# Recruitment Challenges in the Indian Real Estate Sector:

# An Exploratory Study of Human Resource Practices at Real Estate company

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## Abstract

Recruitment remains one of the most critical yet challenging functions of human resource management, particularly in sectors experiencing rapid growth and intense competition for talent, such as real estate and construction. This study examines the recruitment challenges faced by human resource (HR) professionals at one of the real estate companies, a leading real estate and construction organisation in India, with a focus on sourcing difficulties, candidate–employer expectation gaps, and the role of technology in the hiring process. A descriptive, cross-sectional research design was employed, and primary data were collected through a structured questionnaire administered to 36 HR professionals including recruiters, executives, associates, talent acquisition specialists, and managers selected through purposive (judgment) sampling. Responses were analysed using descriptive statistics (frequencies and percentages). The findings indicate that talent shortage and intense market competition are the most significant barriers to effective hiring, while internal coordination between HR and hiring managers, interview scheduling, and candidates' understanding of job roles are comparatively well managed. Recruitment technology, including applicant-tracking systems and video-based assessments, is perceived positively, with a large majority of respondents reporting that it improves screening efficiency and reduces bias in shortlisting. Salary mismatches, extended candidate notice periods, and occasional skill gaps were identified as moderate but manageable challenges. The study contributes to the limited empirical literature on recruitment practices within the Indian real estate sector and offers practical recommendations for strengthening sourcing strategies, internal coordination, and technology adoption. As an exploratory, single-organisation study with a modest, non-probability sample, the findings should be interpreted as indicative rather than statistically generalisable, and directions for future research using larger, multi-organisational, and probability-based samples are proposed.

**Keywords**

Recruitment challenges; Talent acquisition; Human resource management; Real estate industry; Purposive sampling; Recruitment technology; India

## Introduction

Recruitment is among the most consequential functions of human resource management, as it directly determines the quality, capability, and long-term competitiveness of an organisation's workforce. In an increasingly dynamic business environment, attracting and securing suitable talent has become progressively more difficult, driven by evolving job roles, rapid technological change, and a persistent gap between the competency's organisations require and those candidates can readily offer (Zinyemba, 2014; Rozario et al., 2019).

Organisations across sectors continue to encounter difficulties in attracting suitable applicants, evaluating candidates fairly and efficiently, managing recruitment costs, and completing hiring cycles within acceptable timeframes (Swapna Rani et al., 2025; Khan & Dasha, 2024). From the candidate perspective, ambiguous role expectations, prolonged decision timelines, and inconsistent communication frequently discourage engagement with prospective employers (Ahmed, 2025). These twin pressures — organisational and candidate-side — indicate that effective recruitment today requires deliberate planning, appropriate technology, and a clear understanding of both organisational needs and candidate experience.

The growing adoption of digital recruitment tools, including applicant-tracking systems, artificial-intelligence-assisted screening, and online assessments, has reshaped how organisations source and evaluate candidates. While such tools offer efficiency gains, their implementation is frequently constrained by limited training, resistance to change, and budgetary considerations, leading some organisations to continue relying on traditional methods that may not reliably attract high-quality talent (Mori et al., 2025; Dadaboyev et al., 2025).

These challenges are particularly salient in the Indian real estate and construction sector, which has experienced sustained growth alongside a persistent shortage of skilled professionals and intensifying competition for talent (Talari & Tawalare, 2026). Real estate company, one of India's most prominent vertically integrated real estate developers, provides an instructive organisational context in which to examine how HR professionals experience and manage these recruitment pressures in practice. This study accordingly investigates the recruitment challenges encountered by Real estate company's HR function, drawing on first-hand practitioner perspectives to identify the factors that most significantly shape hiring outcomes, and to offer evidence-informed recommendations for strengthening recruitment practice.

## Literature Review

### Talent Shortage, Market Competition, and Candidate Expectations

A substantial body of literature identifies talent shortage and intensifying market competition as central and recurring obstacles to effective recruitment. Skill shortages, limited access to qualified candidates, and intense competition among employers for scarce talent have been identified as persistent constraints on hiring effectiveness (Ghazala & Ishrat, 2013; Ongori & Temtime, 2010; Suresh et al., 2013, as cited in Swapna Rani et al., 2025). Rising skill shortages and increasingly competitive labour markets have similarly been shown to extend hiring timelines, dampen candidate interest, and, combined with weak workforce planning, reduce overall recruitment efficiency (Anika, 2024; Karanja et al., 2018, as cited in Prathipa & Vanitha, 2024). Samwel (2018) extends this argument to smaller and resource-constrained organisations, finding that they struggle disproportionately to compete for qualified applicants against larger, better-resourced employers — a dynamic also visible in India's rapidly consolidating real estate sector.

### Screening, Selection, and the Role of Technology in Recruitment

Technology occupies an increasingly central position in contemporary recruitment scholarship. Mori et al. (2025), in a systematic review of 120 studies, frame the debate on artificial intelligence (AI) in recruitment and selection around three ethical perspectives: utilitarian (efficiency gains), justice (fairness and bias), and rights-based (candidate autonomy and transparency). They conclude that no single perspective is sufficient in isolation and that responsible adoption requires balancing all three. Dadaboyev et al. (2025), synthesising 49 peer-reviewed studies, similarly find that AI-enabled tools can improve recruitment productivity and candidate-job fit through automated screening and predictive analytics, while cautioning that algorithmic bias remains a legitimate concern when systems are trained on historically skewed hiring data. Earlier work had already flagged the difficulty organisations face in

selecting and adapting to rapidly changing recruitment technologies, and the operational risk of system failures during online hiring (Schmit et al., 1995, as cited in Ahmed, 2025; Jackson, 2010, as cited in Swapna Rani et al., 2025). Govinda Solai and Vishnupriya (2025), examining recruitment challenges in India's IT industry, report that although technology adoption has broadened sourcing reach, organisations continue to struggle with integrating new tools into legacy recruitment workflows, a tension consistent with the moderate, rather than uniformly high, confidence in technology-assisted skills evaluation observed in the present study (Section 8.2). Taken together, this literature suggests that while practitioners generally perceive recruitment technology as a positive force for efficiency and objectivity, its benefits are conditional on careful implementation and ongoing evaluation.

**Coordination, Process Efficiency, and Internal Recruitment Practices**

Beyond external market conditions, internal organisational factors shape recruitment outcomes. Poor coordination, delayed scheduling, and weak communication between HR and hiring managers have been identified as significant sources of recruitment inefficiency (Lievens & Chapman, 2019, as cited in Ahmed, 2025). Baron et al. (2018) emphasise that clarity, structured planning, and procedural fairness are essential to reliable candidate evaluation, and show that unclear procedures and inconsistent recruitment governance reduce the accuracy of selection decisions. Rozario et al. (2019) further note that inconsistent evaluation methods and embedded biases in selection processes compromise both fairness and efficiency, underscoring the importance of standardised, well-coordinated internal recruitment processes. Comparable coordination and process-governance weaknesses, including delays linked to unclear role definition and retention-linked recruitment failures, have been documented in other organisational contexts (Kitila et al., 2018; Letam et al., 2022; Mishra et al., 2023). Roshni and Reena (2024) reach a similar conclusion, linking inconsistent internal selection procedures to reduced recruitment effectiveness across organisational settings.

**Recruitment and HR Challenges in the Real Estate and Construction Sector**

Sector-specific evidence on recruitment challenges in real estate and construction remains comparatively limited. Talari and Tawalare (2026), drawing on interviews and a quantitative survey of civil engineering professionals across Indian construction companies, identify persistent shortages of skilled professionals and highlight the impact of current HR strategies on employee attraction, retention, and productivity within the sector. This study is among the few to examine HR practice specifically within the Indian construction and real estate context, and its findings — a sustained talent shortage coupled with the need for stronger HR strategy — closely mirror the concerns raised by HR practitioners in the present study.

## Research Gap

Although recruitment challenges have been widely studied across sectors such as information technology, healthcare, and education (Vinod & Hemanth Kumar, 2018; Prathipa & Vanitha, 2024; Sharma & Goyal, 2014), empirical research specific to the Indian real estate and construction industry remains scarce, with Talari and Tawalare (2026) representing one of the few directly comparable studies — and even this focuses on broader HR strategy (attraction, retention, and productivity) rather than the operational recruitment process itself. Furthermore, existing studies on recruitment technology largely address bias and ethics at a conceptual or systematic-review level (Mori et al., 2025; Dadaboyev et al., 2025) rather than capturing how practitioners within a single, large, vertically integrated real estate organisation experience and evaluate these tools in day-to-day use. This study addresses that gap by providing organisation-specific, practitioner-reported evidence on recruitment challenges — spanning sourcing, screening, technology use, and internal coordination — within a leading Indian real estate firm.

## Problem Statement

Despite recruitment being fundamental to organisational performance, real estate companies such as Real estate company face persistent obstacles in attracting, screening, and securing suitable talent amid intensifying market competition, an accelerating shift toward technology-enabled hiring, and evolving candidate expectations regarding compensation and notice periods. Limited empirical evidence exists on how HR professionals directly engaged in recruitment within this sector perceive and manage these challenges. This study addresses that problem by empirically examining recruitment challenges from the perspective of Real estate company's HR practitioners.

## Research Objectives

- To identify the key factors that make recruitment difficult for organisations in the real estate sector.
- To examine the gap between organisational hiring expectations and the candidates available in the market.
- To assess the perceived role and effectiveness of recruitment technology in the hiring process.
- To examine candidate-related and HR-related issues affecting the recruitment process at Real estate company.

## Research Questions

***Note on hypotheses:*** *The original internship project did not formulate statistically testable hypotheses, and the data available — aggregated frequency/percentage responses from a purposive sample of 36 respondents — do not permit valid inferential hypothesis testing (e.g., chi-square, correlation, or regression analysis) without access to raw, respondent-level data, which was not provided. Fabricating test statistics or p-values not actually computed from the underlying data would misrepresent the study's findings. Consistent with its exploratory, descriptive design, the study is therefore framed around research questions (RQs) rather than formal statistical hypotheses.*

- RQ1: What factors most significantly contribute to perceived recruitment difficulty at Real estate company?
- RQ2: To what extent do candidate-related factors (salary expectations, notice periods, skill mismatches) affect recruitment outcomes?
- RQ3: How effective is recruitment technology perceived to be in improving screening accuracy and reducing bias?
- RQ4: How well-coordinated are HR and hiring-manager processes in supporting timely recruitment?

## Research Methodology

### 7.1 Research Design

The study adopts a descriptive, cross-sectional research design. No experimental manipulation was undertaken; rather, the study describes the recruitment process as currently practised at Real estate company and the difficulties reported by HR staff. Data were collected once, during a defined internship period (6 October 2025 – 6 December 2025), and the study is predominantly quantitative, supplemented by informal discussions with HR employees.

## Population and Sampling

The population comprised HR employees involved in the recruitment process at Real estate company. A non-probability, purposive (judgment) sampling technique was used to select 36 respondents occupying recruitment-related roles, including HR Recruiters, HR Executives, HR Associates, Talent Acquisition Specialists, HR Specialists, and HR Managers. Purposive sampling was considered appropriate given the study's focus on practitioners with direct, first-hand involvement in recruitment activity, though it inherently limits statistical generalisability (see Section 12).

**Data Collection**

Primary data were collected using a structured questionnaire covering sourcing, screening, interview scheduling, coordination, and technology use, supplemented by direct interaction and informal discussion with HR professionals. Secondary data were drawn from company documents, HR manuals, the organisation's website, and industry publications, providing contextual and benchmarking information.

**Statistical and Methodological Review**

In line with the requirement to verify the statistical soundness of the study, the following observations are noted:

- Research design and sampling: The descriptive, cross-sectional design and purposive sampling technique are appropriate for an exploratory study of practitioner perceptions but preclude causal inference and limit generalisability beyond the sampled organisation.
- Sample size: n = 36 is modest for statistical inference; it is adequate for descriptive profiling but underpowered for robust inferential testing (e.g., chi-square analysis with sparse cells, as in Table 7).
- Statistical methods used: Only descriptive statistics (frequency counts and percentages) were computed in the original report; no inferential tests, cross-tabulations, or p-values were reported, and none are fabricated here.
- Recommendation: Future replications of this study should retain raw, respondent-level data to permit cross-tabulation and inferential testing (e.g., testing whether perceived recruitment difficulty varies significantly by designation or tenure).

## Data Analysis and Results

Descriptive statistics (frequencies and percentages) are presented below for the full set of 36 valid responses. Section 8.1 reports the demographic profile of respondents; Section 8.2 reports substantive findings on recruitment challenges and practices.

**Demographic Profile of Respondents**

Table 1. Age Distribution of Respondents

| Age Group | n | % |
|---|---|---|
| 18–25 years | 11 | 30.6 |
| 26–35 years | 19 | 52.8 |
| 36–45 years | 4 | 11.1 |
| 46–60 years | 2 | 5.6 |
| Above 60 years | 0 | 0.0 |
| Total | 36 | 100.0 |

The respondent profile skews toward early- and mid-career professionals, with over four-fifths (83.3%) aged 35 or below, consistent with the demographic composition typically observed in HR/talent-acquisition functions.

Table 2. Gender Distribution of Respondents

| Gender | n | % |
|---|---|---|
| Male | 24 | 66.7 |
| Female | 12 | 33.3 |
| Other | 0 | 0.0 |
| Total | 36 | 100.0 |

Male respondents outnumbered female respondents by roughly two to one, a composition that should be considered when interpreting perceptual findings, as gender may influence recruiters' assessments of fairness and process effectiveness.

Table 3. Educational Qualification of Respondents

| Qualification | n | % |
|---|---|---|
| SSLC | 0 | 0.0 |
| Graduate | 2 | 5.6 |
| Post-graduate | 34 | 94.4 |
| Diploma | 0 | 0.0 |
| Total | 36 | 100.0 |

The sample is highly educated, with almost all respondents (94.4%) holding a postgraduate qualification, indicating a professionally qualified HR workforce.

Table 4. Current Designation of Respondents

| Designation | n | % |
|---|---|---|
| HR Manager | 2 | 5.6 |
| HR Executive | 5 | 13.9 |
| HR Generalist | 2 | 5.6 |
| HR Associate | 3 | 8.3 |
| HR Specialist | 2 | 5.6 |
| HR Business Partner | 2 | 5.6 |
| HR Administrator | 2 | 5.6 |
| HR Analyst | 2 | 5.6 |
| HR Recruiter | 3 | 8.3 |
| Talent Acquisition (HR) | 4 | 11.1 |
| Senior HR Associate | 2 | 5.6 |
| Senior HR Executive | 2 | 5.6 |
| HR Assistant | 2 | 5.6 |
| TA Specialist | 1 | 2.8 |
| HR Coordinator | 1 | 2.8 |
| Chief People Officer | 1 | 2.8 |
| Total | 36 | 100.0 |

Respondents were drawn from across the HR function, with HR Executives (13.9%) and Talent Acquisition professionals (11.1%) forming the largest single groups, supporting reasonable role diversity within the purposive sample.

Table 5. Organisational Tenure of Respondents

| Tenure | n | % |
|---|---|---|
| Less than 1 year | 2 | 5.6 |
| 1–3 years | 12 | 33.3 |
| 4–5 years | 13 | 36.1 |
| 6–10 years | 6 | 16.7 |
| More than 10 years | 3 | 8.3 |
| Total | 36 | 100.0 |

The majority of respondents (72.2%) had between one and five years of organisational tenure, suggesting the sample reflects the views of an experienced yet not predominantly senior HR workforce.

**Recruitment Challenges and Practices**

Table 6. Perceived Difficulty of the Recruitment Process

| Response | n | % |
|---|---|---|
| Very challenging | 1 | 2.8 |
| Challenging | 24 | 66.7 |
| Neutral | 11 | 30.6 |
| Not challenging | 0 | 0.0 |
| Not challenging at all | 0 | 0.0 |
| Total | 36 | 100.0 |

Nearly two-thirds of respondents (66.7%) described the recruitment process as challenging, and none characterised it as easy, indicating that hiring difficulty is a widely shared perception among HR staff rather than an isolated concern.

Table 7. Factors Contributing to Hiring Difficulty (1 = least severe, 5 = most severe)

| Factor | 1★ | 2★ | 3★ | 4★ | 5★ | n |
|---|---|---|---|---|---|---|
| Talent shortage | 0 | 5 | 28 | 2 | 1 | 36 |
| High competition | 0 | 0 | 13 | 19 | 4 | 36 |
| Slow internal processes | 0 | 26 | 8 | 2 | 0 | 36 |
| Limited resources | 0 | 18 | 14 | 4 | 0 | 36 |
| Unrealistic job expectations | 21 | 12 | 0 | 1 | 2 | 36 |

High market competition received the highest concentration of severe ratings (23 of 36 respondents rated it 4★ or 5★), followed by talent shortage, indicating that external labour-market conditions are perceived as more constraining than internal process factors. Unrealistic job expectations was rated the least severe factor, with 33 of 36 respondents (91.7%) rating it 1★ or 2★.

Table 8. Satisfaction with Current Recruitment Strategies

| Response | n | % |
|---|---|---|
| Very satisfied | 0 | 0.0 |
| Satisfied | 34 | 94.4 |
| Neutral | 2 | 5.6 |
| Dissatisfied | 0 | 0.0 |
| Very dissatisfied | 0 | 0.0 |
| Total | 36 | 100.0 |

Satisfaction with existing recruitment strategies is high (94.4% satisfied), with no respondent reporting dissatisfaction, suggesting that perceived difficulty in Table 6 relates to the inherent demands of the function rather than dissatisfaction with organisational strategy.

Table 9. Frequency with which Candidate Salary Expectations Exceed Budget

| Response | n | % |
|---|---|---|
| Very frequently | 0 | 0.0 |
| Frequently | 3 | 8.3 |
| Sometimes | 24 | 66.7 |
| Rarely | 9 | 25.0 |
| Never | 0 | 0.0 |
| Total | 36 | 100.0 |

Salary-budget mismatches occur intermittently for most respondents (66.7% report "sometimes"), indicating a moderate but not chronic constraint on hiring.

Table 10. Proportion of Shortlisted Candidates Declining Job Offers

| Response | n | % |
|---|---|---|
| Less than 10% | 13 | 36.1 |
| 10–20% | 22 | 61.1 |
| 21–40% | 1 | 2.8 |
| More than 40% | 0 | 0.0 |
| Total | 36 | 100.0 |

Offer decline rates remain modest for most respondents, with 97.2% reporting a decline rate below 20%, suggesting the organisation's offers are broadly competitive.

Table 11. Candidates' Understanding of the Job Role Applied For

| Response | n | % |
|---|---|---|
| Always | 0 | 0.0 |
| Often | 31 | 86.1 |
| Sometimes | 5 | 13.9 |
| Rarely | 0 | 0.0 |
| Never | 0 | 0.0 |

| Response | n | % |
|---|---|---|
| Total | 36 | 100.0 |

Role clarity among candidates was rated positively by the large majority (86.1% "often"), pointing to relatively effective job description and communication practices.

Table 12. Perceived Effectiveness of Technology in Identifying Suitable Candidates

| Response | n | % |
|---|---|---|
| Very effectively | 4 | 11.1 |
| Effectively | 27 | 75.0 |
| Neutral | 5 | 13.9 |
| Ineffectively | 0 | 0.0 |
| Very ineffectively | 0 | 0.0 |
| Total | 36 | 100.0 |

A combined 86.1% of respondents rated recruitment technology as effective or very effective for candidate identification, with no negative ratings recorded.

Table 13. Perceived Effectiveness of Technology in Evaluating Candidate Skills

| Response | n | % |
|---|---|---|
| Very effectively | 1 | 2.8 |
| Effectively | 20 | 55.6 |
| Neutral | 15 | 41.7 |
| Ineffectively | 0 | 0.0 |
| Very ineffectively | 0 | 0.0 |
| Total | 36 | 100.0 |

Confidence in technology for skills evaluation (e.g., video interviews, online assessments) is more moderate than for candidate identification, with a larger neutral segment (41.7%), suggesting comparatively lower conviction about tools that assess competencies rather than simply filter applications.

Table 14. Perceived Role of Technology in Reducing Human Bias in Shortlisting

| Response | n | % |
|---|---|---|
| Strongly agree | 0 | 0.0 |
| Agree | 32 | 88.9 |
| Neutral | 3 | 8.3 |
| Disagree | 1 | 2.8 |
| Strongly disagree | 0 | 0.0 |
| Total | 36 | 100.0 |

The overwhelming majority (88.9%) agreed that technology reduces bias in shortlisting, reflecting strong practitioner confidence in automated screening tools, consistent with the utilitarian efficiency arguments identified in the literature (Section 2.2).

Table 15. Extent to which Unrealistic Salary Expectations Delay Hiring

| Response | n | % |
|---|---|---|
| Very high extent | 1 | 2.8 |
| High extent | 8 | 22.2 |
| Moderate extent | 14 | 38.9 |
| Low extent | 13 | 36.1 |
| No extent | 0 | 0.0 |
| Total | 36 | 100.0 |

Perceived delay from unrealistic salary expectations is distributed across moderate and low extent (75.0% combined), indicating a manageable but non-trivial constraint.

Table 16. Frequency of Interview-Scheduling Conflicts

| Response | n | % |
|---|---|---|
| Very often | 0 | 0.0 |
| Often | 11 | 30.6 |
| Sometimes | 10 | 27.8 |

| Response | n | % |
|---|---|---|
| Rarely | 13 | 36.1 |
| Never | 2 | 5.6 |
| Total | 36 | 100.0 |

Scheduling conflicts between HR, hiring managers, and candidates were reported across the full frequency range, with no single response category dominating, suggesting scheduling coordination is an area with room for standardisation.

Table 17. Satisfaction with Reliability and Performance of Recruitment Technology

| Response | n | % |
|---|---|---|
| Very satisfied | 0 | 0.0 |
| Satisfied | 33 | 91.7 |
| Neutral | 3 | 8.3 |
| Dissatisfied | 0 | 0.0 |
| Very dissatisfied | 0 | 0.0 |
| Total | 36 | 100.0 |

System reliability (speed, accuracy, stability) was rated satisfactory by 91.7% of respondents, with no dissatisfaction reported.

Table 18. Frequency of Difficulty Finding Candidates with the Right Skills

| Response | n | % |
|---|---|---|
| Always | 0 | 0.0 |
| Often | 7 | 19.4 |
| Sometimes | 28 | 77.8 |
| Rarely | 1 | 2.8 |
| Never | 0 | 0.0 |
| Total | 36 | 100.0 |

Skill-matching difficulty was reported as occasional by most respondents (77.8% "sometimes"), consistent with the moderate talent-shortage ratings observed in Table 7.

Table 19. Extent to which Long Notice Periods Delay Hiring

| Response | n | % |
|---|---|---|
| Very high extent | 0 | 0.0 |
| High extent | 2 | 5.6 |
| Moderate extent | 21 | 58.3 |
| Low extent | 13 | 36.1 |
| No extent | 0 | 0.0 |
| Total | 36 | 100.0 |

Long candidate notice periods were most commonly rated a moderate-extent constraint (58.3%), identifying this as a specific, addressable friction point in the hiring timeline.

Table 20. Frequency of Offer Rejection Due to Salary or Benefit Mismatch

| Response | n | % |
|---|---|---|
| Very frequently | 0 | 0.0 |
| Frequently | 3 | 8.3 |
| Sometimes | 20 | 55.6 |
| Rarely | 13 | 36.1 |
| Never | 0 | 0.0 |
| Total | 36 | 100.0 |

Consistent with Table 9, compensation-related offer rejection is an intermittent rather than dominant cause of hiring loss.

Table 21. Extent to which Poor HR–Hiring Manager Coordination Contributes to Delays

| Response | n | % |
|---|---|---|
| Very high extent | 0 | 0.0 |
| High extent | 0 | 0.0 |
| Moderate extent | 4 | 11.1 |
| Low extent | 24 | 66.7 |
| No extent | 8 | 22.2 |

| Response | n | % |
|---|---|---|
| Total | 36 | 100.0 |

Internal coordination between HR and hiring managers was rated as a minor contributor to delay by the large majority (88.9% rating it low or no extent), suggesting this is a relative organisational strength rather than a weakness.

## Discussion

The findings collectively address the study's four research objectives. In relation to RQ1, talent shortage and, more prominently, high market competition emerged as the most severely rated barriers to hiring (Table 7), corroborating the broader literature on labour-market constraints in recruitment (Ghazala & Ishrat, 2013; Ongori & Temtime, 2010, as cited in Swapna Rani et al., 2025) and aligning with sector-specific evidence of skilled-talent shortages in Indian construction and real estate (Talari & Tawalare, 2026). By contrast, internal operational factors, slow internal processes and limited resources — were rated comparatively less severe, and HR–hiring-manager coordination was rated a minor contributor to delay by 88.9% of respondents (Table 21), suggesting that, within this organisation, external market pressure outweighs internal process friction as a source of recruitment difficulty.

With respect to RQ2, candidate-related frictions — salary expectations exceeding budget, extended notice periods, and offer rejection due to compensation mismatch — were consistently rated as moderate rather than severe or negligible (Tables 9, 15, 19, 20). This pattern indicates that candidate-side constraints are a real but manageable feature of the hiring environment rather than a dominant obstacle, a nuance that is often understated in organisational narratives that attribute hiring difficulty primarily to external candidates.

On RQ3, respondents expressed strong confidence in recruitment technology, particularly its role in candidate identification (86.1% effective or very effective; Table 12) and bias reduction in shortlisting (88.9% agreement; Table 14). This finding is consistent with the utilitarian efficiency perspective identified by Mori et al. (2025) and the productivity gains reported by Dadaboyev et al. (2025), though the comparatively larger neutral response for skills evaluation via technology (41.7%; Table 13) suggests that practitioner trust in AI-enabled tools is not uniform across recruitment stages, and is more assured for filtering/sourcing tasks than for judgement-intensive skills assessment — a distinction meriting further investigation given the justice and rights-based concerns raised in the AI-recruitment ethics literature (Mori et al., 2025).

Finally, on RQ4, the internal coordination and process-management findings (Tables 16 and 21) indicate a generally well-functioning internal recruitment system, in contrast to the coordination failures documented in some prior studies (Lievens & Chapman, 2019, as cited in Ahmed, 2025). This suggests that, at Real estate company, recruitment difficulty is driven predominantly by external labour-market conditions rather than internal organisational dysfunction — an important distinction for the managerial and practical implications that follow.

## Managerial Implications

- Since external competition and talent shortage — not internal coordination — are the dominant constraints, management should prioritise investment in sourcing channel diversification (referrals, campus partnerships, digital platforms) over further internal process re-engineering.
- Given strong practitioner confidence in recruitment technology for sourcing and screening, continued investment in these tools is warranted; however, the lower confidence observed for technology-assisted skills evaluation suggests this application area should be monitored and validated before being expanded further.

- Understanding the persistent, if moderate, gap between candidate salary expectations and budgeted compensation should inform earlier and more transparent compensation communication in the hiring funnel.
- Because coordination between HR and hiring managers was rated a comparative strength, this capability should be formally documented and preserved as the organisation scales its recruitment function.
- Addressing notice-period-related delays through proactive backup-candidate pipelines could meaningfully shorten the effective hiring cycle, given that this was rated a moderate-extent constraint by the majority of respondents.

## Practical Implications

- For HR practitioners: the findings offer a benchmark for evaluating whether recruitment technology adoption is delivering the perceived efficiency and fairness gains reported here, and where (e.g., skills evaluation) further validation is warranted.
- For job seekers and candidates in the real estate sector: the relatively high reported role-clarity (86.1%; Table 11) suggests that organisations in this sector are, on balance, communicating job expectations reasonably well, which candidates may factor into their own expectations during the application process.
- For recruitment-technology vendors: the gap between high confidence in sourcing/screening tools and more moderate confidence in skills-assessment tools points to a specific product-development and evidence-generation opportunity.
- For industry bodies and policymakers: the sector-wide talent-shortage pattern identified here and corroborated by Talari and Tawalare (2026) suggests value in coordinated, sector-level skilling initiatives for the Indian real estate and construction workforce.

## Limitations of the Study

- Small sample size (n = 36) drawn from a single organisation, limiting statistical power and the generalisability of findings to the wider real estate sector.
- Non-probability, purposive sampling, which may introduce selection bias and does not support formal inferential statistical testing.
- Cross-sectional design, which captures perceptions at a single point in time and precludes causal or longitudinal interpretation.
- Reliance on self-reported, perceptual data, which is subject to social desirability and recall bias.
- Analysis limited to descriptive statistics; no inferential testing (e.g., chi-square, correlation) was possible without raw, respondent-level data.
- No formal reliability or validity assessment (e.g., Cronbach's alpha) of the questionnaire instrument was reported.

## Scope for Future Research

- Replicate the study with a larger, probability-based sample across multiple real estate and construction organisations to enable cross-organisational comparison and stronger generalisability.
- Retain raw, respondent-level data to permit inferential statistical testing (e.g., chi-square tests of association between designation/tenure and perceived recruitment difficulty).
- Incorporate the candidate perspective alongside the HR perspective captured here, to triangulate perceived versus experienced recruitment challenges.

- Adopt a longitudinal design to examine how recruitment technology adoption and hiring outcomes evolve over time.
- Employ qualitative or mixed-methods approaches (e.g., in-depth interviews) to explore the mechanisms underlying the moderate confidence observed in technology-assisted skills evaluation.

## Conclusion

This study finds that Real estate company's recruitment function operates within a generally well-managed internal system, with strong HR–hiring-manager coordination and high practitioner satisfaction with current recruitment strategies. The principal sources of hiring difficulty identified are external to the organisation: talent shortage and intense market competition for skilled candidates, consistent with broader evidence on the Indian real estate and construction sector. Recruitment technology is perceived positively, particularly for candidate sourcing and bias reduction in shortlisting, although confidence is more moderate for technology-assisted skills evaluation. Candidate-related frictions, salary expectations, notice periods, and offer rejection are present but manageable rather than severe. These findings suggest that incremental improvements, diversified sourcing, earlier compensation transparency, and continued but carefully validated technology investment are likely to yield greater returns than further internal process re-engineering. As an exploratory, single-organisation study, these conclusions should be treated as indicative, with the larger-sample, multi-organisational, and inferentially tested research directions outlined in Section 13 offering a clear path to strengthening the evidence base.

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