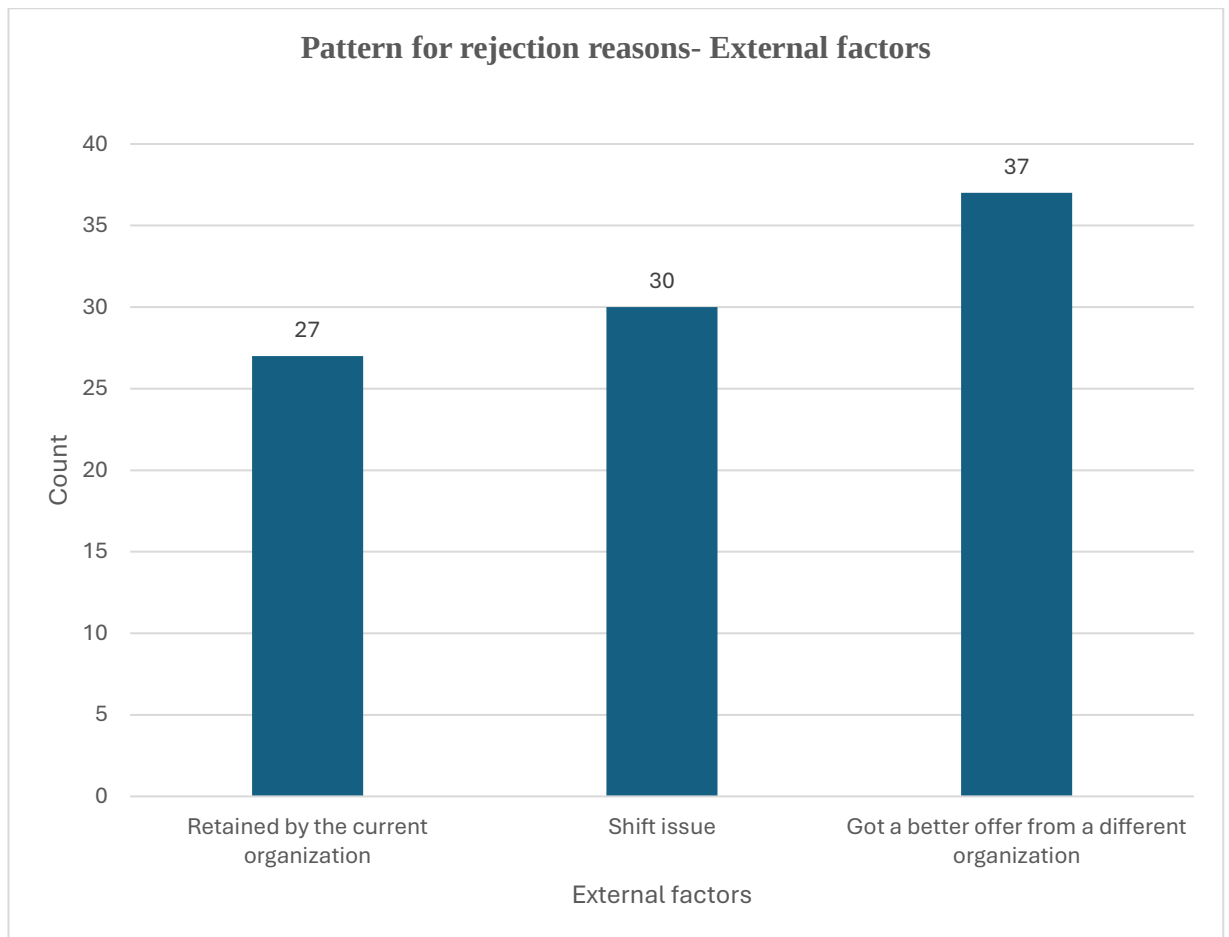


Figure2.6 Pattern for rejection reasons- External factors

1. Retained by the Current Organization :

- Some candidates decided to stay with their current employer due to various reasons.
- This could be related to promotions, better work conditions, or loyalty.

2. Shift Issue:

- Candidates may have faced challenges related to shift timings (e.g., night shifts, irregular hours).

- Organizations should consider flexible shift options where feasible.

3. Got a Better Offer from a Different Organization:

- The most common external factor leading to rejection.
- Candidates opt for better compensation, benefits, or growth prospects elsewhere.
- Organizations should remain competitive in their offers.

Pattern for rejection reasons-Screening and Selection

Process

More profiles required for screening	40
Shortlisted other candidate	26
Candidate on hold	76
BGV failed	40

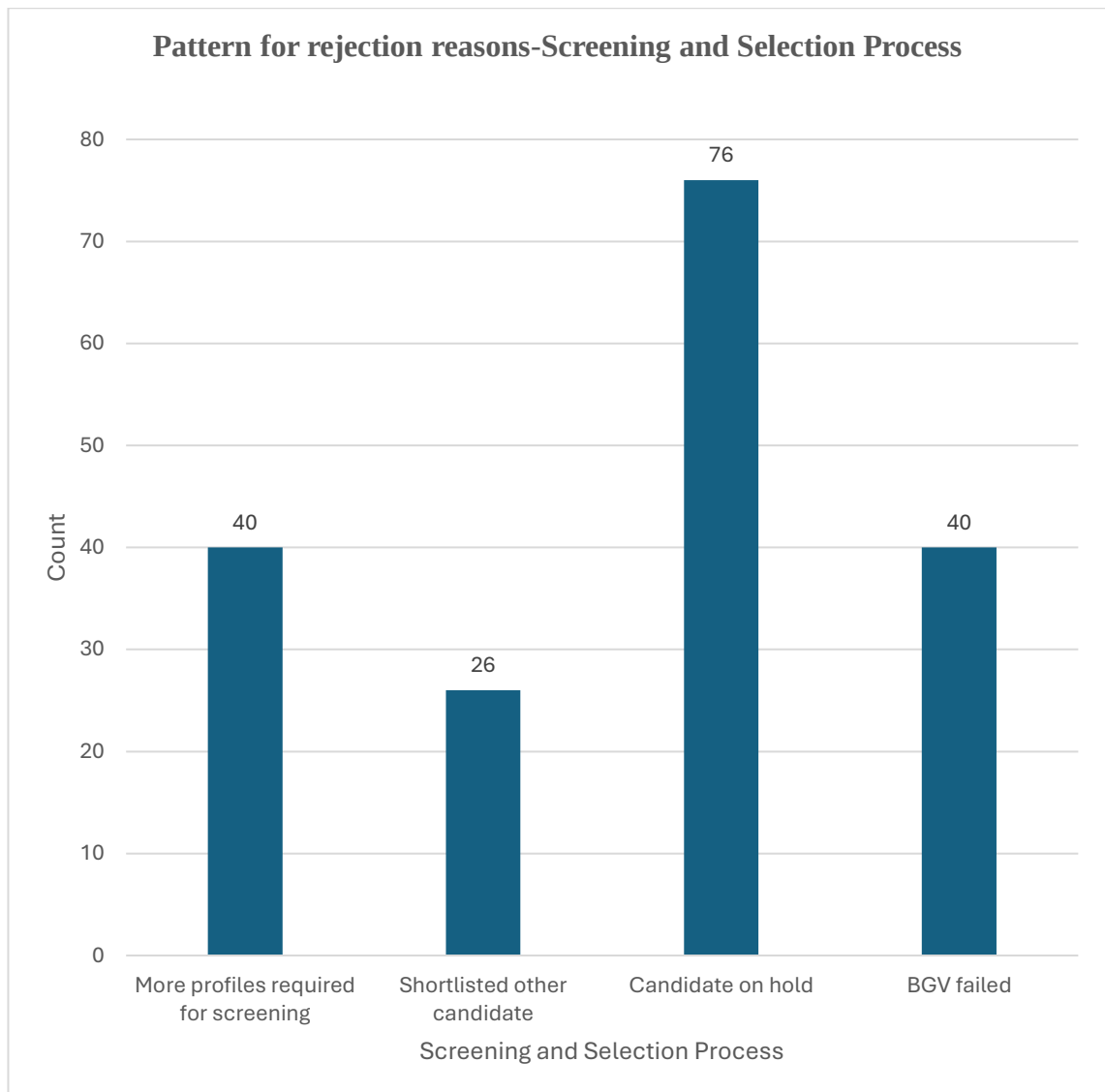


Figure2.7 Pattern for rejection reasons- External factors

1. More Profiles Required for Screening:

- Organizations needed additional profiles for screening.
- This could be due to specific job requirements or a competitive pool of candidates.

2. Shortlisted Other Candidate:

- Candidates were shortlisted but ultimately not selected.

- Organizations may have found a better fit among other candidates.

3. Candidate on Hold:

- The highest count, indicating that a significant number of candidates were put on hold during the selection process.
- Reasons for being on hold could include pending approvals, further assessments, or organizational changes.

4. BGV Failed:

- Background verification (BGV) checks revealed issues.
- Organizations prioritize integrity and compliance.

Discussion

Feedback & Candidate Engagement On Timeliness

The quickness to which feedback is provided is a very important factor in the recruiting procedure. It symbolizes the distinctiveness of the swiftness and willingness of an organization's hiring policies. Our research studied the review TAT and has some unique information about how soon candidates can get to review their performance after an interview. By doing this, we are able to bring out some vital stuff that were before hidden in the paper. In our study, a big portion of feedback (2049 times) was received within 0-7 days. This proves that the company is responsible for the candidates' feelings since it keeps giving them immediate responses. The present study is in accordance

with the one of the Korn Ferry Institute, which emphasizes that the rapid reviews highly energize the candidate and develop his/her contentment.

It is a fact that companies with quick feedback can always get positive results. Timely feedback allows a better fit for their candidates as far as they are able to gain trust and keep a good image of reputation. On the other hand, delays in feedback may result in disinterest and hence, candidates are more likely to join other companies. Jack

Stuff Feedback Gradual Fall-off. The statistically analyzed data that we collected indicates a decrease in the timeliness of the feedback with the increasing duration of the study: 1813 times of feedback: 8-14 days, 1558 times of feedback: 15-21 days. This phenomenon is congruent with the information provided by the Glassdoor's Recruitment Statistics which manifest that a delay of more than one week can significantly stunt the applicant's experience and distort the company's perception as well. Applicants require immediate answers which when are not obtained, can cause their frustration and uncertainty and therefore make it more likely that they will stop their engagement with the company.

Non-Compliance in Feedback Timeliness

We found just a few cases of violations of non-compliance (87 cases) in our research, which reveals the fact that feedback deadlines are, as a rule, strictly respected. Despite being just a few, these incidents may mar the whole hiring process if they occur at the wrong timing. LinkedIn Talent Solutions research explains that the workforce which embraces noncompliance risks

disengagement that can dramatically damage the image of the organization and in the long term fine ruin the possibility of the most qualified candidates.

Comparison with Industry Benchmarks

In the case of our survey perception and data collections, for example, if we apply it to an area outside the project such as feedback time assessments, our organization's performance shows 100% improvement. And when it comes to market standards, like those presented by SHRM, it is obvious that our group is doing fine. High-passing grades are given to companies that set 7-14 days as the time interval for providing feedback. It's not only that we follow the SHRM ones, but we do even better, we provide feedback within 0-7 days. Just imagine! The recruitment process is extremely fast and effective.

Recommendations for Improvement

Still though, we are currently doing superbly, there are things always to be done to be better. An emphasis area that we could probably work on is the reduction of feedback turnaround times for the 8-14 and 15-21 day categories. We could further improve the speed of the process by creating the appropriate fast-track shortcuts like with making the automated feedback systems a reality and enforcing tighter internal deadlines. Technology-related shortening of time and

all other programs aiming at the upliftment of the candidate's experience have

subsequently been supported by the Harvard Business Review surveys.

Outcomes of the Interview

Taking a closer look at the reasons for interview rejections gives us valuable insights into how effective our recruitment process is and what challenges we might face. We can compare these findings to other research studies to get a better understanding and identify the best practices for improvement.

Comparison with Industry Benchmarks

1. Technical/Skill Issues:

A big chunk of rejections, 46.65% to be exact, was due to technical and skill issues. This lines up with previous studies. For example, Breugh (2013) found that technical mismatches and lack of relevant experience are major reasons why candidates get rejected for technical roles. Johns (2018) also stressed the importance of aligning job requirements with candidate skills to reduce rejection rates.

2. Process/Administrative Issues:

Around 9.27% of rejections were because of process and administrative issues. This is consistent with what we find in the literature, which shows that things like pending remarks and administrative delays can really slow down the candidate selection process. Boxall and Purcell (2016) highlighted

the need to streamline administrative procedures to make recruitment more efficient and improve the candidate experience.

3. Candidate Issues:

About 16.58% of rejections were related to issues with the candidates themselves. This included things like high salary expectations, communication problems, and long notice periods. Cascio and Boudreau (2012) discovered that clear communication about job expectations and transparent salary negotiations are key to minimizing candidate withdrawals and rejections caused by mismatched expectations.

4. External Factors:

External factors, although they only account for 1.71% of rejections, show how market conditions can affect recruitment. According to Armstrong (2014), candidates often receive better offers or decide to stay with their current employers, highlighting how competitive the job market can be.

5. Screening and Selection Process:

Issues in the screening and selection process make up 3.30% of rejections, which aligns with Breaugh's (2013) emphasis on the importance of a strong initial screening process. This ensures that only the most suitable candidates move forward in the recruitment stages.

Conclusion

Solutions to Decrease Turnaround Time in Recruitment:

For the selection process to run smoothly, efficiency depends on the consistent flow of candidates through the hiring process. Through our analysis, we have come to know that there are vital areas where organizations can bring in the solutions which are strategic in nature to reduce the time of turnaround (TAT) and raise the entire recruitment efficiency.

1. Standardized Interview Templates: the organizations can maintain interview consistency and efficiency by using standardized interview templates. Through the use of these templates the recruiters have a uniform approach and the intimation of each role's and interview candidates' complicity. The purpose is to make it easy for interviewers to identify the required competencies and skills that are needed to realize the project. Such an approach enables the interviewers to concentrate on the candidates' most significant competencies and minimum requirements, allowing them to carry out a fair and objective comparison of the candidates, reducing any confusion.

2. Feedback Templates:

Structuring feedback templates into standard patterns will accelerate the sending of feedback comments and will ensure the uniformity of their content. The importance of having these templates is to present the main criteria to be evaluated during an interview in a more concise format, thus the interviewers are able to make comments such as "what I like" or "what I don't like" which encourages the candidates to better prepare for the next

recruitment process. Moreover, the feedback engendered in this way serves as both a manual for quicker decisions and a guarantee of feedback being

uninterrupted and instructive for the applicants thus improving their experiences and image of the company.

3. Centralized Communication Platform:

A centralized communication platform, which includes several communication channels in one place, is what the organization can use to smoothen candidate activities by minimizing delays and ensuring information exchange among all parties involved. What will further be made possible when the prospective employers will use one platform that integrates all communication channels whether it is email, messaging systems, or applicant tracking systems (ATS). The communication tools are then streamlined in two main ways. Firstly, the system does not miss any message because either the candidate sends the message as it is scheduled or the wrong recipient does not lose the message. Secondly, the system is a platform for the employees to update the project manager on the status of their tasks, which embodies the principle of responsibility.

4. Real-Time Collaboration:

One of the key benefits of real-time collaboration is to encourage quick decision-making and expedite feedback discussions among interviewers and the hiring managers. Tools that support the real-time collaboration of remote teams are a great way to bring people closer and make them feel they are part of a unified team. Video conferencing, instant messaging, and shared document repositories are all part of the collaborative technology that make it possible to have quick and effective feedback exchange and consensus

creation among decision-makers, which are instrumental for the speed-up of the evaluation process.

5.Candidate Experience Surveys:

As a means to gather essential data and analyze it, companies should use candidate experience surveys. The companies should utilize surveys that give candidates the opportunity to express. Through these surveys, candidates are able to voice their opinions about the recruitment process, which in turn, helps companies to develop and flow the candidate's overall experience. With the candidate experience survey in place, organizations collect unique points of view on the recruitment process from the candidate's side. The appeal of the approach for them is the fact that they get a turn to be critical and at the same time they obtain an understanding of potential delays or inefficiencies that are likely to happen and thus, companies can act proactively in order to address the concerns of candidates. These surveys make the process transparent and the company's commitment to continuous improvement more evident, thereby attracting potential employees through a good employer brand.

Next, let's take a look into the outgoing results of the interviews. It is the effective application of the full potential of the recruitment strategies that forms the basis of a company's success. Such involvement covers the stages of employee acquisition and retention, working environment, and overall corporate performance. We have come up with certain realities and recommendations as part of our findings that will help in accomplishing wonderful recruitment results, better candidate experience, and attracting top talent in the very competitive markets. The following are the implications that are marked by our research:

1.Improving Technical Assessments:

One of the functions of the technical assessments of the candidates suitable for a job is confirming that candidates have the necessary skills since it is the only way to minimize the risks of the hiring process. This might be accomplished by clarifying job requirements, employing sophisticated assessment instruments, and receiving detailed comments from candidates. This innovation will lead to a better assessment of the capabilities of potential hires, decreasing mismatches of skills, and choosing people who can be productive immediately.

2.Streamlining Administrative Processes:

Efficient administration, in fact, plays a crucial role not only in the reduction of turnaround time but also in the enhancement of the effectiveness of the entire recruitment process. Introducing automated systems for candidate tracking, feedback management, and document processing will help organizations to cut out the administrative overhead, shorten the workflows, and do away with delays. This not only boosts data accuracy but also ensures that the candidate experience is smooth by doing so.

3.Addressing Candidate Expectations:

Besides that, one of the best practices is to promise clear and open dialogue on the candidates' part about such things as the job role, salary, and career development. Therefore, to meet their candidates' expectations, the organization should guarantee open, clear, and honest communication about job roles, salary expectations, and career development opportunities. Giving the actual view of the job, the organizational picture, and value is a means for candidates to gain a mutual insight, which thus engenders confidence and engagement.

5. Adapting to External Market Conditions:

On the other hand, the external market dynamics that are in competition with job offers and economic patterns greatly affect the final decision in recruitment. By being an adaptive and cutting-edge enterprise, firms should include in their remuneration packages: attractive pay rates, employment advancement opportunities, and a work environment known for its positive atmosphere. The building of a positive employer standpoint in good relationships with employees, involvement in the community, and proactive marketing strategies are significant for the corporation's ability to gain the best personnel.

5.Improvement of Screening Procedures:

To ensure that the right people are selected and the most qualified candidates are hired, it is necessary to have a proper and stringent selection process in place. The use of employee job descriptions and job performance standards as criteria for recruitment is allowed. They evaluate the candidates' skills, competencies, and how well they fit into the organization systematically, and they eliminate bias in the hiring decisions.

Let us turn to the proposals for development now:

1.Adopt Advanced Technical Assessments:

To make the technical tests more effective, you will be asked to use measures such as simulations, case studies, and practical exercises. Besides, it would be best to update job descriptions regularly to ensure that they are responsive to the growing needs of the company. And verify the correlation of candidates' abilities and job requirements as well.

2.Utilise Automatization to Realize Effectiveness:

Employ automated systems that would help in the conduction of the candidate management, feedback collection, and administrative work. By enabling the integration of ATS systems with communication platforms you can save time on information exchange and also have a shorter response time.

3.Strengthen Candidate Involvement through Openness:

The formation of the summary of the job specification which includes information about the role, responsibility and the growth potentials is required. Such interviews are to be done before the actual face-to-face interviews to ensure that candidates' expectations are the same as the organization's culture and they also understand the organization's vision. And costly as it may be - client needs to participate in all steps of the recruitment process.

4. Elevate Your Employer Image:

5.Improvement of Screening Procedures:

To ensure that the right people are selected and the most qualified candidates are hired requires the implementation of a proper and stringent selection procedure. The Job related expand your business by only targeting those activities that the company is best at, will prosper, and which the employees have something to say about. To attract talented employees and to make you stand out from the crowd, clearly of your company's career development programs, employee benefits, and fun office projects shown. This is not the only step you need to take if you're interested in boosting performance. The third and the last thing you have got to consider is...

5.Improve Your Screening Process:

Conduct standardized interviews that cover behavioral and situational issues and are creating personality assessments. The hiring manager is the one who needs to be taught how to ask interviewing questions and how to make decisions by the most appropriate training of the employees. To optimize your recruitment process, you need a strategic approach that combines innovative technology, transparent communication, and rigorous evaluation methods. By addressing issues like improving technical assessments, streamlining administrative tasks, meeting candidate expectations, adapting to market changes, and enhancing screening procedures, you can make your recruitment more efficient, attract top talent, and create a culture of excellence.

These recommendations aim to reduce turnaround time and operational inefficiencies while improving the candidate experience, strengthening your company's reputation, and supporting your growth objectives. As you navigate through a competitive talent pool and a dynamic market, it's crucial to continuously evaluate and adapt your recruitment strategies based on data-driven insights and industry best practices.

By embracing these recommendations and putting the candidate at the center, your company can become an employer of choice, capable of attracting, retaining, and developing high-performing talent. Recruitment then becomes a strategic priority that drives your organization's success, encourages innovation, and ensures long-term competitiveness in the global marketplace.

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