

“A Study on Demand Fulfilment versus Talent Rejection”

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Abstract: Human resources are important corporate assets, and the overall performance of a company depends on how it is used. It is essential to hire someone with the necessary technical qualifications and experience to achieve the company's goals. At that time, you should be aware of your company's current and future requirements. Success recruitment methods include a thorough analysis of work and labor market conditions.

The study discusses the challenges in connect with respect to demand fulfilment to requisition date and multiple factors impacting the talent rejection. The focus is on understanding the reasons for talent rejection and various strategies that can be implemented for effective ways of fulfilling the demand in the organization.

Keywords: Human Resource, Recruitment, Demand, Rejection

INTRODUCTION

Human resources are important corporate assets, and the overall performance of a company depends on how it is used. It is essential to hire someone with the necessary technical qualifications and experience to achieve the company's goals. At that time, you should be aware of your company's current and future requirements.

Success recruitment methods include a thorough analysis of work and labor market conditions. Nearly the center of the recruitment management process, the failure of recruitment is almost central to the management process, the failure to recruit can lead to corporate difficulties, adversely affecting profitability and the ability to be at an inappropriate level.

Improper use can lead to labor shortages or managerial decision-making problems. However, recruitment does not have a simple selection process, but it also requires extensive planning to employ managerial decisions and the best available personnel. Competition among business organizations to bring out the best potential is focusing on innovation.

Management's decision-making and choice is aimed at recruiting only the best candidates for corporate culture, ethics and climate specific to the organization.

LITERATURE REVIEW

Literature review 1

Christopher Kilger and Herbert Meyr (2014) in the research paper “Demand fulfillment and ATP” gives an overview on relationship between revenue management, demand fulfillment and ATP where they have analysed the shortage of allocation of the resources as per the commitment made and what are the strategies derived to fulfil the demand.

Literature review 2

Diane Lockwood, A Ansari (1999) in the research paper “Recruiting and retaining scarce information technology” discusses about IT skills shortages in the labour market. They describe about the new strategies developed to address recruitment and retention scarce IT specialist based on focused group study conducted with senior IT managers and recruiters.

Literature Review 3

Lindah Madegwa, Muathe S M A (2016) in the research paper “The war for talent” discusses about the talent management practices and the research focuses on the argument for attracting and retaining talent of pool availability in the market for the demand fulfilment.

Literature Review 4

Valerie Garrow, Wendy Hirsh (2008) in the research paper “Talent Management: Issues of Focus and Fit” implies the key dimension considered for focus and fit which relies on clear strategy for how talent management will contribute for job roles with priorities and from where talent pool will be sourced. Also, it supports the strategic objectives, organization culture and challenges between the employer, employee and candidate.

Literature review 5

Hannes Hauswald, Andreas Hack, Franz W Kellermanns, Holger Patzelt (2016) in the research paper “Attracting new talent to family firms: who is attracted and under what condition” explains about entering into a long term employment relationship between the employer and the candidates. The strategic implementation focuses on multiple parameters like

transparent communication, Value conservation, self enhancement and economic environment which will have an impact on the pool creation.

Literature Review 6

Ingmar Bjorkman, Mats Ehrnrooth, Kristiina Makela, Adam Smale, Jennie Sumelius (2013) in the research paper “Talent or not? Employee reactions to talent identification” examines the effect of talent identification on employee and candidate attitudes. This research analyses the association between employee’s perception about whether or not they have been formally identified as talent and the outcome towards increase in performance and demand fulfilment by improvising skills and strategic priorities in identification achievement of the categories.

literature review 7

Xin Chuai, David Preece, Paul Iles (2008) in the research paper “Is talent management just old wine in new bottles? The case of multinational companies in Beijing” explains whether talent management practices are fundamentally different from traditional approaches to human resource management. Research focuses on the interview structure, stakeholder collaboration and incorporation of new knowledge and ideas rather than being a simple repackaging of old techniques.

literature review 8

Marian Thunnissen, Paul Boselie, Ben Fruytier (2013) in the research paper “Talent Management and the relevance of context: Towards a pluralistic approach” explains broad development and more balanced approach towards talent development and implementing the same across different contexts. The research speaks about the talent, intended outcome and the practices used for the closure of the potential talent and to create potential economic and non-economic value at different levels i.e., Individual, organisational and project level.

literature review 9

Michela Cortini, Teresa Galanti, Massimiliano Barattucci (2019) in the research paper “The effect of different rejection letters on applicant’s reactions” focuses on testing how applicant’s perception is affected by differently manipulated rejection letters. The study results implicate a timely customised and informal notification is agreeable and fairness perception and intention to reapply to the job opportunity so the research result should indicate sensitivity towards negative feedback communication in order to support employer branding

literature review 10

K Dychtwald T J Erickson, R Morison (2006) in the research paper “workforce crisis: how to beat the coming shortage of skills and talent” discusses about the massive boomer generation wherein they describe how to recruit and retain from the minimum pool availability of the talents in the market. It also speaks about the shortage of talents which affects the employers in different way. To overcome this crisis, strategies that the organization work towards for improvisation and diversify the demands with new workforce.

literature review 11

Loettel, Sophie (2021) in the research paper “Positive candidate experience and employers brand” implies a relationship between candidate experience and the organization which also acts as a parameter for a candidate to choose the organization to pursue their career and also the data shows the positive effects of the measures organization implements during their recruitment process and criteria used to short list the candidates during the process

OBJECTIVES OF THE STUDY:

- To identify various factors impacting talent rejection at connect
- To analyse the ratio of the time taken to close the position from the actual time of requisition shared (TAT)
- To find out various recruitment strategies used in connect for the demand fulfilment
- To assess the turnover ratio (offer to joiner to decline)
- To suggest measures for demand fulfilment and reduce talent rejection

METHODOLOGY

The research method used for analyzing about the demand fulfilment, the reasons for talent rejection and the average time taken to fulfil a demand at Conneqt Business Solutions is Descriptive in nature. Descriptive research is applied for the study which may be described as an attempt to determine, or identify what it is.

Sources of Data**Primary Data**

The data was collected from employees of different departments. The data was collected through survey method. Structured questionnaire was given to all respondents, and personal discussion was carried out with the HR manager.

Secondary Data

The secondary data was collected using information services like research papers and journals, company past records, books.

**Tools used for analysis**

The technique used in the study is a structured questionnaire which is distributed among all the employees at Conneqt Business Solutions, Bangalore. With the help of SPSS, the data will be tabulated, analyzed, and represented using bar chart, pie chart for better understanding. Based on the analysis and feedback from the respondent, a set of suggestions and recommendations will be provided.

ANALYSIS AND INTERPRETATION

From the above graph we can see that majority of the respondents lie between the age group of 26-35, i.e., 43.8%, which indicates that majority of the respondents belong to “Young age” group

- The majority of the respondents are females with 68.5%, followed by 28.8% of male respondents. This indicates equal job opportunity among employees in organization
- From the above graph we can see that the majority of the respondents have 5-8 years of experience with 46.6%, which means the attrition rate is moderate and only 10 respondents have 9+ years of experience.
- 68.5% respondents have bachelor’s degree that means Conneqt hires candidates who have B. Com, BCA, BBA, BBM, BA degree.
- 39.7% respondents have their current job role as lead or architect that means Conneqt has well experienced employees.
- 65.8% of the respondents belong to Corporate Function (HR, Finance, Marketing, IT admin, etc.) department
- 43.8% respondents are full time employees that means Conneqt hires and gives preference to full time employees
- 42.5% of the demand fulfilment is done by referrals other campaigns that means employee referral is the main source of hire in Conneqt.
- Total no. of Profiles sourced for a requisition (on an average in a day) is 11-15 with 46.6%.
- Conneqt hires more for lead and architect roles (46.6%)
- Majority of the respondents are neutral with respect to education qualification with 37% that means Conneqt is not more specific with education background but it is mandatory to have bachelor’s degree and relevant knowledge
- 24.7% respondents agree that the candidates should have technical credibility to pass the screening level and the interview
- 27.4% respondents are neutral with regards to compensation compatibility that means compensation can be negotiated
- 31.5% respondents are neutral with regards to career gap that means career gap is not a problem when it comes to screening level but the candidate should have knowledge about the current technology.
- 49.3% respondents have said that it takes 3-5 days for sourcing to screening to scheduling
- 37% of the respondents have said that it takes 15-30 days to fulfil a demand depends based on the requirement.
- 27.4% respondents have said that candidate behavioral attitude plays a vital role in rejecting a candidate
- 32.9% respondents strongly agree that candidate communication is a reason for rejection
- 46.6% respondents have said that technical credibility is one of the major reasons to reject a candidate if he/she is not updated to the current technology
- 28.8% respondents strongly agree that compensation is a main reason to reject a candidate if she/he is not ready to negotiate or goes beyond the budget
- 26% of the respondents agree that notice period consideration is a main reason to reject a candidate
- 31.5% respondents have said that candidates integrity is very important that means choosing a wrong person leads to wastage of time and money
- 27.4% respondents strongly believe that compensation and benefits from the company is a main reason to reject the offer
- 34.2% respondents are neutral in their responses regarding counter offers. Candidates may or may not choose over a better offer based on the company
- 34.2% respondents are neutral with regards to location constraints that means some candidates are ready to relocate and some are not
- 27.4% of the respondents agree that online reviews play an important role before accepting the offer

CONCLUSION

The current organization study was a great learning experience, it improved my research skills and helped me understand the quicker and accurate ways of searching for the information. This study from the beginning of the process till the end of the report gave me an immense knowledge about how IT industry and human resources team work and what are the various procedures they use. It helped me understand how valuable the experience of working in an IT recruitment team



is. This study gave me an insight of working methods of the recruitment and talent Acquisition, how they act as the facilitators between candidates and recruiters. It also Helped me understand how important a strong management in keeping the IT industry Profitable

This study gave me a fair understanding of the various recruitment metrics that are used in measuring the growth of the IT sector over the years. The Knowledge about various Products and services offered by the organization have been descended to me throughout the project period. This study helped me improve my communication, methods of preparation of the reports in a professional manner. I would like to wholeheartedly thank Department of Management Studies and Research Centre, BMS College of Engineering, Basavanagudi, Bangalore for giving me this opportunity to excel my skills and have an experience of preparing the report formally and also, I would like to convey my heartfelt thanks to the Management of Conneqt business solutions in providing all the necessary guidance and materials that were helpful for the study.

SUGGESTIONS

Management can communicate with the employee and spread awareness

- Rewards can be provided to bring the employees in line with the new requirements based on performance.
- Training provided should be tailor-made according to the job requirements.
- They can improve co-ordination with employees.
- Committee should be formed to review the current compensation structure and their recommendation has to be considered
- Counseling can be provided those employees who resisted change to help them overcome fear during the transition.

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